



**LEBANON CITY COUNCIL
APRIL 22, 2025 - 5:30 PM
WORK SESSION
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

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1. Annual Work Session

A. Presentation of DRAFT Strategic Plan Objectives

- [High Performing Government](#)
- [Housing and Neighborhoods](#)
- [Financial Stability and Efficiency](#)
- [Social Health & Justice](#)
- [Recreation, Arts, and Parks](#)

The City of Lebanon **DRAFT Strategic Plan** in its entirety is available at LebanonNH.gov/StrategicPlanBoard
Strategic Plan information is available at LebanonNH.gov/StrategicPlan

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.

High Performing Government

Deliver a responsive and effective city government that prioritizes transparency, ethical conduct, efficient services, and community engagement while fostering continuous improvement, teamwork, innovation, and partnerships to meet resident needs and enhance the quality of life.

Vision Statement

The city government has to be responsive to the needs of its residents, businesses and partners. The delivery and/or the facilitation of the delivery of services is one of the cornerstones of effective local government. A responsive and effective city government does the following:

- Transparency- the decision making processes must be open and as accessible as possible to allow the public to participate. Government records need to be available, easily accessible and in a timely manner.
- Ethics- City officials and staff meet public expectations of very high ethical standards while representing the City. Ethical expectations directly relate to the credibility of the City and view that people have of it. City officials comply with statutory and regulatory requirements.
- Problem Solving- the expectation is that the City government is an organization that functions to identify and develop solutions to address problems and the needs of the community. Data driven decision making is operationalized when and where appropriate.
- Teamwork- highly effective organizations are those that can bring together the players to achieve the mission. Our team consists of elected officials, appointed officials, staff, volunteers, service providers and our partners who work together to drive and achieve success.
- Communication- an effective City government utilizes multiple modes of communication to inform residents including emergency messaging, how to information, education materials, opportunities and the activities of the organization. This must be timely, accurate, accessible and sufficient to keep the public informed.
- Engagement- 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.
- Human Capital- the quality, skill base, experience and emotional intelligence of City officials is of very high quality. The City invests in training and staff development constantly enhancing the effectiveness of City staff. The City is “growing” leaders from within its ranks to perform higher level and leadership roles in the organization. The retention of qualified personnel is a key objective for City leaders.
- Partnership- City leaders value the importance of partnerships with other municipalities, the school district, the housing authority and the other levels of government. Working with the business community, non-profit entities and neighborhood groups is highly valued in solving problems and providing services to the community.
- Leadership- the City values and understands its leadership role in the Upper Valley and the State of New Hampshire from a political, economic and social perspective. It actively advocates and

- exercises that leadership role in service to the people of the City and the Upper Valley.

Strategic Objectives

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 1.1.1: Transparency Initiative

Build out the areas on the Transparency page of the City's website no later than the end of 2024. Make the DPW project files accessible to the general public.

a. Make the DPW project files accessible to the general public.

- Status: In Progress
- Updates: 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.
- Tags: City Manager, City Clerk
- Due Date: N/A

b. Build out the areas on the Transparency page of the City's website no later than the end of 2024.

- Status: Completed
- Updates: The Transparency page became operational in 2023. Some areas are still under construction within the page.
- Tags: City Manager
- Due Date: 2024-12-31

Action 1.1.2: OpenGov Permitting and Licensing software operational across all city departments for online applications, permits, and forms.

a. OpenGov Permitting and Licensing software operational across all city departments for online applications, permits, and forms.

- Status: In Progress
- Updates: Process to transition to OpenGov permitting for permits issued by the City Manager's Office completed in 2023.
- Tags: City Manager
- Due Date: 2025-12-31

b. OpenGov Permitting and Licensing software fully operational by the end of 2024 for building permits.

- Status: In Progress
- Updates: Building permits have all been migrated to OpenGov in 2024. Building permit process was 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.
- Tags: N/A
- Due Date: 2025-12-31

Action 1.1.3: Conduct regular and consistent reviews of AI systems and policy by the Technology Review Committee to ensure ongoing compliance with data protection standards and identify any potential security risks.

a. 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.

- Status: In Progress
- Updates:
- Tags: Cyber Services, City Manager
- Due Date: 2025-12-31

Objective 1.2: Recruit, develop, and retain trained and qualified City staff.

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

a. 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.

- Status: In Progress
- Updates: Study is presently underway with anticipated completion by the end of the summer 2025 ahead of schedule.
- Tags: Human Resources, City Manager
- Due Date: 2026-12-31

b. City Manager to negotiate new CBAs with the four unions

- Status: Completed
- Updates: New CBAs were negotiated and agreed to at the end of 2024 which changes implemented. These agreements will be in effect until December of 2027
- Tags: Human Resources, City Manager
- Due Date: 2024-12-31

c. HR to conduct Wage Classification Study of the Police Dept.

- Status: Completed
- Updates: Study completed and changes implemented at the end of 2024.
- Tags: Human Resources, City Manager
- Due Date: 2024-12-31

d. HR to implement Citywide professional develop training program by the end of 2024.

- Status: In Progress
- Updates:
- Tags: Human Resources, City Manager
- Due Date: 2024-12-31

e. HR conducts wage classification study of the Fire Department

- Status: Completed
- Updates: Study completed ahead of schedule at the same time the Police Dept. study was conducted and changes implemented at the end of 2024.
- Tags: Human Resources, City Manager
- Due Date: 2024-12-31

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

a. Number of staff who have participated in safety and professional development opportunities.

- Status: In Progress
- Updates: N/A
- Tags: Library
- Due Date: N/A

Action 1.2.3: Create a plan to better understand retention.

a. Create a mentorship program for new staff.

- Status: Planned
- Updates:
- Tags: Library
- Due Date: N/A

Objective 1.3: Enhance process innovation using technology, data, and key performance objectives.

Action 1.3.1: Maintain effective asset management program for infrastructure.

a. DPW to fully enter all fixed and vehicles into the asset management system by the end of 2024.

- Status: In Progress
- Updates:
- Tags: Public Works
- Due Date: N/A

b. Establish baseline percentage of assets in the asset management database.

- Status: In Progress
- Updates:
- Tags: Public Works
- Due Date: N/A

c. Reach 100% of assets in the asset management database

- Status: In Progress
- Updates:
- Tags: Public Works
- Due Date: N/A

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

a. DPW, Airport, Recreation, Arts, and Parks to operate on maintenance schedule and work orders from the asset management system by the end of 2024

- Status: In Progress
- Updates:
- Tags: Public Works, Recreation, Arts, and Parks, Airport
- Due Date: N/A

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

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

a. Migrate 100% of documents from internal servers to Microsoft OneDrive/SharePoint. Create SharePoint sites consistent with collaboration to support City needs.

- Status: In Progress
- Updates: 100% migration of personal and shared documents have been migrated.
- Tags: Cyber Services
- Due Date: N/A

b. Create SharePoint sites consistent with collaboration to support City needs.

- Status: Planned
- Updates:
- Tags: Cyber Services
- Due Date: N/A

Action 1.3.5: Improve and streamline development review process.

a. Improve Planning Board application review time by 20% once application is accepted as complete

- Status: In Progress
- Updates: Evaluating completeness procedures and requirements; analyzing average time required to review each category of application
- Tags: Planning Board
- Due Date: N/A

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

Action 1.3.7: Streamline patron and staff access to information

Improve the library's accessibility and usability by streamlining access to information for both patrons and staff. Focus on identifying and removing barriers, enhance both digital and physical resources, and create an environment where patrons can independently access materials and services.

a. Streamline patron and staff access to information.

- Status: In Progress
- Updates:
- Tags: Library
- Due Date: N/A

b. There are barriers we should remove to help the public to access services.

