



LEBANON ECONOMIC DEVELOPMENT COMMISSION
JANUARY 24, 2024 - 4:00 PM
MEETING ROOM 2, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE

1. Call to Order

- A. The January 24, 2024 Economic Development Commission is hereby called to order.

2. Approval of Minutes

- A. - July 26, 2023
- September 27, 2023
- October 25, 2023

3. New Business

- A. Update on 20 Spencer Street
B. Update on Downtown Parking Lot Redevelopment
C. Strategic Plan Review and Update
D. Ethics and Conflict-of-Interest Training

4. Future Agenda Items

- A. Master Plan, Chapter 6, Economic Development, Review and Update

5. Next Meeting Date

- A. Wednesday, February 28, 2024

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, JULY 26, 2023 – 4:00PM
Council Chambers – City Hall – or remote via Virtual Platform
MINUTES**

EDC MEMBERS PRESENT: William Dunn (Chair), David Newlove, Chip Brown, Councilor Karen Liot Hill (Vice Chair), Kevin Purcell, Tracy Hutchins (Upper Valley Business Alliance)

EDC MEMBERS ABSENT: Councilor Doug Whittlesey, Dan Nash, Andrew Key

TIF MEMBERS PRESENT: Victoria Smith, Christina Haidari

TIF MEMBERS ABSENT: Barry Schuster (Chair), Peter Owens, George Sykes

STAFF PRESENT: Deputy City Manager David Brooks, City Manager Shaun Mulholland

1. CALL TO ORDER:

- The July 26, 2023 Economic Development Commission meeting was called to order at 4:05 PM. The Downtown TIF Advisory Board entered a work session, as a quorum was not present in the room at the time.

2. APPROVAL OF MINUTES:

A. June 28, 2023

Motion by Mr. Brown to approve the minutes of June 28, 2023, as amended.

Second by Mr. Newlove.

Amendments:

Change Page 2, Line 48 to read: “Mr. Nash volunteered for this position, pending further discussion with a candidate that Kevin Purcell was exploring.”

** The Vote on the MOTION was approved by the EDC (4-0-1). Mr. Purcell abstained.*

It was noted that Dan Nash has volunteered to be the EDC representative to the West Lebanon Revitalization Committee.

3. NEW BUSINESS:

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

Chair Dunn asked that the RFP be revised to include a request for space for public art viewing.

Ms. Smith expressed concern regarding the parking item mentioned in the RFP. Mr. Brooks explained that the intent is that public parking will be available for all users of the Downtown area. Some of the parking spaces could be available for this specific project as well.

Mr. Brooks noted that the City Council specifically recommended that aspects of the recent Strategic Plan and the 2022 Council resolution regarding housing be considered by the Committees with regard to this RFP. The City seems to be missing workforce housing at the moment, due to market conditions.

Chair Dunn stated that he believes the Committee should focus on reviewing the proposals from an economic development perspective. This could then be overruled by those who are focused on housing in the City. Mr. Brooks stated that he believes the TIF Committee’s focus is the Downtown area, and the EDC’s focus is economic development and the well-being of businesses on a City-wide basis, and it is known that the lack of affordable housing is a major issue for many businesses across the City.

Mr. Brooks noted that the final draft of the RFP needs to be approved by the City Council. There is usually then 90 days for a response time. Responses could be in by early 2024.

There was a suggestion to expand the introduction portion of the RFP.

There was discussion regarding inviting potential alternate bidders, such as Lebanon Housing, to speak to the Committees regarding an informal proposal. Chair Dunn suggested that the Committees could hear these suggestions and then make a recommendation to the Council from the commercial proposals and the other housing-focused proposals.

Motion by Mr. Brown that the Economic Development Committee recommends that the City Council approve the RFP developed by the Economic Development Committee to go out in September and come back within approximately 120 days, while also pursuing a parallel track to solicit proposals from the non-profit housing community.

Second by Mr. Purcell.

** The Vote on the MOTION was approved by the EDC (5-0-0).*

4. FUTURE AGENDA ITEMS:

As discussed during the meeting.

5. NEXT MEETING DATE:

The Committees agreed to cancel the August meeting and meet next in September.

6. OTHER BUSINESS

None at this time.

7. ADJOURNMENT.

The EDC meeting was adjourned at 5:06 PM.

Respectfully submitted,

Kristan Patenaude

DRAFT

**ECONOMIC DEVELOPMENT COMMISSION
WEDNESDAY, SEPTEMBER 27, 2023 – 4:00PM
Council Chambers – City Hall – or remote via Virtual Platform
MINUTES**

EDC MEMBERS PRESENT: William Dunn (Chair), Dan Nash, Chip Brown, Councilor Karen Liot Hill (Vice Chair) (remote), Tracy Hutchins (Upper Valley Business Alliance), Andrew Key

EDC MEMBERS ABSENT: Councilor Doug Whittlesey, David Newlove, Kevin Purcell

STAFF PRESENT: Nate Reichert (Director of Planning & Development)

1. CALL TO ORDER:

- The September 27, 2023 Economic Development Commission work session was called to order at 4:05 PM. It was noted that a quorum of members was not available at this time.

2. APPROVAL OF MINUTES:

A. July 26, 2023

The Commission postponed discussion on these minutes to a future meeting.

3. NEW BUSINESS:

A. Chair William Dunn – Explanation of 20 Spencer Street EDC Dismissal

Chair Dunn explained that, on September 6, 2023, there was a City Council meeting, and it was clear that the Council's priority has shifted to housing options for this site. The City Council voted at that meeting to have the EDC removed from the process regarding potential options for this site. Directly after that vote, a motion was made to allow the City Manager to explore affordable/workforce housing options with nonprofit agencies. The City Council has since put out its own RFP for this item and the EDC will remove this item from its future agendas.

Mr. Brown explained that tax credits and other affordable housing items are tied to federal rules, and building in the floodplain may be a challenge.

Mr. Nash noted that a nonprofit development would not allow for tax generator. Mr. Brown noted that certain types of developments could be tax generating, but the value would not be the same as market-rate.

Chair Dunn noted that a Delorean Power Storage Company request will be addressed at a future meeting.

B. Review and Discussion of Master Plan Chapter 6: Economic Development

Mr. Reichert explained that the original goal was to review two chapters of the Master Plan per year, and the Commission is a bit behind on this. The intention is to get back on track with this.

The Commission discussed zoning and use types.

C. Upper Valley Business Alliance Update

Ms. Hutchins stated that she and Benoit Lamontagne, NH Department of Business and Economic Affairs, attended eight meetings with manufacturers in the area. Housing was the number one topic of interest, along with staffing and childcare.

Ms. Hutchins noted that UVBA applied for a federal economic development grant to create a med-tech hub across northern New England. More information should be available around March of next year. This planning grant would allow 18 months for the group to start the hub and create programming around it. UVBA could then also apply for a phase 2 of this process.

1 **4. FUTURE AGENDA ITEMS:**

2
3 It was noted that the Commission would discuss the November meeting date at its next meeting.
4

5 **5. NEXT MEETING DATE:**

6 A. Wednesday, October 25, 2023
7

8 **6. OTHER BUSINESS**

9
10 Mr. Reichert invited Commission members to attend a pattern zoning study. The discussion will revolve around in-
11 fill housing, with the intention to create 20-25 architecturally designed and approved housing designs. The first site
12 visit will be October 23-24.
13

14 **7. ADJOURNMENT.**

15 *The EDC meeting ended at 5:02 PM.*
16

17 Respectfully submitted,

18 Kristan Patenaude

FINAL



**LEBANON CITY COUNCIL
OCTOBER 25, 2023 – 6:30PM
SPECIAL MEETING WITH ECONOMIC DEVELOPMENT
COMMISSION AND DOWNTOWN LEBANON
TIF ADVISORY BOARD
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

COUNCILORS PRESENT: Councilor Chris Simon, Councilor George Sykes, Councilor Erling Heistad, Councilor Doug Whittlesey

EDC MEMBERS PRESENT: Bill Dunn (Chair), Kevin Purcell, Dan Nash, Andy Key, David Newlove, and Chip Brown

TIF MEMBERS PRESENT: Barry Schuster (Chair), Christine Haidari, Victoria Smith, and Councilor George Sykes

STAFF PRESENT: Mayor Tim McNamara, Assistant Mayor Clifton Below, City Manager Shaun Mulholland

1. Meeting Access

- A. To participate in this meeting, please join live via Microsoft Teams or call 929-229-5356 (access code: 622 750 274#). If you have trouble accessing this meeting, please email Shaun Mulholland.**

2. SPECIAL MEETING:

- A. Guidance and Further Direction on the Future Redevelopment of Municipal Parking Lots Behind City Hall**

The City Council meeting was called to order at 6:32PM. The Economic Development Committee, and TIF Advisory Board also called their meetings to order at 6:33PM.

