LEBANON ECONOMIC DEVELOPMENT COMMISSION
FEBRUARY 28, 2024 - 4:00 PM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE

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1. Call to Order

A. The February 28, 2024 Economic Development Commission is hereby called to order.

2. Approval of Minutes

A. January 24, 2024

3. New Business

A. Update on 20 Spencer Street

B. Strategic Plan Review and Update

C. Review and Discuss the City Manager's plan to Begin the Process of Determining the Development Options for Downtown Parking Lots

D. Discuss Process for Considering potential TIF District for the Main Street Area of West Lebanon

4. Future Agenda Items

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

5. Next Meeting Date

A. Wednesday, March 27, 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
WEDNESDAY, JANUARY 24, 2024 – 4:00PM
Meeting Room 2 – City Hall – or remote via Virtual Platform
MINUTES

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

EDC MEMBERS ABSENT: Councilor Doug Whittlesey,

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

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1. CALL TO ORDER:

- The January 24, 2024 Economic Development Commission meeting was called to order at 4:03 PM.

2. APPROVAL OF MINUTES:

A. July 26, 2023; September 27, 2023, and October 25, 2023

Motion by Dan Nash to approve the minutes of July 26, 2023, as presented.
Second by Chip Brown.
**** The Vote on the MOTION was approved (5-0).***

Motion by Dan Nash to approve the minutes of September 27, 2023, as presented.
Second by Kevin Purcell.
**** The Vote on the MOTION was approved (4-0-1, D. Newlove abstaining).***

Motion by Dan Nash to approve the minutes of October 25, 2023, as presented.
Second by Chip Brown.
**** The Vote on the MOTION was approved (5-0).***

3. NEW BUSINESS:

A. Update on 20 Spencer Street

David Brooks explained that the proposals for this RFP are due back to the City this Friday. There are approximately 20 firms following the project thus far within the City's bid portal, so there is hope that the City will receive some responses. Yesterday, the EPA gave confirmation that cleanup of PCBs on the site was completed properly. The City continues to monitor the status of NH Housing Finance Authority's efforts to update its underwriting standards concerning funding of projects in the 100-year floodplain.

Councilor Liot Hill joined the meeting at 4:10PM.

B. Update on Downtown Parking Lot Redevelopment

Mr. Brooks stated that the City Manager's Office is engaging a planning and design firm. A scope of services was sent to the firm today with a request for cost and time estimates. The intention is to address and resolve questions about parking needs, geotechnical issues, and others, and then attempt to create 3-4 different design scenarios to consider for the area. The firm will also be engaged to lead EDC and Downtown TIF through the exploratory and public engagement processes. This could take up to a year.

City Manager Mulholland explained that the process will be driven by the EDC and Downtown TIF boards, and the public. It also needs to be supported by the City Council.

Councilor Liot Hill expressed concern regarding the EDC and TIF boards trying to work together as one large group. She asked if this needs to be done as a joint effort. She noted that it would be helpful for both boards to have additional information and training regarding economic development. She would like for there to be a clear mission

for the boards to discuss. Mr. Brooks explained that the TIF board advises the TIF District Administrator regarding how to use available funds.

The Commission discussed that it would like clear objectives for any new TIF District.

C. Strategic Plan Review and Update

The Commission agreed to table discussion on this item to a future meeting.

D. Ethics & Conflict of Interest Training

The Commission conducted ethics and conflict of interest training with City Manager Mulholland.

4. FUTURE AGENDA ITEMS:

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

The Commission agreed to table discussion on this item to a future meeting.

5. NEXT MEETING DATE:

A. Wednesday, February 28, 2024

6. OTHER BUSINESS

Ms. Hutchins talked to the Commission regarding a recent Stay Work Play event in Hanover.

7. ADJOURNMENT.

Motion by Andy Key to adjourn the meeting.
Second by Dan Nash.
**** The Vote on the MOTION was approved (6-0).***

The EDC meeting ended at 5:00 PM.

Respectfully submitted,
Kristan Patenaude

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

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.

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.

Photo by Dana Read

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.

Photo by Larry Kilian

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.

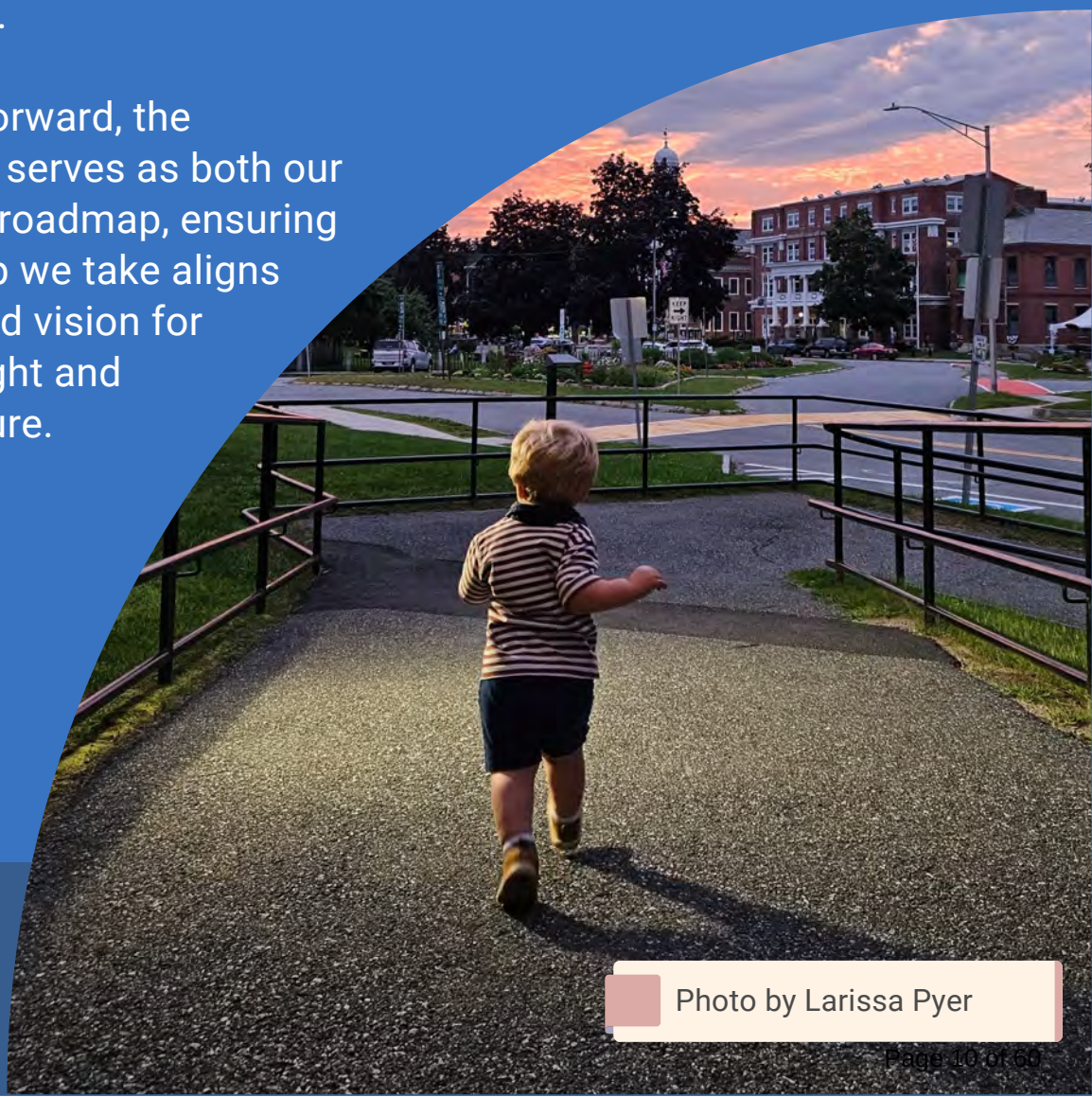


Photo by Larissa Pyer

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

Photo by David Szelowski

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 Capitol- 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.

