



**LEBANON CITY COUNCIL
APRIL 23, 2024 - 5:30 PM
WORK SESSION
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Meeting Access

- A. To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 848 702 175#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

2. Annual Work Session

- A. Presentation of Draft Strategic Plan Objectives
- High Performing Government
 - Housing and Neighborhood
 - Financial Stability and Efficiency
 - Social Health & Justice
 - Recreation, Arts, & Parks

Meetings are open for in-person and remote attendance. Members of the public who wish to attend remotely may do so by going to LebanonNH.gov/Live where you will find instructions on how to enter the meeting. Please note: Should technical difficulties occur during the meeting that disrupt virtual or phone connection(s), the meeting will continue without remote access capabilities.



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.
- 1.7 Implement and operationalize artificial intelligence (AI) technologies to align with our AI Policy (ADM-143).

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.

Strategic Objective 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.

Action Plan 1.1.1: Transparency Initiative

- KPI 1.1.1.a: Build out the areas on the Transparency page of the City's website no later than the end of 2024.
 - 2023 Status: The Transparency page became operational in 2023. Some areas are still under construction within the page. [City Manager]
 - 2024 Status: N/A
- KPI 1.1.1.b: Make the DPW project files accessible to the general public.
 - 2023 Status: 90% of the DPW project files in paper form have been scanned and deposited into Laserfiche 2022-2023. The remaining are in process to be scanned by the end of 2023. [City Manager][City Clerk]
 - 2024 Status: N/A

Action Plan 1.1.2: Digital people-first online services

- KPI: N/A
 - 2023 Status: N/A
 - 2024 Status: N/A

Action Plan 1.1.3: OpenGov Permitting and Licensing software operational across all city departments for online applications, permits, and forms

- KPI 1.1.3.a: OpenGov Permitting and Licensing software fully operational by Q1 2024 for the City Manager's Office. Permits and applications will be received and issued digitally.
 - 2023 Status: Process to transition to OpenGov permitting for permits issued by the City Manager's Office completed in 2023. [City Manager]
 - 2024 Status: N/A

- KPI 1.1.3.b: OpenGov Permitting and Licensing software fully operational by the end of 2024 for building permits.
 - 2023 Status: Building permit process is currently handled as a paper process and online through BS&A. Online payments are available. 80% of permits are incomplete when submitted. Insufficient inspection tracking in BS&A and clumsy online experience. [Planning]
 - 2024 Status: N/A

Strategic Objective 1.2

Recruit, Develop, and Retain trained and qualified City staff.

Action Plan 1.2.1: Attract, retain, engage, develop a diverse competitive workforce

- KPI 1.2.1.a: HR to implement Citywide professional development training program by the end of 2024.
 - 2023 Status: Each department is managing professional development training specific to their profession at various degrees of effectiveness. [City Manager][HR]
 - 2024 Status: N/A
- KPI 1.2.1.b: HR to conduct Wage Classification Study of the Police Dept. to be completed by the end of 2024 to achieve the 60th percentile of the market.
 - 2023 Status: Previous market analysis completed in 2021. Wage adjustments were made to reach the 50th percentile of the market rate. [City Manager][HR]
 - 2024 Status: N/A
- KPI 1.2.1.c: City Manager to negotiate new CBAs with the four unions with the goal of reaching an agreement by October 2024.
 - 2023 Status: All four collective bargaining units (Unions) are operating on a contract that began in 2022 and ends in December of 2024. [City Manager][HR]
 - 2024 Status: Process to renegotiate contracts has begun in Q1 2024. [City Manager][HR]

- KPI 1.2.1.d: HR Conducts Wage Classification Study of the Fire Dept. to be completed by the end of 2025 to achieve the 60th percentile market.
 - 2023 Status: Previous market analysis completed in 2021. Wage adjustments were made to reach the 60th percentile of the market rate by 2023. [City Manager][HR]
 - 2024 Status: N/A
- KPI 1.2.1.e: HR Conducts Wage Classification Study of the AFSCME Group to be completed by the end of 2026 to achieve the 60th percentile of the market.
 - 2023 Status: Previous market analysis completed in 2022. Wage adjustments were made to reach the 60th percentile of the market rate by 2023. [City Manager][HR]
 - 2024 Status: N/A

Action Plan 1.2.2: Develop a new process for staff training that focuses on safety and professional development.

- KPI 1.2.2: Number of staff who have participated in safety and professional development opportunities.
 - 2023 Status: Offered 10 safety and professional development trainings on site to all staff. Developed a safety and security and professional development committee. [Library]
 - 2024 Status: Planning for 2024 staff training has begun. [Library]

Action Plan 1.2.3: Create a plan to better understand retention.

- KPI 1.2.3: Library to create a mentorship program for new staff.
 - 2023 Status: Employee satisfaction, sense of safety, and belonging is unknown. [Library]
 - 2024 Status: Evaluate our staff capacity to do this work. [Library]

Strategic Objective 1.3

Enhance process innovation using technology, data, and key performance objectives.

Action Plan 1.3.1: Maintain effective asset management program for infrastructure

- KPI 1.3.1: DPW to fully enter all fixed and vehicles into the asset management system by the end of 2024.
 - 2023 Status: Transitioning from the Beehive asset management program to Brightly in Q1 2024. [DPW]
 - 2024 Status: N/A

Action Plan 1.3.2: Implement and utilize technology to enhance service delivery and reduce cost

- KPI 1.3.2: DPW, Airport, RAP to operate on maintenance schedule and work orders from the asset management system by the end of 2024.
 - 2023 Status: Utilize Brightly by Q4 2024 for maintenance schedules. Vehicles are presently maintained using the Beehive maintenance schedule program. [RAP][Airport][DPW]
 - 2024 Status: N/A

Action Plan 1.3.3: Review and revise the CIP process to make it more efficient and relevant

- KPI: N/A
 - 2023 Status: The CIP process was reframed in 2023 by the Planning Dept. and the Planning Board. [Planning][Planning Board]
 - 2024 Status: N/A

Action Plan 1.3.4: Migrating files to OneDrive and SharePoint for increased flexibility and collaboration

- KPI 1.3.4: Migrate 100% of documents from internal servers to Microsoft OneDrive/SharePoint. Create SharePoint sites consistent with collaboration to support City needs.
 - 2023 Status: 98% migration of personal and shared documents have been migrated. SharePoint sites have been setup and are being reviewed for consistency and documented when additional sites are created. [Cyber Services]

- 2024 Status: 100% migration of personal and shared documents have been migrated. [Cyber Services]

Completed

Action Plan 1.3.5: Improve and streamline development review process.

- KPI: N/A
 - 2023 Status: N/A
 - 2024 Status: N/A

Action Plan 1.3.6: Create and review policies related to emerging technologies such as AI, social media, VR, etc.

- KPI: N/A
 - 2023 Status: N/A
 - 2024 Status: N/A

Action Plan 1.3.7: Streamline patron and staff access to information.

- KPI 1.3.7.a: Increased traffic to our resources, and fewer calls for assistance with library resources and systems.
- KPI 1.3.7.b: There are barriers we should remove to help the public to access services.
- KPI 1.3.7.c: More informed independent citizens.
- KPI 1.3.7.d: Patrons can access resources of information without library staff intervention.
 - 2023 Status: We improved website accessibility, including the upgrades to the catalog. [Library]
 - 2024 Status: We presented at Citizens Academy. [Library]

Strategic Objective 1.4

Advocate at the Regional, State, and Federal level.

Action Plan 1.4.1: Legislative Advocacy regarding municipal issues

- KPI 1.4.1a: CM seeks funding for various municipal projects at the State and Federal level.

- 2023 Status: Awarded a Congressionally Directed Spending grant for the Mechanic St. Sidewalk in 2022 in the amount of \$290,250. Awarded a CDS grant in 2023 for the W. Lebanon Main St. Improvements & Roundabout in the amount of \$2.3 million. Applied for \$3 million CDS for construction of the Childcare Facility 2023. [City Manager][Planning]
- 2024 Status: N/A
- KPI 1.4.1b: Review NHMA Policy Positions with the CC and advocate at the 2024 NHMA Policy Conference for those positions approved by the CC.
 - 2023 Status: CM participated in the 2022 NHMA policy development committee and the Mayor voted for the policy positions approved by the Council at the NHMA Policy Conference. [City Manager][City Council]
 - 2024 Status: NHMA Policy position process begins in April of 2024. City Council has agenda items to discuss proposed changes, additions or deletions of the policy positions. NHMA Policy positions will be available late summer for consideration by the Council. NHMA Policy Conference will be in the fall of 2024. [City Manager][City Council]

Action Plan 1.4.2: Have staff representation in organizations that represent librarians, such as the American Library Association, NH and New England Library Association

- KPI 1.4.2: Increase in participation in said organizations.
 - 2023 Status: Staff continued to participate in organizations that represent libraries. Children's Librarian Amber Coughlin testified in a legislative hearing on a bill pertaining to confidentiality of patron records. [Library]
 - 2024 Status: Evaluating our participation in organizations that represent libraries with a focus on contribution. [Library]

Action Plan 1.4.3: Make staff aware of opportunities to participate in professional associations and committees

- KPI 1.4.3.a: Increase in participation in said professional associations and committees.