- Status: In Progress
- Updates:
- Tags: Library
- Due Date: N/A

c. More informed, independent citizens.

- Status: In Progress
- Updates:
- Tags: N/A
- Due Date: N/A

d. Patrons can access resources of information without library staff intervention

- Status: In Progress
- Updates:
- Tags: Library
- Due Date: N/A

Action 1.3.8: Conduct initial assessment regarding feasibility of achieving accreditation status

Conduct an initial assessment to evaluate the feasibility of achieving accreditation status. Focus on analyzing requirements, identifying gaps, and developing a strategic implementation plan if accreditation is determined to be appropriate.

a. Public Works to determine feasibility by December 2025 and develop implementation plan, if appropriate.

- Status: In Progress
- Updates: Self assessment presently underway ahead of schedule. Project team assembled and tasks assigned.
- Tags: City Manager, Public Works, Human Resources, Finance, Cyber Services
- Due Date: 2027-04-08

b. Fire Department to determine feasibility by December 2025 and develop implementation plan, if appropriate.

- Status: Planned
- Updates: Not started. Project will be delayed due to staff resources committed to the Central Fire Station Project. Deadline moved to December of 2026.
- Tags: Fire
- Due Date: 2026-12-30

Objective 1.4: Advocate at the Regional, State, and Federal level.

Action 1.4.1: Legislative advocacy regarding municipal issues.

Advocate for municipal interests by monitoring proposed legislation and administrative rules at the state and federal levels. Focus on supporting initiatives beneficial to the city while addressing those with potential negative impacts. Collaborate with the City Council, the City Manager, and other stakeholders to ensure the city's needs and priorities are represented effectively.

a. Annually monitor proposed legislation and administrative rules that are supportive of the City and those that may have a negative impact on the City and advocate appropriately.

- Status: Planned
- Updates:
- Tags: City Manager
- Due Date: N/A

b. Review NHMA Policy Positions with the CC and advocate at the 2024 NHMA Policy Conference for those positions approved by the CC.

- Status: Completed
- Updates: NHMA Policy position process begins in April of 2024. City Council has agenda items to discuss proposed changes, additions or deletions to 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. The City Manager's Office in conjunction with the Planning Office have helped inform the State Delegation about City policy positions on various topics. Housing, Planning, and Zoning reforms have been a point of focus.
- Tags: City Manager, City Council

- Due Date: 2024-12-31

c. City Manager seeks funding for various municipal projects at the State and Federal level.

- Status: Completed
- Updates: Several Congressionally Directed Spending grants have been applied for. FY22 CPF for Mechanic St Ph 1 \$290,250 now in active contract. Completed FY23 HUD CPF WLeb Project Grant Agreement for \$2,300,000 Feb. '24, which is almost fully approved. Notified 5/6/24 of award for FY24 CDS request for \$1,616,279 for childcare center. Applied Spring 2024 for CDS CPF funding from Sen. Shaheen \$1,909,996 for Mechanic St sidewalk Ph 3 (Slayton-Rivermill) and from Rep. Kuster, \$1,633,067, for Ph 2 (Buckingham-Poverty) for construction est. 2027. Both projects were not approved. Ph 3 re-applied for in 2025, Ph 2 re-applied for in 2025 Community Development Block Grant applied for in 2025 for the Families Flourish chemical dependency rehabilitation program. The grant was awarded by CDFA in April of 2025.
- Tags: City Manager, Planning and Development, Dartmouth Health
- Due Date: 2024-12-31

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

Ensure staff representation in professional organizations that advocate for librarians, such as the American Library Association, New Hampshire Library Association, and New England Library Association. Focus on increasing participation, fostering opportunities for professional growth, and leveraging these memberships to enhance library services and collaboration.

a. Increase library staff participation in said organizations.

- Status: In Progress
- Updates: Evaluating our participation in organizations that represent libraries with a focus on contribution.
- Tags: Library
- Due Date: 2024-12-31

b. Make staff aware of opportunities to participate in professional associations and committees.

- Status: In Progress
- Updates: Explore and develop options for professional development within the Upper Valley library community.
- Tags: Library
- Due Date: 2024-12-31

Objective 1.5: Enhance the credibility of the City's government.

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

Test description

a. Propose a combined ethics policy for city employees and elected/appointed officials with new lobbying provisions in 2025.

- Status: Completed
- Updates: A draft has been created and will be presented to City Council in April of 2025 and approved. Training scheduled in April and May with policy effective date of June 2, 2025.
- Tags: City Manager, City Council

- Due Date: 2025-06-30

b. City Manager creates an ethical standards video for staff training and new hires by the end of 2024.

- Status: Completed
- Updates:
- Tags: City Manager
- Due Date: 2024-12-31

c. City Manager will implement an ethical standards review procedure for city staff in the form of an administrative policy by the first quarter of 2024.

- Status: Completed
- Updates:
- Tags: City Manager, City Council
- Due Date: 2024-12-31

d. City Manager and City Council review both Ethics policies and revise them as needed by the end of 2024.

- Status: Completed
- Updates: City Council reviewed the ethics policy and some changes were made. The policy was approved as amended. The City Manager has drafted a revised policy that combines the policies that the City Manager implemented for City employees and the City Council policy that applies to elected and appointed officials. This revised policy also includes new provisions relative to lobbying by city employees.
- Tags: City Manager, City Council
- Due Date: 2025-06-02

Action 1.5.2: Foster positive relationships with the public.

a. Time and space is made available for city/library employees to attend activities throughout the city to increase communication and familiarity with city staff.

- Status: In Progress
- Updates:
- Tags: Library
- Due Date: N/A

b. Credibility and trust is built through fostering relationships.

- Status: In Progress
- Updates:
- Tags: Library
- Due Date: N/A

c. Offer programs with city officials or committees to present what they do to the public.

- Status: In Progress
- Updates:
- Tags: Library
- Due Date: N/A

Objective 1.6: Enhance community engagement.

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

a. Initiate another session of the Lebanon Citizens Academy in Q1 of 2024.

- Status: Planned
- Updates:
- Tags: City Manager
- Due Date: N/A

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

a. New board member orientation completed for all new appointees to boards and commissions.

- Status: In Progress
- Updates:
- Tags: City Manager
- Due Date: N/A

b. Provide land use boards training on relevant topics on at least a bi-monthly basis (Planning Board, Zoning Board, Conservation Commission, Heritage Commission)

- Status: In Progress
- Updates:
- Tags: N/A
- Due Date: N/A

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

a. Improved score on accessibility audits.

- Status: In Progress
- Updates:
- Tags: City Manager, Library
- Due Date: N/A

Action 1.6.4: Maintain a human connection with our residents.

Action 1.6.5: Expand public wifi access.

Objective 1.7: Implement and operationalize artificial intelligence (AI) technologies that align with our AI Policy (ADM-143) to enhance service delivery and accessibility, as well as furthering the realization of our Vision Statement around transparency, efficiency, innovation and teamwork.

Action 1.7.1: Develop and maintain an accessible public-facing AI page.

Develop and maintain an accessible public-facing AI page, including an AI registry, that informs the public about the City's AI initiatives and provides a channel for addressing public concerns related to AI fairness and implementation. (Transparency and Accountability) (Fairness and Respect)

a. Track and report the total number of unique visitors and page views for the AI Initiative page on a monthly basis.

- Status: In Progress
- Updates:
- Tags: City Manager
- Due Date: 2025-12-31

b. Regularly assess the percentage of AI systems listed in the AI Registry that accurately reflect the city's current AI inventory.

- Status: In Progress
- Updates:
- Tags: City Manager
- Due Date: N/A

Action 1.7.2: Conduct regular and consistent reviews of AI systems.