Photo by Rebecca Owens

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
- Human Resources
- Library
- 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
- LISTEN
- The Haven
- Tri-County CAP
- Twin Pines Housing

Photo by John Merrill

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.

3.4 Maintain adequate cash reserves to ensure cash flow, the ability to 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

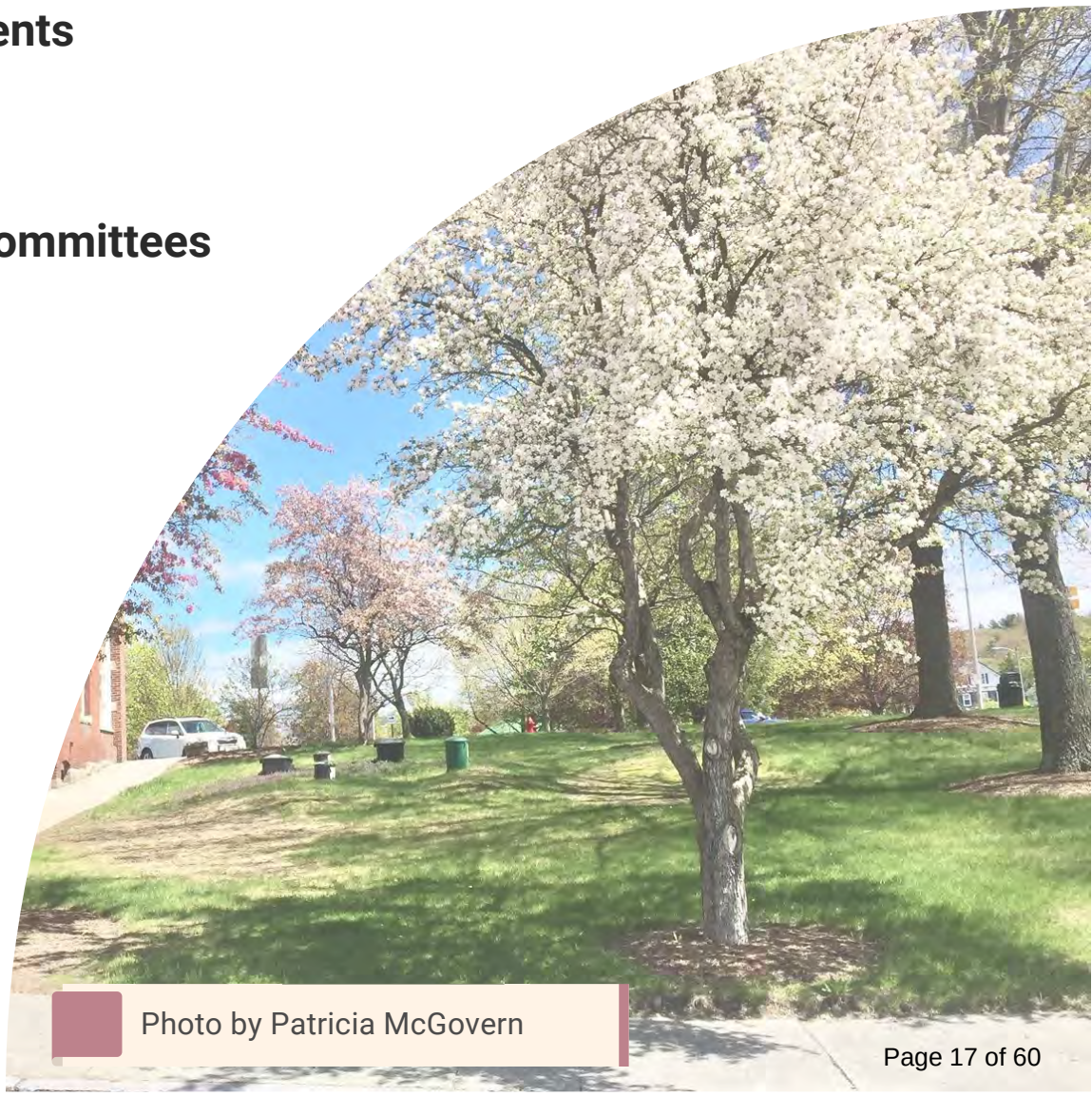


Photo by Patricia McGovern

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.

Photo by Shannon Allen

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.

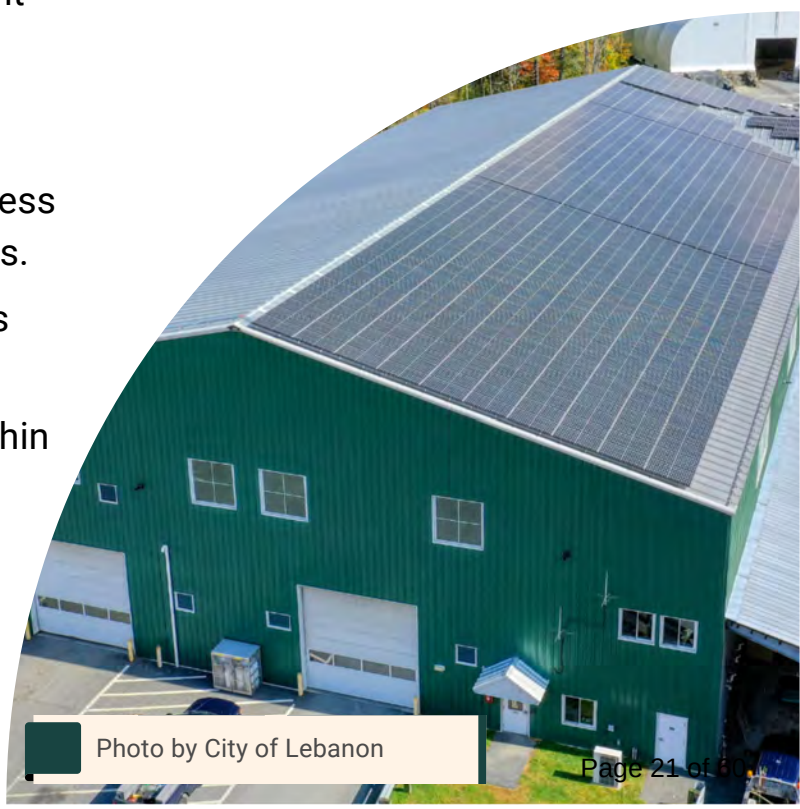


Photo by City of Lebanon

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

Photo by David Bagley

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.

Photo by Paul McDonough

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.