- 2023 Status: As a percentage of the staff, we are well above average with participation in professional associations and committees. [Library]
- 2024 Status: Explore and develop options for professional development within the Upper Valley library community. [Library]

Strategic Objective 1.5

Enhance the credibility of the City's government.

Action Plan 1.5.1: Ensure City staff, elected and appointed officials maintain the highest of ethical standards

- KPI 1.5.1.a: CM and CC review both Ethics policies and revise them as needed by the end of 2024.
 - 2023 Status: HR has created a draft policy which is presently under review. [City Manager][HR]
 - 2024 Status: N/A
- KPI 1.5.1.b: CM will implement an ethical standards review procedure for city staff in the form of an administrative policy by the first quarter of 2024.
 - 2023 Status: Training was provided to all boards regarding Ethics Policy CC-108 in Q4 2023. A couple of boards are scheduled for January/February of 2024 to complete. [City Manager][City Council]
 - 2024 Status: N/A
- KPI 1.5.1.c: CM creates an ethical standards video for staff training and new hires by the end of 2024.
 - 2023 Status: N/A
 - 2024 Status: N/A

Action Plan 1.5.2: Foster positive relationships with the public

- KPI 1.5.2a: Offer programs with city officials or committees to present what they do to the public.

- KPI 1.5.2b: Time and space is available for city/library employees to attend activities throughout the city to increase communication and familiarity with city staff.
- KPI 1.5.2c: Credibility and trust is built through fostering relationships.
 - 2023 Status: Collaborated with the EDI committee to offer a community potluck and meet and greet at the Kilton Library. [Library]
 - 2024 Status: Offer more events and collaborative opportunities for city committees and officials. [Library]

Strategic Objective 1.6

Enhance community engagement.

Action Plan 1.6.1: Increase community engagement and communication by resuming Lebanon Citizens Academy Program with a focus on marketing to diverse communities.

- KPI 1.6.1: Initiate another session of the LCAP in Q1 of 2024.
 - 2023 Status: Coordination underway in 2023 to commence another session of LCAP in Q1 of 2024. [City Manager]
 - 2024 Status: LCAP 2024 begins the first week of February 2024. [City Manager]

Action Plan 1.6.2: Continue to provide appropriate training for board/committee members.

- KPI 1.6.2: New board member orientation completed for all new appointees to boards and commissions.
 - 2023 Status: Quarterly training sessions for new appointees of boards & committees will begin in Q1 of 2024. Focus on ethics and general statutory training. [City Manager]
 - 2024 Status: Sessions have been scheduled and new appointees are being notified of the dates. [City Manager]

Action Plan 1.6.3: Increase online ADA compliance through SiteImprove or other software and staff training.

- KPI 1.6.3: Improved score on accessibility audits.
 - 2023 Status: We have run our new website through software that would check for accessibility issues, we changed our ads to meet ADA guidelines. Enhanced listening devices have been restored in the City Hall meeting rooms. [City Manager]

Action Plan 1.6.4: Maintain a human connection with our residents.

- KPI 1.6.4: With library foundation funding, increase the number of programs held at the library.
 - 2023 Status: We've upped the number of programs we do, but could do more. [Library]

Action Plan 1.6.5: Expand public Wi-Fi access.

- KPI 1.6.5.a: Survey three parks to see what infrastructure is needed to implement public Wi-Fi.
 - 2023 Status: No public Wi-Fi at the 3 parks, Civic Memorial, Eldridge and Riverside Park. [Cyber Services]
- KPI 1.6.5.b: Determine the cost for implementation.
 - 2023 Status: Public Wi-Fi at the library reaches most of the grounds, and some of the parking spaces. [Library]
 - 2024 Status: Assess if we need to expand wifi access. [Library]
- KPI 1.6.5.c: Implement public Wi-Fi at three of the City's parks, Civic Memorial, Eldridge and Riverside Park Pavilion.
- KPI 1.6.5.d: Provide Wi-Fi access to the grounds and parking areas adjacent to them.

Action Plan 1.6.6: Increase community engagement and communication through the "question of the week" program and provide video podcast responses.

- KPI 1.6.6: Conduct "question of the week" program and provide video podcast responses starting in March of 2024.
 - 2024 Status: Program started the week of 3/1/24. [City Manager]

Strategic Objective 1.7

Implement and operationalize artificial intelligence (AI) technologies to align with our AI Policy (ADM-143).

Action Plan 1.7.1: Develop and maintain an accessible public-facing AI page, including an AI registry.

- KPI 1.7.1.a: Track and report the total number of unique visitors and page views for the AI Initiative page on a monthly basis. Aim for a steady increase in page visits.
 - 2024 Status: N/A
- KPI 1.7.1.b: Regularly assess the percentage of AI systems listed in the AI Registry that accurately reflect the city's current AI inventory. Aim for a high accuracy rate, ideally 100%.
 - 2024 Status: N/A

Action Plan 1.7.2: Conduct regular and consistent reviews of AI systems and policy by the Technology Review Committee

- KPI 1.7.2.a: Track the total count of AI system reviews completed by the Technology Review Committee, which meets bi-weekly.
 - 2024 Status: N/A
- KPI 1.7.2.b: Track the number of updates to AI policy. Aim for AI policy to be updated quarterly in the first year.
 - 2024 Status: N/A

Action Plan 1.7.3: Develop a comprehensive AI literacy training program for all city employees.

- KPI 1.7.3: Track number of staff trained on AI-related systems annually and evaluate literacy through quizzes and security tests. Aim for 100% of identified staff to be trained with 90% or higher literacy.
 - 2024 Status: Employee training sessions for AI 101 were conducted on 2/28/24 and 3/5/24. Training was also provided to employees of the Town of Windsor, VT and the City of Claremont, NH. [City Manager][Cyber Services]

Action Plan 1.7.4: Develop an AI Resource hub on the employee intranet.

- KPI 1.7.4: Launch no later than 3/1/24. Measure hub usage metrics to determine frequency of use. Track frequency of updates. Track number of collaborations in hub.
 - 2024 Status: Created an AI Resource hub on the employee intranet that serves as a central hub for all AI-related information, including the AI policy, training materials, best practices, FAQs, collaborations, and updates on AI projects within the city. [City Manager]

Action Plan 1.7.5: Identify city processes and areas where AI can be introduced to improve efficiency and effectiveness.

- KPI 1.7.5: Track identified opportunities. Establish baseline measurements to gauge AI value added such as time saved, errors reduced, public service enhancement, cost savings. Create a mechanism for tracking these benchmarks.
 - 2024 Status: N/A

Action Plan 1.7.6: Participate in leadership opportunities and develop collaborative partnerships related to AI governance.

- KPI 1.7.6: Track the number of engagements, opportunities, and partnerships. Assess the qualitative and quantitative impacts.
 - 2024 Status: Spoke on AI panel at ICMA Boston Local Government Reimagined Conference in April 2024. Leading AI webinar for MMNHA in April 2024. Established partnership with Paragon Fellowship program to build a formal structure for the Technology Review Committee with a focus on AI. Project to be completed mid-June 2024. [City Manager][Cyber Services]



Housing and Neighborhoods

Strategic Objectives

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

Responsible Groups

City Departments

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

Boards and Committees

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

Partners

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





Housing and Neighborhoods

Vision Statement

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

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

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

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

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

- Market Rate Housing
- Workforce Housing
- Low Income Housing

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

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

Strategic Objective 2.1

Facilitate the healthy continuum of development/redevelopment of housing.

