



**LEBANON CITY COUNCIL
APRIL 27, 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: 445 455 610#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

2. Annual Work Session

A. Presentation of Draft Strategic Plan Objectives

- Recreation, Arts & Parks
- Environment & Sustainability
- Public Safety
- Transportation
- Public Health

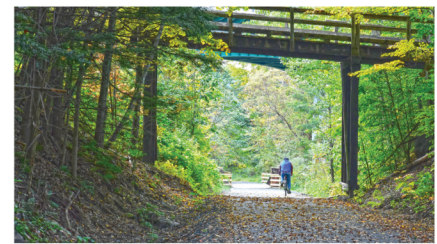
Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to LebanonNH.gov/Live where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual 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

- **Recreation, Arts, and Parks**
 - City Manager | Recreation, Arts, and Parks | Library | Planning and Development
- **Environment and Sustainability**
 - Public Works | Recreation, Arts, and Parks | Planning and Development
- **Public Safety**
 - Cyber Services | Public Works | Police | Fire | Recreation, Arts and Parks | Planning and Development
- **Transportation**
 - Public Works | Recreation, Arts and Parks | Airport
- **Public Health**
 - City Manager | Public Works | Human Services | Police | Fire | Planning and Development



Recreation, Arts, and Parks



Summary of Strategic Objectives

- 4.1 Provide a wide array of recreational programming in conjunction with other entities in the Upper Valley.
- 4.2 Maintain and expand recreation infrastructure in the City to include parks, athletic facilities, trails, and greenways.
- 4.3 Enhance the vitality of Arts & Culture in the City in cooperation with arts community in the Upper Valley. This includes energizing the arts economy as well as opportunities for public art.
- 4.4 Celebrate the City's rich history and enhancing the public's awareness of its history through multiple modalities.
- 4.5 Celebrate the City's diverse cultural makeup by providing opportunities allow the public to experience the diverse cultures in the Upper Valley.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager | Library | Planning | BAP

Boards and Committees

Arts & Culture Commission | Conservation Commission | DEI | Downtown TIF | EDC
Heritage Commission

Partners

AVA Arts Gallery | CCBA | Lebanon Historical Society | Lebanon Opera House
Lebanon Quilting Club | Lebanon Youth Baseball | NH Hockey Assoc. | UVM Music Center

Vision Statement

Recreation

The City has a wide array of recreational opportunities available to its residents. The programs are operated by the City while others are provided by not-for-profit entities and for-profit entities. A robust range of recreational opportunities has a positive impact on the physical and emotional health of our people. The City's vision for Recreation is further outlined in [Chapter 10: Recreation](#) of the Master Plan.

Arts, Culture, and the Humanities

The City celebrates the arts, culture and the humanities in its various modalities. The City's recently created Arts and Culture Commission is the primary City body to advocate and advance the arts in the community. The City supports a vibrant partnership with a growing arts community to enhance opportunities for equitable participation and inclusion. The City continues to enhance opportunities for displays of art in public places to create a livelier living environment. The City's vision is further outlined in [Chapter 12: Community Design and Civic Art](#) of the Master Plan.

Parks

The City maintains parks in various parts of the City to enhance neighborhood environments and provide outdoor spaces for its residents to enjoy the outdoor world. Everything from athletic fields, the Storrs Hill Ski facility, the Mascoma Greenway, the Northern Rail Trail and various nature trails and conservation areas provide opportunities to exercise and enjoy nature.

Libraries

Our vision is to be the hub of the community, a place where individuals of all ages and backgrounds can find the resources, technology, and support they need to achieve their goals and realize their full potential. We strive to create a dynamic and innovative library system that reflects the diverse needs and interests of our community and empowers everyone to lead fulfilling and meaningful lives.



Environment and Sustainability

Summary of Strategic Objectives

Waste Management

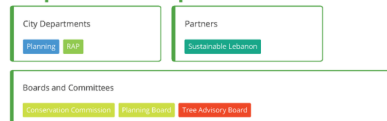
- 5.1 Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewal material.
 - 5.2 Managing solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life and minimizing the impact on the environment.
- Energy**
- 5.3 Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.
 - 5.4 Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy sources by 2050.
 - 5.5 Encourage and support communitywide initiatives to transition the community to 100% renewable energy sources by 2050 in alignment with the Energy Chapter of the City's Master Plan.