Photo by City of Lebanon

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

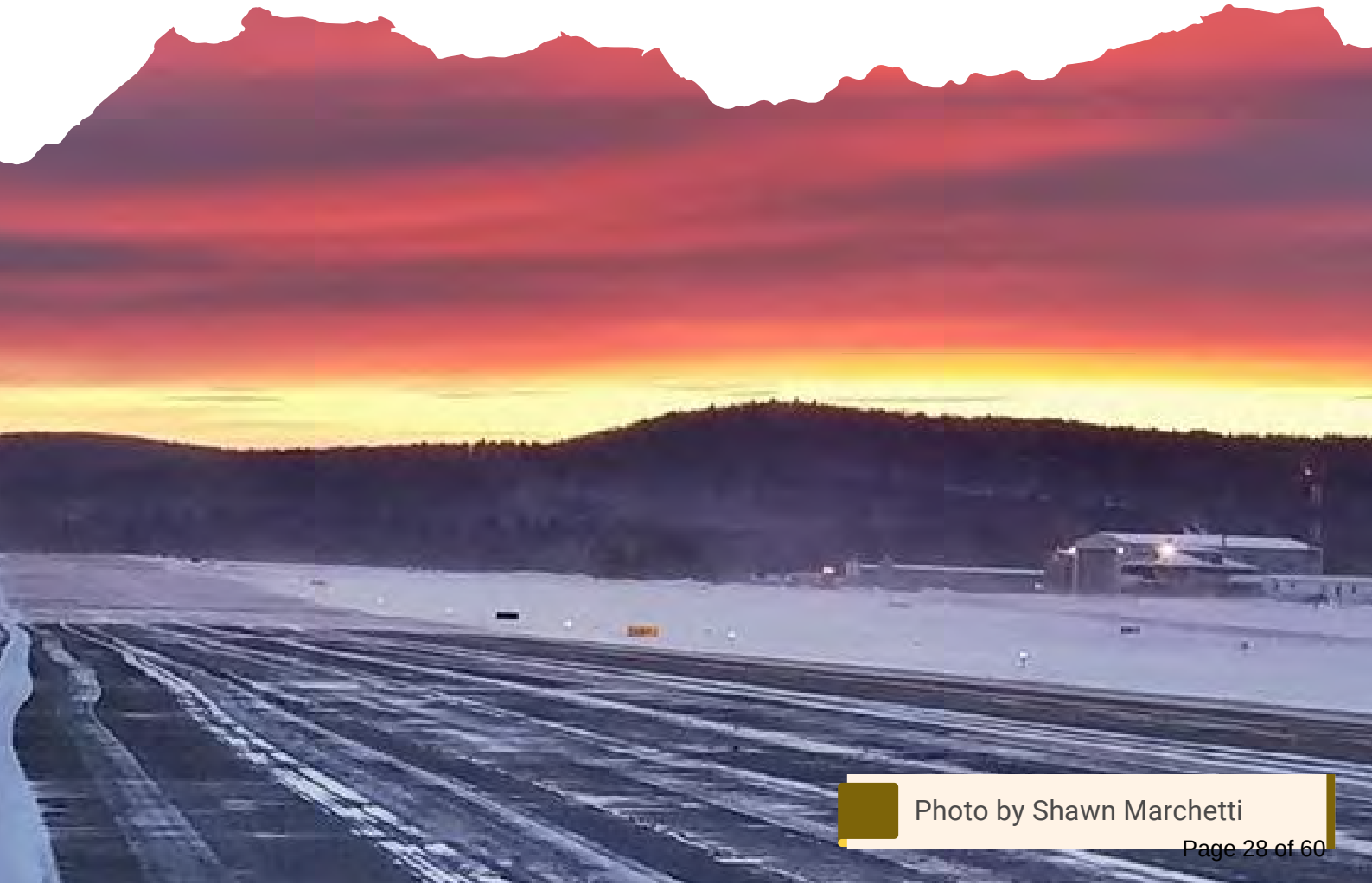


Photo by Shawn Marchetti

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.

Photo by Jill Feen

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.

Photo by James Lemire

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 ethic 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 Devlopment

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)

Photo by Shawn Donovoan

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.

Photo by Marie Roberts

Public Health

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

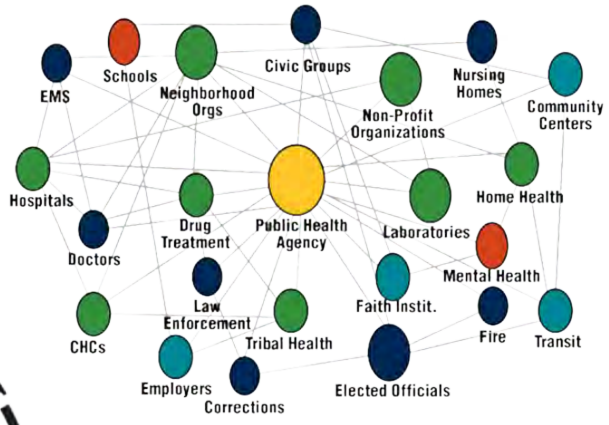
- Dartmouth Health
- Good Neighbor Health Clinic
- HIV HCV Resource Center
- Headrest
- UV Public Health Network
- Visiting Nurse NH and VT
- West Central Behavioral Health
- WISE

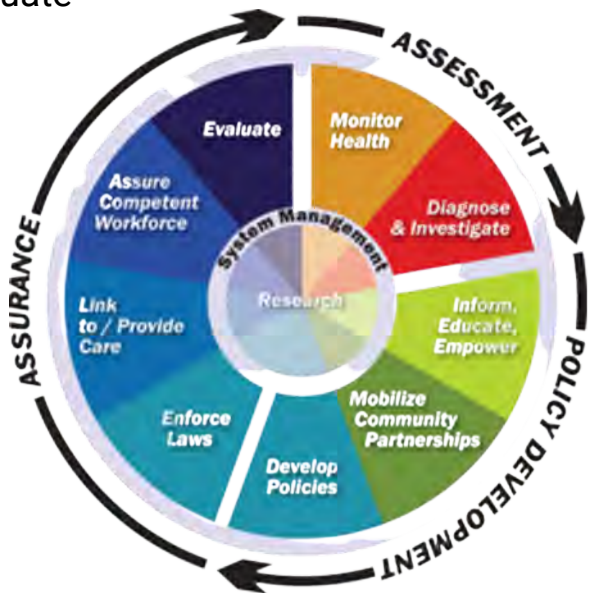
Public Health

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





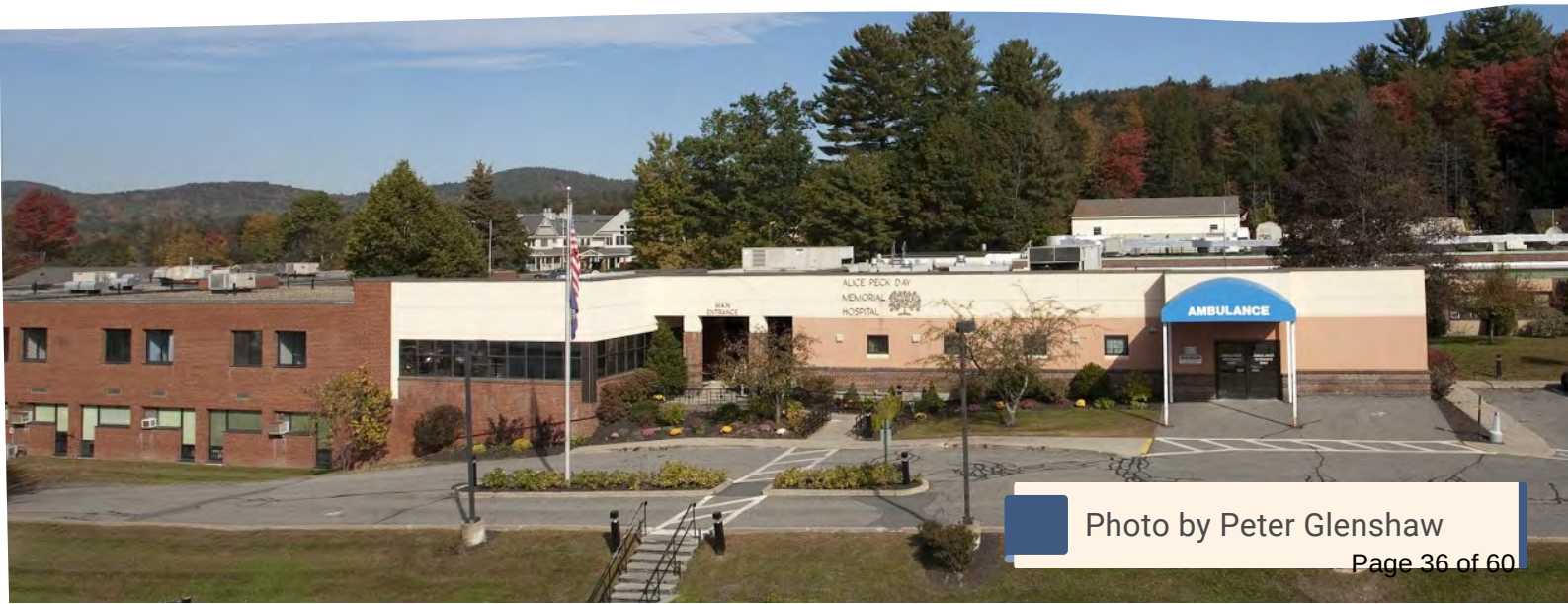


Photo by Peter Glenshaw

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

Agenda
Lebanon City Council
February 7, 2024

10. New Business:

10.H – Discuss City Manager's Plan to Begin the Process of Determining Development Options for Downtown Parking Lots

Background

In the 2016 Lebanon Downtown Vision Plan and Tunnel Assessment report, the surface parking areas located between City Hall and the Mascoma River were identified as one of several potential opportunity sites for the City to pursue redevelopment or other improvements to invigorate and enliven the downtown. In August of 2022, the City issued a Request for Expressions of Interest (RFI or RFEI) to solicit interest and redevelopment ideas and strategies for the parking areas, which would advance the City's goals and objectives, including: enhanced visibility and access to the Mascoma River; improved connectivity between the Northern Rail Trail and the Mascoma River Greenway via the downtown tunnel; and economic development opportunities to further enhance vitality in the downtown core.