Action Plan 2.1.1: Update the Housing chapter of the Master Plan. [Planning]

- KPI 2.1.1.a: Establish the Planning Board's Housing sub-committee [Planning]
 - 2023 Status: Identified need and potential members of housing subcommittee. [Planning]
 - 2024 Status: N/A

Action Plan 2.1.2: Review City-owned parcels for potential disposition and redevelopment [Planning]

- KPI 2.1.2: Identify parcels to recommend development Council [Planning]
 - 2023 Status: Ongoing - Conservation Commission and Planning Board have provided feedback; proceeding forward in accordance with disposition policy. [Planning]
 - KPI 2.1.2 & 2.1.3: Make recommendations for possible development of open lots in addition to possible zoning changes to encourage further infill development by July 2024. [Planning]
 - 2024 Status: N/A

Action Plan 2.1.3: Complete pattern zoning study. [Planning]

- KPI 2.1.3: Complete study by July 2024. [Planning]
 - 2023 Status: Contract with consultant signed, contract ready to execute. [Planning]
 - 2024 Status: N/A

Action Plan 2.1.4: Expand the City's Community Revitalization Tax Relief Incentive [Planning]

- KPI 2.1.4: Create a Residential Property Revitalization Zone per RSA 79-E:4-b and a Housing Opportunity Zone per RSA 79-E:4-c by December 2024 [Planning]

- 2023 Status: N/A
- 2024 Status: N/A

Strategic Objective 2.2

Work cooperatively to address Homelessness.

Action Plan 2.2.1: Partner with community members to improve local data collection for unhoused individuals and families. [Human Services]

- KPI 2.2.1: Increase in number of volunteers and breadth of outreach locations for annual Point-in-Time counts. [Human Services]
 - 2023 Status: Summer Homeless Count occurred on 8/3/23. 33 unsheltered unhoused persons were identified in the City. [Human Services]
 - 2024 Status: Point-in-Time Homeless Count occurred on 1/24/24. 15 unsheltered unhoused persons were identified in the City. [Human Services]
- KPI 2.2.1: Increase in number of local service providers who enter data into Homeless Management Information System (HMIS). [Human Services]
 - 2023 Status: LISTEN service coordinators are being trained to use the Homeless Management Information System (HMIS). [LISTEN]
 - 2024 Status: LISTEN service coordinators were trained to use the HMIS but experienced issues with the Bureau of Homeless Services regarding utilization of HMIS. After failed attempts to rectify the problem, LISTEN made the decision to no longer pursue this goal. [LISTEN]

Action Plan 2.2.2: Use the Housing First group to analyze local data and determine housing options to meet the needs of the unhoused. [Human Services]

- KPI 2.2.2: Report provided to City Council in May 2023. [Human Services]
 - 2023 Status: Ongoing - Housing First continues to analyze existing data and identify housing options. [Human Services]

- 2024 Status: Ongoing - Housing First continues to analyze existing data and identify housing options. A Recovery Housing Working Group was formed on 2/9/24. [Human Services]

Action Plan 2.2.3: Partner with community providers to provide low-barrier shelter options. [Human Services]

- KPI 2.2.3: Increase in number of shelter beds. Reduction in unsheltered population. [Human Services][Housing Authority][Twin Pines Housing][The Haven]
 - 2023 Status: Operational Agreement with the Haven to staff a seasonal shelter for up to 15 individuals. [The Haven]
 - 2024 Status: The Haven operated a seasonal shelter for up to 15 individuals from 1/25/24 until 4/16/24; Expect to reopen shelter in December 2024 for '24/25 winter season. [The Haven]

Action Plan 2.2.4: Partner with a local property management company to lease city-owned property for transitional housing. [Human Services]

- KPI 2.2.4: Increase in number of transitional housing units. Decrease in length of stay at shelter. [Housing Authority][Twin Pines Housing][DPW][The Haven]
 - 2023 Status: DPW is managing city-owned properties. One 2-bedroom unit has been utilized since 8/1/23. Another 2-bedroom unit will become available in 2024. [Human Services][DPW]
 - 2024 Status: DPW continues to manage city-owned properties, including one 2-bedroom unit that has been utilized since 8/1/23. [Human Services][DPW]

Action Plan 2.2.5: Partner with a local service provider to provide supportive services to individuals and families living in city-owned transitional housing. [Human Services]

- KPI 2.2.5: Increase in number of short-term housing units receiving supportive services. Increase in number of households who move from interim housing to permanent housing. [Human Services][Housing Authority][Twin Pines Housing]

- 2023 Status: Partnering with LISTEN to provide supportive services in one city-owned unit. [Human Services][LISTEN]
- 2024 Status: Ongoing partnership with LISTEN to provide supportive services in one city-owned unit. [Human Services][LISTEN]

Action Plan 2.2.6: Include addressing Homelessness as a pillar of the Housing Chapter Master Plan. - Planning [Planning][Human Services]

- KPI 2.2.6: Adoption of Housing Chapter Master Plan update by Dec 31st 2024 and any required zoning changes to facilitate development of homeless shelters and services [Planning]
 - 2023 Status: N/A
 - 2024 Status: N/A

Action Plan 2.2.7: Collaborate with outside organizations and city departments to provide social work at the library [Library]

- KPI 2.2.7: Number of hours of availability of social workers [Library]
 - 2023 Status: We took over UV Gear's management of distributing hygiene kits at the Kilton Library. And we worked with HIV/HCV Resource Center to distribute wound kits [Library]
 - 2024 Status: We're working with Health First to distribute overdose kits [Library]

Strategic Objective 2.3

Revise Land Use Regulations to limit barriers to development/redevelopment while nurturing neighborhood character.

Action Plan 2.3.1: Pattern Zoning Infill Study [Planning]

- KPI 2.3.1: Passage of Zoning Changes from the Pattern Zoning study. Council changes considered upon submission, and Referendum changes in the 2025 Cycle. [Planning]
 - 2023 Status: Contract signed; project pending execution [Planning]
 - 2024 Status: N/A

Action Plan 2.3.2: Inclusionary Zoning Study [Planning]

- KPI 2.3.2: Identify funding for preparation of study. \$25,000 est. [Planning]
 - 2023 Status: Anticipated cost of study determined [Planning]
 - 2024 Status: N/A

Strategic Objective 2.4

Development of a comprehensive Citywide housing strategy.

Action Plan 2.4.1: Master Plan Housing Chapter Update. - Planning [Planning]

- KPI 2.4.1: Establish committee and timeline to provide deliverable. Develop a KPI for the Housing Measurement extracted from software. [Planning]
 - 2023 Status: Master Plan Housing Chapter adopted in 2012 - needs to be updated [Planning]
 - 2024 Status: N/A

Action Plan 2.4.2: Develop tools/metrics to measure housing market (new units, ADUs, redevelopment, number of permits, etc) and communicate via website [Planning]

- KPI 2.4.2: Software development and make available; clearly communicate metrics, Build tracking into OpenGov Permit Software Metrics. [Planning]
 - 2023 Status: N/A
 - 2024 Status: N/A

Strategic Objective 2.5

Development of policies and a plan to move new residential construction toward being zero carbon ready, being mindful of how collaboration with other stakeholders, planning regulations, zoning, and building codes might best support and encourage sustainable and affordable development such as through creative infill and construction of high-performance energy efficient buildings that can be run on renewable or zero-carbon energy.

Action Plan 2.5.1: Define, scope and implement creative infill techniques and high performing standards within the Pattern Zoning Study. [Planning]

- KPI 2.5.1 and 2.5.2: Energy Code Updates require a substantial study to demonstrate that the new Code exceeds State Standards on all levels. Identifying the study funding source and amount. [Planning]
 - 2023 Status: Energy efficiency and decarbonization work is ongoing with an emphasis on downloading federal and state grant support for local projects. Unfortunately, grants that support the adoption of the updated energy code have remained beyond the qualification of the City. [Planning]
 - 2024 Status: N/A

Action Plan 2.5.2: Conduct a study to meet State regulatory requirements to adopt Energy Code updates. Continue to seek funding and political opportunities to underwrite the early adoption of energy and building codes ahead of statewide adoption. [Planning]

- KPI 2.5.2: Identify early implementation of energy code and high-performance building standards with City projects such as the new Fire Stations, and Child Care Center. [City Manager][Fire]
 - 2023 Status:
 - The Central Fire Station project conceptual design includes high performance energy code standards, solar energy production, and infrastructure for EV charging. [Fire]
 - The Early Learning Center of the UV project conceptual design includes high performance energy code standards, solar energy production, and infrastructure for EV charging. [City Manager]
 - 2024 Status: N/A
- KPI 2.5.2: Develop a measurement tool that quantifies and measures citywide carbon use, energy consumption, and renewables to quantify the impact of reduction measures and actions. [Planning/GIS]
 - 2023 Status: N/A
 - 2024 Status: N/A

Action Plan 2.5.3: Review City Planning, Zoning and Procurement policies for reform opportunities that identify and implement energy efficiency, decarbonization, and renewable energy resource adoption best practices. [City Manager][Planning][DPW/SLW]

- KPI 2.5.3: Procurement policies include opportunities that identify and implement energy efficiency, decarbonization, and renewable energy resource adoption best practices. [City Manager]
 - 2023 Status: The revised Procurement policy includes procedures for opportunities that identify and implement energy efficiency, decarbonization, and renewable energy resource adoption best practices. An implementation manual is in draft form. [City Manager]
 - 2024 Status: N/A

Action Plan 2.5.4: Engage with stakeholders to explore and understand the current state of New Hampshire Building Code updates and harmonize the adoption horizon for individual municipal building code and energy efficiency updates. [Planning]

- KPI: N/A
 - 2023 Status: N/A
 - 2024 Status: N/A

Strategic Objective 2.6

City led development of new, for sale housing on City-owned parcels.