Conservation & Natural Resources

- 5.6 Enhance, support and implement measures to sustain the City's public and private forests. Implement urban forest management programs to address urban heat zones and aesthetics.
- 5.7 Maintain and highlight the City's conservation resources.
- 5.8 Protect the water resources within the City.
- 5.9 Protect the wildlife, aquatic organisms and plants from the impacts of human activity and climate change.

Timeline: 2024-2026

Responsible Groups



Vision Statement

The City is proactive in sustainable environmental stewardship. [Lebanon's Principles of Sustainability](#) focus on seven principles. Principal #3 is Environmental Responsibility and Energy Efficiency.

Principle #3 – Environmental Responsibility and Energy Efficiency

Does the action...

- A. Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems?
- B. Promote and reinforce a network ("green infrastructure") of protected open space and natural areas?
- C. Improve energy efficiency and reduce the City's carbon footprint?
- D. Engage the Lebanon community to conserve energy and adopt more sustainable technologies for heating, cooling, lighting, transportation, and so forth?

The functions of the City government will achieve the objective of reducing its greenhouse gas emission 80% below 1990 levels by 2050. The City supports the Paris Climate Accords and the implementation of the goals of the Paris Climate Agreement.

Waste Management

The goal is to achieve zero waste. The City manages a number of waste materials from the City itself and the Upper Valley as a region. The goal is to recycle the materials where possible or dispose of the materials in an environmentally safe fashion that does not impair the public health. As technological solutions become available the City implements them to achieve the ultimate goal of eliminating waste.

Energy

The City's Master Plan outlines the City's policies regarding Energy in [Chapter 13](#). The City implements a number of strategies to reduce the amount of energy used in the community with a shift from energy that produces greenhouse gas emissions. This includes a shift to the use of electric powered vehicles and electric powered building heating sources. The shift to energy produced by solar, landfill gas and other renewable sources.

Conservation and Natural Resources

The City's Master Plan outlines the City's policies regarding Natural Resources in [Chapter 5](#). The City has considerable conservation and natural resource assets that it continues to maintain and protect.



Public Safety

Summary of Strategic Objectives

- 6.1 Enhance Emergency Management capability regarding Planning for, Preparing for, Responding to, Recovery from and Mitigation of Disasters.
- 6.2 Enhance Code Enforcement efforts.
- 6.3 Maintain a proactive Traffic Safety Program.
- 6.4 Maintain a proactive Crime Prevention and Response Program.
- 6.5 Maintain an effective Fire Prevention effort and Fire Suppression capability.
- 6.6 Enhance multi-modal transportation safety through prevention, education, enforcement and infrastructure improvements
- 6.7 Enhance the City government's cyber security posture to minimize impact on city services. Enhance the police department's ability to prevent, investigate and prosecute cybercrimes that impact businesses and residents.

Timeline: 2024-2026

Responsible Groups



Vision Statement

Perceptions of public safety, whether they are real or perceived, impact the way people feel and interact in the community. Public safety is not just about injury prevention and crime prevention; it is about building a strong, cohesive, vibrant, participatory City. Individuals and families enjoy a sustained quality of life, participation in work, leisure, social, cultural, artistic and educational activities, and preservation of income and assets. A safe community embraces a methodology and infrastructure where all sectors of the community work together collaboratively to safeguard citizens' well-being and property. Our vision of the City involves the following aspects.

Emergency Management: The City has a robust emergency management capability that adequately:

- foresees and plans for natural and human made disasters;
- prepares for these events and provides advanced warning and guidance to residents, businesses and other partners. This also includes training for, having the necessary equipment facilities, supplies and partnerships available to respond to disasters;
- responds to disasters to effectively reduce the risk to life and property;
- recovery from disasters such that the community it able to return to normal as soon as possible. This includes psychological recovery from the impacts of disasters;
- mitigation steps are taken in advance of and during disasters to reduce the impacts of known or disasters that are likely to impact the City.