From the RFI, three responses were received from the design and development community. The Economic Development Commission (EDC) and Downtown TIF Advisory Board spent a number of months reviewing the individual responses with the developers and the community. The joint committees were in the process of considering changes to the RFI for incorporation into a potential future Request for Proposals (RFP) when the City Council redirected their attention to the 20 Spencer Street property.

Subsequently, in October 2023, the City Council, EDC, and Downtown TIF Board held a joint meeting to discuss reexamining the Downtown Parking Lot project. Both committees made suggestions regarding next steps. Following the joint meeting, the City Manager's Office took responsibility for developing a process to determine and evaluate options for redeveloping the Downtown Parking Lots.

As envisioned in the attached Scope and Process of Evaluation document, the effort would start with engaging a planning and design firm to help the City address and resolve some of the outstanding issues and questions that impact what can or should be accomplished in the downtown parking lots, including: a comprehensive study of parking and traffic needs, consideration of environmental and floodplain issues, structural and geotechnical questions, economic development potential, and other factors. The next step would be to apply that information to creating a set of scenarios for community consideration. Along the way, the City would seek assistance in engaging stakeholders and the public and in coordinating with boards and committees to review the alternatives and identify preferred outcomes.

The City's Strategic Plan, adopted in May 2023, includes Strategic Objective 8.5 to "implement opportunities for redevelopment in the four core business districts of the City." Specific action plans and key performance indicators referenced in the Plan include: Action 8.5.2 "Downtown Redevelopment – 20 Spencer, Village Mkt, Kleen, Parking Lots" and KPI 8.5.2a "Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space."

As one of the stated objectives of the current Strategic Plan, redevelopment of the downtown parking lots is an effort that the City Manager's Office is prepared to work on and execute over the coming period, unless otherwise directed by the City Council.

Action

The Council is requested to consider the following motion:

MOVED that the Lebanon City Council supports the plan proposed by the City Manager, who also serves as the Downtown Lebanon TIF District Administrator, to initiate the process outlined in the February 7, 2024 City Council agenda packet regarding the potential development of the downtown parking lots behind City Hall.

Included In This Section:

1. Downtown Parking Lot Redevelopment, Scope and Process of Evaluation

Available, but not included in this Section:

1. Lebanon 2024-2027 Strategic Plan
2. Strategic Plan Miro Board

Downtown Parking Lot Redevelopment
Scope and Process of Evaluation
January 24, 2024

Issues and other considerations:

1. Parking-Mobility:
    a. Complete a comprehensive parking study factoring in regular, year-round uses and seasonal uses (e.g. Farmer's Market) and intermittent uses (e.g. LOH or AVA gallery events)
    b. Model anticipated parking needs and trip generation based on existing downtown uses and proposed uses depending on scenarios (discussed below)
    c. Plan for connectivity between Mascoma River Greenway (MRG) and Northern Rail Trail (NRT) and from riverfront area to Colburn Park/Hanover Street Mall
2. Environmental-Riverfront:
    a. Removal of invasive species along riverfront
    b. Selective clearing or pruning of existing trees and planting of new shade trees along riverfront
    c. Assess and address erosion issues along riverbank, as needed
    d. Evaluate condition of parking lot drainage outfall headwall and other existing structures
3. Economic Development:
    a. Can revenues and expenditures be projected and/or modeled for each different development scenario?
    b. Is there a threshold above or below which a potential scenario would break even or generate positive revenue?
    c. Determine the overall economic value of the project outside of anticipated property tax revenue, such as payroll added to the economy and additional commerce that would be added to the area
    d. Determine how TIF revenues could be used to partner with the private/non-profit sector to enhance a project
4. Structural-Geotechnical Engineering:
    a. Review 1990 geotechnical report and proposal for follow-up investigation
    b. Determine if additional studies or soil borings are still required to accommodate any development, or certain types of development, in lower parking lot depending on scenarios
    c. Engage civil or structural engineer to evaluate potential to develop on the lower parking area based on known geotechnical reports and additional information yet to be obtained
5. Property ownership:
    a. City pursuing Boundary Line Adjustment with Grafton County Senior Citizens Council (M/L 91-245 and M/L 92-23)
    b. City attorney working on Title research and opinion regarding status of former railroad corridor; Does City have sufficient right, title, and interest to control future development proposals, or do others still have rights?
6. Prior Planning and Studies:
    a. 2016 Downtown Visioning Study and Tunnel Assessment
    b. 2012 Master Plan, Chapter 3 – Central Business District
    c. 2024-2027 Strategic Plan
    d. 2022-2023 RFEI responses and EDC/Downtown TIF review

7. How could a project in the Downtown Parking Lots help to address the lack of housing in the City/region and how could a project assist in addressing the affordable housing issue.

Based on the results of the studies and other considerations listed above, develop a process for creating 3-4 potential development scenarios as outlined below:

1. Riverfront Park Only: If the City elects to only create a riverfront park along the Mascoma River
    a. Engage landscape architect to develop capital project for design, permitting, and construction of park improvements
    b. Quantify potential loss of parking and determine whether it needs to be replaced or whether excess parking exists currently
    c. Evaluate potential changes to circulation and connections to Taylor Street
    d. Plan for connections between MRG and NRT, including potentially under the Hanover Street bridge to the “Boy Scout” park area (M/L 91-229);
    e. Identify and understand options for funding of public improvements
2. Intermediate redevelopment scenario:
    a. Identify potential redevelopment options that include a riverfront park (#1), but not necessarily full redevelopment of the entire surface parking areas (#3) as an intermediate option
3. Full Redevelopment scenario:
    a. Identify extent of potential for new mixed-use and/or residential development in the existing downtown parking areas, which could include a new riverfront park component completed by a developer
    b. Evaluate potential cost/benefit for structured parking to replace lost parking spaces and to provide additional spaces for new or future uses
    c. Plan for connections between MRG and NRT, including potentially under the Hanover Street bridge to the “Boy Scout” park area (M/L 91-229)
    d. Evaluate potential changes in vehicle circulation from Taylor Street, Flynn Street, Court Street
4. Parking lot reconfiguration and repair: If the City elects to make no changes and continues to maintain the existing surface parking lots, what actions and expenditures will still be required:
    a. Periodic resurfacing/crack sealing
    b. Fix and maintain sidewalks
    c. Repair/reconstruct and maintain retaining wall
    d. Repair/reconstruct and maintain guard rail on top of retaining wall
    e. Evaluate potential to remove retaining wall and slope the parking lot down to the river gradually by back filling the drop in elevation
    f. Create path/extension of the MRG with the addition of more street trees to address urban heat island issues

Develop and facilitate a process for working with the Economic Development Commission and the Downtown TIF Advisory Board to review results and outcomes of the Issues and other Considerations and how to create a range of development scenarios for community consideration. Develop and implement a plan for stakeholder engagement and input regarding this project and the different options.