Action Plan 2.6.1: Evaluate city-owned parcels with redevelopment potential per CC-102, Real Property Transaction policy [City Manager][Planning][DPW]

- KPI 2.6.1: Identify one or more city-owned parcels with redevelopment potential [City Manager]
 - 2023 Status: City initiated work on boundary and topo survey and wetland delineation at 0 Barrows Street. [City Manager]
 - 2024 Status: Five properties at three sites identified for potential development; Council acted to designate the parcels as Redevelopment Areas pursuant to CC-102. [City Manager]

- 2024 Status: N/A

Action Plan 2.6.2: Utilize InvestNH grant funds, innovative zoning provisions, and Pattern Zoning study results (see Actions 2.1.3 and 2.3.1) to design and develop infill housing projects on city-owned parcels on Barrows Street, Hanover Street Extension, and Seminary Hill [City Manager][Planning][DPW]

- KPI 2.6.2: Planning, Design, and Permitting completed for infill development at Barrows Street by end of 2024 [City Manager][Planning][Planning Board][DPW]
 - 2023 Status: Planning and Design underway as of Q1 2024, including boundary and topo surveys, wetlands delineation, roadway discontinuance, creation of potential unit designs as part of Pattern Zoning project, with potential CM assistance to achieve designs for affordable construction. [City Manager][Planning][DPW]
 - 2024 Status: N/A



Financial Stability and Efficiency

Strategic Objectives

- 3.1 Maintain a responsible debt management plan.
- 3.2 Maintain a long term strategy to mitigate tax rate and user fee spikes.
- 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
- Planning & Development

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 15% to 19% 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 mitigate tax rate and user fee spikes. 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.



Strategic Objective 3.1

Maintain a responsible debt management plan.

Action Plan 3.1.1: Maintain the City's Debt Management Plan.

- KPI 3.1.1: Ensure the City's debt load stays within the policy established by the CC for the General, Solid Waste, Water and Sewer Funds.
 - 2023 Status: N/A
 - 2024 Status: N/A
- KPI 3.1.2: Revise the Debt Management Policy to include provisions for the Sewer Fund no later than the first quarter of 2024.
 - 2023 Status: CS 3.1.2: The Council implemented CC-107 the Debt Management Policy in September of 2021. This included the General Fund, Water Fund, and Solid Waste Fund.
 - 2024 Status: CS 3.1.2: The Council revised CC-107 the Debt Management Policy in December of 2023. This changed the General Fund provisions to allow for projects to exceed the debt service limits if they are partially or completely funded by grants. The provisions for the Sewer Fund were added in 2023.

Strategic Objective 3.2

Maintain a long-term strategy to mitigate tax rate and user fee spikes.

Action Plan 3.2.1: Develop a long-term strategy to stabilize the Unassigned Fund Balance and maintain the fund balance policy. [City Manager][Finance]

- KPI 3.2.1: Finance to develop a long-term strategy to stabilize the UFB by the first quarter of 2024. [Finance]
 - 2023 Status: CS 3.2.1: Projected fund balance for 2023 is approximately 23%. Awaiting 2022 Audit to determine the actual UFB at the end of 2022. The minimum threshold is 19%. UFB is used on an annual basis to offset the tax rate and smooth out tax spikes. [Finance]

- 2024 Status: OC 3.2.1: Projected fund balance beyond 2023 is projected to be reduced as surplus projections become smaller. The UFB range was amended by the City Council to 15% to 19%. UFB is used on an annual basis to offset the tax rate and smooth out tax spikes. Smaller amounts of UFB will be available to offset the tax rate in subsequent years. [Finance]

Action Plan 3.2.2: Revise the budget process to focus on strategic objectives. [City Manager][Finance]

- KPI 3.2.2: Develop the Strategic Plan in 2023 to inform the 2024 Budget Process. Present the 2025 Proposed Budget using the strategic plan format. [City Manager][Finance]
 - 2023 Status: CS 3.2.2: Process began in Spring of 2022 with continued development through summer of 2023. The Strategic Plan will be included in the proposed 2024 Budget submitted by the City Manager. [City Manager][Finance]
 - 2024 Status: OC 3.2.1a: Projected spending along with reduced UFB funds available to offset future tax rates are projected to result in tax rate increases beyond CPI through 2028. [Finance]

Strategic Objective 3.3

Advocate and seek funding at the State and Federal level to reduce the impact on property taxes and user fees.

Action Plan 3.3.1: Continue to seek grant funding [Planning]

- KPI 3.3.1: Maintain full-time grant writer position. [Planning]
 - 2023 Status CS 3.3.1: Transitioned from contracted grant writer in Finance to full time staff grant writer in the Planning Dept. in March 2023. [Planning]
 - 2024 Status OC 3.3.1: Transition complete. Grant writer fully operational in 2023. [Planning]

- KPI 3.3.1A: Apply for CDS grant opportunities on an annual basis. [Planning]
 - 2023 Status CS 3.3.1A: Applied for CDL grant through Congresswoman Kuster's Office in the amount of \$3 million for the proposed Childcare Facility Project. [Planning]
 - 2024 Status OC 3.3.1A: As of 1/1/24 the grant had been reduced to \$1 million during the appropriations process. The federal budget has not been approved as of this date. [Planning]
- KPI 3.3.1B: Measure year-over-year grant volume, applications, awards, and implementation. [Planning]
 - 2023 Status CS 3.3.1B: Currently, there is no specific data tracking of grants the City applies for and receives from the various departments. The grants were all deposited in one location in the City's new Onedrive and utilize a Laserfiche form for distribution (2023). [City Manager][Planning]
 - 2024 Status OC 3.3.1B: Process streamlined and completed. [City Manager][Planning]

Action Plan 3.3.2: Oppose the transfer of Statewide Education Property Taxes to the State. [City Manager][City Council]

- KPI 3.3.2: Continue to support the Education Coalition Communities 2.0 in opposing the transfer of Statewide Education Property Taxes to the State. [City Manager][City Council]
 - 2023 Status CS 3.3.2: The City Manager serves on the Coalition's Joint Board. Monitoring legislation that is applicable to SWEPT. The Coalition joined as an intervenor in the Rand vs. State of NH case relative to SWEPT and the "Donor Town" concept (2022 ongoing). [City Manager]
 - 2024 Status OC 3.3.2: The Superior Court ruled in the Rand case against the State of NH and the Coalition. Appeals are presently ongoing to the NH Supreme Court. [City Manager]

Action Plan 3.3.3: Advocate and support legislation that allows municipalities to adopt local option fees such as the hotel occupancy fee. [City Manager][City Council]

- KPI 3.3.2: Adoption by the NH Legislature for allowing local options that municipalities can adopt if they choose to. [City Manager][City Council]
 - 2023 Status CS 3.3.2: The NH Legislature has failed again this year to approve adoption of local option fees. [City Manager][City Council]

Action Plan 3.3.4: Fund line items beyond the books and materials budget, such as programming. [Library]

- KPI 3.3.4: A 25% increase in funds contributed to the library budget from the library foundation. [Library]
 - 2023 Status CS 3.3.4: The library trustees and foundation approved a list of capital improvement projects, one of which has been funded through the foundation. Sought and received grant funds for the UVMC collaborative music program. [Library]
 - 2024 Status CS 3.3.4: Seeks funding through local individual and institutional donors. [Library]

Strategic Objective 3.4

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

Action Plan 3.4.1: Develop a long-term strategy to stabilize the Unassigned Fund Balance and maintain the fund balance policy. [City Manager][Finance]

- KPI 3.4.1: Finance to develop a long-term plan to ensure UFB is adequate to maintain cash flow and address emergencies in compliance with the UFB policy by the end of Q1 2024. [City Manager][Finance]
 - 2023 Status 3.4.1: There is a current policy in place which has been approved by the CC that needs to be revised with a new strategy. [City Manager][Finance]
 - 2024 Status 3.4.1: Projected fund balance beyond 2023 is projected to be reduced if surplus projections become smaller. The UFB range was

amended by the City Council to 15% to 19%. UFB is used on an annual basis to offset the tax rate and smooth out tax spikes. Smaller amounts of UFB will be available to offset the tax rate in subsequent years. [Finance]

- 2024 Status 3.4.1a: Projected fund balance beyond 2023 is projected to be increased in the Solid Waste fund due to rate changes implemented by the City Council. [Finance]

Action Plan 3.4.2: Build a sizeable library foundation endowment that can act as a reserve fund. [Library]

- KPI 3.4.2: Work toward \$500,000 goal for endowment. [Library]
 - 2023 Status 3.4.2: The endowment has reached approximately \$150,000, a number which fluctuates as the investment is in index funds. [Library]
 - 2024 Status 3.4.2: The foundation is working toward building its endowment through bequests. [Library]



Social Health and Justice

Strategic Objectives

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

Responsible Groups

Departments

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

Boards and Committees

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

Partners

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



Social Health and Justice

Vision Statement

The City supports and upholds the federal and state constitutions.