Mayor McNamara explained that this is a discussion regarding the ultimate utilization or non-utilization of the parking lots behind City Hall. The EDC and TIF previously received three proposals for these lots. The sentiment expressed at the time was that none of the proposals did as was hoped. There has been a lot of public input regarding maintaining public access to the riverfront, and none of the proposals seemed to thoroughly address that. There has been recent discussion regarding affordable housing projects on the 20 Spencer Street property and the intention is to reconsider the parking lot areas at the same time.

Clifton Below, Ward 3 and City Council, recused himself from the conversation due to ownership interest in 1 Court Street.

Barry Schuster stated that the three projects presented allowed for a great comment period. These comments discussed preserving and enhancing access along the river. Some or all of the lower parking lot was suggested to be used as green space. There was discussion regarding access through the tunnel in this area. This is an important opportunity and some portion of this could be parking/development. The City has a number of developers seeking housing projects.

Bill Dunn explained that the groups met frequently and invited other City boards/commissions to discuss conceptual ideas. As RFEI was sought to allow for visual representations of the proposed options. Access to the river was the consensus item among all. Parking was split approximately 50/50. There was discussion regarding mixed uses and housing as well, but there was some concern regarding potential scale and massing. If this project was to be broached through an RFP process again, the request should be more specific as to wants and needs. This also needs to be a project that the City Council wants.

Chip Brown, EDC, reiterated that the origin of this process was not to create a development with a park, but rather a park with a discussion on how to fund it. If the City wants the majority of this area to be a park, there needs to be a true discussion as to the cost and scale.

Mayor McNamara stated that he would like to consider a use value on parking in this area and how much is really needed. Mr. Brown stated that the City has done a number of parking studies, and it is key not to remove needed parking. The waterfront currently has no access and is paved. The back of the City is to the water. There is value for all existing and future development and the tax base to create a waterfront park.

Mr. Schuster stated that one idea is to keep the parking below and put a park on top. The roof of a parking garage could be transformed into a park.

Victoria Smith, TIF, stated that the park along the river would be an incredible amenity. A subcommittee researched this idea and found overwhelming information regarding municipalities and the economic engine of parks. There was a question as to how to combine this with necessary parking.

Dan Nash, EDC, if necessary parking is removed, people may park in inappropriate places or not attend Downtown events. If a park is desired in this area, the City should examine how this fits into the larger picture. There is an area nearby at the end of Spencer Street that could be used for a park. He stated that he would hate to lose valuable parking behind City Hall. If a park/green space is proposed, this could be limited to 50' near the river itself. The LOST fund may be a great way to great this river environment. If the City is going to obtain waivers from the Shoreland Protection Act, it seems unjust to only allow this for City projects and not others along the river, as the process is expensive and difficult.

Councilor Sykes asked what the metrics are to measure the effectiveness of parking in this area and how much is needed. City Manager Mulholland noted that there is data showing this

information, but it only shows a snapshot in time. A more comprehensive parking study could be undertaken. Mr. Brown stated that he believes the last parking study completed was around 2018. He asked if any of the parking studies capture peak hours for parking. City Manager Mulholland stated that this has not been studied in the past but could be as part of a future study. The City could complete its own traffic study and then bring in a developer to design what the Council wants.

David Newlove, EDC, stated that he oversees parking at Dartmouth College. He agreed with a parking study that evaluates parking at certain days and times. Peak days can then be managed through parking enforcement.

Mr. Schuster stated that, as RFPs were going out, he spoke to two landscape architect firms. These firms responded that it appears development/housing was being sought and declined to provide information, though found the project and site interesting. More in-house work could be done to scope out the City's ultimate desire before sending out another RFP.

Mayor McNamara asked how specific the scope should be.

Mr. Dunn noted that the City is going through a period of transition. The parking studies in hand only speak to certain points in time and some of these considerations may no longer exist. The City Council needs to make a prioritized value judgement as to what it wants to see. It cannot be on the EDC to create the entire vision, though the group can research the topic.

Mayor McNamara stated that income-producing property and riverfront access seemed to be the top two items of consideration, but parking now also appears to be a vital consideration.

Councilor Below agreed that groundwork needs to be laid before an RFP is considered again. Utilizing parking at different times may be an item of interest. The City needs to have the ability to recreate the river's edge. A riverfront park can be a great feature, but this area of the river is fairly flat and not necessarily very interesting, as opposed to the nearby falls area. A shady corridor to connect the rail trail and the Greenway is equally important.

Councilor Whittlesey noted that the City Council has heard many passionate ideas from others but has not yet created its own vision. He stated that he likes the idea of river access, but this part of the river is not necessarily the most picturesque. There is likely a certain amount of green space and riverfront access that could be considered, along with parking and a mixed used building. Some of the RFPs contained a certain amount of massing and aesthetics that do not fit with this area. Design elements that reflect the history of this area should be considered.

Mr. Schuster stated that adjacent landowners to this project may have input as to how best to access the riverfront in other ways. The river has many benefits.

Ms. Smith noted that TIF previously met with the developers of the Lebanon Woolen Mills who are interested in creating a riverfront park in that area and wanted to know if TIF would like to use funds to help develop it. This could also be considered as part of this project.

Mr. Dunn noted that he spoke with the Tree Advisory Board, which would like to create a canopied area to connect the rail trail and the Greenway. One RFP included a pedestrian crossing over the river. This would encourage organic development across the river.

Councilor Below noted that a traffic study should take into consideration current use of the area, capacity, and how it can be managed moving forward.

Mr. Schuster suggested that the City Council could project timelines for future traffic studies. In the meantime, listening groups with the public to accumulate more ideas could be undertaken. Councilor Whittlesey suggested online polls as well.

7. OTHER BUSINESS

The Committee discussed the layout and potential technical aspects of the 14, 28 and 30 Main Street parcels.

8. ADJOURNMENT:

***Councilor Whittlesey MOVED to adjourn the meeting. SECONDED by Councilor Heistad.
* The Vote on the MOTION was approved unanimously.***

The Economic Development Commission and TIF Advisory Board subsequently adjourned.

The meeting was adjourned at 7:42 PM.

Respectfully submitted,
Kristan Patenaude
Recording Secretary



CITY OF LEBANON,
NEW HAMPSHIRE

City of Lebanon

Strategic Plan 2024-2027

From Master Plan to Municipal Action:
Lebanon's Strategic Path Forward

LebanonNH.gov/StrategicPlan



Photo by Deborah Baker

Page 10 of 60

This plan was developed from the input of numerous local residents, property owners, businesses, non-profits, organizations, elected officials, and city staff.



Statement from the City Manager



Shaun Mulholland

The City's Strategic Plan details the Council's goals and priorities. The plan brings together the collective efforts of our elected officials, City staff, and volunteer board members to implement the public policy we seek to achieve.

A handwritten signature in black ink, reading "Shaun Mulholland", written in a cursive style.



Your Lebanon City Council

This Strategic Plan is endorsed and overseen by your elected City Councilors, serving as a testament to our collective commitment to Lebanon's future.



Timothy J. McNamara
MAYOR-COUNCILOR AT-LARGE



Clifton Below
ASSISTANT MAYOR-WARD 3



Douglas Whittlesey
COUNCILOR-WARD 1



Chris Simon
COUNCILOR-WARD 1



Devin R. Wilkie
COUNCILOR-WARD 2



George Sykes
COUNCILOR-WARD 2



Karen Zook
COUNCILOR-WARD 3



Erling Heistad
COUNCILOR - AT-LARGE



Karen Liot Hill
COUNCILOR - AT-LARGE

Land Acknowledgement

"Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment. Some were brought here or removed against their will, some were drawn to leave their distant homes in the hope of a better life, and some have lived on this land for more generations than can be counted.

The City of Lebanon is situated upon ancestral and unceded lands of the Abenaki people, known as the Alnôbak in their own language. The land, known as Koas (place of the Pines), sits within the greater ancestral territory of the Abenaki and Wabanaki homeland, called Ndakinna. This acknowledgment reminds us of the significance of place, the continued existence of Abenaki people, and our commitment to building respectful relationships with those who call these lands home today."

This land acknowledgment statement was developed in consultation with a local Abenaki chief and the Lebanon Diversity, Equity, and Inclusion Commission.

How we got here.

The genesis of the Strategic Plan lies in its department-focused annual Outcomes and Work Plan, and its Master Plan.