Agenda
Lebanon City Council
February 7, 2024

9. Old Business:

9.B – Discuss and issue directives regarding the determination of the feasibility of a TIF District in West Lebanon

Background

Municipalities in New Hampshire are permitted to create Tax Increment Finance Districts pursuant to RSA Chapter 162-K entitled Municipal Economic Development and Revitalization Districts. The City Council has the authority to create TIF districts with limitations identified in the RSAs. The City presently has two TIF districts: the Downtown TIF District and the Airport-Tech Park TIF District. The Council discussed the concept of a TIF district in West Lebanon at its meeting on January 17, 2024. This agenda item is a result of that conceptual discussion.

The provisions of RSA 162-K:6, 9, and 10 outline the procedures to establish a TIF district. The steps necessary to meet the requirements of the statute necessitate that a thorough feasibility study be conducted first. This involves two phases:

Phase I – The following questions should be answered before moving to the **Phase II** analysis.

1. What is the purpose of the TIF district?
2. What are its objectives?
3. How and why is TIF the most effective option to address this objective(s)?
4. What is the geographical area of the TIF district?
5. Will the TIF district share any portion of the captured tax increment with the School District, the General Fund and/or the County, especially if there are additional residential structures created in the TIF district?

Phase II – The following questions will need to be answered before a TIF district can be created.

6. What are the answers to the following requirements from RSA 162-K:6? The development program shall contain a complete statement as to the public facilities to be constructed within the district, the open space to be created, the environmental controls to be applied, the proposed reuse of private property, and the proposed operations of the district after the capital improvements within the district have been completed.
7. What are the answers to the following requirements from RSA 162-K:9? A tax increment financing plan shall contain a statement of objectives of a municipality for improvement of a development district. Such plan shall be incorporated into the development program for the district. It shall contain estimates of the following: cost of the development program; sources of revenues to finance those costs including estimates of tax increments; amount of bonded indebtedness to be incurred; and the duration of the program's existence. The plan shall also contain a statement of the estimated impact of tax increment financing on the assessed values of all taxing jurisdictions in which the district is located.
8. What are the fiscal and economic implications of the proposed TIF district (RSA 162-K;9, III)?

The process to create the Downtown TIF District involved economic analysis developed by the consulting firm Applied Economic Research (AER) in 2017. The cost at that time was $35,000. The Phase II analysis will require the development of an RFP and a subsequent contract with a

firm to conduct the analysis necessary to finish the feasibility study before a TIF district can be considered by the City Council. The Phase I analysis should be conducted through a joint effort of the City Manager, the West Lebanon Revitalization Advisory Committee, and the Economic Development Commission. The Phase I analysis and recommendations of the City Manager, WLRAC and EDC should be presented to the City Council before directives are issued to conduct Phase II. There are no funds presently appropriated for the Phase II process. This would need to be considered in the 2025 Budget if it is determined that a TIF District is necessary after the Phase I analysis.

Action

The following motion is offered for City Council consideration:

MOVED, that the Lebanon City Council hereby directs the City Manager, the West Lebanon Revitalization Advisory Committee, and the Economic Development Commission to work collaboratively to conduct the Phase I analysis as detailed above, receive stakeholder input, and produce a report back to the City Council no later than October 31st, 2024.

Included In This Section:

1. NH RSA 162-K Chapter 162-K MUNICIPAL ECONOMIC DEVELOPMENT AND REVITALIZATION DISTRICTS (state.nh.us)
2. Government Finance Officers Association (GFOA) Best Practices-Creation, Implementation and Evaluation of Tax Increment Financing Creation, Implementation, and Evaluation of Tax Increment Financing (gfoa.org)

BEST PRACTICES

Creation, Implementation, and Evaluation of Tax Increment Financing

Local governments should carefully evaluate whether TIF and TIF districts are the most appropriate and effective tool to assist the local government in its economic development plans.

Tax incremental financing (TIF) can be an important tool for local governments to attract economic development projects, create jobs, foster infrastructure investment, and/or redevelop blighted areas. TIF is a technique for funding a qualifying capital project, its related infrastructure, or maintenance of the project[1] from a stream of revenue generated within the geographic area defined as a TIF district. Depending on state and provincial regulations, primary governments with taxing powers can often use TIF, but redevelopment agencies may also be party to a TIF project. When a redevelopment agency uses TIF, the agency may share or redirect property or other taxes imposed by other taxing entities. TIF generally relies on incremental property taxes generated in a specific area, but it can also apply to other taxes, including sales taxes. Any organization considering the use of TIF should be aware of the risks involved. As demonstrated in previous economic downturns, TIF can significantly constrain an organization's ability to generate tax revenues, once a TIF is crafted, it can be very difficult to change the terms or cancel the agreement, especially if bonds have already been issued and the various interests in the flow of funds have been established. As a result, there is a need to focus on the long-term nature of TIF, and the long-term forecasts of the tax revenues that support it. The basic principles outlined herein are applicable to any type of TIF.

While TIF laws differ among states or provinces, most states have established laws and eligibility requirements to create or designate an area as a TIF district (e.g.., blight, dilapidation or deterioration, age of structures). Once an area is legally designated as a TIF district, the base valuation amount of the property values is "frozen." Improvements to properties within the boundaries of the TIF district will then result in increases to this base of the increment which is captured through additional taxes and expended solely within the TIF district. This increment can serve as a source of revenue to pay debt service, upfront development costs for additional improvements, or for individual projects on a pay-as-you-go basis. The maximum period of time a TIF may exist is determined by state law; legislation generally allows time for development efforts and a traditional 20-30 year financing period.

All TIF and TIF districts should be developed in a manner consistent with a government's TIF or economic development policies. Specific components that organizations should include in a TIF policy include:

1. Objectives or strategic goals that the organization can satisfy by using TIF (e.g.: job creation, removal of blight, meeting infrastructure needs).
2. Eligible projects where TIF can be used.
3. Non-eligible projects or users where TIF may not be used.
4. Standards for creating a TIF district and/or evaluation criteria.

5. Processes for considering, reviewing, and implementing a potential TIF agreement.

The Government Finance Officers Association (GFOA) recommends that local governments carefully evaluate whether TIF and TIF districts are the most appropriate and effective tool to assist the local government in its economic development plans. TIF can be a powerful economic development tool, but when tax revenues from the TIF increment is diverted to a TIF district, local governments will be affected by not receiving these revenues, which can constrain a government over the duration of the TIF. Additionally, the development project itself may contain risk, if the project fails to realize the projected results, it could subject the TIF (and the government) to significant financial pressures, particularly with respect to TIF debt service. When adopting a TIF policy, the governing body needs to identify when TIF districts are appropriate, taking into account risk, financial conditions, and the relationship of a project to the organization's overall plans, including maintenance and sustainability. The policy may be based solely on enabling statutes but should provide flexibility for the local governing body and be consistent with local preferences. The policy also should address the following steps to evaluate whether a TIF district should be created. These steps assume that the government has already compared TIF with other options, including other financing sources, and that the TIF aligns with community development goals and complies with the jurisdiction's development policies and objectives. Recommended evaluation steps include the following:

- Identify the area for the TIF district designation to determine whether a proposed district meets the criteria under applicable state law and the priorities established by the governing body. TIF districts may vary in size, depending on the applicable state laws and local government objectives.
- Conduct feasibility studies, including an evaluation to determine whether development or redevelopment could take place within an acceptable timeframe, without economic assistance from the local government (e.g., but for the TIF assistance, the development would not be possible).
- Include an evaluation of debt limitations.
- Identify any taxpayer concentration, tax appeal history, and overlapping taxing jurisdictions contribution and commitment to pledged revenues.
- Identify any laws that might cap assessed value growth or the effect of tax rates on the taxing entity's credit ratings.
- Evaluate the jurisdiction's ability to meet the proposed TIF plan objectives and its ability to mitigate potential risks to local agencies, including the inability to repay debt in the event of revenue declines.
- For property tax increments assessed value (AV) annual growth limits, for example, look at past and future AV growth trends and collection performance and delinquency rates.
- For sales tax increments, look at historical sales tax collections, change in sales tax rates, pending re-authorizations of the sales tax, tax exemption status and any potential changes to it, and overall economic forecasts.
- Subject assumptions and methods for all feasibility studies to sensitivity analysis and other modeling techniques (see the GFOA best practice, *Evaluating Data and Assumptions in Economic Development Proposals*).