Conduct regular and consistent reviews of AI systems and policy by the Technology Review Committee to ensure ongoing compliance with data protection standards and identify any potential security risks. (Privacy and Security)

a. Total count of AI system reviews completed by the Technology Review Committee.

- Status: Planned
- Updates: Track the total count of AI system reviews completed by the Technology Review Committee, which meets bi-weekly, to ensure citywide AI use is in compliance.
- Tags: City Manager, Technology Review Committee
- Due Date: N/A

b. AI policy review and update.

- Status: Planned
- Updates: Conduct a comprehensive review and update of the city's existing AI Policy (ADM-143) using GovAI policy templates. Clearly document and communicate all policy revisions to ensure alignment with best practices, legal standards, and ethical considerations.
- Tags: Cyber Services, City Manager, Technology Review Committee
- Due Date: 2025-12-31

Action 1.7.3: Develop a comprehensive AI literacy training program.

Develop a comprehensive AI literacy training program for all city employees, that promotes the benefits of AI and includes data privacy and security protocols related to AI. (Training) (Privacy and Security)

a. Track number of staff trained on AI-related systems.

- Status: In Progress
- Updates: 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. Created a ChatGPT Plus for Teams training program with literacy testing for identified AI power-users.
- Tags: City Manager
- Due Date: N/A

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

Develop 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. (Training)

a. Measure hub usage to collect baseline.

- Status: Completed

- Updates: 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. 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.
- Tags: City Manager
- Due Date: N/A

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

Identify city processes and areas where AI can be introduced to improve efficiency and effectiveness. Implement AI solutions in identified areas, focusing on automating routine tasks, optimizing resource allocation, and enhancing decision-making processes. (Human Alternatives)

a. Track identified opportunities.

- Status: Planned
- Updates: 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.
- Tags: City Manager
- Due Date: N/A

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

Participate in leadership opportunities and develop collaborative partnerships related to AI governance at the local, regional, and national level. (Transparency and Accountability) (Training)

a. Track the number of engagements, opportunities, and partnerships.

- Status: In Progress
- Updates: Presentations Presented for CivicInnovation.AI (January 2024)Spoke on AI panel at ICMA Boston Local Government Reimagined Conference in April 2024Led AI webinar for MMNHA in April 2024Established 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.Presented to Lebanon Rotary Club (October 2024)Led and AI training webinar for ANHPEHRA.org (March 2025) Affiliations GovAI Coalition (City of San Jose, CA)City AI Connect (Bloomberg Philanthropies)
- Tags: City Manager
- Due Date: N/A

Housing and Neighborhoods

This theme focuses on improving the quality of housing and neighborhoods in our community.

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 Objectives

Objective 2.1: Facilitate the healthy continuum of Development/Redevelopment of Housing.

Action 2.1.1: Update the Housing chapter of the Master Plan.

a. Establish the Lebanon Housing Task Force

- Status: Completed
- Updates: Work with InvestNH funded consultant and the Housing Task Force on Housing Chapter work. The Project will update the Master Plan and help implement recommendations

from the Route 120 and Pattern Zones studies. 2025 update: ARPA grant for \$19,046 secured to support Pattern Zones subscription. InvestNH HOP grant \$100,000 secured to support Housing Chapter update.

- Tags: Planning Board, Planning and Development
- Due Date: 2025-12-31

Action 2.1.2: Review City-owned parcels for potential disposition and redevelopment.

a. Identify parcels to recommend for development to City Council.

- Status: In Progress
- Updates: Three potential development sites identified and approved by City Council in 2024, including parcels on Barrows Street, Hanover Street Extension, and Seminary Hill.
- Tags: City Manager
- Due Date: N/A

b. Make recommendations for possible development of open lots in addition to possible zoning changes to encourage further infill development by July 2024.

- Status: In Progress
- Updates: Barrows Street property authorized for development by Council in Feb. 2024; Preliminary site plan and wetlands permits obtained August 2024; Preliminary site work and stabilization completed by Dec. 2024; Conditional Planning Board approval obtained Jan. 2025; Possible start of construction in mid-late 2025 with funding authorization. 2025 update: InvestNH HIM grant \$211,740 pending for project infrastructure. Preliminary review of potential subdivision of Hanover Street Extension parcel and development of Seminary Hill parcel
- Tags: City Manager, Public Works, Planning and Development
- Due Date: N/A

Action 2.1.3: Complete pattern zoning study.

a. Complete study by September 2024.

- Status: Completed
- Updates: Pattern Zones Study completed in September 2024. Zoning amendments to implement PZ study recommendations approved by voters in March 2025. Pattern Zones subscription contract negotiations underway.
- Tags: Planning and Development
- Due Date: N/A

Action 2.1.4: Expand the City's Community Revitalization Tax Relief Incentive

a. 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.

- Status: In Progress
- Updates:
- Tags: Planning and Development
- Due Date: N/A

Objective 2.2: Work cooperatively with City boards and committees, as well as external partners, to address homelessness.

Action 2.2.1: Partner with community members to improve local data collection for unhoused individuals and families.

a. Increase in number of volunteers and breadth of outreach locations for annual Point-in-Time counts.

- Status: In Progress
- Updates: The 2025 PIT count had slightly fewer volunteers than in 2024. The number of outreach locations also declined slightly in 2025. 2025 PIT count occurred on Jan. 22, 2025; Data is still being analyzed.
- Tags: Human Services, LISTEN
- Due Date: N/A

b. Increase in number of local service providers who enter data into Homeless Management Information System (HMIS)

- Status: In Progress
- Updates: TLC Recovery Programs is exploring becoming an Access Point for HMIS.
- Tags: Human Services, TLC Recovery Programs
- Due Date: N/A

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

a. Assessment of Recovery Housing in the Upper Valley was completed August 2024.

- Status: Completed
- Updates: Zoning amendments in support of Recovery Housing approved in March 2025;
- Tags: Human Services, Planning and Development, Upper Valley Public Health Network, Housing First Upper Valley
- Due Date: N/A

b. Assessment of need for additional housing for specific populations (e.g. those experiencing mental health challenges).

- Status: Planned
- Updates:
- Tags: Human Services, Housing First Upper Valley
- Due Date: N/A

Action 2.2.3: Partner with community providers to provide low-barrier shelter options.

a. Increase in number of shelter beds.

- Status: In Progress
- Updates: The Haven is operating a winter shelter at 160 Mechanic Street for up to 14 individuals per night from 1/8/25 through 4/15/25; the Haven expects to break ground on their new low-barrier shelter in White River Jct. in April 2025.
- Tags: Human Services, The Haven
- Due Date: N/A

b. Reduction in unsheltered population.

- Status: In Progress
- Updates: The Lebanon Emergency Winter Shelter served 53 unique individuals during the winter of 2023-2024. The Lebanon Emergency Winter Shelter served more than 70 unique individuals during the winter of 2024-2025.
- Tags: Human Services, The Haven
- Due Date: N/A

Action 2.2.4: Partner with a local property management company to lease city-owned property for transitional housing.

a. Increase in number of short-term housing units receiving supportive services.

- Status: In Progress
- Updates:
- Tags: Human Services, Public Works, Housing Authority, Twin Pines Housing
- Due Date: N/A

b. Decrease in length of stay at shelter.

- Status: In Progress
- Updates:
- Tags: The Haven
- Due Date: N/A

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

a. Increase in number of households who move from interim housing to permanent housing.

- Status: Completed
- Updates: The tenants did not move from interim housing to permanent housing.
- Tags: Human Services, LISTEN
- Due Date: N/A

b. Increase in number of short-term housing units receiving supportive services.