The City resolves the following:

- Preserving the public trust and promoting community identity, civic pride, and quality of life for all residents, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, religious or political opinion or activity, immigration status, socio-economic status, or housing status.
- The City takes a leading role in protecting civil liberties, promoting inclusiveness, and providing equal protection under the law to all persons in the City.
- A diverse population supports a resilient economy and fosters a high quality of life for its residents and visitors, in accordance with the City's Sustainability Principles.
- That while Free Speech is protected under the First Amendment; we can speak out against and discourage hate speech as contrary to our values.

(continued)





Social Health and Justice

Vision Statement (continued)

- The City demonstrates its commitment to protecting its residents and visitors against discrimination on the basis of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socio-economic status, or housing status.
- The City takes a stand against ideologies of violence, hatred, and intolerance. The City denounces and rejects all ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, transphobia and homophobia, and condemns activities that promote these ideologies regardless of the targeted group.
- The City is committed to fair and equal treatment of everyone in our community, including in housing, education, employment, and healthcare, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.



Strategic Objective 9.1

Develop and implement a citywide Equity Plan.

Action Plan 9.1.1: Development of the City's Equity Plan-includes provisions internal to the City government and external involving the community as a whole. [City Manager][DEI][HR]

- KPI 9.1.1: CM/HR/DEI work collaboratively to develop a citywide Equity Plan to be in place by the end of 2024. [City Manager][DEI][HR]
 - 2023 Status 9.1.1: The first brainstorming session occurred in August of 2023 with key external stakeholders. Meeting with City internal stakeholders was completed in December of 2023. [City Manager][DEI]
 - 2024 Status 9.1.1: Planned to be completed by the end of 2024.

Action Plan 9.1.2: Staff Equity Team mission charge is developed and the team begins its work. [City Manager][HR]

- KPI 9.1.2: Staff Equity Team is reconstituted, charge developed by the end of 2023 with work beginning NLT the first quarter of 2024. [City Manager][HR]
 - 2023 Status 9.1.2: REAL (Race Equity And Leadership) Team completed training through NLC which started in 2022 and completed in first Qtr. of 2023. [City Manager]
 - 2024 Status 9.1.2: Work is scheduled to begin by the first quarter of 2024.

Strategic Objective 9.2

Maintain the City's ADA Transition Plan.

Action Plan 9.2.2: Revising the City's ADA Transition Plan. [Planning]

- KPI 9.2.2: Planning Dept. revises the City's ADA Transition Plan no later than the end of 2025. [Planning]
 - 2023 Status 9.2.2: Not started. [Planning]
 - 2024 Status 9.2.2: Planned completion by the end of 2025

Strategic Objective 9.3

Implement equity in all policies, codes, charter, and in the delivery of City services.

Action Plan 9.3.1: Continue revision of language in policies and city codes to ensure they are gender neutral. [City Manager][DEI]

- KPI 9.3.1: Review City codes and policies to ensure they use gender neutral terms. Complete review and revisions no later than the end of 2024. [City Manager][DEI]
 - 2023 Status 9.3.1: The DEI Commission proposed changes to the City Charter to remove gender specific terms and replace them with gender neutral terms. The voters approved the changes in March of 2023. [City Manager]
 - 2024 Status 9.3.1: Review and revision process to be completed by the end of 2024.

Action Plan 9.3.2: Equitably implement and enforce all applicable Building, Zoning, and Planning codes and regulations. [Planning]

- KPI 9.3.2: Develop a Code and regulations KPI that brings together permit approval time, inspection time, and similar metrics thereby demonstrating a balanced and efficient permit review and enforcement process. Conduct an equity audit of processes and procedure enforcement. [Planning]
 - 2023 Status 9.3.2: Not specifically provided.
 - 2024 Status 9.3.2: Not specifically provided.

Action Plan 9.3.3: Update procurement policies to enhance the ability of Disadvantaged Businesses to meaningfully participate in City vendor solicitations. [City Manager][DEI][Finance]

- KPI 9.3.3: Implement administrative procurement no later than the first quarter of 2024. [City Manager][Finance]
 - 2023 Status 9.3.3 & 9.3.4: Draft administrative procurement policy completed in 2022. Further revisions of the draft occurred through Q2 of 2023. [City Manager][Finance]

- 2024 Status 9.3.3 & 9.3.4: Procurement Policy implemented in January of 2024. [City Manager][Finance]

Action Plan 9.3.5: Recruit diverse members of the community for all boards and committees. [City Manager][DEI][City Council]

- KPI 9.3.5: Implementation of a recruitment plan that supports the values of diversity, equity, and inclusion. [City Manager][DEI][City Council]
 - 2023 Status 9.3.5: Not specifically provided.
 - 2024 Status 9.3.5: Ongoing implementation of recruitment plan

Strategic Objective 9.4

Build a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status, or housing status.

Action Plan 9.4.1: Increase the communications modalities to reach a broader cross-section of the City's population. [City Manager][DEI][Cyber Services]

- KPI 9.4.1: CINO & Cyber Services work with departments to implement technology to allow for language interpretation no later than 2024. [City Manager][Cyber Services]
 - 2023 Status: Software and tablets implemented in the City Clerk's Office and the Planning Dept was completed in 2023. [City Manager][Cyber Services]
 - 2024 Status: N/A

Action Plan 9.4.2: Work with individuals and groups to present diverse programs. [Library][DEI][Lebanon Opera House]

- KPI 9.4.2: Partner with diverse performers and presenters in our region at least six times per year. [Library][DEI][Lebanon Opera House]
 - 2023 Status: The library partnered with three diverse performers in 2023. LOH has exceeded this objective. [Library][Lebanon Opera House]

- 2024 Status: Develop an evaluation method for diversity in our programming at the library.

Action Plan 9.4.3: Conduct Implicit Bias training for City staff and appointed/elected officials. [City Manager][DEI][HR]

- KPI 9.4.3a: 90% of supervisory & managerial personnel complete training no later than the second quarter of 2024. [DEI][HR]
 - 2023 Status: The police department is the only department to have completed this training. HR has developed pricing for a consultant to provide this service with a plan to implement in 2024. PD completed an enhanced program required by PSTC. [Police][HR]
 - 2024 Status: N/A
- KPI 9.4.3b: Offer implicit bias training for appointed officials and elected officials no later than the end of 2024. [City Manager][City Council]
 - 2023 Status: No training has been conducted with boards and committees relative to implicit bias. [City Manager]
 - 2024 Status: Contract signed with consultant to provide the training on April 15 & 16, 2024, to supervisory staff and board/committee/commission members. PD has completed a more enhanced program. [Police][HR]

Action Plan 9.4.4: Partner with the Upper Valley Haven to operate a seasonal shelter for up to 15 unhoused individuals. [City Manager][Human Services][The Haven]

- KPI 9.4.4: Offer shelter for up to 15 individuals per night during the winter season. [City Manager][Human Services][The Haven]
 - 2023 Status: Property purchased and renovated for shelter operations; Operational Agreement with the Haven to staff a seasonal shelter for up to 15 individuals. [City Manager][Human Services][The Haven]
 - 2024 Status: The Haven operated a seasonal shelter from 1/25/24 until 4/16/24. Expect to reopen shelter in December 2024 for the '24/'25 winter season. [City Manager][Human Services][The Haven]

Action Plan 9.4.5: Increase the number of landlords willing to accept tenants with Section 8 Housing Choice Vouchers. [Human Services][Housing Authority]

- KPI 9.4.5: Recruitment of 3 new landlords willing to accept Section 8 Housing Choice Vouchers. [Human Services][Housing Authority]
 - 2023 Status: N/A
 - 2024 Status: N/A

Strategic Objective 9.5

Develop the concept of Environmental Justice throughout the organization and the community.