- If the government does not have the technical skills available on staff to conduct a feasibility study, then the use of a qualified consultant is appropriate and recommended. Additionally, an alternative analysis should be prepared to evaluate pay-as-you-go financing and/or debt financing options that the TIF could support.
- Prepare a forecast of the costs and revenues applicable to the project.
- Analyze the long-term economic benefit to the local economy for the term of the TIF, the fiscal impacts to the affected jurisdictions and overlapping tax entities (e.g., school districts), and the economic cost of TIF incentives. Use various forms of analysis, including sensitivity analysis.
- Evaluate the risk to general government operations when the TIF-related revenue is no longer available, including an evaluation of the total impact of all TIF districts on the tax base.
- Prepare a maintenance plan for the TIF district's projects, incorporating ongoing costs and future capital costs, and considering the revenue sources available to help cover those costs. If a third party or private-sector partner such as a developer is to maintain the TIF district, provide a maintenance plan that incorporates those components. Document any risk sharing between local government and the third party or private sector partner in a development agreement that clearly states each party's responsibilities. For example, the agreement should identify who is responsible for the following:
- Project upkeep.
- Who backs up project revenue if increments are not sufficient. (There are inherent risks any time the government's credit is used as a backup pledge.)
- Ongoing maintenance responsibilities.
- Maintaining designated reserves, if required.
- Project reporting and monitoring.
- Adherence with state and local laws.

If a government believes a TIF is warranted, based on a comprehensive evaluation, the following implementation steps are recommended, in addition to verifying compliance with state and local laws:

- Prepare a thorough development or redevelopment plan that includes the projects identified and an estimate of the incremental increase in real estate valuation the proposed projects will create. Governments may also consider hiring outside professionals to assist with this process. The development plan and agreement are critical, and should include the following:
- Detailed performance measures.
- Milestones for identified performance measures.
- Steps for monitoring and evaluating the plan, enforcing the agreement (e.g., are target job creation numbers met?).
- Steps to be taken if performance goals are not met, including descriptions of the consequences for either better or worse performance. (One option is to outline future benefits and burdens under all possible economic scenarios.)

- Monitor bond covenants.
- Determine which party is responsible for making any post-agreement filings.
- Thoroughly investigate any third-party or private-sector partners, and their ability to meet the obligations outlined in the development agreement. This includes due diligence in examining the developer's financial and other resources, and its track record with similar projects.
- Obtain input from all parties involved in the project. In the case of multi-jurisdictional TIF districts, consider establishing an oversight board. Also obtain public input on the TIF and make adjustments accordingly, including public hearings if required or desired.
- Periodically review of TIF and TIF district to determine if the TIF is functioning as intended. This periodic review should include measures of actual performance, as compared to projected performance. Measurements could include items such as actual versus projected tax base, jobs created, and the potential impact of shifting economic development from non-TIF district to TIF district.
- Ensure that there is adequate understanding of governmental monitoring and reporting requirements. Also, identify who will be accountable for monitoring the TIF and preparing any necessary reports.

- **Board approval date:** Friday, February 28, 2014

Taken from Government Finance Officers Association (GFOA) website, gfoa.org

TITLE XII
PUBLIC SAFETY AND WELFARE

Chapter 162-K
MUNICIPAL ECONOMIC DEVELOPMENT AND REVITALIZATION DISTRICTS

Section 162-K:1

162-K:1 Local Option. –

Any city or town may adopt this chapter and shall thereafter have all the authority, powers, duties and responsibilities set forth in this chapter.

I. A city may adopt this chapter by majority vote of the legislative body of the city after notice and hearing as set forth in RSA 162-K:4.

II. A town may adopt this chapter by majority vote of the voters present and voting at any legal town meeting under a proper article and after notice and hearing as set forth in RSA 162-K:4.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:2

162-K:2 Definitions. –

In this chapter:

I. "Budget submission date" has the meaning set forth under RSA 273-A:1, III.

II. "Development district" means a specific area within the corporate limits of any municipality which has been so designated and separately numbered by the legislative body of said municipality acting under this chapter.

III. "Development program" means a statement of objectives of the municipality for improvement of a development district established under RSA 162-K:6.

IV. "District administrator" means the head of the department, office agency, municipal housing and redevelopment authority or corporation designated under RSA 162-K:13.

V. "Governing body" means the board of aldermen or city council in the case of a city and the board of selectmen in the case of a town.

VI. "Legislative body" means the board of aldermen or city council in the case of a city and the town meeting in the case of a town.

VII. "Maintenance and operation" means all activities necessary to maintain facilities after they have been developed and all activities necessary to operate the facilities including but not limited to informational and educational programs, and safety and surveillance activities.

VIII. "Municipality" means a city or town.

IX. "Parking structure" means any building the principal use of which is designed for and intended for parking of motor vehicles, and includes open air parking on parking lots.

IX-a. "Public use" means:

(a)(1) The possession, occupation, and enjoyment of real property by the general public or governmental entities.
(2) The acquisition of any interest in real property necessary to the function of a public or private utility or common carrier either through deed of sale or lease.
(3) The acquisition of real property to remove structures beyond repair, public nuisances, structures unfit for human habitation or use, and abandoned property when such structures or property constitute a menace to health and safety.
(4) Private use that occupies an incidental area within a public use; provided, that no real property shall be condemned solely for the purpose of facilitating such incidental private use.
(5) If separately adopted by the city or town by the procedure described in RSA 162-K:1, the acquisition of real property to construct housing units which meet the definition of workforce housing contained in RSA 674:58, IV, whether or not such construction results from private development or private commercial enterprise. The municipality shall not acquire property for this purpose through the powers of eminent domain.
(b) Except as provided in subparagraphs (a)(2), (4), and (5) of this paragraph, public use shall not include the public benefits resulting from private economic development and private commercial enterprise, including increased tax revenues and increased employment opportunities.
X. "Substantially residential development district" means any development district in which 40 percent or more of the land area, exclusive of streets and open space, is used for residential purposes at the time the district is designated.
XI. "Tax increment" means the amount of taxes raised in a development district due to increases in assessed value over the assessed value of the district at the time of its establishment.

Source. 1979, 175:2. 2006, 324:1, eff. Jan. 1, 2007. 2022, 272:78, eff. Aug. 23, 2022.

Section 162-K:3

162-K:3 Authorization; Initial Adoption. – A municipality which adopts this chapter shall thereafter be authorized to establish one or more development districts. For each such district, the municipality shall establish a development program and a tax increment financing plan. A municipality that has not previously adopted this chapter may carry out the planning and hearing procedures for establishment of one or more development districts at the same time it is conducting the planning and hearing procedures on initial adoption of this chapter; provided that any vote on establishing a particular development district shall not be taken until after the legislative body shall have voted on the question of adopting this chapter.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:4

162-K:4 Hearing. – Prior to adopting this chapter or designating any development district, a hearing on the subject shall be conducted in the municipality. The hearing shall be conducted by the governing body. The hearing shall be held at least 15 days prior to the date on which action on the proposal is scheduled to take place. Notice of the hearing, including a description of any proposed district, shall be posted in 2 appropriate places in the municipality or published in a newspaper of general circulation in the municipality at least 7 days prior to the hearing.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:5

162-K:5 Establishment of Districts; Limitations. –

Upon a finding that such action will serve public purposes, the legislative body of the municipality may create, within its jurisdiction, development districts. The area of a district may be enlarged following the date of designation of the district. Municipalities establishing development districts shall comply with one of the following limitations:

I. The total acreage included in any one development district when designated shall not exceed 5 percent of the total acreage of the municipality, and when added to the total current acreage within the development districts for which bonds remain outstanding shall not exceed 10 percent of the total acreage of the municipality.

