



**LEBANON ECONOMIC DEVELOPMENT
COMMISSION AND DOWNTOWN LEBANON TIF
ADVISORY BOARD
WEDNESDAY, JULY 26, 2023
4:00 PM - 5:30PM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Call to Order

- A. The July 26, 2023 Joint Economic Development Commission and Downtown Lebanon TIF Advisory Board meeting is hereby called to order.

2. Approval of Minutes

- A. June 28, 2023

3. New Business

- A. Review and preparation of revised RFP for 20 Spencer Street

4. Future Agenda Items

5. Next Meeting Date

- A. Wednesday, August 23, 2023

6. Other Business

7. Adjournment

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.

DRAFT

**ECONOMIC DEVELOPMENT COMMISSION &
DOWNTOWN TIF ADVISORY BOARD
JOINT MEETING
WEDNESDAY, JUNE 28, 2023 – 4:00PM
Council Chambers – City Hall – or remote via Virtual Platform
MINUTES**

EDC MEMBERS PRESENT: William Dunn (Chair) (remote), David Newlove, Chip Brown, Councilor Karen Liot Hill (Vice Chair), Dan Nash, Andrew Key

EDC MEMBERS ABSENT: Councilor Doug Whittlesey, Tracy Hutchins (Upper Valley Business Alliance), Kevin Purcell

TIF MEMBERS PRESENT: Barry Schuster (Chair), Victoria Smith, Christina Haidari, Peter Owens, George Sykes

STAFF PRESENT: Deputy City Manager David Brooks

1. CALL TO ORDER:

- The June 28, 2023 Downtown TIF Advisory Board meeting were called to order at 4:07 PM. The Economic Development Commission entered a work session, as a quorum was not present in the room at the time.

2. APPROVAL OF MINUTES:

A. May 24, 2023

Motion by Ms. Smith to approve the minutes of May 24, 2023, as presented.

Second by Ms. Haidari.

** The Vote on the MOTION was approved by the TIF (3-0-0).*

Peter Owens and George Sykes entered the meeting.

3. NEW BUSINESS:

A. Discussion of Regional Cooperation with Nancy Merrill, Planning & Development Director for City of Claremont

Mr. Brooks explained that in April, he and the City Manager of Lebanon met with the City Manager of Claremont at the ICMA Conference in Burlington. One topic of discussion was how the two cities could work together for the benefit of both. Items of interest include supporting transportation investments between the communities, providing technical assistance, broadband support, and reverse commuting opportunities. The intention was to continue this discussion with Nancy Merrill this evening.

Ms. Merrill stated that the two communities are similar size-wise and there is commuting that occurs between the two. There are items which could be collaborated on in order to benefit both cities.

Chair Dunn stated that the collaboration piece has been missing for the two cities. Regional collaboration for certain professions could be of interest.

Chair Schuster suggested an internet or electronic hub for both communities to connect through, especially as much of commuting nowadays is online. Ms. Merrill agreed to continue to meet and discuss this topic with Mr. Brooks

Chip Brown entered the meeting. The Economic Development Committee, having a quorum, thus called its meeting to order and addressed approval of the meeting minutes.

Motion by Mr. Nash to approve the minutes of May 24, 2023, as presented.

1 **Second by Mr. Newlove.**

2
3 *** The Roll Call Vote on the MOTION was approved by the EDC: Dunn – aye; Newlove – aye; Brown – aye;**
4 **Councilor Liot Hill – aye; Nash – aye; Key – aye; (6-0-0).**

5
6 B. Review and Recommendation regarding proposed 2024 Budget by Downtown Lebanon TIF Advisory
7 Board

8
9 Mr. Brooks explained that, in 2021, the Downtown TIF Board agreed to use TIF revenue to make the bond
10 payments on the Downtown tunnel project. Over time, there has been a healthy growth in the TIF Fund for the
11 Downtown area, with approximately \$1.8M expected by next year. He requested a recommendation from the TIF
12 Board in support of the proposed FY24 budget.

13
14 There was discussion regarding the bonding cost for the Spencer Street improvements project.

15
16 **Motion by Ms. Smith to recommend to the TIF District Administrator to support the FY 2024 budget, as proposed.**
17 **Second by Mr. Sykes.**

18
19 *** The Vote on the MOTION was approved by the TIF (5-0-0).**

20
21 D. Review and discussion of previous RFP process for 20 Spencer Street – *This item was taken up at this time.*

22
23 *Chair Schuster recused himself from this item. Ms. Smith sat as Chair of the Downtown TIF Advisory Board.*

24
25 Mr. Brooks explained that both boards, at the May meeting, spoke about being reinvolved with this project. In June,
26 the City Council asked the boards to revisit the previous RFP process and to make recommendations to the City
27 Council as to what could happen on this site. He stated that he would provide the boards with the previously agreed
28 upon strategic objectives and highlight the items that may be applicable to this site. He will also provide the boards
29 with the resolution adopted by the City Council last April regarding housing, specifically regarding incentivizing
30 housing not currently being created by the market.

31
32 Mr. Nash suggested that this project could include a daycare provider business.

33
34 The boards agreed to put this on the next agenda for further discussion.

35
36 **Motion by Mr. Sykes to adjourn the TIF meeting at 4:59pm.**
37 **Second by Mr. Owens.**

38
39 *** The Vote on the MOTION was approved by the TIF (5-0-0).**

40
41 C. Review and Discussion of Master Plan Update Process for Chapter 6: Economic Development

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43 The EDC will continue to discuss the actions and strategies for Chapter 6 at a future meeting.

44
45 E. Appointment of EDC representative to West Lebanon Revitalization Advisory Committee

46
47 Chair Dunn explained that the EDC is seeking a member to also be the representative to the West Lebanon
48 Revitalization Committee. Mr. Nash volunteered for this position, pending further discussion with Kevin Purcell.
49 The EDC will continue to discuss this topic at a future meeting.

50
51 **4. FUTURE AGENDA ITEMS:**

52 As previously discussed during the meeting.

53
54 **5. NEXT MEETING DATE:** July 26, 2023

55
56 **6. OTHER BUSINESS**

57 None at this time.

58
59 **7. ADJOURNMENT.**

1 ***The EDC meeting was adjourned at 5:04 PM.***
2
3 Respectfully submitted,
4 Kristan Patenaude

**CITY OF LEBANON
REQUEST FOR PROPOSALS
FOR
20 SPENCER STREET, LEBANON, NH**

1. Introduction

The City of Lebanon, New Hampshire is interested in identifying a qualified and capable developer to propose and complete the redevelopment and revitalization of a City-owned parcel located at 20 Spencer Street within the Lebanon downtown core. The redevelopment of this site would include a residential and/or mixed-use development of multiple stories of sufficient architectural character and quality to support the City's Master Plan goals for high-performing facilities, to contribute taxable value, and to be compatible with the appearance of surrounding downtown Lebanon buildings.