- Status: Completed
- Updates: Ongoing partnership with LISTEN provided supportive services to tenants in one city-owned unit until tenants vacated in December 2024.
- Tags: Human Services, LISTEN
- Due Date: N/A

Action 2.2.6: Include addressing Homelessness as a pillar of the Housing Chapter Master Plan.

a. Housing Chapter Master Plan update beginning in late summer and fall 2024 and any required zoning changes to facilitate development of homeless shelters and services

- Status: In Progress
- Updates: Work has started on the Housing Master Plan Chapter. This is being paid for with a HOP Grant and the LHTF is the steering committee for this project. Zoning amendments to support Recovery Housing approved in March 2025.
- Tags: Housing Task Force, Planning and Development
- Due Date: N/A

Action 2.2.7: Collaborate with outside organizations and city departments to provide social work at the library.

a. Number of hours of availability of social workers.

- Status: In Progress
- Updates: N/A
- Tags: N/A
- Due Date: N/A

Objective 2.3: Revise Land Use Regulations to limit barriers to development/redevelopment while nurturing neighborhood character.

Action 2.3.1: Pattern Zoning Infill Study

a. Passage of Zoning Changes from the Pattern Zoning study. Council changes considered upon submission. and Referendum changes in the 2025 Cycle.

- Status: Completed
- Updates: Pattern Zones Study completed in September 2024. Formal report was present to Council and Planning Board. Zoning amendments prepared and reviewed in Fall-Winter 2024-2025. Zoning amendments approved in March 2025. Negotiations for Pattern Book subscription currently underway.
- Tags: Planning and Development
- Due Date: N/A

Action 2.3.2: Inclusionary Zoning Study

a. Identify funding for preparation of study. \$25,000 est.

- Status: Stalled
- Updates: Inclusionary Zoning Study. Planning Board and Staff recommends suspending this study until the State Legislature changes the State law. The prospects of this change are dim at this time.
- Tags: Planning Board, Planning and Development
- Due Date: N/A

Action 2.3.3: Update Housing Chapter of the Master Plan

a. Identify working group and consultant in preparation of massive overhaul of this chapter

- Status: In Progress
- Updates: City created the Lebanon Housing Task Force and they are tasked with leading the Master Plan Chapter Efforts. City obtained NHBEA grant of \$100,000 to facilitate chapter update effort and is working with Resilience Planning to perform a Market Analysis and Chapter Update. Will be complete in Summer of 2026 (2025 Status Update)
- Tags: Housing Task Force, Planning Board, Planning and Development
- Due Date: N/A

Action 2.3.4: Develop and Adopt Minimum Housing Standards

Provide for local adoption of State minimum housing standards to simplify and streamline enforcement.

a. 2.3.4 - City Council adoption of new policy

- Status: In Progress
- Updates: Proposed new City Code Chapter presented to City Council in April 2025; Public Hearing for adoption scheduled for May 2025.
- Tags: Planning and Development
- Due Date: N/A

Objective 2.4: Develop a comprehensive Citywide housing strategy.

Action 2.4.1: Master Plan Housing Chapter Update.

a. Establish committee and timeline to provide deliverable. Develop a KPI for the Housing Measurement extracted from software.

- Status: In Progress
- Updates: Master Plan Housing Chapter adopted in 2012 - will be updated. Scope includes a full Housing policy update. Consultants are hired for Planning, Financial and Market Analysis pieces. This is being paid for with a HOP grant (\$100,000). The Lebanon Housing Task Force is the steering committee for this project.
- Tags: Housing Task Force, Planning and Development
- Due Date: 2025-12-31

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

a. Maintain and improve NHBEA Housing Champion Designation score to adopt new measures and be eligible for grant funding. Renewal due Dec. 2027.

- Status: In Progress
- Updates: Housing Champion designation awarded by NHBEA in 2024; Review opportunities to improve scoring eligibility to Housing Champion Designation. Applied for Housing Infrastructure Municipal (HIM) grant in Feb. 2025 (pending).
- Tags: Planning and Development
- Due Date: N/A

b. Software development and make available; clearly communicate metrics, Build tracking into OpenGov Permit Software Metrics.

- Status: In Progress
- Updates: OpenGov software team is building reportable metrics into the software. GIS to continue building search and dynamic database tools. Contracted with economic research company to study fiscal impact of different types of residential development on the City's finances.
- Tags: Planning and Development
- Due Date: 2025-12-31

Objective 2.5: Development of policies and a plan to move new residential construction toward being zero carbon ready

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. High-performance energy efficient buildings that can run on renewable or zero-carbon energy.

Action 2.5.1: Define, scope, and implement creative infill techniques and high performing standards within the Pattern Zones study

a. KPI 2.5.1 Energy Code updates require substantial study to demonstrate that new requirements exceed State standards. Identify study funding amounts and potential sources.

- Status: In Progress
- Updates: Early adoption of Energy Codes is a difficult proposition due to current State policies; new requirements must meet or exceed State standards on all levels.
- Tags: Planning and Development

- Due Date: N/A

Action 2.5.2: Conduct a study to meet State regulatory requirements to adopt Energy Code updates.

a. KPI 2.5.2 Demonstrate early implementation of Energy Code and high-performance building standards with City projects, such as Central Fire Station, Cottage Cluster Housing, and Childcare Center

- Status: In Progress
- Updates: Independent adoption of most up to date Energy Codes remains stymied. Federal grant sources for adoption of Energy Codes requires a State partner and are currently frozen. The costs for a stand-alone study required by State policy is estimated to be greater than \$175,000
- Tags: Lebanon Energy Advisory Committee, Planning and Development
- Due Date: N/A

Action 2.5.3: Review City Planning, Zoning, and Procurement policies and review model policies for reform opportunities that identify and implement energy efficiency, decarbonization, and renewable energy resource adoption best practices.

a. KPI 2.5.3 Develop a tool that measures citywide carbon use, energy consumption, and renewables to quantify the impact of reduction measures and actions.

- Status: In Progress
- Updates: Planning Board is seeking to infuse additional focus on CIP metrics for efficiency, low carbon and electrification efforts for incorporation into the 2026 CIP cycle. Planning staff developed modeling tools to support the conversion of water heaters. LEAC should seek a partnership with the State which controls a grant that could help in implementing conversion goals.
- Tags: Planning Board, Lebanon Energy Advisory Committee, Planning and Development
- Due Date: N/A

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

a. KPI 2.5.4 Procurement policies include opportunities that identify and implement energy efficiency, decarbonization and renewable energy resource adoption.

- Status: In Progress
- Updates: Prioritize regular training of key staff, tracking of impacts, and monitoring
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

b. KPI 2.5.5 Develop a hierarchy of priorities for high performance buildings to maximize affordability and inherent energy efficiency

- Status: Planned
- Updates: Hierarchy could be based on location (land use), scale (footprint), minimum code standards, net-zero readiness (technology and site optimization), including compatibility with incentives like tax credits.
- Tags: Lebanon Energy Advisory Committee, Planning and Development
- Due Date: N/A

Objective 2.6: City-led development of new, for sale housing on City-owned parcels

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

Action 2.6.1: Evaluate City-owned parcels with redevelopment potential per City Council policy CC-102, Real Property Transaction Policy

a. Identify one or more City-owned parcels with redevelopment potential

- Status: Completed
- Updates: In 2024, the City identified and determined that three City-owned properties have the potential for redevelopment, including Barrows Street, Hanover Street Extension, and Seminary Hill. Consider partnership with Lebanon School District to explore options for boundary line adjustments and additional development near Dana House property.
- Tags: City Manager, Planning and Development
- Due Date: N/A

Action 2.6.2: Utilize InvestNH grant funds, innovative zoning provisions, and Pattern Zoning study results to design and develop infill housing projects on City-owned properties.

a. Planning, Design, and Permitting completed for infill development at Barrows Street by Q1 of 2025

- Status: Completed
- Updates: Barrows Street property authorized for development in Feb. 2024; Preliminary site plan and wetlands permit obtained in Aug. 2024; Preliminary site work and stabilization completed by Dec. 2024; Conditional Planning Board approval for 5-unit cottage development obtained in Jan. 2025;
- Tags: City Manager, Public Works, Planning and Development
- Due Date: N/A

b. Planning and Design for infill development at other City-owned properties

- Status: Planned
- Updates: Boundary survey with topography and wetlands delineation completed for Hanover Street Extension property in December 2024. Boundary survey with topography completed for Seminary Hill property in November 2024.
- Tags: City Manager, Public Works, Planning and Development
- Due Date: N/A

Financial Stability and Efficiency

Diversify revenue streams to reduce reliance on property taxes for general government operations. Ensure user fees reflect the actual cost of services and use fund balances strategically to minimize rate fluctuations.