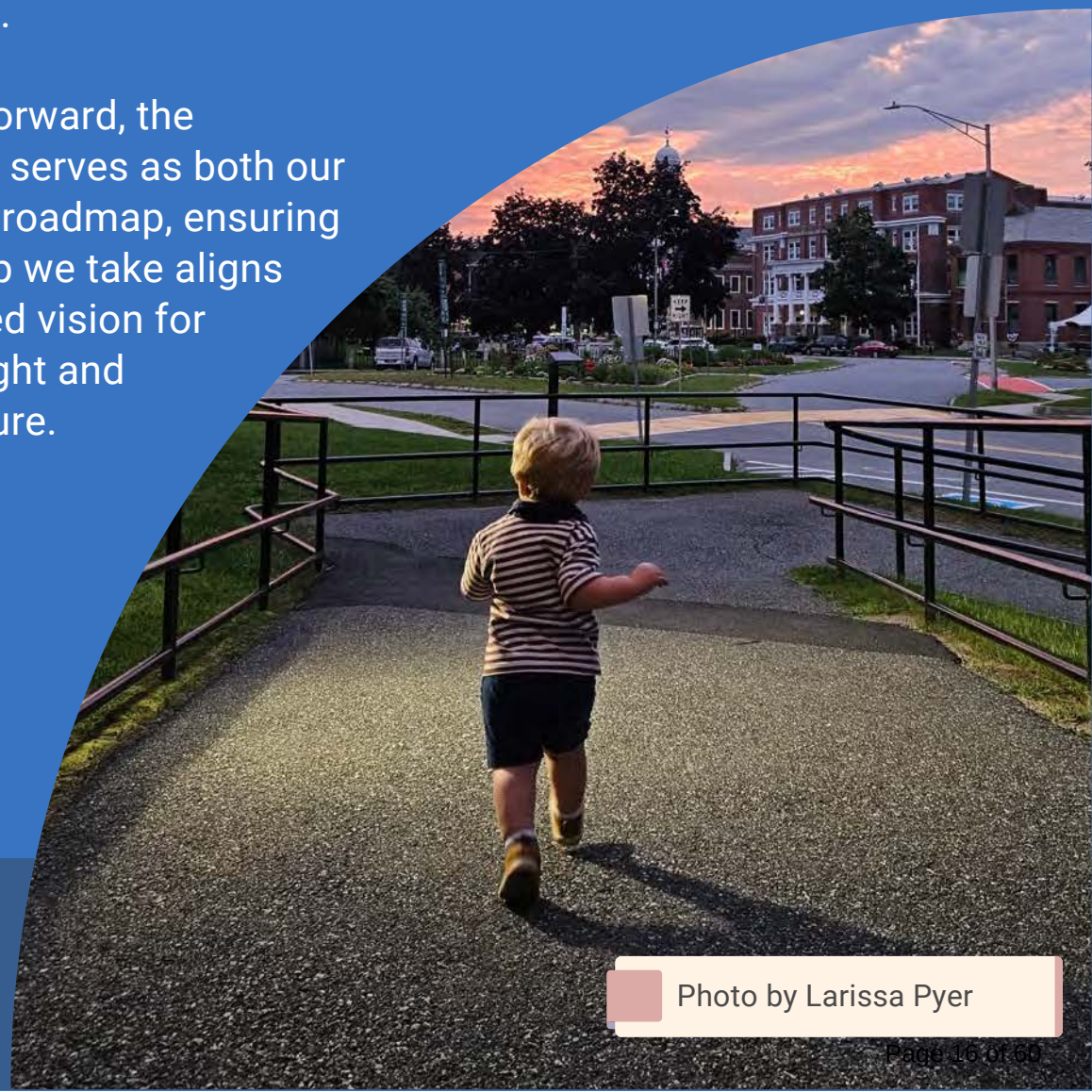
Recognizing the need for a broader vision, City Manager Shaun Mulholland initiated brainstorming sessions in 2022 to transform the work plan into a comprehensive strategic plan. This endeavor, deeply collaborative in nature, involved extensive consultations with city departments, boards, and community stakeholders. With the City Council's endorsement in January 2023, the plan moved to a public feedback phase, ensuring our community's voice is integral to the plan's finalization. This Strategic Plan, now set to guide our city's operational and budgetary directions for the next three years, represents our collective commitment to Lebanon's progressive future.

Where we are going.

As we look to the next three years, the Strategic Plan charts a clear course for Lebanon's continued vitality and prosperity. Building on the insights and feedback from our community, we've identified ten functional areas, each with its own objectives, vision statements, and key performance indicators (KPIs).

These areas reflect the city's immediate priorities and our long-term aspirations. Each strategic objective area identifies the city departments, boards, and partners responsible for bringing these visions to life. With action items and timelines set for the next three years, we are poised to make tangible progress in each area. Furthermore, our commitment to transparency ensures that our community can track these advancements in real-time, fostering a sense of collective ownership and accountability.

As we move forward, the Strategic Plan serves as both our compass and roadmap, ensuring that every step we take aligns with our shared vision for Lebanon's bright and promising future.



Our Strategic Themes

- 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





High Performing Government

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.

Responsible Groups

City Departments

- City Clerk
- City Manager
- Cyber Services
- Human Resources
- Library
- Planning and Development

Boards and Committees

- City Council
- Diversity, Equity, and Inclusion (DEI) Commission

Partners

- Hypertherm



High Performing Government

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 the 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 organization's activities. 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 enhancing 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.



High Performing Government

Vision Statement (continued)

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

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 Develop a comprehensive citywide housing strategy.
- 2.5 Develop 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.

Responsible Groups

City Departments

- City Manager
- Library
- Human Resources
- Planning and Development

Boards and Committees

- Diversity, Equity, and Inclusion (DEI) Commission
- Downtown TIF
- Economic Development Committee (EDC)
- Heritage Commission
- Planning Board

Partners

- Housing Authority
- Tri-County CAP
- LISTEN
- Twin Pines Housing
- The Haven





Housing and Neighborhoods

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

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.
- Maintain adequate cash reserves to ensure cash flow, the ability to
- 3.4 respond to emergencies and the resources to take advantage of opportunities.

Responsible Groups

City Departments

- City Manager
- Finance
- Library

Boards and Committees

- City Council

Partners





Financial Stability and Efficiency

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. When possible, planning for capital projects in the six-year Capital Improvements Plan allows a more even spread of debt service payments.

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

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.

Responsible Groups

Departments

- City Manager
- Library
- Planning and Development
- Recreation, Arts, and Parks

Boards and Committees

- Arts and Culture
- Conservation Commission
- Diversity, Equity, and Inclusion Commission (DEI)
- Downtown TIF
- Economic Development Committee (EDC)
- Heritage Commission
- West Lebanon Revitalization Committee (WLRC)

Partners

- AVA Art Gallery
- CCBA
- Lebanon Historical Society
- Lebanon Opera House
- Lebanon Outing Club
- Lebanon Youth Baseball
- UV Hockey Association
- UV Music Center



Recreation, Arts, and Parks

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 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 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.



Photo by Sarah Riley



Environment and Sustainability

Strategic Objectives

Waste Management

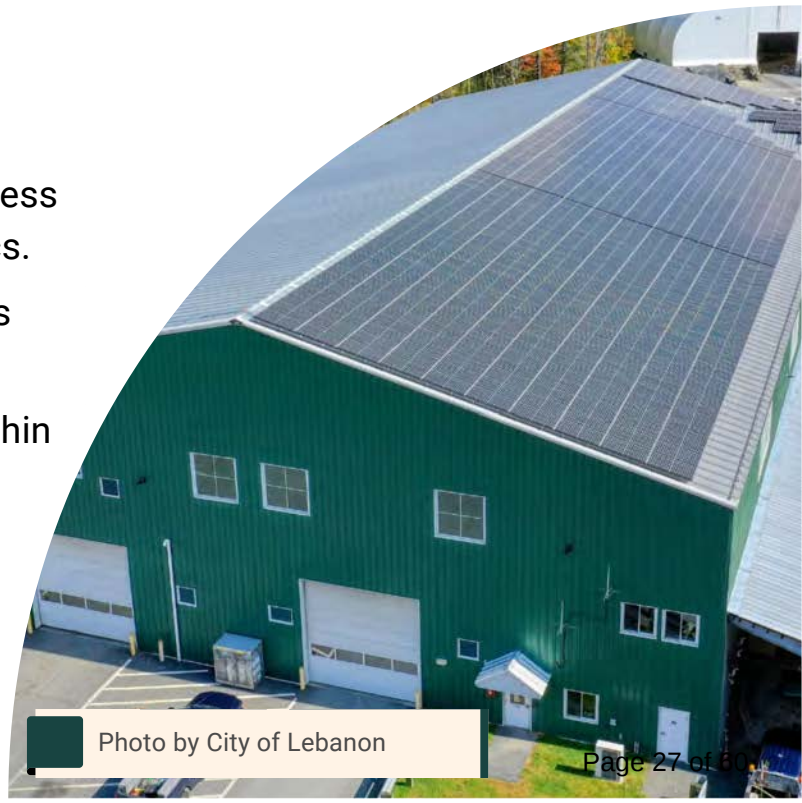
- 5.1 Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewal material.
- 5.2 Manage solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life, and minimize the impact on the environment.
- 5.3 Ensure 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 and 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.