The 1.92-acre site is located near the center of the City's historic ~~Downtown-downtown district~~ ~~Central Business District~~ and is walking distance from Colburn Park, the civic heart of the community. The adjacent downtown area is home to a variety of restaurants, retail space, offices, the Lebanon Opera House, AVA Gallery and Arts Center, the Upper Valley Music Center, and the Carter Community Building Association fitness and recreation facility, as well as

public recreation and public parking areas. The site, just off Exit 18 of I-89, is also within approximately 10 minutes of Dartmouth-~~Health~~~~itchcock~~ Medical Center, Dartmouth College, major technology and manufacturing employers, and regional shopping districts.

The City of Lebanon proposes the sale of the property, or a portion thereof, to a developer or development team for the express purpose of having the site redeveloped for residential and/or mixed uses, with on-site parking, subject to the guidelines outlined in this proposal. Alternatively, the City would consider entering into a public/private partnership where the developer works in concert with the City to address and resolve site-related issues and permitting in order to achieve a successful redevelopment outcome.



Aerial photo looking south at project site.

The City is also willing to consider financial scenarios proposed by potential developers that would be judged on the basis of their ability to realize the Vision and Development Objectives outlined herein, conform to the City's 2012 Master Plan goals and development regulations, accomplish the Strategic Objectives of the 2023 Strategic Plan, and achieve the best result for the City of Lebanon and its citizens.

Upon the successful completion of the redevelopment of the 20 Spencer Street property, the City may be open to partnering with the successful developer on additional opportunities within the downtown area as envisioned in the Lebanon [Downtown Visioning Study report](#).

2. Vision and Development Objectives

In the 2016 Downtown Visioning Study, the vision for Spencer Street was articulated as follows:

“Spencer Street will become a walkable neighborhood street with the addition of a new sidewalk and lighting. New development at the former City DPW lot [20 Spencer Street], and improved building facades or fencing along other parcels, will create a more consistently attractive and safe street. A mix of commercial and residential use will keep the street active at different times of the day and week, spread out traffic,

and support economic development for Lebanon. Walking connections to the Mascoma River Greenway and other riverside paths and parkland will provide residents and workers access to beautiful recreation amenities.”

- p.80 of Downtown Visioning Study Final Report

The Visioning Study also included conceptual-level renderings of possible redevelopment scenarios for the Spencer Street corridor illustrated below.



- Residential Development Concept, Figure 5.16; p.85 of Downtown Visioning Study Final Report



- Office Development Concept, Figure 5.16; p.85 of Downtown Visioning Study Final Report

Since 2019, the City has completed the demolition of the former DPW garage and administrative offices, removed underground storage tanks, and remediated contaminated soils on the property in preparation for redevelopment. In addition, the City has worked with the New Hampshire Department of Environmental Services to eliminate Activity and Use Restrictions previously applicable to the property. While the City continues to monitor groundwater on a periodic basis, there are no development restrictions on the property.

The City is seeking a developer for the site who will create a place that residents and visitors can enjoy and one which supports Downtown Lebanon by creating an attractive, vibrant focal point of the community in furtherance of the vision expressed by the community. This development should reflect the overall character of Lebanon, as well as enhance the vibrancy the Downtown enjoys.

The development should demonstrate a commitment to sustainable and green building practices consistent with [Lebanon's Principles for Sustainability](#), the goals of the [Energy Chapter of the Master Plan](#), and the [City's support for the Paris Climate Agreement](#). The ideal developer will demonstrate state-of-the-art, cost-effective, high-performance energy efficiency and use of on-site renewable energy in a largely market-based development.

It is the City's objective to enter into a "Purchase and Sales/Development Agreement" with the qualified and reputable developer that submits the most appropriate proposal for redeveloping this important site. The successful proposal will feature the following components:

- 1) Land Uses: The City is interested in the following land uses for the site:
 - a) Residential and/or Mixed-use development. Commercial uses may include commercial services, restaurants, retail, office, medical, and/or arts/cultural uses. Residential uses may be ownership or rental housing. While rental or sales prices are anticipated to be mostly market rate, incorporation of affordable workforce housing is highly desirable and, in exchange for a commitment to providing a number of units as affordable workforce housing, the City may consider a discount on the sale price of the land.
- 2) Building Design: Interested developers should provide conceptual site plans and building renderings and/or models for their project. Developers are advised that the City is most interested in projects that will include architectural designs compatible with existing downtown Lebanon buildings, including modern or contemporary architectural designs that are contextually appropriate, with attractive perimeter landscaping and integration with the installation of a public sidewalk and streetscape improvements along the property frontage, which have been installed by the City. Proposed projects should comply with the following guidelines:
 - a) Multi-story construction (3 to 5 stories) measured from average surrounding grade. ~~Applicants may elect, but are not required, to retain and rehabilitate the existing building(s) on the property.~~
 - b) Development of one or more new buildings on the site should align with and be located near the Spencer Street frontage and should tie in with recent roadway and streetscape improvements ~~completed by the City to include a sidewalk, street trees, and street lighting.~~
 - c) The building(s) should utilize high-quality, durable materials and appropriate design details to complement the character of the surrounding neighborhood.
 - d) The development should demonstrate a high level of energy efficiency and sustainable building practices, including minimizing fossil fuel use and maximizing renewable energy use to the extent economically feasible, and integrating Low Impact Development (LID) techniques to the maximum extent feasible. This can be demonstrated by a commitment to above-code performance through proposed conformity with one or more of the following (or comparable) voluntary standards:
 - [2018 International Energy Conservation Code \(2018-IECC\)](#),
 - [2018 International Green Construction Code \(2018-IgCC\)](#),
 - [LEED \(Leadership in Energy and Environmental Design\) standards](#),
 - [EPA Energy Star Certification](#) with [Indoor airPLUS qualification](#),
 - [US DOE Zero Energy Ready Home Program](#), or

- [PHIUS+ 2015: Passive Building Standard -- North America.](#)
 - e) The development should provide direct pedestrian and bicyclist connections to the adjacent Northern Rail Trail for occupants, customers, and tenants of the development.
 - f) Parking for vehicles and bicycles sufficient for the proposed development should be provided on-site, to the extent feasible. The City is open to considering the provision of supplementary parking within the nearby public parking lots.
 - g) Universal design for interior and exterior facilities should be integrated to the extent feasible.
- 3) Community Economic Benefits: The City is highly interested in development concepts which will:
- a) Provide a good mix of market-rate and affordable workforce housing that helps address the regional housing shortage.
 - b) Create vitality in Downtown and serve as a catalyst for redevelopment of surrounding properties.
 - c) Expand the City's tax base.
 - d) Demonstrate state-of-the-art, cost-effective, energy efficient, and sustainable building performance, including the use of renewable energy to meet some or all energy needs.
 - e) Support the City's employment base with permanent jobs that provide a living wage or better.