Code Enforcement: The City has adequate life safety codes that reduce the risk of injury or death as well as the protection of property. The City effectively educates the public regarding these regulations. The City takes a proactive step to address violations.

Crime Prevention and Response: The City takes proactive steps to reduce the amount of, severity of and the impacts of crime. Residents and visitors in the City have a quality of life and are able to pursue and obtain the fullest benefits from their domestic, social and economic lives without fear or hindrance from crime and disorder. The City is able to respond to criminal incidents proactively, quickly and effectively.

Domestic and Sexual Violence: The City in partnership with other entities leads efforts to protect and assist victims of sexual and domestic violence.

Cyber Security: The City's cyber infrastructure and protected information are secure from hacking, damage, or destruction and other disruptions.

Traffic Safety: The City has a multi-pronged approach to addressing safety on City streets, sidewalks, greenways, and rail trails. Proactive steps are taken to minimize motor vehicle accidents as well as accidents involving bicycles and other wheeled vehicles. A number of strategies are used to enhance pedestrian safety with the goal of zero pedestrian accidents.

Fire Prevention and Suppression: The City implements strategies to prevent death, injuries and damage to property from the impacts of fire. The fire department has adequate resources and strategies to respond to fires to save lives and minimize damage to property.



Transportation

Summary of Strategic Objectives

Public Transit

- 7.1 Maintain & expand public transportation availability in the Upper Valley.

Airport

- 7.2 Support efforts to maintain Essential Air Service
7.3 Support efforts to maintain general aviation.

Multi-Modal Transportation

- 7.4 Maintain, enhance and expand the Mascoma Greenway, Northern Rail Trail and new connector segments to strengthen the multi-use recreational/transportation network.
7.5 Maintain, enhance and expand the City's sidewalk network connecting the segments to create a comprehensive network.

Roadway Infrastructure

- 7.6 Enhance the City's roadway infrastructure maintenance plan.
7.7 Enhance the City's roadway system to adequately manage present and projected traffic volumes.
7.8 Coordinate with NH DOT's efforts to enhance state transportation improvements in the City.

Timeline: 2024-2026

Responsible Groups

City Departments	Boards and Committees
Transport Planning SPD	Health Planning Board
Partners	
Advanced Transit	



Vision Statement

The City operates a multi-modal transportation system and partners with other entities to meet the transportation needs of the City within the context of the larger transportation network in the Upper Valley. The City's Master Plan further delineates the larger transportation goals located in [Chapter 9](#).

The City will continue to use innovative technologies and make infrastructure investments to ensure those systems are adequately maintained to ensure they function effectively and safely. The focus will be on the lifecycle maintenance of infrastructure and properly tracking the infrastructure through a fixed asset management system.

The City will continue with its Complete Streets strategy when reconstructing a street to include upgrading all of the assets within the street where appropriate.



Public Health

Summary of Strategic Objectives

- 10.1 Continue partnership with West Central Behavioral Health to enhance Mental Health Care and Response.
10.2 Provide effective Mobile Integrated Health Care.
10.3 Provide high quality Emergency Medical response capability.
10.4 Maintain the partnership with the Upper Valley Public Health Network to respond to public health emergencies.
10.5 Continue partnerships to provide Medical and Dental Care for those who cannot afford it.
10.6 Enhance community engagement.

Timeline: 2024-2026

Responsible Groups

City Departments	Boards and Committees
City Manager DPW/SLU Fire Human Services Planning Police	Joint Logo
Partners	
Dartmouth Health Good Neighbor Health Clinic HIV/HCV Resource Center HeadStart UV Public Health Network Working Nurse NHC & VT WCBH WIDE	



Vision Statement

The goal of public health is to preserve the medical and mental health of those who reside in the City and those who visit it. Eliminating or minimizing the risk of disease and injury as well as responding to and providing care to those who need it are primary objectives of municipal governments. The City works in partnership with an array of state and federal agencies along with not for profit entities to meet the objectives of the Ten Essential Public Health Services:

- Monitor Health
- Diagnose and Investigate
- Inform, Educate, and Empower
- Mobilize Community Partnerships
- Develop Policies
- Enforce Laws
- Link to Services
- Assure Competent Workforce
- Evaluate