Environment and Sustainability

Responsible Groups

Departments

- Planning and Development
- Public Works
- Recreation, Arts, and Parks

Boards and Committees

- Conservation Commission
- Lebanon Energy Advisory Committee
- Planning Board
- Tree Advisory Board

Partners

- Sustainable Lebanon





Environment and Sustainability

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:

- Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems?
- Promote and reinforce a network ("green infrastructure") of protected open space and natural areas?
- Improve energy efficiency and reduce the City's carbon footprint?
- 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 emissions 80% below 1990 levels by 2050. The City supports the Paris Climate Accord 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 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 City shifts 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 maintains and protects.

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

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.

Responsible Groups

Departments

- Cyber Services
- Fire and Police
- Planning and Development
- Recreation, Arts, and Parks

Boards and Committees

- Pedestrian and Bicyclist Advisory Committee
- Planning Board

Partners

- UV Public Health Network
- WCBH
- WISE

Photo by James Lemire





Public Safety

Vision Statement

Public safety perceptions, whether real or perceived, impact how people feel and interact in the community. Public safety is not just about injury and crime prevention; it is about building a strong, cohesive, vibrant, participatory City. Individuals and families enjoy 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 community sectors collaborate 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 disaster recovery so the community can 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 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.

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.



Photo by City of Lebanon



Public Safety

Vision Statement (continued)

Crime Prevention and Response: The City takes proactive steps to reduce the amount of, severity of, and 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.

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

Strategic Objectives

Public Transit

- 7.1 Support the maintenance and 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 and 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.





Transportation

Responsible Groups

Departments

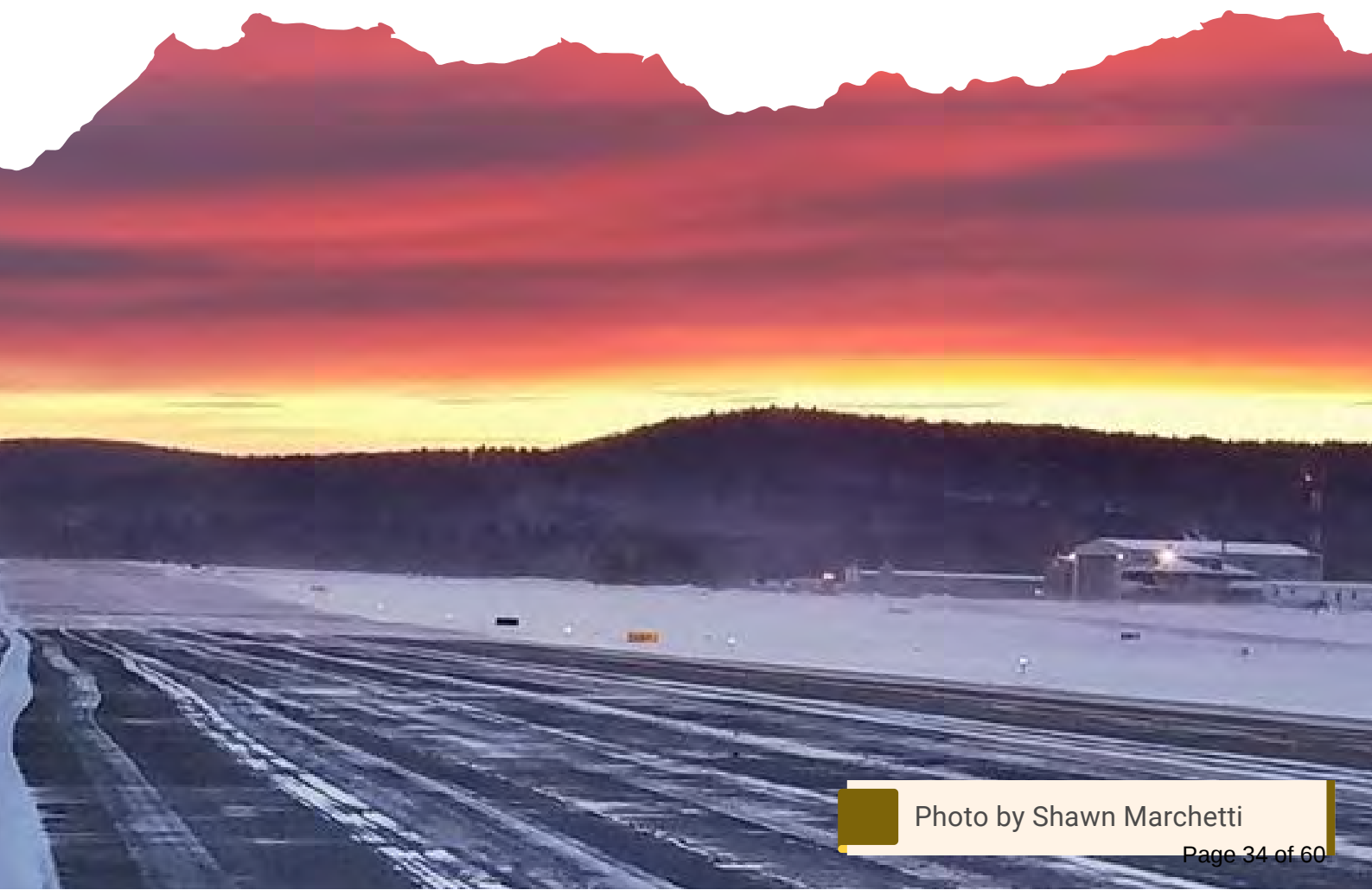
- Airport
- Planning and Dvelopment
- Public Works
- Recreation, Arts, and Parks

Boards and Committees

- Planning Board
- Pedestrian and Bicyclist
Advisory Board
- Tree Advisory Board

Partners

- Advance Transit





Transportation

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

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.

Responsible Groups

Departments

- City Manager
- Planning and Development

Boards and Committees

- Downtown TIF
- Economic Development Committee (EDC)
- Planning Board
- West Lebanon Revitalization Committee (WLRC)

Partners

- UV Business Alliance
- UV Public Health Network
- Vital Communities



Economic Vitality

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

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.

Responsible Groups

Departments

- City Manager
- Human Resources
- Human Services
- Library
- Planning and Development

Boards and Committees

- City Council
- Conservation Commission
- Diversity, Equity, and Inclusion Commission
- Lebanon Energy Advisory Committee
- Planning Board
- Tree Advisory Board

Partners

- Dartmouth Health
- SAU88
- Sustainable Lebanon
- UV Business Alliance



Social Health and Justice

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.

(continued)





Social Health and Justice

Vision Statement (continued)

- 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.





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.

Responsible Groups

Departments

- City Manager
- Fire
- Human Services
- Planning and Development
- Police
- Public Works

Boards and Committees

- Joint Loss Committee

Partners

- Dartmouth Health
- Good Neighbor Health Clinic
- HIV HCV Resource Center
- Headrest
- UV Public Health Network
- Visiting Nurse NH and VT
- West Central Behavioral Health
- WISE

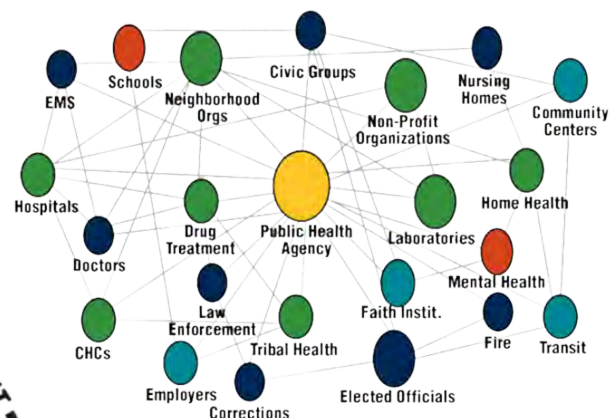


Public Health

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



Next Steps and Accountability

Moving forward, City of Lebanon councilors and staff are dedicated to ensuring the successful implementation and ongoing relevance of this Strategic Plan.

1. **Implementation:** Each department, board, and community partner identified in the plan is responsible for executing the action items within their purview.
2. **Monitoring:** Key Performance Indicators (KPIs) will serve as our yardstick for success. Regular reports will be presented to the City Council and made publicly available to track our progress.
3. **Public Engagement:** We value the voice of our community. Public forums will be held semi-annually to discuss the plan's progress and gather additional feedback.
4. **Transparency and Accountability:** In line with our commitment to openness, all updates to the plan will be accessible to the public. A dashboard will be developed to provide a real-time view of our progress, ensuring accountability and fostering community trust.
5. **Annual Review:** The Strategic Plan is a living document. An annual review will be conducted to update objectives, action items, and KPIs as needed.

By clearly defining these next steps and accountability measures, we aim to make the Strategic Plan not just a document, but a dynamic tool for transformative change in Lebanon.