Further information and details about the City of Lebanon, in general, and the 20 Spencer Street property, in particular, are provided in the attached Appendices. In addition, the following documents and resources are specifically referenced for review by potential respondents to this Request for Proposals (RFP). Developers seeking to respond to the RFP will be expected to familiarize themselves with the City of Lebanon's 2012 Master Plan, ~~and~~ the 2016 Downtown Lebanon Visioning Study, and the 2023 Strategic Plan as listed below.

Additional Information and Resources:

- [Property Survey: "Lot Line Adjustment Plat, City of Lebanon and Keith Beardslee, 10 & 20 Spencer Street, Lebanon, Grafton County, New Hampshire, Project No. 1526, Date: October 4, 2018", prepared by Rockwood Land Services, LLC, recorded on December 20, 2018 at Grafton County Registry of Deeds as Plan #15652](#)
- [Lebanon 2012 Master Plan](#)
 - [Lebanon Central Business District Chapter](#)
 - [Housing Chapter](#)
 - [Energy Chapter](#)
- [Lebanon Zoning Ordinance](#)
- [Downtown Lebanon Visioning Study](#)
 - [Executive Summary](#)
 - [Full Report](#)
 - [Appendices](#)
 - Appendix B: [Market Analysis Memorandum](#)
 - Appendix F: [Design Guide Strategies](#)
- [Lebanon 2023 Strategic Plan](#)
- [Phase II Environmental Site Assessment report, prepared by Credere Associates, LLC, dated March 16, 2018 \(note: the recommended actions from the Phase II ESA report have been completed by the City of Lebanon\)](#)
- [Downtown Lebanon TIF District](#)

- [Community Revitalization Tax Relief Incentive Program \(79-E\)](#)
- [Economic Revitalization Zone](#)
- [PHIUS+ Is Within Reach, Commercial Resource Center PHIUS](#)
- [Vital Communities Upper Valley Workforce Housing Information](#)
- [“Conceptual Reuse Plan, City of Lebanon Former DPW Site, Spencer Street, Lebanon, NH”, prepared by Pathways Consulting, dated March 25, 2019.](#)

3. Submission Requirements

Developers responding to this RFP are required to submit detailed information as set forth in this section. Additional materials and information may also be included in the submission package as deemed appropriate by the respondent.

Proposals must be received no later than ~~4XX:00 PM on Friday, November 15, 2019~~ to be eligible for consideration. Proposals must be submitted in ~~two (2) hard copies and~~ one (1) electronic copy (.PDF or other general use format, on a portable USB flash drive or CD/DVD disk) addressed to David Brooks, ~~Department of Planning & Zoning Deputy City Manager~~, 51 North Park St., Lebanon, NH 03766. Proposals shall be submitted in a sealed envelope clearly marked “2023 Request for Proposals - 20 Spencer Street”.

All materials submitted in response to this RFP become the property of the City of Lebanon and may be used as the City of Lebanon deems appropriate. All submittals will be subject to the applicable provisions of RSA 91-A.

Respondents should carefully follow the format and instructions outlined below. Proposals must contain the information and documents described below and the completed documents must be signed. Proposals which do not include the following items may, at the discretion of the City, be deemed non-responsive and may not be considered. The Proposal shall be written in sufficient detail to permit the Review Committee to conduct a meaningful evaluation of the proposed project.

The Proposal must include the following information:

1) Cover Page.

The cover page should include the following information:

- a) Title of RFP
- b) Respondent/Name of Firm
- c) Business Address
- d) Business Phone
- ~~e) Facsimile Phone~~
- f) Web page and email addresses
- g) Primary Contact Person and contact information

2) Table of Contents.

The Table of Contents should outline the major areas of the proposal. All pages of the proposal, including the enclosures, should be clearly numbered and labeled and correspond to the Table of Contents.

3) Development Team and Organization.

State the members of the development team, including the developer (including principals and any joint venture partners), management company, architect, landscape architect,

engineers, legal, marketing, financial partner(s) (if any), and other members key to development or operation of the project. Outline the roles and organization of the team.

4) Development Plan.

- a) Proposed development program information for the entire project and by phase, major use component, and building/site, as appropriate:
 - i) For total project and for each phase and use
 - Gross and net square feet of non-residential space
 - Number and type of residential units (e.g. studio, 1 BR, etc.)
 - Parking supply (on-site or off-site)
 - ii) Other information for the above or other uses as appropriate to fully describe them
- b) Public improvements (e.g. sidewalk connections and streetscape improvements, etc.) proposed for project in terms of:
 - i) nature/description (e.g. components, amenities, square footage, seating, public art, etc.)
 - ii) phasing
 - iii) capital cost (hard and soft)
 - iv) maintenance and management costs
 - v) responsibility for funding capital costs, maintenance, management, and programming
 - vi) basis for cost estimates
- c) State whether the proposed project is confined to the property offered by the City or if it utilizes additional property. If the latter, specify the level of commitment of such additional property to be included in the Respondent's project and provide evidence of such commitment. If the proposed project may include additional property, but such property has not yet come under the Respondent's control, indicate the status of acquisition efforts, and, in the appropriate sections below, the impact on program, design, phasing, and proposed terms that acquisition of such additional property would have on the project. Furthermore, state whether the proposed project is intended to be a public/private partnership developing as a residential and/or mixed-use multi-story building.

5) Conceptual Design.