II. The total assessed value of taxable real property of any one development district when designated shall not exceed 8 percent of the most recent total assessed value of taxable real property in the municipality, and when added to the current total assessed value of taxable real property within development districts for which bonds remain outstanding, shall not exceed 16 percent of the most recent total assessed value of taxable real property in the municipality.

Source. 1979, 175:2. 1985, 135:1. 1991, 362:10. 1998, 9:1. 2004, 181:1, eff. July 31, 2004.

Section 162-K:6

162-K:6 District Establishment and Development Programs. –

A municipality which has adopted this chapter and which intends to establish a development district shall, in addition to establishing the district, establish a development program under this section and a tax increment financing plan under RSA 162-K:9 and 10.

I. The development program shall contain a complete statement as to the public facilities to be constructed within the district, the open space to be created, the environmental controls to be applied, the proposed reuse of private property, and the proposed operations of the district after the capital improvements within the district have been completed.

II. The development program shall also provide for carrying out relocation of persons, families, business concerns, and others displaced by the project, pursuant to a relocation plan, including the method for the relocation of residents in decent, safe and sanitary dwelling accommodations, and reasonable moving costs, determined to be feasible by the municipality.

III. In conformity with the development program, within the district, the municipality may:

(a) Acquire, construct, reconstruct, improve, alter, extend, operate, maintain or promote developments aimed at improving the physical facilities, quality of life and quality of transportation;

(b) Acquire real property or easements through negotiation or through powers of eminent domain, except that property acquired through powers of eminent domain shall be put to public use, as defined in RSA 162-K:2, IX-a;

(c) Adopt ordinances regulating the use of public parking structures and other facilities constructed within the development district and access to them and the conditions under which such access is allowed. Traffic regulations may include, but shall not be limited to, direction and speed of traffic, kinds of service activities that will be allowed in arcades, parking structures and

plazas, and rates to be charged in the parking structures;
(d) Require construction of buildings within the district so as to accommodate and support pedestrian systems which are part of the program for the development district. When the municipality requires for the public benefit the construction of columns, beams or girders with greater strength than required for normal building purposes, the municipality shall reimburse the owner for the added expense from development district funds;
(e) Install lighting systems, street signs and street furniture, landscaping of street and public property, and snow removal systems compatible with the character of the district;
(f) Acquire property for the district;
(g) Lease air rights over public property and spend public funds for constructing the foundations and columns in the public buildings strong enough to support the buildings to be constructed on air rights;
(h) Lease all or portions of basements, ground and second floors of the public buildings constructed in the district;
(i) Negotiate the sale or lease of property for private development if the development is consistent with the development program for the district; and
(j) If separately adopted by the city or town by the procedure described in RSA 162-K:1, acquire, construct, reconstruct, improve, alter, extend, operate, maintain or promote residential developments aimed at increasing the available housing stock within the municipality.

Source. 1979, 175:2. 2006, 324:2, eff. Jan. 1, 2007. 2022, 272:79, eff. Aug. 23, 2022.

Section 162-K:7

162-K:7 Grants. – A municipality may accept grants or other financial assistance from the government of the United States, the state of New Hampshire or any other entity to do studies and to construct and operate the public improvements authorized by this chapter.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:8

162-K:8 Issuance of Bonds. – The municipality may authorize, issue and sell general obligation bonds, which shall mature within 30 years from the date of issue, to finance the acquisition and betterment of real and personal property needed to carry out the development program within the development district together with all relocation costs incidental thereto. Bonds issued under authority of this chapter shall be payable in annual payments which shall be so arranged that the amount of annual payment of principal and interest in any year on account of any bond shall not be less than the amount of principal and interest payable in any subsequent year by more than 5 percent of the principal of the entire bond. The total amount of such payments shall be sufficient to extinguish the entire bond on account of which they are made at maturity. The first payment of principal on any bond shall be made no later than 5 years and the last payment not later than 30 years after the date thereof. Each authorized issue of bonds shall be a separate loan. All dedicated tax increments received by the municipality pursuant to RSA 162-K:10 shall be pledged for the payment of these bonds and used to reduce or cancel the taxes

otherwise required to be extended for that purpose, and the bonds shall not be included when computing the municipality's net debt under RSA 33.

Source. 1979, 175:2. 2000, 280:1, eff. Aug. 20, 2000.

Section 162-K:9

162-K:9 Tax Increment Financing Plan. –

The municipality shall adopt a tax increment financing plan for any development district established under this chapter. The plan shall allocate use of tax increments for retirement of bonds and notes, operation, maintenance and improvements in the district and for general municipal purposes.

I. A tax increment financing plan shall contain a statement of objectives of a municipality for improvement of a development district. Such plan shall be incorporated into the development program for the district. It shall contain estimates of the following: cost of the development program; sources of revenues to finance those costs including estimates of tax increments; amount of bonded indebtedness to be incurred; and the duration of the program's existence. The plan shall also contain a statement of the estimated impact of tax increment financing on the assessed values of all taxing jurisdictions in which the district is located.

II. Before approving any tax increment financing plan, a public hearing shall be held as part of the hearing on the development district under RSA 162-K:4.

III. Before formation of a development district, the municipality shall provide a reasonable opportunity to the county commissioners of any county in which any portion of the development district is located and to the members of the school board of any school district in which any portion of the development district is located to meet with the governing body. The governing body shall fully inform the county commissioners and the school boards of the fiscal and economic implications of the proposed development district. The county commissioners and the school boards may present their recommendations at the public hearing. A municipality's tax increment financing plan may include agreements with the county commissioners and the school boards in which the district is located to share a portion of the captured tax increments of the district.

IV. A tax increment financing plan may be modified provided such modification shall be approved by the legislative body upon such notice and hearing and agreements as are required for approval of the original plan. In a case where the financing plan calls for the appropriation of a specific sum of money, the sum of money appropriated thereunder may be decreased or increased by the vote of the legislative body, provided that in a town under the municipal budget act no increase shall be valid which would violate the provisions of RSA 32:18, except as provided in RSA 32:18-a. Any modification shall maintain use of dedicated tax increments for retirement of bonds and notes as required.

Source. 1979, 175:2, eff. Aug. 5, 1979. 2015, 167:1, eff. Aug. 25, 2015.

Section 162-K:10

162-K:10 Computation of Tax Increments. –

I. Upon formation of a development district, the assessors of the municipality in which it is

situated shall determine the current assessed value of the real property within the boundaries of the development district. The current assessed value so determined shall be known as the "original assessed value." Property exempt from taxation at the time of the determination shall be included at zero, unless it later becomes taxable, in which case its most recently determined assessed valuation shall be included. Each year thereafter, the assessors shall determine the amount by which the assessed value has increased or decreased from the original assessed value. The assessors shall also determine the proportion which any increase or decrease bears to the total assessed value of the real property in that district for that year.

II. Any amount by which the current assessed value of a development district exceeds the original assessed value is referred to as the captured assessed value. The assessors shall determine the amount of the captured assessed value each year.

(a) The tax increment financing plan shall designate the portion of captured assessed value which will be dedicated for retirement of bonds and notes and the portion of captured assessed value which will be dedicated to the operation and further development of the tax increment financing district.

(b) The portion of captured assessed value which is not used either for the purpose of retirement of bonds and notes or for the purpose of the operation and development of the tax increment financing district shall be deemed excess captured assessed value. Excess captured assessed value shall be returned to the tax lists.

III. (a) Each subsequent year the assessors shall determine current assessed valuation, and tax increments and shall report them to the commissioner of the department of revenue administration according to the following method:

(1) If the municipality retains the full captured assessed value for the development district the assessors shall certify to the commissioner of revenue administration, for the purposes of the report required by RSA 41:15, the current assessed value, as the basis to equalize annually the valuation of property throughout the state, and the full captured assessed value, to be deducted from the current assessed valuation for the calculation of the property tax rate. The assessors shall extend all rates as established by the commissioner of revenue administration under the provisions of RSA 41:15 against the current assessed value, including all captured assessed value. In each year for which the current assessed value exceeds the original assessed value, the municipal tax collector shall remit to the municipality that proportion of all taxes paid that year on real property in the district which the captured assessed value bears to the total current assessed value. The amount so remitted each year is referred to in this section as the tax increment for that year.