Resources and Feedback

Your voice and engagement are vital to the success of our Strategic Plan. Here's how you can stay informed and involved:

Where to Find the Strategic Plan

- **Website:** LebanonNH.gov/StrategicPlan
- **In Print:** Printed copies are available for review at City Hall and our Lebanon Libraries.

Dashboard

To track our progress in real-time, visit our [Strategic Plan Dashboard](#).

Feedback Form

We value your input. Please share your thoughts and suggestions with the City Manager's Office using our [Contact Form](#).

Community Photos

Many of the photos featured in this Strategic Plan were generously contributed by our community members. To view more or to contribute your own, visit the [LebNH Photo Gallery](#) and [Photo Submission Page](#).

QR Code

For quick access to all the resources, scan this QR code with your smartphone camera and tap the web URL that appears on your screen.



#2 Housing and Neighborhoods

EDC listed among “responsible” boards and committees, but not specifically referenced within individual Strategic Objectives, Action Plans, etc.

#4 Recreation, Arts & Parks

Strategic Objective 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.

Action Plan 4.3.1 – Increase volume of public art

Key Performance Indicator 4.3.1b - EDC representative to propose that developers add public art in any new development involving public/city owned land. Ongoing.

Current State 4.3.1b – Spencer Street development meeting provided the first opportunity, July 2023.

20 Spencer Street RFP includes specific guidance for respondents: 3.3h “The development should provide opportunities for the incorporation or display of public art.” Responses currently due 01/26/2024.

#8 Economic Vitality

Strategic Objective 8.1 - Facilitate a Vibrant, Sustainable and Resilient Economy that provides a high quality of life.

Action Plan 8.1.2 - Work with property owners and developers to facilitate projects that enhance the City's Master Plan and Strategic Objectives.

Key Performance Indicator 8.1.2 - Develop working relationships with property owners/developers to assist them in moving their projects forward. Utilizing the tax incentive measures that are available.

Current State 8.1.2 - Working with LWM Inc. to partner on the public plaza concept using TIF funds and acquisition of the island in the river. The City is the applicant for State housing funds for a grant for demolition of parts of the Kleen Laundry building. Application for 79-E tax exemption anticipated. On 12/14/2023, City Council approved 11 years of 79-E relief for development based on new residential units, historic restoration, and incorporation of “Declaration for Outdoor Recreational Activity”.

Current State 8.1.2a - Discussions with Lyme Properties regarding the River Park site have been under discussion since 2011 relative to TIF, public use conservation areas, etc...

Strategic Objective 8.5 - Implement opportunities for redevelopment in the four core business districts of the City.

Action Plan 8.5.1 - Implement West Lebanon Charrette Studies (PLN)

Main Street Improvements project underway; \$2.3M in federal grant funding received for streetscape and traffic improvements; 14, 28, & 30 Main Street properties acquired for potential redevelopment; RFP anticipated during Winter/Spring 2024; WLRAC has requested to review RFP responses, recommend EDC partner with WLRAC; Discussions still ongoing with NHDOT for City acquisition of Westboro Yard and construction of multi-use path along riverfront;

Action Plan 8.5.2 - Downtown Redevelopment - 20 Spencer, Village Mkt, Kleen, Parking Lots (PLN)

20 Spencer Street RFP currently advertised, responses due 01/26/2024; Kleen (LWM) project approved by Planning Board for 182 units with 11 years of 79-E relief from City Council; Uncertain at the moment if Village Mkt redevelopment will move forward; Downtown Parking Lot

Redevelopment – City Manager’s Office working with planning/design firm to prepare concept plans and cost estimates for 3-4 options (from No Action, Riverfront Park-only, Riverfront Park with some redevelopment, and Riverfront Park with full redevelopment), process to include review of past geotechnical work and complete parking needs analysis (instead of limited parking utilization study), and environmental impacts/shoreline stabilization work

Key Performance Indicator 8.5.2a - Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space.

Current State 8.5.2 - Initial agreement with the Braverman Co. to redevelop expired in January of 2023. EDC has provided a recommendation to the CC regarding redevelopment.

On 09/06/2023, the City Council opted to advertise RFP for workforce housing at 20 Spencer Street; RFP responses currently due on 01/26/2024;

Current State 8.5.2a - RFI issued in 2022 with 3 proposers. EDC and Downtown TIF began work on developing the options and plan and then suspended that work to focus on 20 Spencer St.

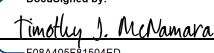
City Council, EDC, and Downtown TIF held joint meeting on 10/25/2023 to discuss potential redevelopment of downtown parking lots; From outcome of joint meeting, the City Manager’s Office is working with planning/design firm to prepare concept plans and cost estimates for 3-4 options (from No Action, Riverfront Park-only, Riverfront Park with some redevelopment, and Riverfront Park with full redevelopment), process to include review of past geotechnical work and complete parking needs analysis (instead of limited parking utilization study), and environmental impacts/shoreline stabilization work



City of Lebanon
New Hampshire

CITY COUNCIL POLICY

ETHICS AND CONFLICT-OF-INTEREST FOR ELECTED AND APPOINTED CITY OFFICIALS

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-108 <i>Formally 12-02-C</i>	05/02/2012	08/04/2021	Page 1 of 6
<i>Approved by:</i>	City Council DocuSigned by:  F08A405F81504ED...		

Section 1.0: PURPOSE

This policy is to set forth standards of ethical conduct to assist elected and appointed City officials when they are in the performance of their duties, so as to maintain and enhance a tradition of responsible and effective public service. As such, the City of Lebanon expects our elected and appointed City officials to:

- Act in the best interest of the City and not for any private or personal gain.
- Disclose any potential conflicts of interest— personal or pecuniary—in City matters that come before them for action.
- Recuse themselves from decision-making if they have a conflict of interest.
- Be honest, independent, impartial, and responsible in their actions.
- Make decisions and policies through the proper channels and procedures of government.
- Openly conduct the public's business, unless legally confidential under New Hampshire statute (RSA 91-A:3), in a respectful and civil atmosphere with due care, competence, and diligence.

Section 2.0: SCOPE

This policy applies to all City officials elected by the voters or appointed by the City Council.

Section 3.0: DEFINITIONS

Elected and Appointed City Official – City Councilors and Members of City Boards, Committees, and Commissions, when acting in a position other than as a member of the general public.

Body - A formal group of elected or appointed municipal officials, such as the City Council and any City Board, Committee, or Commission.



City of Lebanon
New Hampshire

CITY COUNCIL POLICY

ETHICS AND CONFLICT-OF-INTEREST FOR ELECTED AND APPOINTED CITY OFFICIALS

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-108 <i>Formally 12-02-C</i>	05/02/2012	08/04/2021	Page 2 of 6
<i>Approved by:</i>	City Council		

Conflict of Interest – A situation or circumstance in which one’s personal or pecuniary interest has the potential to interfere with the proper exercise of one’s public duty, particularly when deliberating or voting as a member of the City Council or any City Board, Committee or Commission. That interest must be “immediate, definite and capable of demonstration; not remote, uncertain, contingent or speculative” (*Atherton v. Concord*, 109 N.H. 164 (1968)).

Pecuniary Interest – Any private financial advantage (whether in the form of money, property, commercial or other interest), the primary significance of which is economic gain from the outcome of one’s official actions. Financial advantage applicable to the public at large, such as reduced taxes or increased general prosperity, does not constitute a pecuniary interest, for the purpose of this Ethics and Conflict-of-Interest Policy.

Personal Interest – Any direct benefit or non-financial interest in the outcome of a matter, when such benefit or interest could influence one’s official actions. Examples of direct personal benefit include family (by blood or marriage), employment, and/or business relationships that would bias one’s official decision-making against the public interest. Official interest as a function of one’s elected or appointed position does not constitute a personal interest, for the purpose of this Ethics and Conflict-of-Interest Policy.

Recuse – To remove or excuse oneself from participating in an official action due to an actual or potential conflict of interest. Recusal means removing oneself completely from all further participation as a public official in the matter in question. Elected or appointed City officials who are recused shall immediately leave the table of deliberation and sit in the audience with the other members of the general public. Recused officials shall not participate in further discussions unless they clearly state for the record that they are doing so only as a member of the general public.

Section 4.0: POLICY DETAIL



City of Lebanon
New Hampshire

CITY COUNCIL POLICY

ETHICS AND CONFLICT-OF-INTEREST FOR ELECTED AND APPOINTED CITY OFFICIALS

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-108 <i>Formally 12-02-C</i>	05/02/2012	08/04/2021	Page 3 of 6
<i>Approved by:</i>	City Council		

The proper operation of democratic government requires that elected and appointed public officials be independent, impartial, and responsible to the people; that government decisions and public policy be made through the proper channels of governmental structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its government officials to perform their duties free from private influence upon the public interest.