- a) A design narrative which describes:
 - i) the physical attributes of the project.
 - ii) the goals of the proposed design and development mix and how the various elements work to achieve those goals.
 - iii) energy efficiency and sustainable design features, including any low impact development techniques, proposed renewable energy systems, and targeted level of energy efficiency, which can be expressed as a target to equal or exceed or as a range within which the project is expected to perform as measured by site and source kBTU/sq.ft./yr., Energy Star score for new construction, LEED certification level, and/or other proposed metrics.
 - iv) characterization of design style, quality level, or other information that would give the City a better understanding of the character of the buildings, public improvements, and project as a whole.
 - v) the approach and level of commitment to involving the public in the design process.
- b) A set of conceptual level design graphics (in 8 ½" by 11" form in the body of the proposal document) and in one set of presentation boards, ~~not to exceed 24" x 36" in size~~, which communicate the following:
 - i) an overall site diagram which depicts the location and mix of uses, including a table which identifies the net and gross square foot area of each use and number and type of units by building and/or floor level

- ii) development site plan which highlights the key design elements and proposed site materials
- iii) not less than one overall cross section of the site which illustrates how the development relates to abutting parcels/uses

6) Project Schedule.

Submit an estimated schedule for project implementation depicting milestones for the full project, from commencement through occupancy of the final phase. Schedule should be presented in a graphic format, allowing understanding of any cause and effect relationships between major elements.

7) Environmental / Public Approvals Plan.

Outline the major elements of the environmental and public approvals process (including agencies and approvals required) for the project and the key issues and time frames involved. Time frames should be incorporated in the Project Schedule.

The plan should address environmental remediation issues. Note, the City is open to considering a public/private partnership in which the developer works with the City to address and resolve site-related issues and permitting to achieve a successful outcome.

8) Public Funding Plan.

Identify any public funding, other than from the City, that might be sought for the project and your assessment of likelihood, amount, and timing of receiving those funds. Describe any actions the City, or other public body, needs to take to assist in acquiring the sought-after funding. Identify in your financial proposal whether any such funding is assumed and the implications if it is or is not secured.

9) Description of the proposed approach to developing, maintaining, and managing the project.

- a) Proposed role of the Respondent in developing the various project components itself versus partnering with or selling/sub-leasing off parcels to other developers.
- b) Proposed approach to land takedown.
- c) Proposed role of the Respondent in providing security and maintenance during the predevelopment and development phases of the project.
- d) Proposed approach to ownership, management, and maintenance of land and improvements relative to public areas and private development components.
- e) Concepts for activity/event programming of public spaces that will ensure their active use by and attraction to the larger community and the Respondent's proposed role in managing them.
- f) Activities which you envision the City participating in during the design, permitting and construction phases of the project.
- g) Nature and level of commitment to ongoing ownership and management of the project by Respondent.
- h) Identification of any anticipated or programmed transfer of ownership of the project or any portion of the project (including the land).

10) Financial Proposal.

- a) Price and proposed terms of purchase for the City-owned land.
- b) Any allowances or conditions relating to environmental remediation.
- c) Phased acquisition/land take-down schedule and relationship to key milestones.
- d) Scope, nature, cost, timing, and conditions, if any, relative to public improvements to be funded by the developer (e.g. creation of parkland, public infrastructure).
- e) Identification of any project components which may at any time charge a fee (e.g. parking garage) and provisions for on-site parking and proposed arrangements for off-site parking, if necessary.

- f) Proposed approach to long-term maintenance of the development and the public improvements and anticipated costs funded by developer.
- g) Any anticipated off-site improvements, their cost, and who would be responsible for funding these costs.
- h) Any option for dedicated affordable workforce housing units, including proposed eligibility criteria, and any proposed reduction in the purchase price of the property per affordable unit commitment expressed as an option for the City.
- i) All other key information or anticipated term sheet items that the City should be aware of in the formation of its approach to negotiating with your team.

11) Statement of Challenges.

A brief narrative which discusses the three most significant challenges facing this development as proposed and how they will be addressed.

12) Developer Qualifications and Financial Capacity.

- a) Approach to Financing - Description of your approach to financing the project, including identification of specific financial sources to be pursued for debt and equity, including the amount and source of equity.
- b) Commitment of Principals - Identify the level of financial commitment which the principals of the development entity will pledge to this project.
- c) Commitment of Institutions - Documentation from financial institutions willing to commit financing for this project as proposed herein, clearly citing any constraints, time sensitive terms, and/or conditions of the financing.
- d) Track Record - Summary level narrative which details the prime developer's and project team's experience in successfully executing comparable residential and/or mixed-use projects. Provide supplemental information for original team members and complete information for new team members addressing:
 - i) Number of years the Respondent has been in business, number of employees, and the primary markets served;
 - ii) Description of proposing organization's history, legal structure, development experience, qualifications, and understanding of the development requirements;
 - iii) Description of significant, comparable project(s) developed, managed, and/or designed by members of the proposed design team including:
 - name and location of project;
 - description of project including building energy use in site and/or source kBTU/sq.ft./yr., Energy Star score, LEED certification, or any other notable sustainable, renewable, or green building features;
 - total dollar value of project;
 - client contact person and phone number for reference;
 - specification of the development team member's role(s) in the project (e.g. primary developer, development manager, manager, architect, consultant, etc.);
 - the results/status of the project and the development team member's remaining involvement in the project.
 - iv) Information for team architect and any other members of the team including design professionals should be provided. If not provided in other responses to this RFP, include graphic representations of architect's prior relevant work, along with a description of the projects and their role in these projects.

**CITY OF LEBANON
REQUEST FOR PROPOSALS
FOR
20 SPENCER STREET, LEBANON, NH**

APPENDICES

A. Site Description

The 20 Spencer Street site is a 1.92-acre (83,725 square feet) parcel located on the southerly side of Spencer Street. The lot includes approximately 465 feet of street frontage and ranges from roughly 125 feet to 220 feet in depth. The rear of the property abuts the Northern Rail Trail corridor, which is owned by the State of New Hampshire.

The most recent use of the subject property was as a City of Lebanon Public Works garage and administrative office. A highway garage was originally built at the site in the early 1900s. The City has owned the site since at least 1949 and the current building was constructed in 1953 with an addition constructed in 1966. The City's DPW relocated from the property in approximately 2010 and the site ~~has been~~was used for storage and material staging by DPW and other City Departments ~~since that time~~until 2019. The former Public Works garage and administrative office building were demolished by the City in 2020 as part of preparing the property for redevelopment.

The City has had a Phase 2 - Environmental Site Assessment completed for the property, which is available on the City's project webpage. The City ~~is willing to consider partnering with the selected developer to address and resolve known environmental issues on the property~~has already completed the recommended actions outlined in the Phase 2 ESA, including the removal of former buildings, the removal of underground storage tanks and remediation of contaminated soils on the property. The City also worked with the New Hampshire Department of Environmental Services to eliminate Activity and Use Restrictions, which were previously applicable to the property. While the City continues to monitor groundwater on a periodic basis, there are no development restrictions on the property.