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 and user fee rate increases. 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 Objectives

Objective 3.1: Maintain a responsible debt management plan.

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

a. Revise the Debt Management Policy to include provisions for the Sewer Fund no later than the first quarter of 2024.

- Status: Completed
- Updates: The Debt Management Policy was revised to include provisions for the Sewer Fund on 12/13/2023.
- Tags: City Manager, City Council, Finance
- Due Date: 2023-12-13

b. Ensure the City's debt load stays within the policy established by the CC for the General, Solid Waste, Water and Sewer Funds

- Status: In Progress
- Updates: 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. The City remains in compliance with this policy for all funds.
- Tags: City Manager, City Council, Finance

- Due Date: N/A

Objective 3.2: Maintain a long term strategy to mitigate tax rate and user fee spikes.

Action 3.2.1: Develop a long term strategy to stabilize the Unassigned Fund Balance and maintain the fund balance policy.

a. Finance to develop a long term strategy to stabilize the UFB by the first quarter of 2025.

- Status: In Progress
- Updates: Projected fund balance beyond 2025 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.
- Tags: Finance
- Due Date: N/A

Action 3.2.2: Revise the budget process to focus on strategic objectives.

a. Develop the Strategic Plan in 2025 to inform the 2026 Budget Process. Present the 2026 Proposed Budget using the strategic plan format.

- Status: In Progress
- Updates: Projected spending along with reduced UFB funds available to offset future tax rates are projected to result in tax rate increases beyond CPI through 2030.
- Tags: Finance
- Due Date: N/A

Action 3.2.3: Develop and implement a Fiscal Note policy and program for matters that come before the City Council that impact revenues or appropriations outside of the normal budget process.

a. Implement Fiscal Note policy before the end of Q2 in 2025.

- Status: In Progress
- Updates: The CM has created a draft policy for review by the City Council on 5/21/25.
- Tags: City Manager, Finance
- Due Date: N/A

Objective 3.3: Advocate and seek funding at the State and Federal level to reduce the impact on property taxes and user fees.

Action 3.3.1: Continue to seek grant and incentive funding, including direct pay tax credits.

a. Maintain full time grant writer position.

- Status: In Progress
- Updates: Transitioned complete. Grant writer fully operational in 2023.
- Tags: Planning and Development
- Due Date: N/A

b. Measure year-over-year grant/incentive volume, applications, technical assistance, awards, and implementation.

- Status: In Progress
- Updates: The Grants Library is now complete; need to recover some past grant submittals (e.g., from consultant) to ensure records control.
- Tags: Airport, Planning and Development
- Due Date: N/A

c. Apply for grant and incentive opportunities on an annual basis, especially those that are recurring (CDS, direct pay, CDBG)

- Status: In Progress
- Updates: Over \$6.5 million facilitated/secured/under grant management/pending (and likely) in non-local funding to support City and City partner projects 2022–2024. 2024 year-end achieved: CDS FY24 \$1,600,000; ARPA \$1,910,048; NHDHE LF FY \$107,000; HOP \$100,000. Pending 2025: \$1,500,000 (CDBG/RHP); \$211,740 HIM (Barrows Street); ARPA \$62,940 eBike charging; CDS FY25 (\$1,630,306), and other projects. Federal budget has not yet been approved.
- Tags: Planning and Development
- Due Date: N/A

Action 3.3.2: Oppose the transfer of Statewide Education Property Taxes to the State.

a. Continue to support the Education Coalition Communities 2.0 in opposing the transfer of Statewide Education Property Taxes to the State.

- Status: In Progress
- Updates: The Superior Court ruled in the Rand case against the State of NH and the Coalition. Appeals are presently before the NH Supreme Court with a anticipated decision in Q2 2025.
- Tags: City Manager
- Due Date: N/A

Action 3.3.3: Advocate and support legislation that allows municipalities to adopt local option fees such as the hotel occupancy fee.

a. Adoption by the NH Legislature for allowing local options that municipalities can adopt if they choose to.

- Status: In Progress
- Updates: The 2025 Legislative Session is not likely to result in additional revenues to municipalities. At the time of this update the House is considering reductions in Rooms and Meals Tax revenue to municipalities.
- Tags: City Manager
- Due Date: N/A

b. A local option bill was submitted in the 2025 Legislative Session however the bill was defeated.

- Status: In Progress
- Updates: A local option bill was submitted in the 2025 Legislative Session however the bill was defeated.
- Tags: City Manager
- Due Date: N/A

Action 3.3.4: Fund line items beyond the books and materials budget, such as programming

a. A 25% increase in funds contributed to the library budget from the library foundation

- Status: In Progress
- Updates: Seeks funding through local individual and institutional donors
- Tags: Library
- Due Date: N/A

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 3.4.1: Develop a long term strategy to stabilize the Unassigned Fund Balance and maintain the fund balance policy.

a. Projected fund balance beyond 2023 is projected to be increased in the Solid Waste fund due to rate changes implemented by the City Council.

- Status: In Progress
- Updates: Projected fund balance beyond 2023 is projected to be increased in the Solid Waste fund due to rate changes implemented by the City Council. This strategy will ensure funds are available to meet ongoing operational needs, offset the costs of projected infrastructure improvements and continue to build reserves for the closure/monitoring of individual landfill cells. The objective is to allow for steady increases in rates and avoid the spiking of rates.
- Tags: City Manager, Public Works, City Council, Finance
- Due Date: N/A

b. 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 the Q1 2024.

- Status: In Progress
- Updates: Projected fund balance beyond 2023 is projected to be reduced as surplus appropriations and revenues that exceed 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. Present drawdown projections place the UFB at the minimum range as early as 2027. The 2024 and 2025 Budgets have reduced amounts of UFB used to offset the tax rate while UFB funds have been appropriated and transferred to Capital Reserve Funds for equipment in the following departments-Fire, DPW, Police and Recreation, Arts & Parks. These cash reserves will allow for the purchase of vehicles/equipment reducing the requirement for debt financing and future spikes in tax rates. Additionally, surplus appropriations and actual revenues received have exceeded expectations resulting in positive replenishment of the UFB. The short, mid and long term strategy of reducing the amount of funds from the UFB used to reduce property taxes on an annual basis and using excess funds beyond the approved UFB range to fund capital reserve funds has been implemented.
- Tags: City Manager, City Council, Finance
- Due Date: N/A

Action 3.4.2: Build a sizeable library foundation endowment that can act as a reserve fund

a. Work toward \$500,000 goal for endowment.

- Status: In Progress

- Updates: The foundation is working toward building its endowment through bequests
- Tags: Library
- Due Date: N/A

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Social Health and Justice

Promote social equity and community wellbeing.