Section 5.0: PROCEDURES

1. Elected and appointed City officials shall avoid conflicts of interest and shall strive to recognize them.
2. When an elected or appointed City official recognizes a conflict of interest, he or she shall publicly disclose the reason(s) for the conflict at the earliest possible opportunity and shall recuse himself or herself from any and all official activity on the matter to which the conflict pertains.

When an uncertainty arises as to whether an elected or appointed City official has a conflict of interest in a particular circumstance, the body shall, at the request of that official or of another member of that body, vote on the question. Such vote shall be advisory and non-binding. Any member of the public may voice an objection to a body officials' participation, setting forth specific reasons, and may also request such a vote, but such a request shall be non-binding. Any such request or objection shall be made either prior to or at the commencement of the body's discussion or public hearing on that matter, or at such later time as the facts claimed to warrant disqualification first become known. No vote on disqualification shall be taken if the body's official steps down voluntarily.

The mayor, chair or presiding officer of the meeting shall ensure that the reason(s) for recusal are clearly stated (as stated by the member in person) and are recorded into the minutes of the meeting. Members of the Planning Board, Zoning Board of Adjustment, Building



City of Lebanon
New Hampshire

CITY COUNCIL POLICY

ETHICS AND CONFLICT-OF-INTEREST FOR ELECTED AND APPOINTED CITY OFFICIALS

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-108 <i>Formally 12-02-C</i>	05/02/2012	08/04/2021	Page 4 of 6
<i>Approved by:</i>	City Council		

Code Board of Appeals, and Heritage Commission are further bound by the provisions of New Hampshire RSA 673:14.

3. Elected and appointed City officials shall not directly or indirectly solicit gifts, nor accept or receive any gift (whether money, services, loans, travel, entertainment, hospitality, equipment, premises or in some other form), under circumstances in which it could be reasonably inferred that the gift was intended to influence them in the performance of their duties or was intended as a reward for any recommendation or decision on their part.
4. Elected and appointed City officials shall not disclose nor improperly use confidential information obtained in the course of their official duties.
5. Elected and appointed City officials shall not use City letterhead or stationery for any purpose other than official City business. Under the City Charter, official City business is determined by formal action of the City Council and not by individual City Councilors. Members of Boards, Committees, and Commissions may use City letterhead only for purposes approved by their respective Board, Committee, or Commission.
6. Elected and appointed City officials shall not speak on behalf of their respective Council, Board, Committee, or Commission unless authorized to do so by said Council, Board, Committee, or Commission. Individual members speaking publicly shall clearly state that they are speaking only as an individual and not on behalf of the Council, Board, Committee, or Commission.
7. No member of the City Council, nor any member of a Board, Committee, or Commission, shall appear before his or her own public body on behalf of the private interests of third parties.

5.1 Distribution



City of Lebanon
New Hampshire

CITY COUNCIL POLICY

ETHICS AND CONFLICT-OF-INTEREST FOR ELECTED AND APPOINTED CITY OFFICIALS

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-108 <i>Formally 12-02-C</i>	05/02/2012	08/04/2021	Page 5 of 6
<i>Approved by:</i>	City Council		

The City Clerk shall be responsible for providing a copy of this Ethics and Conflict-of-Interest Policy to all elected and appointed City officials, as defined in this Policy, upon its issuance and upon the subsequent appointment or re-appointment of any said official. The City Clerk shall have each elected and appointed City official sign a statement that he or she has read this Policy and shall comply with all requirements set forth in this Policy. This signed statement shall be available for public review.

5.2 Complaints

Complaints shall be addressed by the City Council in a manner to be determined by the body in accordance with the provisions of ADM-126.1. Boards, Committees, and Commissions are expected to govern themselves. If the complaint cannot be resolved at that level, it may be brought to the City Council for resolution.

The City Council shall consider compliance with this Ethics and Conflict-of-Interest Policy during the reappointment process for members of Boards, Committees, and Commissions.

Section 6.0: REFERENCES

1. ADM-126.1 Complaints & Investigations Policy
2. NH RSA 673:14 Disqualification of Member
3. NH RSA 95:1 Public Officials barred from certain private dealings
4. NH RSA 640:2 Bribery in official and political matters
5. NH RSA 640:3 Improper Influence
6. NH RSA 640:4 Compensation for Past Action
7. NH RSA 640:5 Gifts to Public Servants
8. NH RSA 640:6 Compensation for Services
9. NH RSA 640:7 Purchase of Public Office
10. City of Lebanon, Charter C419:20 Dealings of Council with City.
11. City of Lebanon, Charter C419:29 Non-Interference by the Council.
12. City of Lebanon, Charter C419:62 Disqualification of Councilor, Board Member or Employee.
13. City of Lebanon, Charter C419:63 Private Use of Public Property.



City of Lebanon
New Hampshire

**CITY COUNCIL POLICY
ETHICS AND CONFLICT-OF-INTEREST FOR
ELECTED AND APPOINTED CITY OFFICIALS**

<i>Policy Number</i>	<i>Effective Date</i>	<i>Last Revision</i>	<i>Page No.</i>
CC-108 <i>Formally 12-02-C</i>	05/02/2012	08/04/2021	Page 6 of 6
<i>Approved by:</i>	City Council		

14. NH RSA 49-C:33 Optional Provisions: Limitations, Section I(c).

Section 7.0: POLICY & PROCEDURE REVISION HISTORY

	Section	Revisions	Date
Original Adoption		Initially adopted 12-02-C	5/2/2012
Amendment		Reformatted, references added, renumbered	8/4/2021

6 | Economic Development

6 | A Vision & Purpose

The City of Lebanon shall promote high-quality economic development that provides safe, healthy working conditions, and rewarding careers and employment opportunities for residents of the City and region. In accordance with the “Residents-First” policy, economic development in Lebanon shall benefit our residents and enhance quality of life in the City. Our economic development strategy shall foster a vibrant and sustainable local economy by:

- Proactively Encouraging and attracting enterprises that contribute to the total welfare of the City of Lebanon, while also recognizing Lebanon’s role as an employment center for the Upper Valley.
- Preserving and enhancing the natural and built environment of Lebanon, and promoting a high quality of life for those who live in, work in, or visit our City.
- Implementing economic development and redevelopment strategies that ~~do not result in~~ aim to avoid placing a greater tax burden for City residents.
- Striving to support a mix of businesses from a variety of economic sectors to better protect our local economy from sudden shifts within a single industry and to increase our resistance to and resilience from economic downturns.
- Adopting ~~land use~~ smart growth policies that encourage mixing uses, redevelopment of existing non-residential sites, and infill development of existing lands zoned for non-residential use before extensively developing any additional lands for non-residential use.
- Maintaining and expanding the infrastructure needed to support economic development at high service levels, including fostering state-of-the-art communications infrastructure throughout the City.
- Encouraging new non-residential construction and renovation of existing non-residential structures to result in high-quality, flexible, and adaptable buildings ~~that can be reconfigured and adapted so that the same structure may serve different purposes over time.~~
- Supporting a ~~variety of~~ full range of housing options, from affordable workforce units to market rate housing, for both rental and ownership, that will allow those working within the City, at all income levels, to also live in the City.
- Understanding that a strong economy requires a well-educated and skilled workforce, and providing educational and workforce training opportunities for residents at all stages of life.
- Encouraging the retention and creation of adequate and affordable childcare opportunities to support employees and employers.

6 | B Issues & Priorities

6 | B-1 Sustainable Economic Development

Sustainable economic development is more than just increasing the number of jobs, tax receipts and square footage of commercial/industrial space in the City. It means growth that is not driven by depleting our resources, but rather by renewing them. It means growing our economy while also enhancing quality of life in Lebanon and protecting environment quality - making the City an even better place to live for the next generation. Sustainable economic development has a triple bottom line resulting in economic benefits, environmental benefits and social benefits.

Top priorities for sustainable economic development in Lebanon include:

- Redevelopment of under-utilized commercial and industrial sites.
- A more diverse local economy that is not dependent on a single large employer or sector.
- Jobs that pay a livable wage.
- Growth opportunities for existing businesses.

Achieving sustainability will require a proactive approach to economic development. Given Lebanon's role as the economic center of the Upper Valley, the pressure for continued economic expansion will likely remain strong, and for this reason, the City must carefully plan for growth. The community must determine where and how much it will grow, and then it needs to implement strategies to appropriately guide economic and community development. If instead the City takes a passive approach, it may find itself overwhelmed with growth planning challenges and a division among City government, business, and residents that will stall proactive decision-making.

6 | B-2 Economic Diversity

As a former milling center, Lebanon needs only to look back its own history to see the danger posed by a local economy dependent upon a single large employer or economic sector. During the past 60 years, the City's economy has become stronger and more diversified. Economic diversity means having both businesses from many different economic sectors and jobs of various levels and types.