Action Plan 9.5.1: Develop the concept and a plan relative to environmental justice as it relates to the City of Lebanon. [City Manager][Planning][DEI][Tree Advisory Board][Conservation Commission][Sustainable Lebanon]

- KPI 9.5.1: Develop the concept and plan regarding environmental justice as it relates to the operations of the City no later than the end of 2024. [City Manager][Planning][DEI][Tree Advisory Board][Conservation Commission]
 - 2023 Status: DEI created a working group to develop the initial framework for the development of the concept which will then be sent to CC and TAD for further input in 2023 or early 2024. [DEI][Conservation Commission][Sustainable Lebanon][TAD]
 - 2024 Status: N/A

Action Plan 9.5.2: Make fresh food freely available to the community. [Library]

- KPI 9.5.2: Use the green space area at Kilton to plant an edible landscape of no less than ten fruit bushes. [Library]
 - 2023 Status: Planting was postponed. [Library]
 - 2024 Status: Fund planting and make it happen. [Library]

Action Plan 9.5.3: Offer programming and resources to educate our community about the impact of climate change both on themselves and people in our community with fewer economic resources. [Library][Tree Advisory Board][Conservation Commission][Sustainable Lebanon]

- KPI 9.5.3: Program series and resources. [Library]
 - 2023 Status: We're doing some work in this area, but need to do more. [Library]
 - 2024 Status: N/A

Action Plan 9.5.4: Help the region prepare to adapt to climate change and to think about the long term aspects of becoming a destination for climate migrants. [Library][Tree Advisory Board][Conservation Commission][Sustainable Lebanon]

- KPI 9.5.4: Program series and resources. [Library][Tree Advisory Board][Sustainable Lebanon]
 - 2023 Status: We're doing some work in this area, but need to do more. [Library][Sustainable Lebanon]
 - 2024 Status: N/A

Strategic Objective 9.6

Enhance Connections and Community Well Being

Action Plan 9.6.1: Launch a community-wide reading initiative aimed at bringing people together and fostering connections. [Library]

- KPI 9.6.1: Target of 100 participants. [Library]
 - 2023 Status: We haven't started working on this. [Library]
 - 2024 Status: We are focusing our resources on other projects. [Library]

Action Plan 9.6.2: Develop new partnerships with community organizations. [Library]

- KPI 9.6.2: Form at least three new partnerships. [Library]
 - 2023 Status: We established more than three new partnerships with community organizations. [Library]
 - 2024 Status: We evaluate the impact of our collaborations focusing on community well-being. [Library]

Action Plan 9.6.3: Develop new partnerships/enhance existing partnerships with service provider organizations to improve the network of services for community members in need. [Human Services]

- KPI 9.6.3a: Form at least two new partnerships. [Human Services]
 - 2023 Status: N/A
 - 2024 Status: N/A
- KPI 9.6.3b: Enhance at least two existing partnerships. [Human Services]
 - 2023 Status: N/A
 - 2024 Status: N/A



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

Strategic Objective 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.

Action Plan 4.1.1: Maintain and adapt programming, outdoor adventures, and sports that keep citizens active, connected, and engaged. [RAP]

- KPI 4.1.1a: Multiple sports options are available for K-8th graders, boys and girls, in each season. [RAP][CCBA][Lebanon Outing Club][Lebanon Youth Baseball][UV Hockey Assoc.][SAU88]
 - 2023 Status: Expanded sports to include 5th 6th grade basketball program. Spring-3 sports. Summer-camps. Fall-3 sports. Winter-2 sports. [RAP][SAU88]
 - 2024 Status: Available gym space to host the increased winter season sports offering is inadequate. Adding Fall Middle School cross country running as a program, Fall 2024. [RAP]

Action Plan 4.1.2: Partner with citizen action groups and partners to enhance programming. [RAP]

- KPI 4.1.2a: Create 1 education program with Tree Advisory Board around Arbor Day 2024. [RAP][Tree Advisory Board]
 - 2023 Status: Arbor Day planting includes a celebration and some education with kids. [RAP][Tree Advisory Board]
 - 2024 Status: Collaboration with TAB and DPW to educate tree planting volunteers around the time of Arbor Day. [RAP][Tree Advisory Board][DPW]
- KPI 4.1.2b: Add partnering organization's information in marketing materials, program guides, and web tools, in 2024. [RAP]
 - 2023 Status: Partner organization information is listed on the "Other Community Rec Services" page of the program guide. [RAP]
 - 2024 Status: N/A

Action Plan 4.1.3: Incorporate diversity into programming and communications.
[Library][DEI][RAP]

- KPI 4.1.3a: Create 1 community survey annually to garner input from the community to offer new and diverse programs, starting in 2024. [RAP]
 - 2023 Status: Residents' input is gathered passively through observation and conversations. [RAP]
 - 2024 Status: More surveys, reformatting our Outreach page on our website for members of the community to request library visits. [Library]
- KPI 4.1.3b: Create 1 video per season highlighting programming including images of participants that represent the diversity of our community. [DEI][RAP]
 - 2023 Status: Videos for Shamrock Shuffle, Farmers' Market, and special events are current. Program Guide pictures show our diverse population. [DEI][RAP]
 - 2024 Status: Contracting with videographer to create a Spring programs video. [DEI][RAP]
- KPI 4.1.3c: Continue to include input from members of the community to offer new and diverse programs. [Library]
 - 2023 Status: We have sent out surveys to target needs and interests for programming. [Library]
 - 2024 Status: N/A
- KPI 4.1.3d: Thoughtful marketing strategies include implementing images of participants that are representative of our entire community. [Library]
 - 2023 Status: We researched other public library marketing and communication techniques, and we worked to backtrack the whitewashing of representation. [Library]
 - 2024 Status: We're in a state of reevaluation of our marketing practices. [Library]

Action Plan 4.1.4: Establish partnerships with businesses to sponsor and/or offer recreational programming. [RAP]

- KPI 4.1.4a: Distribute the Sponsorship Opportunities brochure to 50 businesses in 2024. [RAP]
 - 2023 Status: We have not tracked how many businesses have received the brochure for 2023. The Sponsorship Opportunities brochure is available online and has resulted in sponsorship agreements with 18 organizations. [RAP]
 - 2024 Status: Sponsorship brochure will go to approximately 20 businesses interested in sponsoring the Shamrock Shuffle, Feb 2024. [RAP]

Action Plan 4.1.5: Provide and maintain safe aquatic programming (Lebanon Veterans Memorial Pool) with low-cost opportunities. [RAP]

- KPI 4.1.5a: Train 100% of pool staff to American Red Cross standards annually. [RAP]
 - 2023 Status: 100% of pool staff certified with appropriate American Red Cross Lifeguarding, CPR/AED, First Aid Trainings. [RAP]
 - 2024 Status: Pool Operations Manager is likely to obtain Lifeguard Training Certification for 2024 season. Pool Director has the certification too. [RAP]
- KPI 4.1.5b: Increase water safety knowledge and skills by teaching 4 sessions of American Red Cross swim lessons each summer. [RAP]
 - 2023 Status: 4 Sessions of American Red Cross swim lessons taught by 5 certified instructors for levels 1-6 in 2023. American Red Cross swim lessons are also taught to youth from Camp K twice per week. [RAP]
 - 2024 Status: Pool Operations Manager is interested in becoming a licensed Swim Instructor Trainer. [RAP]
- KPI 4.1.5c: Provide two special events per year at the Lebanon Veterans Memorial Pool and track attendance. [RAP]

- 2023 Status: LebCity Luau was held on Monday, July 17th with 465 attendees. Paws in the Pool is planned for Sunday, August 20th and tickets are available online. [RAP]
- 2024 Status: N/A

Action Plan 4.1.6: Attract and retain qualified mission-oriented volunteers and staff. [RAP]

- KPI 4.1.6a: Implement one new volunteer appreciation strategy in 2024. [RAP]
 - 2023 Status: Volunteers and staff are celebrated at the Summer Celebration where the Volunteer of the Year is recognized and all volunteers/staff receive a free small cone/dish of gelato. [RAP]
 - 2024 Status: January 2024, releasing a Leb News and social media post highlighting 4 volunteers from Storrs Hill Ski Area and their contributions to getting the hill ready for winter operations. [RAP][Lebanon Outing Club]