Vision Statement

The City supports and upholds the federal and state constitutions. The City resolves the following:

- Preserving the public trust and promoting community identity, civic pride, and quality of life for all residents, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, religious or political opinion or activity, immigration status, socio-economic status, or housing status.
- The City takes a leading role in protecting civil liberties, promoting inclusiveness, and providing equal protection under the law to all persons in the City.
- A diverse population supports a resilient economy and fosters a high quality of life for its residents and visitors, in accordance with the City's Sustainability Principles.
- That while Free Speech is protected under the First Amendment; we can speak out against and discourage hate speech as contrary to our values.
- The City demonstrates its commitment to protecting its residents and visitors against discrimination on the basis of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socio-economic status, or housing status.
- The City takes a stand against ideologies of violence, hatred, and intolerance. The City denounces and rejects all ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, transphobia and homophobia, and condemns activities that promote these ideologies regardless of the targeted group.
- The City is committed to fair and equal treatment of everyone in our community, including in housing, education, employment, and healthcare, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.

Strategic Objectives

Objective 9.1: Develop and implement a citywide Equity Plan.

Action 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.

a. City Manager/HR/DEI work collaboratively to develop a citywide Equity Plan to be in place by the end of 2024

- Status: In Progress
- Updates: The first brainstorming session occurred in August of 2023 with key external stakeholders. Meeting with City internal stakeholders was completed in December of 2023. The Citywide Equity Plan is still in process with an updated goal of having a finalized plan sent to City Council in Q3 of 2025.
- Tags: City Manager, Human Resources, Diversity, Equity, and Inclusion Commission
- Due Date: N/A

Action 9.1.2: Staff Equity Team mission charge is developed and the team begins its work.

a. Staff Equity Team is reconstituted, charge developed by the end of 2023 with work beginning NLT the first quarter of 2024.

- Status: Completed
- Updates: REAL (Race Equity and Leadership) Team completed training through NLC which started in 2022 and completed in the first Qtr. of 2023.
- Tags: City Manager, Human Resources, Diversity, Equity, and Inclusion Commission
- Due Date: 2024-12-12

Objective 9.2: Maintain the City's ADA Transition Plan.

Action 9.2.1: Revise the City's ADA Transition Plan and include a long-term implementation plan

a. Planning Department revises the City's ADA Transition Plan no later than the end of 2026

- Status: In Progress
- Updates: Applied for SS4A grant. Grant eligible but unfunded due to an overwhelming application round. Seeking resources to revise ADA Plan (SS4A grant, AARP grant, SNSC UV support, UVLSRPC support). Tie plan to Disability-Friendly Certification (pending, DEI Commission). Propose funding/match \$ for CIP/2026 capital budget. Initial SS4A application was not funded due to over subscription at Federal level. 2025 round of application is uncertain. Reapplication is expected if the Federal Government makes an application round available.
- Tags: City Manager, Pedestrian and Bicyclist Advisory Committee, Planning and Development, Diversity, Equity, and Inclusion Commission
- Due Date: N/A

Action 9.2.2: Implement revised ADA Transition Plan

a. Planning Department identifies KPIs for implementation of revised ADA Transition Plan no later than the end of 2026

- Status: In Progress
- Updates: Revision of the ADA plan has begun by discussing with potential partners who will be assisting with the process.
- Tags: City Manager, Planning and Development
- Due Date: N/A

Action 9.2.3: Seek resources to revise ADA Transition Plan

a. Implementation of revised ADA Transition Plan beginning in 2027

- Status: In Progress
- Updates: Update and Implementation of ADA Transition Plan into municipal facilities to become component of City's overall ADA Compliance efforts
- Tags: Public Works, Planning and Development
- Due Date: N/A

Objective 9.3: Implement equity in all policies, codes, charter and in the delivery of City services.

Action 9.3.1: Continue revision of language in policies and city codes to ensure they are gender neutral.

a. Review City codes and policies to ensure they use gender neutral terms. Complete review and revisions no later than the end of 2024.

- Status: In Progress
- Updates: The DEI Commission proposed changes to the City Charter to remove gender-specific terms and replace with gender-neutral terms. The voters approved the changes in March of 2023. Policies that have been revised in 2024 and 2025 have been modified to be gender neutral. As legacy policies are reviewed and revised, they will be modified to ensure they contain gender neutral language.
- Tags: City Manager, Diversity, Equity, and Inclusion Commission
- Due Date: N/A

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

a. 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 and enforcement.

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development
- Due Date: N/A

Action 9.3.3: Update procurement policies to enhance the ability of Disadvantaged Businesses to meaningfully participate in City vendor solicitations.

a. Implement administrative procurement no later than the first quarter of 2024.

- Status: Completed
- Updates: ADM-110 administrative procurement policy completed in 2024. Further revisions of the draft occurred through Q1 of 2025.
- Tags: City Manager, Finance
- Due Date: 2024-01-03

Action 9.3.4: Recruit diverse members of the community for all boards and committees.

a. Implementation of a recruitment plan that supports the values of diversity, equity and inclusion.

- Status: Stalled
- Updates: Preparation of a recruitment plan that supports the values of diversity, equity and inclusion no later than end of 2025..This is an area we continue to struggle with. Finding volunteers to be on boards/committees/commissions remains challenging. We have not had great success in recruiting a diverse demographic on City boards.
- Tags: City Manager, City Council, Diversity, Equity, and Inclusion Commission
- Due Date: N/A

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 9.4.1: Increase the communications modalities to reach a broader cross section of the City's population.

a. CINO and Cyber Services work with departments to implement technology to allow for language interpretation no later than 2024.

- Status: Completed
- Updates: Software and tablets implemented in the City Clerk's Office and the Planning Dept. was completed in 2023.
- Tags: City Clerk, Cyber Services
- Due Date: 2023-12-12

Action 9.4.2: Work with individuals and groups to present diverse programs

a. Partner with diverse performers and presenters in our region at least six times per year

- Status: In Progress
- Updates: The library partnered with three diverse performers in 2023. LOH has exceeded this objective. Develop an evaluation method for diversity in our programming at the library.
- Tags: Recreation, Arts, and Parks, Lebanon Opera House, Diversity, Equity, and Inclusion Commission
- Due Date: N/A

Action 9.4.3: Conduct Implicit Bias training for City staff and appointed/elected officials.

a. Offer implicit bias training for appointed officials and elected officials no later than the end of 2024

- Status: In Progress
- Updates: No training has been conducted with boards and committees relative to implicit bias.
- Tags: N/A
- Due Date: N/A

b. 90% of supervisory and managerial personnel complete training no later than the second quarter of 2024

- Status: In Progress
- Updates: 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. Consultant provided the training on April 15 and 16, 2024 to supervisory staff and board/committee/commission members. PD has completed a more enhanced program.
- Tags: Police, Human Resources
- Due Date: N/A

Action 9.4.4: Partner with the Upper Valley Haven to operate a seasonal shelter for up to 15 unhoused individuals

a. Offer shelter for up to 15 individuals per night during the winter season

- Status: In Progress
- Updates: Property purchased and renovated for shelter operations; Operational Agreement with the Haven to staff a seasonal shelter for up to 15 individuals. The Haven operated a seasonal shelter for up to 15 individuals from 1/25/24 until 4/16/24 and again from January of 2025 through 4/15/25. Expect to reopen shelter in December 2025 for '25/26 winter season. The Haven is anticipated to complete its new low barrier shelter in Hartford VT. by the start of the 26/27 winter season. The plan is to transfer shelter operations to the facility in Hartford VT for the 26/27 season.
- Tags: Human Services, The Haven
- Due Date: 2026-04-15

Action 9.4.5: Increase the number of landlords willing to accept tenants with Section 8 Housing Choice Vouchers

a. Recruitment of 3 new landlords willing to accept Section 8 Housing Choice Vouchers

- Status: In Progress
- Updates: This may need to be a new action plan - Complete Title VI training and updates. Review and update compliance with civil rights obligations and nondiscrimination laws, including Title VI, ADA, and all other civil rights requirements. This should include a current Title VI plan, completed Community Participation Plan, and a plan to address any legacy infrastructure or facilities that are not compliant with ADA standards per USDOT
- Tags: Human Services, Public Works, Housing Authority, Planning and Development
- Due Date: N/A

Objective 9.5: Develop the concept of Environmental Justice throughout the organization and the community.