The property is located within the City's Downtown Tax Increment Finance ("TIF") District. The Downtown TIF District was established in 2018 to fund public infrastructure improvements within the urban core, starting with a tunnel rehabilitation project in 2019-20, which ~~will~~has helped connect the Northern Rail Trail with the ~~recently-completed~~ Mascoma River Greenway that continues toward West Lebanon. Subsequent TIF-supported improvements may include traffic and parking improvements, streetscape and wayfinding improvements, and additional infrastructure and development projects. Downtown Lebanon is also a state-designated Economic Revitalization Zone (ERZ), which enables applications for short-term business tax credits for projects that create jobs or make facility improvements within the ERZ.



Aerial photo looking north at project site and surrounding properties.

The Neighborhood

Spencer Street is currently home to a variety of land uses from the City's Eldridge Park to ~~about~~ approximately twenty (20) single-family dwellings to a 160-unit multi-family apartment complex. The street also hosts high-tech industry and a variety of light industrial (warehousing, ~~auto repair~~, contractor's yards) and office uses.

The property is approximately one-quarter mile from Colburn Park in the heart of historic Downtown Lebanon and is bordered by the Northern Rail Trail, a continuous multi-use trail that extends approximately 58 miles from Lebanon to Boscawen, NH. The site is proximate to the City's Eldridge Park and the Carter Community Building Association (CCBA) fitness and recreation facility. The site is also within approximately 10 minutes of Dartmouth-H~~Health~~~~Health~~ Medical Center, Dartmouth College, numerous technology and manufacturing companies (including Geokon, Hypertherm, Fuji Dimatix, Mascoma Corp, TomTom, Adimab, Novo Nordisk, Timken, and many others), as well as regional shopping districts.

In 2021-22, the City completed the reconstruction of Spencer Street to upgrade storm drainage, extend the public sidewalk, add on-street parking, and introduce other streetscape improvements. The City also paved a segment of the adjacent Northern Rail Trail to enhance and facilitate year-round use.

Site Specific Information

Location

The site is identified as 20 Spencer Street, Lebanon, New Hampshire and consists of Tax Map 92-31 and 92-32, which were legally merged by a Notice of Action recorded on November 7, 2018 at the Grafton County Registry of Deeds in Book 4400, page 0057.

Deed information:

Grafton County Registry of Deeds: Book 604, page 369; Book 1064, page 371-372; Book 1725, page 936.



Aerial photo looking south at project site and immediately surrounding properties.

Parcel Area

The site is 1.92+/- acres (83,725 square feet) in size as indicated on a property boundary survey recorded on December 20, 2018 at Grafton County Registry of Deeds as Plan #15652. A copy of a 2018 boundary survey is available on the City's project webpage.

Frontage

Approximately 465 feet along Spencer Street

Approximately 460 feet along the Northern Rail Trail right-of-way

Topography

Overall the parcel is generally flat, with elevations ranging from +/-576 to 582 feet AMSL

The majority of the lot is improved with paved and/or gravel surfaces.

Wetlands

None

Flood Plain /Floodway:

A portion of the property is located within Flood Zone AE, the 100-Year floodplain, pursuant to FEMA map #33009C0913E, effective 2/20/2008, with a flood elevation of approximately 578.5 feet AMSL. The property is not impacted by the regulatory floodway.

Existing Structures

~~The property is improved with an existing one-story, +/- 11,400 square foot brick building constructed in 1953 with an addition built in 1966 and formerly used by the City of Lebanon Department of Public Works as a highway garage. Attached to the brick building is a +/- 1,050 square foot modular building formerly used for administrative offices currently vacant as all previous structures were removed from the parcel in 2020.~~

Current Use

~~The property is currently vacant and has been unused since the completion of environmental clean-up and remediation. existing building is currently used by several City Departments for storage of recreational and maintenance equipment. The remainder of the site is currently used for temporary staging of equipment and materials.~~

Abutting uses to the north

Eldridge Park; Emerson Place Apartments, a 160-unit multi-family development; Mixed-use property including offices, warehousing, and a contractor's yard.

Abutting uses to the south

The Northern Rail Trail corridor located within the former Boston and Maine railroad right-of-way, now owned by the State of New Hampshire. South of the trail is a mixed residential neighborhood of single-family dwellings and converted multi-family dwellings.

Abutting uses to the east

Daniels Moving and Storage warehouse facility; Geokon Inc.

Abutting uses to the west

Elite Cleaning, Carpet, Upholstery and Rug cleaning business; multi-family dwellings, and public parking areas.

Water / Sewer:

The property is served by municipal water and sewer utilities.

A 15" sanitary sewer main flows along the entire frontage of Spencer Street,

A 12" water main runs along the entire frontage of Spencer Street

Restrictive deeds or covenants

~~A previous Activity and Use Restriction (AUR), which was originally filed on January 30, 2008 for a 50'x50' area in the northeastern portion of the Site where contamination associated with a former 10,000-gallon diesel Above-ground Storage Tank (AST) was identified in March 2007, was discharged and released from the parcel on August 3, 2022 with authorization from NHDES. Use in this portion of the property is restricted to commercial and/or industrial use that does not disturb the petroleum impacted soil with NHDES approval, construction of less than 3 months, or other activities approved by NHDES that do not cause undue risk to human health, safety, welfare, or the environment. A NHDES approved Soil Management Plan is required for soil disturbance activities. The AUR specifically restricts child-occupied uses and relocation of petroleum impacted soil outside the AUR area. The Discharge and Release of Notice of Activity and Use Restriction was recorded in the Grafton County Registry of Deeds on November 12, 2009August 3, 2022 at Book 36604747, Page 0763-0796 and a copy of a Restriction is available on the City's project webpage.~~

Subgrade conditions (from Phase II Environmental Site Assessment report, Section 4.3, prepared by Credere Associates, LLC, dated March 16, 2018):

In general, the soil encountered at the Site consists of a surficial layer of topsoil, sand, and gravel or asphalt underlain by sand with varying amounts of gravel. A silty sand layer was encountered at the bottom of borings CA-SB-2 at 11.5 feet below ground surface (bgs), CA-SB-3 at 14 feet bgs, CA-SB-4 at 8 feet bgs. Refusal was not encountered in any of the soil borings advanced by Credere.