The City needs to maintain and enhance economic diversity in order to be better insulated from contraction and downturns, whether within a particular industry or across all sectors. While the performance of a local economy will always be affected by the inevitable ups and downs of business cycles, a diversified economy will experience less dramatic change between the highs and lows.

A diverse economy also creates a variety of employment opportunities. This allows workers to more easily transition between jobs and change careers, remaining employed throughout their working lives without having to relocate to find work. A diverse economy requires a diverse workforce. Increased social diversity creates a more dynamic City and improves residents' quality of life.

Providing infrastructure, housing and educational opportunities can help support a diverse economy. In particular, the City needs an adequate supply of workforce housing and state-of-the-art communications infrastructure if it wants to continue to keep existing businesses and attract new employers.

6 | B-3 Quality of Life

Quality of life may seem a somewhat intangible concept, but for many companies it is a key consideration when deciding where to locate. Will the community be a place that employees will want to live? If not, the company may have difficulty attracting and retaining qualified workers or workers may be forced to commute from more distant communities, particularly if it must compete with other firms for highly skilled or educated employees.

The Upper Valley offers a quality of life that is very desirable - the region's communities have retained their small-town character while adding urban and cultural amenities. Lebanon benefits from the presence of DHMC and the associated health services it provides, as well as Dartmouth College next door in Hanover, which provides residents with access to world-class arts, culture and athletics. Within the City itself, the Opera House is a well-programmed entertainment venue and anchors a burgeoning downtown arts community. Lebanon and neighboring communities have a thriving 'creative economy' that enriches the region. Additionally, the Upper Valley is only a short trip from major metropolitan areas, large tracts of wilderness, and a variety of recreation opportunities including ski slopes and ocean beaches.

6 | C Existing Conditions & Trends

6 | C-1 Role as Regional Center

Lebanon has historically been and continues to be a regional economic center for the Upper Valley due to:

- Transportation access (proximity to the junction of two interstate highways, a municipal airport and rail service).
- Availability of land and supporting infrastructure for commercial and industrial development and redevelopment.
- A highly regarded medical center, community hospital, academic institutions, and spin-off enterprises.
- Multiple decades of local and regional planning for community and economic development.
- Small-town feel with some urban amenities and conveniences.
- Abundant natural, scenic and historic resources of the City and region.
- Cultural and recreational attractions within the City and region.

Lebanon has remained a regional center while surviving financial panics, industrial collapse, fires, the Great Depression, and the flight of the cotton and woolen mills to the South. In each transition, new businesses have brought new opportunities and new residents. During the 1960s, the fortuitous routing of Interstate 89 and nearby Interstate 91 came just in time to breathe new life into the town after the collapse of the textile industry, making West Lebanon the retail center of the Upper Valley. The new highways also facilitated industrial and commercial business.

Dartmouth-Hitchcock Medical Center's (DHMC) move to Lebanon in the early 1990s, combined with Dartmouth College's role as an innovator in the technological revolution, has resulted in spin-off businesses locating in Lebanon. This has brought a new wave of bright, technically savvy and entrepreneurial people to the City, and is fostering Lebanon's emergence as a biomedical and high-tech hub on the cutting edge of research, innovation and manufacturing.

Lebanon currently maintains a diversified economic base including a variety of retail enterprises, healthcare businesses ancillary to DHMC and Alice Peck Day Memorial Hospital, and an industrial base anchored by firms such as:

- Timken (aerospace industry manufacturing ball bearings and rollers)
- TomTom (mapping data)
- Fluent, Inc. (fluid technology)
- Mascoma Corporation (alternative fuels)
- Hypertherm (plasma cutting technology)

DHMC and other major employers in the region, such as Dartmouth College, United States Army Cold Regions Research and Environmental Laboratory (CRREL), and the Veteran's Administrative Hospital have been relatively immune from economic recession. Having these industries in the region benefits the City of Lebanon immensely. They also contribute to the City's economic well-being by attracting other businesses and service industries, which provide further employment opportunities.

6 | C-2 Land and Space for Non-Residential Uses

Lebanon's current zoning includes eight non-residential or mixed-use districts (light industrial, rail access industrial, heavy industrial, general commercial, central business, neighborhood commercial, professional business and medical center). These districts provide opportunities for businesses of various types, sizes and intensities. Most of these districts have either land available for development, or sites suitable for redevelopment or infill.

Lebanon had about 900,000 square feet of non-residential space in 1959. In the five decades since, the space occupied by commercial, industrial, medical, government and other institutional uses has grown to more than 8.8 million square feet. The Lebanon Planning Board has recently approved, or is currently reviewing, approximately 2.5 million square feet of non-residential growth, which is projected to be built out during the next 20 years.

Commercial land uses make up a greater percentage of the tax base in Lebanon as compared to other Upper Valley municipalities. The City's broad tax base results in a reduced tax burden on residential property owners to fund local schools and municipal services.

6 | C-3 Employment and Wages

More than 19,000 people work in Lebanon. Approximately 61 percent of the City's resident workforce is employed in Lebanon (approximately 5,000 people) and more than 13,000 people commute into the City. Lebanon residents, and Upper Valley residents in general, enjoy relatively short commutes with an average travel time to work for City residents that is less than 15 minutes. The ability to live and work in close proximity is one of the factors that contributes to Lebanon's quality of life.

Lebanon has experienced job growth in the service sector, particularly education, health, social services, and retail, during the past 20 years similar to many communities across the country. However, the City has seen employment growth in management, professional and related occupations in recent decades as well. During the 2000s, employment in Lebanon grew by more than 2,600 jobs.

Lebanon's average annual unemployment rate was 3.8 percent in 2009. The unemployment rate in the City has remained below four percent since 1994 despite several intervening downturns in the U.S. economy. A four percent unemployment rate is usually considered "full employment." The unemployment rate in the Lebanon Labor Market Area (LMA) has been the lowest in the state for some time.

Besides the unemployment rates, average weekly wages provide another measure of economic health. The average weekly wage for a private sector worker in Lebanon in 2009 was \$1,048. Jobs in Lebanon are among the highest paying in the region and pay significantly better than the state average. Higher wages in Lebanon and the Upper Valley may be attributed in part to Dartmouth Hitchcock Medical Center and Dartmouth College, both of which directly pay relatively high wages and indirectly generate high-paying spin-off business and industry.

6 | C-4 Housing

Economic growth is dependent upon housing growth, particularly workforce housing. For more than a decade, several major employers in the Upper Valley have been expressing a need for additional workforce housing opportunities, and they have been working with organizations such as the Upper Valley Housing Coalition, Habitat for Humanity, and Twin Pines Housing Trust to find solutions. Although Lebanon has experienced approximately 16 percent housing unit growth during the 2000s, the City still may not be keeping pace with the demand resulting from both the continued rate of growth in the non-residential sector, as well as past historical growth rate disparities between non-residential development and housing development.

Without an adequate supply of housing affordable for their workers, employers can experience challenges in both retention and attraction of employees. For employees, the shortage can result in the need to seek housing further away from the employment center, increasing commutes and associated adverse affects on the environment and transportation network.

In 2011, the Upper Valley Lake Sunapee Regional Planning Commission initiated an effort to analyze housing availability in the Upper Valley, which will be an update to the 2002 Upper Valley Housing Needs Analysis report. When complete, this study should provide a clearer picture of how well the region is doing in meeting the housing needs of its workforce and what actions will be needed in the future to maintain an adequate supply of workforce housing.

6 | D Future Challenges & Opportunities

6 | D-1 Sustainable Economic Development Strategy

Lebanon should develop a proactive strategy, identifying the community's economic assets and what types of businesses it wishes to encourage. With a strategy in place, the City should then selectively recruit and/or support new businesses that can help the City attain its goals. The City of Lebanon must evaluate how much growth is sustainable; certain levels and types of new

development could cause unforeseen changes to community character, infrastructure, and the tax base.

It is essential to maintain a coordinated, respectful and cooperative working relationship with current City and regional enterprises, area economic development agencies, regional planning commissions, chambers of commerce, state agencies, and other concerned private and public sector entities that encourage managed growth. The City could consider expanding its Planning Department's mission to include a more active role in decisions related to economic development.

Technological advances have become a driving force - possibly the driving force - in the economy. New jobs in the "thoughtware" sector include computer software, education, engineering, telecommunications, medicine, and the entrepreneurial, creative economy realm. In order to foster new economic opportunities in this sector, Lebanon must support high-speed digital capability (see Section D-5), keep up with ongoing technological advances, and invest in the labor force through support for continuing education and training.

6 | D-2 Central Business Districts

In spite of competition from the 12A commercial area, both West Lebanon Central Business District and the Lebanon Central Business District continue to see reinvestment and revitalization.

Lebanon's downtown pedestrian mall is now the home to many small professional and service businesses, restaurants and retail shops. These businesses, in combination with Lebanon College's downtown campus, have made the mall a thriving place to visit and shop. Colburn Park is an active place in the summer with the farmers' market and summer concerts, and is a great place for families to gather. The downtown Opera House and AVA Gallery are cornerstones of the City's arts scene, bringing people downtown and supporting surrounding restaurants and shops.