Action Plan 4.1.7: Remove barriers to participation to attract a wider demographic and at-risk youth. [Library][RAP]

- KPI 4.1.7a: SAU 88 Counselors and Lebanon Housing Authority, SRO, CCB, residents are educated about Leb Rec's scholarship program 2023-2024. [RAP][Police][Housing Authority][CCBA][SAU88]
 - 2023 Status: Participants currently learn about and receive scholarships as the need is identified by self, community members, CCB, etc. [RAP]
 - 2024 Status: Friends of Leb Rec are interested in increasing funding for scholarship needs. [RAP][Friends of Leb Rec]
- KPI 4.1.7b: Increase the number of participants in youth programs and the number of library cards. [Library]
 - 2023 Status: Attendance in the summer reading program by kids went up by over two hundred. [Library]
 - 2024 Status: We're in the state of trying to identify barriers to remove while continuing to provide free programs. [Library]

Action Plan 4.1.8: Continue to offer an affordable, safe, and fun summer day camp experience in partnership with SAU88 facilities. [RAP][SAU88]

- KPI 4.1.8a: 90% of youth who wish to attend Camp K are enrolled in 2024, assuming current demand stays level. [RAP]
 - 2023 Status: Capacity expanded 33% in 2023 to 820 enrollments and a cost of \$8000. [RAP]
 - 2024 Status: Expecting to maximize at 100 participants per week given space, bussing capacity, and expected staffing levels. [RAP]
- KPI 4.1.8b: Achieve 100% of applicable American Camp Association Standards for safety, training of staff, and programming. [RAP]
 - 2023 Status: We have 100% compliance in 2023. [RAP]
 - 2024 Status: N/A
- KPI 4.1.8c: Camp K leadership and counselor positions are fully staffed to achieve correct camper/staff ratios. [RAP]
 - 2023 Status: 21 positions filled in 2023 to accommodate camper demand. Typical season allows for 15 full time seasonals. [RAP]
 - 2024 Status: 13 of 15 Day Camp positions are filled with returning staff, leaving only 2 open positions remaining. Excellent retention. [RAP]

Action Plan 4.1.9: Find funding for UV Music Center partnership to provide free musical experiences. [Library]

- KPI 4.1.9: Funding for the program. [Library]
 - 2023 Status: N/A
 - 2024 Status: N/A

Strategic Objective 4.2

Maintain and expand recreation infrastructure in the City to include parks, athletic facilities, trails, and greenways.

Action Plan 4.2.1: Enhance existing facilities and build additional athletic fields (indoor and outdoor) and playgrounds. [RAP]

- KPI 4.2.1a: Create Civic Park Master Plan with athletic field, playground, parking, perimeter trail by end of 2024. [RAP]
 - 2023 Status: City Engineer has sketched a layout for additional parking and playing field. Test pits for soil composition and ledge need to occur before plan completion. [RAP]
 - 2024 Status: Feb 7 City Council appropriating 50% of funding for Civic Playground from Recreation Impact Fees Fund. Grant requests are being written and submitted 1st 2 quarters of 2024. [RAP][Friends of Leb Rec]

Action Plan 4.2.2: Partner with citizen action groups through Friends of Leb Rec to enhance parks. [RAP]

- KPI 4.2.2a: Establish Civic Playground group, final design, and complete the capital fundraising campaign in 2024. [RAP]
 - 2023 Status: Civic Playground group is established. Design is underway. Capital Campaign target is being refined. [RAP]
 - 2024 Status: Quotes for paving floor under skatepark pavilion are being solicited 1st quarter 2024, expected completion Spring 2024 with Friends of Leb Rec donation from Kirschner family. [RAP][Friends of Leb Rec]

Action Plan 4.2.3: Address and achieve ADA compliance throughout Recreation and Parks and Library facilities. [Library][RAP]

- KPI 4.2.3a: All parks with picnic tables have at least 1 ADA table in 2024. [RAP]
 - 2023 Status: 2 out of 7 parks have at least 1 ADA table. Parks with 1 ADA Table: Colburn Park, Riverside Community Park. Parks without 1 ADA Table: Civic Memorial Park, Fellows Hill, Pat Walsh Park, Lebanon Veterans Memorial Pool, Eldridge Park. [RAP]
 - 2024 Status: N/A
- KPI 4.2.3b: Continue to invest in accessible picnic tables, playground infrastructure, and improve areas needing attention. [Library][RAP]

- 2023 Status: We started development of accessible garden beds at Lebanon Library. [Library]
- 2024 Status: Work toward funding the garden bed project. [Library]

Action Plan 4.2.4: Increase access to trails and parks, promoting exercise and healthy lifestyle. [RAP]

- KPI 4.2.4a: Pave MRG Slayton Hill parking lot in 2025. [RAP]
 - 2023 Status: Gravel surface is subject to potholes and frequent wear. [RAP]
 - 2024 Status: N/A
- KPI 4.2.4b: Complete interpretive and wayfinding signage plan and implement plan in 2 locations during Westboro and Bridge St Park development. [RAP]
 - 2023 Status: Ad hoc team with River Park, Conservation Commission, Heritage, National Park Service, and Rec are designing initial signs with content in 2023. [RAP]
 - 2024 Status: N/A
- KPI 4.2.4c: Complete one new park access improvement from the Safe Routes to Play report in 2024. [RAP]
 - 2023 Status: Safe Routes to Play report was created in 2015, and a few improvements recommended in the report have been implemented to date. [RAP]
 - 2024 Status: Researching successful models in NH for gaining LAROW access along I89 corridor for MRG connector path to Mascoma St Ext. [Planning][RAP][Ped/Bike]

Action Plan 4.2.5: Develop Westboro Park and trail. [City Manager][Planning][RAP][DPW][WLRC]

- KPI 4.2.5a: Acquire land ownership and develop construction plans in 2024. [City Manager][Planning][RAP][DPW]

- 2023 Status: New parcel boundary lines are being formalized with State of NH. [City Manager][Planning][RAP][DPW]
- 2024 Status: N/A

Action Plan 4.2.6: Missing dataset.

Action Plan 4.2.7: Collaborate with Dartmouth College and DHMC to build a new park in North Lebanon. [RAP]

- KPI 4.2.7a: Identify land and establish official partnership with DHMC or Dartmouth College by 2025. [RAP][Dartmouth Health][Dartmouth College]
 - 2023 Status: Conversations with Dartmouth College real estate and DHMC facilities began in 2022, and put on hold until other projects are completed. [RAP][Dartmouth Health][Dartmouth College]
 - 2024 Status: N/A

Action Plan 4.2.8: Enhance and extend Mascoma River Greenway. [RAP]

- KPI 4.2.8a: Implement master plan for maintenance on the Northern Rail Trail, starting in 2024. [RAP]
 - 2023 Status: Master Plan for RT maintenance drafted in 2023, and bridge work is 55% complete. [RAP]
 - 2024 Status: 3 bridges remain. We will apply for RTP 80/20 funding FY25 in Summer 2024. [RAP]
- KPI 4.2.8b: Pave Mascoma River Greenway parking lot. See 4.2.4a [RAP][DPW]
 - 2023 Status: Gravel surface is subject to potholes and frequent wear. [RAP]
 - 2024 Status: N/A
- KPI 4.2.8c: Establish Mascoma River Greenway connections at Lebanon Ford in 2025. [Planning][RAP][Ped/Bike][DPW]
 - 2023 Status: Cost estimates are complete and project is included in the CMAQ grant request which will be finalized in Q4 of 2024. [Planning][RAP][Ped/Bike][DPW]

- 2024 Status: An MRG Community Leadership Team is being formed to help inform our project progress and generate community enthusiasm. [Planning][RAP][Ped/Bike][DPW]
- KPI 4.2.8d: Extend Mascoma River Greenway through Riverside Park to 12A. [Planning][RAP][Ped/Bike][DPW][WLRC]
 - 2023 Status: N/A
 - 2024 Status: N/A
- KPI 4.2.8e: Continue to control invasive species along the Mascoma River Greenway/Northern Rail Trail. [RAP][Tree Advisory Board][Conservation Commission]
 - 2023 Status: Annual efforts are made with RAP and Conservation Commission for invasive weed pulling. [RAP][Tree Advisory Board][Conservation Commission]
 - 2024 Status: N/A

Action Plan 4.2.9: Increase responsiveness to vandalism. [RAP]

- KPI 4.2.9a: Respond to and clean offensive graffiti within 24-48 hours, and other graffiti within 1 week. Ongoing. [RAP]
 - 2023 Status: Purchase portable 100 gallon hot water pressure washer. [RAP]
 - 2024 Status: Portable pressure washer with tank has been purchased, and a wider variety of graffiti cleaning solutions. [RAP]
- KPI 4.2.9b: Install surveillance cameras at problem locations in 2024. [RAP]
 - 2023 Status: Cameras exist in the tunnel. Need to deploy non-internet connected cameras in other parks and rail trail parking areas. [RAP]
 - 2024 Status: WiFi and camera solutions for Riverside Community Park are in the research phase. [RAP]

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. Promoting Lebanon to Artists.