Action 9.5.1: Develop the concept and a plan relative to environmental justice as it relates to the City of Lebanon

a. Apply federal Justice40 criteria for disadvantaged communities and community benefit narratives to grant funding proposals

- Status: In Progress
- Updates: N/A
- Tags: Planning and Development
- Due Date: N/A

b. Develop the concept and plan regarding environmental justice as it relates to the operations of the City no later than the end of 2024

- Status: In Progress
- Updates: DEI created a working group to develop the initial framework for the development of the concept which will then be sent to City Council and TAD for further input in 2023 or early 2024. The next step in 2025 is to develop action items and a plan.
- Tags: Conservation Commission, Planning and Development, Diversity, Equity, and Inclusion Commission
- Due Date: N/A

Action 9.5.2: Make food freely available to the community

a. Use the green space area at Kilton to plant an edible landscape of no less than ten fruit bushes

- Status: In Progress
- Updates: Planting was postponed. Fund planning and make it happen.
- Tags: Library
- Due Date: N/A

Action 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

a. Program series and resources

- Status: In Progress
- Updates: We're doing some work in this area, but need to do more. Update Resilient Lebanon webpage resource and integrate Nature Conservancy Resilience report into watershed plan, next HMP, Master Plan chapter updates. Supporting Mascoma Watershed Plan CWSRF Loan. 2025: ACTIVE/ONGOING
- Tags: Public Works, Planning and Development
- Due Date: N/A

Action 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.

a. Program series and resources

- Status: Completed
- Updates: We're doing some work in this area, but need to do more. Support implementation of USDA Street Trees grant funding plantings in EJ locations. Review 2022 Hazard Mitigation Plan for EJ priorities. Participate in UV Public Health Assessment. 2025: DONE
- Tags: City Manager, Planning and Development
- Due Date: N/A

b. Reduce local average heat index and vulnerable populated flood zones through integration of and support for green infrastructure

- Status: In Progress
- Updates: The TAB along with DPW will begin the first phase of urban tree planting in April and May of 2025.
- Tags: Public Works, Tree Advisory Board, Planning and Development
- Due Date: N/A

c. Implement the 2022 Hazard Mitigation Plan, focusing on benefits to EJ locations/population

- Status: In Progress
- Updates: The Hazard Mitigation Plan has been approved by FEMA and was adopted by the City Council 1 May 24—now to be implemented.
- Tags: Public Works, Planning and Development, Citywide
- Due Date: N/A

Objective 9.6: Enhance Connections and Community Well Being

Action 9.6.1: Launch a community-wide reading initiative aimed at bringing people together and fostering connections

a. Target of 100 participants

- Status: In Progress
- Updates: We haven't started working on this. We are focusing our resources on other projects.
- Tags: Library
- Due Date: N/A

Action 9.6.2: Develop new partnerships with community organizations

a. Form at least three new partnerships

- Status: In Progress
- Updates: We established more than three new partnerships with community organizations. We evaluate the impact of our collaborations focusing on community well-being.
- Tags: Library
- Due Date: N/A

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

a. Form at least two new partnerships

- Status: In Progress
- Updates: N/A
- Tags: Human Services
- Due Date: N/A

b. Enhance at least two existing partnerships

- Status: In Progress
- Updates: N/A
- Tags: Human Services
- Due Date: N/A

Recreation, Arts, and Parks

Enhance community recreation facilities and programs while promoting arts and cultural activities.

Vision Statement

RecreationThe 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.

Strategic Objectives

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 4.1.1: Maintain and adapt programming, outdoor adventures, and sports that keep citizens active, connected, and engaged.

a. Attract eight food truck vendors to a special event by removing barriers to vendor participation. 2024

- Status: In Progress
- Updates: N/A
- Tags: Fire, City Manager, Recreation, Arts, and Parks
- Due Date: N/A

b. Multiple sports options are available for K-8th graders, boys and girls, in each season.

- Status: In Progress
- Updates: Available gym space to host the increased winter season sports offering is worse than ever. 5th 6th teams are practicing once per week instead of 3 times. The need for new arrangements or an additional floor is evident. (2025)

- Tags: Recreation, Arts, and Parks, SAU88, CCBA, Lebanon Outing Club, Lebanon Youth Baseball, UV Hockey Association
- Due Date: N/A

c. Create one new event each in the tunnel, Colburn Park, and West Lebanon by 2025.

- Status: In Progress
- Updates: Planning 2026 4th of July Event with Hartford Rec, shared fireworks show, food trucks, entertainment block party on Bridge St. Planning 2025 International Fest on Colburn Park
- Tags: Police, Recreation, Arts, and Parks, Arts and Culture Commission, West Lebanon Revitalization Committee
- Due Date: 2025-12-31

Action 4.1.2: Partner with citizen action groups and partners to enhance programming.

a. Create one education program with Tree Advisory Board around Arbor Day 2024.

- Status: In Progress
- Updates: Planning Arbor Day planting and ceremony for a school or public park tree, with school children present for education and mulch ring. (2025)
- Tags: Recreation, Arts, and Parks, SAU88, Tree Advisory Board
- Due Date: N/A

b. Add partnering organization's information in marketing materials, program guides, and web tools, in 2024.

- Status: In Progress
- Updates: Upper Valley Running Club is a dedicated group of volunteers that coordinate tuesday night track, saturday morning runs, upper valley running series, couch to 5k, bodyweight bootcamp and more for the Upper Valley. They continue to increase the opportunity for anyone to run and be a member of UVRC. Ped-Bike Advisory Committee are hosting educational Bike/Walk and Learn about using the City's bike and pedestrian resources. (2025)
- Tags: Pedestrian and Bicyclist Advisory Committee, Upper Valley Running Club, Recreation, Arts, and Parks
- Due Date: N/A

Action 4.1.3: Incorporate diversity and accessibility into programming and communications.

a. Create one community survey annually to garner input from the community to offer new and diverse programs, starting in 2025.

- Status: In Progress
- Updates: N/A
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

b. Create one video per season highlighting programming including images of participants that represent the diversity of our community.

- Status: In Progress
- Updates: Videographer has produced videos for Shamrock Shuffle, Farmers Market, and Spring activities. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

c. Continue to include input from members of the community to offer new and diverse programs.

- Status: In Progress
- Updates: More surveys, reformatting our Outreach page on our website for members of the community to request library visits.
- Tags: Library
- Due Date: N/A

d. Thoughtful marketing strategies include implementing images of participants that are representative of our entire community

- Status: In Progress
- Updates: Library is in a state of reevaluation of our marketing practices.
- Tags: Library, Recreation, Arts, and Parks
- Due Date: N/A

e. Evaluate programs and events to ensure they are accessible to all populations.

- Status: In Progress
- Updates: Recreation is working on an accessible playground, trail signage, and both pool and camp programs are working with Special Needs Support Center to provide new programming opportunities in 2025.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

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

a. Distribute the Sponsorship Opportunities brochure to 50 businesses.

- Status: In Progress
- Updates: Sponsorship brochure is being shared with organizations interested in sponsoring sports teams, special events, park beautification, and races. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

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

Action 4.1.6: Attract and retain qualified mission-oriented volunteers and staff.

Action 4.1.7: Remove barriers to participation to attract a wider demographic and at-risk youth.

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

a. 90% of youth who wish to attend camp k are enrolled, assuming current demand stays level.

- Status: In Progress
- Updates: N/A
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Objective 4.2: Maintain and expand recreation infrastructure in the City including parks, athletic facilities, trails, and greenways.