West Lebanon Village has also shown improvement over the recent years. The anchor of the village is the new Kilton Library. New businesses have arrived and current ones have expanded. Restaurants have continued to bring traffic to the area. The recently approved River Park project, just north of the village, will bring research labs, office space, associated retail and housing.

The City should encourage mixed uses of structures in both CBDs, for instance combining ground floor storefronts with upper-story residential units. Collocating compatible professional, residential and commercial uses encourages people to live where they work, fostering a vibrant downtown and healthy local economy.

6 | D-3 Redevelopment

As Lebanon grows, public services and infrastructure must be expanded cost effectively. Many of the impacts of such growth can be reduced by directing development toward existing built-up areas, which are already served by existing municipal services and infrastructure.

Inefficiently developed properties, for example, on Route 12A and the "Miracle Mile," (Mechanic Street/Route 4) represent some of the best opportunities for redevelopment in the City. Existing developments should be evaluated to determine creative solutions for redevelopment (the plans proposed by a Dartmouth College architectural class several years ago could serve as a starting point). Many developed parcels and parking lots could be more intensely redeveloped with multi-use structures, multi-story buildings, shared and structured parking, and shallow setbacks from the roadway. Implementing access management retrofit plans on Route 12A, Miracle Mile, and Mechanic Street, as discussed in the transportation chapter of this plan, would be the first step in redevelopment efforts along with allowing flexibility of the parking requirements to meet the needs of the applicant and the traveling public.

When businesses expand, contract or close, they leave behind commercial and industrial space that can be redeveloped. Although such properties are usually privately owned, it is in the interest of the City to see that these locations are redeveloped in ways that are compatible with Lebanon's Master Plan. Among the desired features are the following:

- Reconfiguring space to maximum density, for example, building up (higher - to appropriate scale) when possible, using underground and shared parking, and reducing building setbacks.
- Integrating residential and workforce housing near commercial, office, educational, research, medical, and light industrial facilities.
- Constructing sidewalks and bus stops, and providing landscaping.
- At riverfront properties, observing setback and water quality requirements, while taking full advantage of the aesthetic potential, for example, siting restaurants, residential apartments, and offices to face the river, rather than backing onto the river.

6 | D-4 Quality of Life

Numerous studies on business location decisions have indicated that quality of life plays a key role in corporate decision-making. One of the greatest strengths of Lebanon's economy is that people like to live and work here. If Lebanon's historic, educational, environmental, scenic, recreational, and cultural assets are diminished or lost, then the City could suffer economically in the long run.

Lebanon's economic development strategy should support and strengthen the City's role in the creative economy, cultural and heritage tourism, and recreational sectors. More importantly, it should seek to balance its growth and development with protection of natural, scenic, and historic resources. Current work towards a Zoning Ordinance revision is addressing these goals of compatibility and sustainability.

6 | D-5 Public Services and Infrastructure

As Lebanon continues to grow, City government will continue to experience pressure to expand and extend public services and infrastructure. When making those decisions, the City needs to consider the cost to current residents and the impact on the natural environment. In accordance with the "Residents-First" policy, growth and economic development must not degrade the City's quality of life. The City should be seeking economic development that does not increase City taxes. It must be recognized, however, that public services and infrastructure will have to be maintained and expanded as Lebanon grows. Many of the undesirable impacts of growth can be reduced by directing development toward existing built-up areas already served by public services and infrastructure.

One means of limiting the demand on the water supply and wastewater treatment systems would be to establish an urban services boundary, beyond which such utilities would not be expanded. The establishment of such a limitation would permit the City to focus development in a more concentrated area. The City should also consider expanding the use of impact fees to finance infrastructure associated with new development and consider working with the state legislature to establish a City sales tax. To expand its ability to generate revenue, the City should evaluate any means that would help offset the impacts of commercial development without negatively influencing business or commerce.

6 | D-6 Technological Advancement

Residents, businesses, and institutions increasingly depend on the Internet and electronic communications. Businesses of all sizes find a digital presence valuable, if not essential. In order to ensure that businesses in Lebanon will remain competitive, they must have access to dependable, affordable, high-speed digital services. Such services should be available in all parts of the City, to enable residents to conduct home-based businesses and to promote telecommuting. This increased digital presence will also serve to aide in the promotion of training and education through "webinars" and other professional development tools.

With current technology, wired broadband is faster and more reliable than wireless. The most significant impediment to bringing wired high-speed digital service to all corners of the City is ownership and control of the poles. Because the poles are privately owned, customers are limited to the providers currently on the poles. Moreover, private-sector companies often balk at providing high-speed digital service to rural areas because they cannot make back their return on

investment within their typical three-year time frame.

Lebanon should advocate that high-speed digital services be available throughout the Upper Valley, so that residents of nearby towns who are employed in Lebanon have the option of telecommuting, which would reduce congestion on Lebanon's roads.

6 | D-7 Lebanon Municipal Airport

Lebanon Airport is a key transportation asset, valued by the region's many businesses and institutions, as well as by area residents attracted by the recent efforts of the City and Cape Air to expand scheduled airline service. However, passenger enplanements or "boardings" during the 2000s declined in comparison with the 1990s, straining the ability of the airport to limit the financial support received from the City's General Fund.

During the Master Plan process, residents expressed the desire that the current status of the Lebanon Municipal Airport should change in one direction or the other; either become self-sufficient as a commercial airport providing scheduled flights for the general public, or convert to a general aviation airport. The scheduled 2012 completion of the Airport Master Plan, including an "Airport Summit" event will further illuminate future options or direction for the airport.

6 | E Outcomes & Strategies

OUTCOME 1 Seek sustainable growth that is not dependent on exhausting local resources to fuel economic expansion.

STRATEGIES

1. Encourage City government to take a more organized and active role in promoting sustainable economic development.
2. Promote and retain high quality employment opportunities.
3. Continue the progress of revitalizing the City's two Central Business Districts.
4. Work with civic associations to engage business owners and generate citizen interest and commitment to the downtown areas.
5. Support the revitalization, infill, and increased mix of uses in existing non-residential, locations.
6. Seek a way for Lebanon Airport to pay for itself while better serving the needs of residents and businesses, both in Lebanon and throughout the region.
7. Continue efforts to expand regional and national passenger connections to and from Lebanon Airport.

ACTIONS

1. Develop a proactive strategy for sustainable economic development that identifies the City's economic assets and what types of businesses Lebanon wishes to encourage.
2. Recruit and support businesses in accordance with the City's sustainable economic development strategy.
3. Explore innovative financing techniques for building structured parking in the West Lebanon Central Business District.
4. Evaluate the boundaries of the Central Business Districts.
5. Examine existing non-residential areas to identify opportunities for more intensive redevelopment or infill.
6. Continue to work with the Regional Planning Commission to develop and maintain an updated inventory of non-residential sites and buildings to facilitate expansion and relocation of businesses.
7. Review and amend the City's Zoning Ordinance as needed to encourage more intensive redevelopment of existing residential and non-residential areas and to discourage development in undeveloped areas.
8. Establish an urban services boundary for water and sewer.

9. Develop an impact fee schedule to support expanded infrastructure associated with new development.
10. Evaluate the cost of ending commercial service and, if warranted, convert Lebanon Airport to serve general aviation only. If passenger enplanements fail to increase significantly.

OUTCOME 2 Maintain a diverse economy that is not dependent on a single large employer or economic sector.

STRATEGIES

1. Make high-speed digital services available throughout Lebanon.
2. Continue to encourage private companies to add high-speed digital lines to under-served locations within the City or explore alternatives via regional efforts to bring broadband to the Upper Valley.
3. Encourage City government to coordinate with governing bodies of other nearby towns and digital services providers to improve high-speed digital services throughout the region.

ACTIONS

1. Ensure that zoning regulations maintain and enhance the mix of downtown businesses, including basic goods and services.
2. Develop a long-range plan for digital high-speed telecommunications.

OUTCOME 3 Recognize the importance of quality of life in attracting new firms to locate in Lebanon and in retaining well-educated, skilled workers.

STRATEGIES

1. Seek growth and development that preserves or, ideally, enhances Lebanon's quality of life.
2. Support the arts and culture as a distinctive and significant component (creative economy) of the local and regional economy.
3. Promote Lebanon's historic, environmental, scenic, recreational, and cultural assets.
4. Continue to strive for excellence in public education and municipal services, taking into account the impact on taxes levied to City residents.
5. Encourage housing in the upper floors of downtown buildings.

ACTIONS

1. Implement the zoning revision recommendations outlined in the City's Natural Resources Inventory to protect and enhance the most critical natural resources and open spaces.
2. Explore seeking authority from the state legislature to implement a City sales tax.