Transportation Routes

The site is approximately one quarter mile from [Lebanon](#) City Hall / Colburn Park where local transit service through [Advance Transit](#) can be obtained (Red and Blue Routes). The site is also located within one mile of Exit 18 on Interstate 89 and near US Route 4 and NH Route 120, which intersect at Colburn Park. [Dartmouth Coach](#) provides intercity bus service from Lebanon to Boston (Logan Airport and South Station) and New York City. The [Lebanon Airport](#) is located approximately 5 miles away and provides daily commercial flights to

Boston and White Plains, NY, with complimentary ground transportation to mid-town Manhattan.

Traffic Counts:

Given the existing roadway network patterns and downtown business offerings, the traffic converging in the downtown core is comprised of both “through” and “to” traffic. That is, some portion of the traffic stream is using the downtown street network to reach a destination outside of the core, while another portion of the traffic stream is headed for a specific downtown location.

Average Daily Traffic counts, provided by NH Department of Transportation, for roads in the vicinity of the site are as follows:

- Bank Street (US Route 4): 5,653
- South Park Street (US Route 4 / NH Route 120): 8,213
- Hanover Street (NH Route 120): 5,876

Zoning:

The property is zoned ~~Central Business Lebanon Downtown~~ District (~~CBDL~~LD). Dimensional requirements within this district are detailed below. The purpose of the ~~CBDL~~LD zone is to provide in-town areas for retail and service businesses, banks, offices, and government facilities and to encourage ~~Other~~ related commercial activities and higher density residential uses ~~should be encouraged~~. The district regulations are intended to promote an active pedestrian environment consistent with the mixed-use character of the district by providing for continuity of building setbacks and limiting parking in front yards to promote an environment that is safe for walking and biking. The Permitted, and Conditional Use Permit, and Special Exception Uses allowed within the ~~Central Business Lebanon Downtown~~ District are outlined in the Zoning Ordinance, which is available through the City’s project webpage.

Dimensional Requirements

Minimum Lot Size: 3,000 square feet

Maximum Building Coverage: None (i.e. 100% coverage is permitted)

Setbacks:

Front Setback: 0 ft min. except as may be required per Section 307.7

Side Setback: 0 ft min. except as may be required per Section 307.7

Rear Setback: 10 ft min (may be reduced by ~~Special Exception~~Conditional Use Permit, except as may be required per Section 307.7)

Height: Principal Building; 55 feet is allowed for the subject property, except 65 feet may be allowed by Conditional Use Permit pursuant to Section 307.8

Density: Density determinations for multi-family dwellings and mixed-use buildings shall be made by the Planning Board during the course of site review based on site specific conditions and factors such as the availability of parking and/or the ability to provide required parking, the availability of adequate water and sewer, and the ability to provide required site improvements and to meet all other requirements of the Site Plan Review Regulations and all other applicable City regulations. [~~306~~307.5]

Parking: Uses in the CB District, LD District, and the PB District are subject to the maximum off-street parking requirements of Section 607.3, but are exempt from the minimum and maximum off-street parking requirements of Section 607.1 because of the availability of public parking. However, parking requirements in these ~~CB and PB~~ districts shall be as required by the Planning Board through its Site Plan Review of new uses or changes or expansion of use. [§607.4]

Disclaimer: *The best efforts were made to verify the information outlined above, however, the city is not responsible for errors or omissions in data presented.*

B. About Lebanon

The City of Lebanon is the hub of the Upper Connecticut River Valley region and the center of the Lebanon NH-VT Micro NECTA area. Lebanon is a thriving small City that offers our residents the best of rural and urban living - a fact that was recognized by our being ranked third in a recent listing of the 100 Best Small Towns in America.

With a resident population of approximately ~~13,600~~15,000, Lebanon's daytime population swells to nearly 35,000 as the employment and shopping hub of the Upper Valley. Approximately 19,000 people work in the City, including at Dartmouth-~~Health~~itchcock Medical Center (D-~~HMC~~); in one of the many high-tech and bio-tech companies located in our business parks; at one of the national or local retail stores or restaurants in our commercial areas; or at a small business in one of our historic ~~central business~~downtown districts. Lebanon's infrastructure — state-of-the-art telecommunications, direct interstate highway access, a commercial airport and intercity bus service, public water and sewer systems, and freight rail service — supports a dynamic and diverse business community.

The City's 2012 Master Plan includes the following element as part of Lebanon's long-term vision for Downtown:

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

In 2016, the City completed a Downtown Visioning Study and Tunnel Assessment Project. The study represents the City's efforts to identify a long-range, multi-faceted, community-led vision of how to make Downtown Lebanon a desirable destination for the region. The analyses and recommendations in this study were developed based on specific goals and objectives identified in the Lebanon Master Plan and with substantial public input gathered through broad citizen engagement. Six key concepts emerged from the final report including:

- Create a Downtown Arts Walk
- Seek mixed use and infill development that enhances the vibrancy of Downtown
- Complete the Mascoma River Greenway with new riverfront and tunnel segments
- Welcome people downtown with an attractive Hanover Street Gateway
- Connect Downtown, neighborhoods, and recreation with a more walkable, bikeable street and path network
- Create Organizational Capacity

Housing:

- a) *Median Sales Price:* The following are median sales prices for housing in Lebanon, as reported by the NH Housing Finance Authority (www.nhhfa.org).

	<u>All</u>	<u>Existing</u>	<u>Single-Family</u>	<u>Condominiums</u>
2017	\$241,300	\$232,000	\$251,700	\$185,500
2016	\$235,000	\$235,000	\$240,000	N/A
2015	\$205,000	\$204,500	\$215,000	\$182,000
2010	\$220,000	\$220,000	\$220,000	N/A
2005	\$240,000	\$232,000	\$252,000	N/A
2000	\$129,500	\$129,500	\$134,200	N/A

- b) *Median Rents:* The following are median rents, as reported by the NH Housing Finance Authority (www.nhhfa.org).

	<u>All</u>	<u>Studio</u>	<u>1-Bedroom</u>	<u>2-Bedroom</u>	<u>3-Bedroom</u>
2017	\$1,446	\$672	\$1,685	\$1,499	\$1,580
2016	\$1,346	\$761	\$988	\$1,599	\$1,562
2015	\$1,329	N/A	\$1,095	\$1,419	\$1,466
2010	\$1,163	N/A	\$750	\$1,214	\$1,359
2005	\$836	N/A	\$713	\$838	\$1,155
2000	\$668	N/A	\$547	\$669	N/A

- c) *Rental Housing Vacancy Rate:* The following are rental vacancy rates, as reported by the NH Housing Finance Authority (www.nhhfa.org).