Action Plan 4.3.1: Increase volume of public art. [Library][RAP][Arts & Culture Commission]

- KPI 4.3.1a: Install pedestrian level "Welcome to Lebanon/West Lebanon" banners of photos from LebNH Photo Gallery. 2024 [RAP]
 - 2023 Status: Banners are on light poles but are too high to be seen well. [RAP]
 - 2024 Status: Lowering banners process will begin early Spring 2024. Put up 2nd round of banners on the mall Spring 2024. [RAP]

Action Plan 4.3.2: Engage with private arts organizations in an effort to develop public-private partnerships. [RAP][Arts & Culture Commission]

- KPI 4.3.2: Each A/C Commission member is connecting with 2 or more arts organizations to facilitate private organizations' arts contributions and increase the A/C Commission's connectivity with arts organizations. [RAP][Arts & Culture Commission]
 - 2023 Status: Three private arts organizations are represented on the A/C Commission, and a list of additional organizations has been compiled. [RAP][Arts & Culture Commission]
 - 2024 Status: Arts Culture Commission membership is low and needs new members to fill vacant positions. [RAP][Arts & Culture Commission]

Action Plan 4.3.3: Recognize and celebrate artists and arts organizations by being the communication hub for Arts & Culture activities for the Upper Valley. [RAP][Arts & Culture Commission]

- KPI 4.3.3: Create a visual presence of support via the Lebanon ArtWays marketing materials: adapt to banners, flags, tent, and provide the logo to other groups for marketing use. Marketing plan established by 2025. [RAP][Arts & Culture Commission]

- 2023 Status: Proclamations are made to acknowledge significant achievements and impacts artists and art organizations are making. [RAP][Arts & Culture Commission]
- 2024 Status: Seeking out additional content from Arts Organizations to promote all that is offered. [RAP]

Action Plan 4.3.4: Consider arts and culture when planning any event or program. [RAP][Arts & Culture Commission]

- KPI 4.3.4: Add an art display or activity to 1 event that does not currently have an art oriented component in 2024. [Planning][RAP][Arts & Culture Commission][DPW]
 - 2023 Status: Thirteen of 29 special events have an arts component. [Planning][RAP][Arts & Culture Commission][DPW]
 - 2024 Status: Continue to keep art as a component of special events. Lebanon Recreation invested in a selfie photo stand that will allow user engagement at all events. [RAP]

Action Plan 4.3.5: Continue City sponsored annual signature events that highlight arts and culture. [Library][RAP][Arts & Culture Commission]

- KPI 4.3.5: We are in the process of developing a ComicCon. [Library]
 - 2023 Status: ComicCon was back burnered in 2023. We supported the planning and implementation of the Twist Zine Fest in WRJ. [Library]
 - 2024 Status: We have filled our calendar for the gallery space, and will host five gallery openings celebrating arts in our community. We plan to expand our programming to the Kilton courtyard area with a stage and awning funded by the foundation. [Library]

Action Plan 4.3.6: Rotating gallery at the Lebanon Library featuring local artists. [Library]

- KPI 4.3.6: Number of exhibits. [Library]
 - 2023 Status: Our current art is our permanent collection. [Library]
 - 2024 Status: Explore the possibilities of doing this. [Library]

Strategic Objective 4.4

Celebrate the City's rich history and enhance the public's awareness of its history through multiple modalities.

Action Plan 4.4.1: Maintain the City's traditions with annual programs and signature events. [Library][RAP]

- KPI 4.4.1a: Expand annual celebrations of the 4th of July, Halloween, holiday seasons, and Juneteenth to be more inclusive. [Library][DEI][RAP]
 - 2023 Status: We provide story time programs at city celebrations. [Library]
 - 2024 Status: We're bringing ebikes to Curb Your Car Day, hosted by the Rec Dept. New International Celebration Event is in the early organizational stages, with potential for a Fall 2024 or Summer 2025 inaugural event. [DEI][RAP]
- KPI 4.4.1b Incorporate and be inspired by the history of Lebanon to create and install new public art. [RAP][Arts & Culture Commission]
 - 2023 Status: N/A
 - 2024 Status: N/A
- KPI 4.4.1c: Develop one new program with the New England School of Arts by 2025. [RAP]
 - 2023 Status: NESA Executive Director has met with the A/C Commission and is located next door to the Recreation offices. [RAP]
 - 2024 Status: N/A

Action Plan 4.4.2: Maintain and enhance historical aspects of facilities. [RAP][Heritage Commission][Arts & Culture Commission][Lebanon Historical Society]

- KPI 4.4.2a: Restore Colburn Park fence by end of 2025. [RAP]
 - 2023 Status: 40% of the Colburn Fence has been restored. [RAP]
 - 2024 Status: Identify volunteer groups to donate time to clean and refresh paint on all iron fencing, summer 2024. [RAP]

- KPI 4.4.2b: Install historical markers/interpretive signs along the Mascoma River Greenway and Northern Rail Trail, beginning in 2025. [RAP][Heritage Commission][Arts & Culture Commission][Lebanon Historical Society]
 - 2023 Status: See CS 4.2.4b [RAP][Heritage Commission][Arts & Culture Commission][Lebanon Historical Society]
 - 2024 Status: N/A

Action Plan 4.4.4: Preserve, organize, and disseminate information pertaining to the history of Lebanon. [Library]

- KPI 4.4.4a: Gather oral histories of Lebanon residents, and preserve them online. [Library]
 - 2023 Status: We don't know about the current state of what has been collected by other organizations. [Library]
 - 2024 Status: Assemble a committee to assess our historical collection and its place in a broader context. [Library]
- KPI 4.4.4b: Work with an intern to better organize and describe the library's historical collection, making the information more easily accessible. [Library]
 - 2023 Status: Books and other items in the historical collection have been cataloged or otherwise listed, but are not well described. [Library]
 - 2024 Status: N/A

Strategic Objective 4.5

Celebrate the City's diverse cultural makeup by providing opportunities that allow the public to experience the diverse cultures in the Upper Valley.

Action Plan 4.5.1: Seek cultural diversity at Farmers' Market and Special Events in close proportions to Lebanon's census demographics. [RAP]

- KPI 4.5.1: At least 25% of vendors and performers represent a diversified ethnic population. [RAP]
 - 2023 Status: Lebanon is 85% White non-Hispanic, 6% Asian, 4% Hispanic, 2% Black, 2% Native American. In 2000 we were 93% White.

The trend is represented by Farmers' Market food vendors where 7 of 10 are international. [RAP]

- 2024 Status: N/A

Action Plan 4.5.2: Redevelop the Talking Bridge ESL program. [Library]

- KPI 4.5.2: Increase participation by 50%. [Library]
 - 2023 Status: Identified new partners for supportive services and programs for ESL community members. Upgraded our website to be fully translatable. [Library]
 - 2024 Status: Establish regular programming for ESL community members. [Library]

Action Plan 4.5.3: Create an Abenaki heritage garden at Kilton. [Library]

- KPI 4.5.3: Grow at least one crop. [Library]
 - 2023 Status: Planned and researched how to proceed with establishing the garden. [Library]
 - 2024 Status: Finish planning what the garden will look like, and fund it. [Library]

Strategic Objective 4.6

Operate and maintain cemeteries to meet the needs of the City.

Action Plan 4.6.1: Headstone maintenance program. [DPW][Cemetery Board of Trustees]

- KPI 4.6.1: Maintain stones with the funds provided at \$25,000 per year. [DPW][Cemetery Board of Trustees]
 - 2023 Status: *** headstones were restored at the ***** cemetery. [DPW][Cemetery Board of Trustees]
 - 2024 Status: The contract for restoration has not been issued for 2024 yet. [DPW][Cemetery Board of Trustees]

Action Plan 4.6.2: Develop a cemetery master plan. [DPW][Cemetery Board of Trustees]

- KPI 4.6.2: Develop a cemetery master plan no later than the end of 2025. [DPW][Cemetery Board of Trustees]
 - 2023 Status: N/A
 - 2024 Status: N/A