(2) If the municipality retains only a portion of the captured assessed value for the development district and returns the remaining portion to the tax lists, the assessors shall include the current assessed value, to be used as a basis to equalize annually the valuation of property throughout the state, and that portion of the captured assessed value which the municipality does retain, to be deducted from the current assessed valuation for the calculation of the property tax rate. The assessors shall extend all rates against the total current assessed value. In each year for which the current assessed value exceeds the original assessed value, the municipal tax collector shall remit to the municipality that proportion of all taxes billed on real property in the district that the retained captured assessed value bears to the total current assessed value in the district. The amount so remitted each year is referred to as the tax increment.

(b) The general court finds that municipalities that have adopted a tax increment financing plan and issued tax increment financing plan bonds under this chapter before April 29, 1999, or which

have adopted a tax increment financing plan and entered into contracts and incurred liabilities in reliance upon the tax increment plans under this chapter before April 29, 1999, have incurred obligations which must be honored. The general court recognizes also that in accordance with the intent of this chapter, such obligations were entered into in order to accomplish a public purpose and for the improvement of development in municipalities. Accordingly, the provisions of subparagraph III(a) shall not apply to tax increment financing plan districts which authorized and issued tax increment bonds under this chapter before April 29, 1999 or which adopted a tax increment financing plan under this chapter and entered into contracts and incurred financial liabilities in reliance upon such tax increment plan before April 29, 1999. This subparagraph shall only apply to tax development districts as they existed as of April 29, 1999. To the extent such tax increment financing plan is amended to increase the amount of bonded indebtedness, to increase the cost of the development program, or to extend the duration of the program's existence, this subparagraph shall not apply. The assessors shall determine assessed valuation and tax increments according to the following method:

(1) If the municipality retains the full captured assessed value for the development district, the assessors shall certify to the commissioner of revenue administration for the purposes of the report required by RSA 21-J:34, no more than the original assessed value of the real property in the development district. The assessors shall extend all rates as established by the commissioner of revenue administration under the provisions of RSA 21-J:35 against the current assessed value, including all captured assessed value. In each year for which the current assessed value exceeds the original assessed value, the municipal tax collector shall remit to the municipality that proportion of all taxes billed that year on real property in the district which the captured assessed value bears to the total current assessed value. That amount is referred to in this section as the tax increment for that year.

(2) If the municipality retains only a portion of the captured assessed value for the development district and returns the excess to the tax lists, the assessors shall certify to the commissioner of revenue administration for the purposes of the report required by RSA 21-J:34 the original assessed value and that portion of the captured assessed value which is shared with all the affected taxing districts for the purposes of determining the assessed value for computing property tax rates. The commissioner of revenue administration shall compute the rates of all taxes levied by the state, county, municipality, school district and every other taxing district in which the district is located on this aforementioned assessed value. The assessors shall extend all rates against the total current assessed value, including that portion of the captured assessed value which the municipality is retaining for the development district only. In each year for which the current assessed value exceeds that original assessed value, the municipal tax collector shall remit to the municipality that proportion of all taxes paid on real property in the district that the retained captured value bears to the total current assessed value in the district. That amount is referred to as the tax increment for that year.

(c) In any year in which the current assessed value of the development district is equal to or less than the original assessed value, the assessors shall compute and extend taxes against the current value. Taxes shall be distributed from the affected property to each of the taxing authorities as determined by the current levy and there is no tax increment.

IV. The municipality shall expend the tax increments received for any development program only in accordance with the tax increment financing plan. Tax increments shall be used only to pay off costs and administrative expenses incurred in developing the district.

Source. 1979, 175:2. 1999, 303:13. 2000, 222:1-3, eff. April 1, 2000.

Section 162-K:11

162-K:11 Annual Report. – The municipality's annual report shall contain a financial report for any development district in the municipality. The report shall include at least the following information: the amount and source of revenue of the district, the amount and purpose of expenditures, the amount of principal and interest on any outstanding bonded indebtedness, the original assessed value of the district, the captured assessed value retained by the district, the tax increments received and any additional information necessary to demonstrate compliance with the tax increment financing plan.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:12

162-K:12 Maintenance and Operation. – Maintenance and operation of the systems and improvements constructed under this chapter shall be under the supervision of the district administrator. The cost of maintenance and operation of the non-revenue-producing facilities together with excess of costs of operation and maintenance of revenue-producing facilities, if any, shall be charged against the development district in which it is located. The charges against each property within the district shall be in proportion to the benefit to the properties within the district 60 days before the budget submission date. The district administrator shall submit to the governing body of the municipality the maintenance and operating budget for the following year, and the prorated share of the budget to be charged to each property in the district. The budget for the district as approved by the municipality, and pursuant to RSA 32, shall contain necessary appropriations and provisions for collecting charges against affected properties in the district.

Source. 1979, 175:2. 2012, 186:5, eff. June 11, 2012.

Section 162-K:13

162-K:13 Administration. –

The municipality may create a department or designate an existing department or office or agency or municipal housing and redevelopment authority, or form a corporation under RSA 292, to administer development districts. The district administrator may, subject to such rules and limitations as may be adopted by the governing or legislative body, be granted the power to:

I. Acquire property or easements through negotiations;

II. Enter into operating contracts on behalf of the municipality for operation of any of the facilities authorized to be constructed under this chapter;

III. Lease space to private individuals or corporations within the buildings constructed under this chapter;

IV. Lease or sell land and lease or sell air rights over structures constructed under this chapter;

V. Enter into contracts for construction of several facilities or portions thereof authorized under this chapter;

VI. Contract with the housing and redevelopment authority of the municipality for the

administration of any or all of the provisions of this chapter;
VII. Certify to the governing body of the municipality, for acquisition through eminent domain, property that cannot be acquired by negotiation, but is required for implementation of the development program;
VIII. Certify to the governing body of the municipality the amount of funds, if any, which must be raised through sale of bonds to finance the program for development districts;
IX. Apply for grants from the government of the United States or other source.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:14

162-K:14 Advisory Board. –

I. The legislative body of the municipality shall create an advisory board for each development district that ensures fair representation of business and community interests. The board shall consist of such number of members appointed or elected as determined by the legislative body. A majority of members shall be owners or occupants of real property within the community and at least one member shall be an owner or occupant of real property within the development district. In a substantially residential development district, however, the board shall consist solely of owners or occupants of real property within the community and at least one member shall be an owner or occupant of real property within the development district.
II. The advisory board shall advise the governing body and district administrator on planning, construction and implementation of the development program and on maintenance and operation of the district after the program has been completed.
III. The governing body shall by resolution delineate the respective powers and duties of the advisory board and the planning staff or agency. The resolution shall establish reasonable time limits for consultation by the advisory board on the phases of the development program, and provide a mechanism for appealing to the governing body for a final decision when conflicts arise between the advisory board and the planning staff or agency, regarding the development program in its initial and subsequent stages.

Source. 1979, 175:2, eff. Aug. 5, 1979. 2022, 151:1, eff. Aug. 6, 2022.

Section 162-K:15

162-K:15 Relocation. – Unless they desire otherwise, provision shall be made for relocation of all persons who would be displaced by a proposed development district prior to displacement in accordance with the provisions of RSA 162-K:6. Prior to undertaking any relocation of displaced persons, the municipality shall insure that housing and other facilities of at least comparable quality be made available to the persons to be displaced.

Source. 1979, 175:2, eff. Aug. 5, 1979.

Section 162-K:16

162-K:16 Joint Municipal Development and Revitalization Districts.

– Municipalities may enter into an agreement under RSA 53-A to jointly establish a municipal development district that may include land within the several municipalities using the procedures in this chapter. Tax revenues and expenditures may be allocated as provided in the agreement.

Source. 2019, 318:3, eff. Oct. 2, 2019.