	<u>All Units</u>	<u>Percentage</u>
2012-2016	64	1.9%
2007-2011	177	5.9%

- d) *Household Income:* The following is summary of median household income for Lebanon, Grafton County, and the State of NH as reported by the 2017 Census (<https://factfinder.census.gov>).

	<u>Lebanon</u>	<u>Grafton County</u>	<u>New Hampshire</u>
Median Income	\$64,564	\$61,036	\$71,305
# of Households	6,267	34,856	526,710

Economic Data:

a) *Market Analysis:* As a component of the Downtown Visioning Study and Tunnel Assessment project, the consultant completed a market analysis to consider the economic position of Downtown Lebanon and to identify potential development opportunities. The summary of the Market Analysis is contained in the Chapter 3 of the Visioning Study [Final Report](#) and the full market opportunity analysis is included in [Appendix B](#) of the Study, which are available through the City's project webpage.

- b) *Unemployment Rate:* The following is a summary of the unemployment rate for Lebanon, Grafton County, the regional labor market ("MicroNECTA – NH only"), and State of NH for 2014 through 2018 (November) (<https://www.nhes.nh.gov/elmi/statistics/laus-arch.htm>).

	<u>Lebanon</u>	<u>MicroNECTA</u>	<u>Grafton County</u>	<u>New Hampshire</u>
November 2018	1.5%	1.7%	1.8%	2.2%
November 2017	1.8%	1.9%	2.1%	2.4%
November 2016	1.8%	2.0%	2.3%	2.7%
November 2015	2.1%	2.2%	2.4%	2.9%
November 2014	2.5%	2.7%	3.0%	3.8%

- c) *Property Tax Rates and Assessment Ratios:* As of 2022, the current City tax rate is \$29.7223.04 / \$1,000 of Assessed Value. The City's current valuation ratio is +/-90%. New Hampshire does not have sales or income taxes.

- d) *Colleges and Universities:* Lebanon is six miles from Dartmouth College, located in Hanover, NH. River Valley Community College, Granite State College, and Franklin Pierce University maintain satellite facilities in the City meeting a wide range of adult learning needs.

- e) *Airports:* Lebanon is home to the municipally-owned Lebanon Airport (LEB), which is classified as a non-hub primary commercial service airport. LEB is one of only three

commercial service airports in New Hampshire and one of only four airports in the state to have an air traffic control tower. Lebanon Airport (LEB) covers an area of approximately 440 acres and contains two asphalt paved runways:

- Runway 18/36 measures 5,200 ft x 100 ft, approx. N/S orientation: 168.41 deg. true
- Runway 7/25 measures 5,495 ft x 100 ft, approx. NE/SW orientation: 59.75 deg. true

f) *Major Employers:* The following is a summary of Full Time Equivalent Employees at major employers in Lebanon:

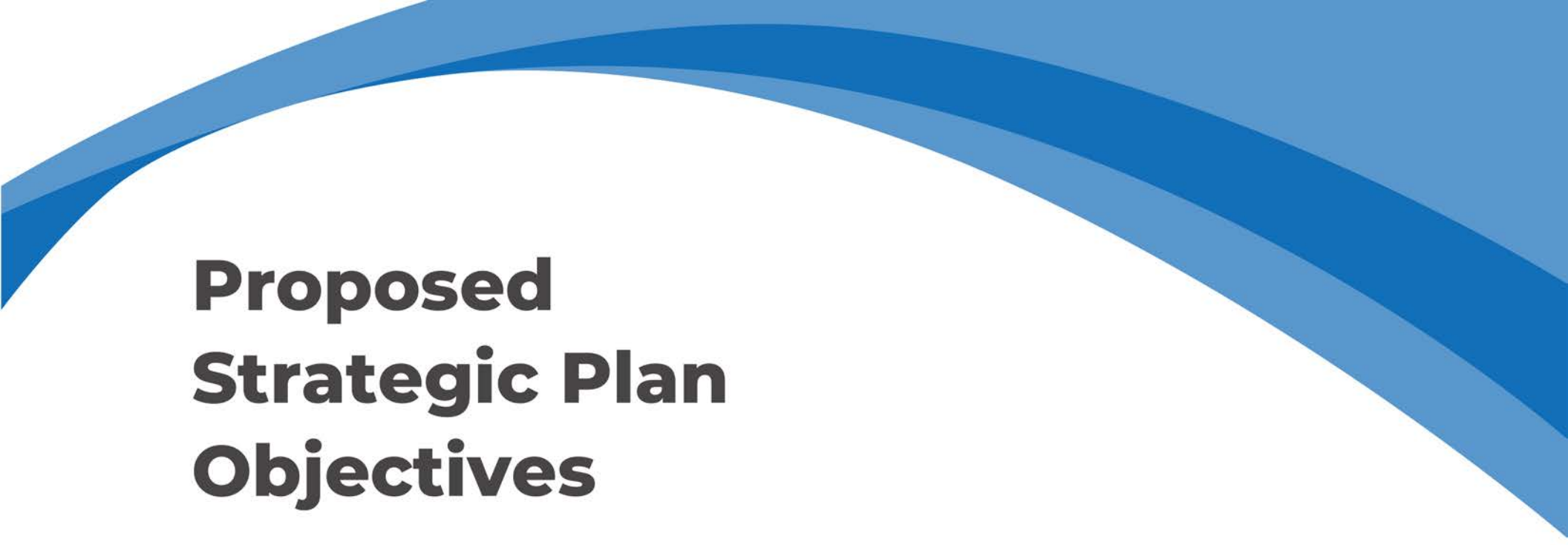
	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>Sector</u>
DHMC	7,441	7,000	7,381	6,904	6,625	Hospital
APDMH	575	610	624	607	586	Hospital
Fujifilm Dimatix	544	506	451	390	-	Manufacturing
Hypertherm	449	451	563	569	558	Manufacturing
SAU88-Leb Schools	383	386	395	-	378	Education
Timken Company	-	-	-	377	423	Manufacturing

Councilor Whittlesey MOVED the following:

RESOLVED, , the Lebanon City Council hereby directs the City Manager to take steps to Enable, Incentivize, and Partner in the development of housing needs not currently being addressed by the market through the following actions:

- 1. Prepare amendments to the Zoning Ordinance to enable the creation of “cottage cluster” housing developments on appropriate parcels in the City.**
- 2. Prepare amendments to the Zoning Ordinance to revise the regulations for Manufactured Home Parks, Manufactured Home Subdivisions, and Manufactured Home Planned Unit Residential Developments (PURDs) to better reflect the existing Manufactured Home developments within the City and manufactured homes that are in production today.**
- 3. Prepare amendments to the Zoning Ordinance to complete the Increased Density Bonuses table set forth in Section 507.1 and to develop Criteria for the Award of Bonus set forth in Section 507.2.**
- 4. Develop regulations and guidance for the creation of Housing Opportunity Zones (pursuant to RSA 79-E:4-c) and/or Residential Housing Revitalization Zones (pursuant to RSA 79-E:4-b) to incentivize desirable forms of development.**
- 5. Partner with the Lebanon Housing Authority and other residential developers to utilize city-owned properties for the development of new housing units, including the possibility of a “demonstration project” on a city-owned parcel with high visibility and an opportunity for a reasonable number of units to help overcome barriers to affordability.**
- 6. Study and evaluate the benefits and impacts of Accessory Dwelling Units (ADUs) and potential barriers to ADU development and prepare guides, fact sheets, and educational materials to help reduce potential impacts and reduce regulatory and non-regulatory barriers.**
- 7. In each of the above actions, consider enabling, incentivizing, or demonstrating affordable net zero energy or zero energy-ready homes.**

Seconded by Councilor Wilkie. The vote on the motion was unanimously approved (9-0).



Proposed Strategic Plan Objectives

- High Performing Government
- Housing and Neighborhood
- Financial Stability and Efficiency
- Recreation, Arts, and Parks
- Environment and Sustainability
- Public Safety
- Transportation
- Economic Vitality
- Social Health and Justice
- Public Health

LebanonNH.gov/StrategicPlan



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

Hypertherm

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 representing the City. Ethical expectations directly relate to the credibility of the City and 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 healthy continuum of Development/Redevelopment of Housing.
- 2.2 Work cooperatively to address Homelessness.
- 2.3 Revise Land Use Regulations to limit barriers to development/redevelopment while nurturing neighborhood character.
- 2.4 Development of a comprehensive Citywide housing strategy.
- 2.5 Development of policies and a plan to move new residential construction toward being zero carbon ready, being mindful of how collaboration with other stakeholders, planning regulations, zoning, and building codes might best support and encourage sustainable and affordable development such as through creative infill and construction of high-performance energy efficient buildings that can be run on renewable or zero-carbon energy.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager Human Services Library Planning

Boards and Committees

DEI Downtown TIF EDC Heritage Commission Planning Board

Partners

Housing Authority LISTEN The Hubway Tri-Cooperity CAP Two 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.

Access to safe shelter is a basic necessity for all people, the absence of which can result in severe health, social, and economic harms to both individuals and communities. The City of Lebanon shall seek to support its residents who have been afflicted by homelessness by establishing and facilitating the means by which the people of the City can prevent or overcome homelessness. The goal of the City is to ensure all residents have access to permanent, secure housing, and temporary housing is for many people a necessary step towards permanent housing and therefore a component of this goal.



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.



Recreation, Arts, and Parks



Summary of Strategic Objectives

- 4.1 Provide a wide array of cultural and recreational opportunities for residents across age and demographics groups in the City and in partnership with other entities in the Upper Valley.
- 4.2 Maintain and expand recreation infrastructure in the City including parks, athletic facilities, trails, and greenways.
- 4.3 Enhance the vitality of Arts & Culture in the City in cooperation with the 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 enhance the public's awareness of its history through multiple modalities.
- 4.5 Celebrate the City's diverse cultural makeup and vitality by providing/supporting opportunities allow the public to experience the diverse cultures in the Upper Valley.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager Library Planning RAP

Boards and Committees

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

Partners

AVA Art Gallery CCBA Lebanon Historical Society Lebanon Opera House
Lebanon Outing Club Lebanon Youth Baseball LY Hockey Assoc LY Music Center

Vision Statement

Recreation

The City has a wide array of recreational opportunities available to its residents. Some 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 residents. 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 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 Area, the Mascoma River Greenway, the Northern Rail Trail and various nature trails and conservation areas provide a variety of 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.
- 5.3 Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.

Energy

- 5.4 Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy or zero-carbon sources by 2050.
- 5.5 Encourage and support communitywide initiatives to transition the community to 100% renewable energy or zero-carbon 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

City Departments	Partners
DPW Planning MAP	Sustainable Lebanon
Boards and Committees	
Conservation Commission LEAC Planning Board Tree Advisory Board	



Vision Statement

The City is proactive in sustainable environmental stewardship. [Lebanon's Principles of Sustainability](#) focus on seven principles. Principle #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.

Sustainable Development

The City continues to take initiatives through collaboration with the community and its land use regulations, planning, zoning, codes, and other policies to encourage new development and redevelopment to be highly sustainable in terms of the health of our environment and economy and the livability and affordability of our neighborhoods and community.



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, and 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;
- Facilitates recovery from disasters such that the community is 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. The City is able to respond to hate crimes proactively, quickly and effectively in coordination with the NH Department of Justice.

Domestic and Sexual Violence: The City in partnership with other entities leads efforts to protect and assist victims of sexual, domestic and gender based 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 Support the maintenance & expansion of public transportation availability and use in the Upper Valley.

Airport

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

Pedestrian & Bicycle Infrastructure

- 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. Expand and maintain the links between interconnection points of transportation modes (sidewalks, trails, bus stops, etc...) to facilitate safe movement by users.

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

Transportation, DPW, Planning, MAP

Boards and Committees | Partners

Advanced Transit, Ped/Bike, Planning Board, YAC



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.



Economic Vitality



Summary of Strategic Objectives

- 8.1 Facilitate a Vibrant, Sustainable and Resilient Economy that supports a high quality of life.
- 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 WLRC

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 that pay a living wage;
- **High quality housing to meet the needs of the workforce needed for the economy;**
- **High quality childcare and early childcare development to allow parents to work in the economy;**
- High quality 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 Build 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.
- 9.6 Enhance connections and community well being.

Timeline: 2024-2026

Responsible Groups



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, transphobia and homophobia, and condemns activities that promote these ideologies regardless of the targeted group.
- 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.



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.
- 10.7** Conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the city or regional level.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager DPW/SLW Fire Human Services Planning Police

Boards and Committees

Joint Loss

Partners

Dartmouth Health Good Neighbor Health Clinic HIV HCV Resource Center Headrest
UV Public Health Network Visiting Nurse NH & VT WCBH WISE

Vision Statement

The goal of public health is to preserve the physical 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 as determined by the NH Dept. of Health and Human Services:

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