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

a. Develop a long range facilities improvement plan for Storrs Hill Ski Area.

- Status: In Progress
- Updates: Storrs Hill Facilities Planning Advisory Committee has completed data discovery and is producing their final report, February 2025.
- Tags: Recreation, Arts, and Parks, Lebanon Outing Club
- Due Date: N/A

b. Replace problem fencing at Riverside, Civic, Basin, Eldridge and Colburn.

- Status: In Progress
- Updates: Civic and Eldridge fencing repairs completed. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

c. Expand Rec Dept equipment fleet to accommodate present and future needs

- Status: In Progress
- Updates: Offset flail mower obtained Fall 2023. Seeder and fertilizer spreader obtained Winter 2024. Key piece remaining is a deep tine aerator. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

d. Increase shade footprint by at least 200% at the Lebanon Veterans Memorial Pool by 2026.

- Status: Planned
- Updates: Looking at designs for solar roofed pavilions. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

e. Create Civic Park Master Plan with athletic field, playground, parking, perimeter trail by end of 2024.

- Status: In Progress
- Updates:
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

f. Replace one pump per year over three years at the Lebanon Veterans Memorial Pool to increase energy efficiency from 2024-2026.

- Status: Planned
- Updates: Lap pool pump and motor replaced in Summer 2024. It is still being evaluated into Summer 2025. Anticipating splash pool pump and motor replacement Fall 2025.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

g. Remove invasive knotweed and consolidate storage and location of sheds to Pat Walsh Park.

- Status: In Progress
- Updates: Foamstream Weedtech machine purchased December 2024, providing a non-herbicidal method of killing weeds in parks, sidewalks, and any place weeds grow. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

h. Establish future location of the Lebanon Community Center by 2024.

- Status: Planned
- Updates: Potential location with Signal Park is being actively pursued with landowner.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

i. Create playground replacement plan and remove dangerous elements by end of 2024.

- Status: Planned
- Updates: 100% of Civic Plays funding is secure. Installation scheduled for April 2025.
- Tags: Recreation, Arts, and Parks, Friends of Leb Rec
- Due Date: N/A

Action 4.2.2: Partner with citizen action groups thru Friends of Leb Rec to enhance parks.

a. Establish Civic Playground group, final design, and complete the capital fundraising campaign in 2024.

- Status: In Progress
- Updates:
- Tags: Recreation, Arts, and Parks, Friends of Leb Rec
- Due Date: N/A

b. Increase skate surface at Rusty Berrings Skate Park in 2025.

- Status: Planned
- Updates: One vendor is planning to offer a quote to pour a concrete floor in the skatepark pavilion, expected completion Spring 2025 with Friends of Leb Rec donation from Kirschner family.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 4.2.3: Address and achieve ADA compliance throughout Recreation and Parks and Library facilities.

a. All parks with picnic tables have at least 1 ADA table.

- Status: In Progress
- Updates: Installing an accessible playground at Civic Memorial Park Spring (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

b. Continue to invest in accessible picnic tables, playground infrastructure, and improve areas needing attention

- Status: Planned
- Updates:
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 4.2.4: Increase access to trails and parks, promoting exercise and healthy lifestyle.

a. Pave Mascome River Greenway Slayton Hill parking lot in 2025.

- Status: Planned
- Updates:
- Tags: Recreation, Arts, and Parks

- Due Date: N/A

b. Complete interpretive and wayfinding signage plan and implement plan in 2 locations during Westboro and Bridge St Park development.

- Status: In Progress
- Updates: When Westboro project webpage is built as a landing site, wayfinding signage design can be completed and first 5 signs ordered. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

c. Complete one new park access improvement from the Safe Routes to Play report in 2024.

- Status: Planned
- Updates: NH DOT is supportive of LAROW access near Valley Cemetery and Mascoma St Ext, pending an approved safety plan. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 4.2.5: Develop Westboro Park and trail.

a. Acquire land ownership and develop construction plans in 2024.

- Status: Planned
- Updates: Included in the CIP. Continued negotiations with NH DOT and Attorney General's office are ongoing. (2025)
- Tags: Public Works, Recreation, Arts, and Parks, West Lebanon Revitalization Committee
- Due Date: N/A

Action 4.2.6: Collaborate with Dartmouth College and DHMC to build a new park in North Lebanon.

a. Identify land and establish official partnership with DHMC or Dartmouth College by 2025.

- Status: Planned
- Updates:
- Tags: Recreation, Arts, and Parks, DHMC, Dartmouth College
- Due Date: N/A

Action 4.2.7: Enhance and extend Mascoma River Greenway

a. Extend Mascoma River Greenway through Riverside Park to 12A.

- Status: Stalled
- Updates: Railway abandonment application to the Federal Surface Transportation Board has stalled based on discussions happening between railroad operator and State of NH DOT. (2025)
- Tags: City Manager, Public Works, Recreation, Arts, and Parks, West Lebanon Revitalization Committee, Pedestrian and Bicyclist Advisory Committee, Planning and Development
- Due Date: N/A

b. Pave Mascoma River Greenway parking lot

- Status: Planned
- Updates:
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: 2025-12-31

c. Implement master plan for maintenance on the Northern Rail Trail, starting in 2024.

- Status: In Progress
- Updates: Three bridges remain. The NH Rec Trails Program has approved a preliminary grant to fund the redecking of all three bridges in Fall 2025.
- Tags: Recreation, Arts, and Parks
- Due Date: 2025-12-31

d. Establish Mascoma River Greenway connections at Lebanon Ford in 2025.

- Status: Stalled
- Updates: Railway abandonment application to the Federal Surface Transportation Board has stalled based on discussions happening between railroad operator and State of NH DOT. (2025)
- Tags: Public Works, Recreation, Arts, and Parks, Pedestrian and Bicyclist Advisory Committee, Planning and Development
- Due Date: N/A

e. Continue to control invasive species along the Mascoma River Greenway/Northern Rail Trail.

- Status: In Progress
- Updates: Conservation Commission continues to sponsor volunteer work days to pull invasive species. See also 4.2.1
- Tags: Recreation, Arts, and Parks, Conservation Commission
- Due Date: 2025-12-31

Action 4.2.8: Increase responsiveness to vandalism

a. Install surveillance cameras at problem locations in 2024.

- Status: In Progress
- Updates: Cyber Services has installed 1 camera facing Colburn Park, and scheduled camera installations at Eldridge, Civic and Riverside Park. (2025)
- Tags: Recreation, Arts, and Parks, Cyber Services
- Due Date: N/A

b. Respond to and clean offensive graffiti within 24-48 hours, and other graffiti within 1 week.

- Status: In Progress
- Updates: Portable pressure washer with tank has been purchased, and a wider variety of graffiti cleaning solutions.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 4.2.9: Review and Update the Community Facilities and Services Chapter of the Master Plan

a. Develop a Chapter update process with a citywide working group with support from Planning and DPW staff.

- Status: Planned
- Updates:
- Tags: Police, Public Works, Recreation, Arts, and Parks, Planning Board, Lebanon Energy Advisory Committee, Planning and Development
- Due Date: N/A

Objective 4.3: Enhance the vitality of Arts and 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 4.3.1: Increase volume of public art.

a. EDC representative to propose that developers add public art in any new development involving publicly/city owned land. Reminder of ADM-136 Public Art Policy.

- Status: In Progress
- Updates: 20 Spencer St redevelopment project approved in Sept. 2024 with arts focus, including gallery space in lobby, and live-work units designed for artists.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission, Economic Development Commission
- Due Date: N/A

b. Win funding for and install 1 new arts display through an arts-oriented grant in 2024.

- Status: In Progress
- Updates: Utilizing Downtown Lebanon TIF funds for Tunnel Art to be completed Spring 2025. 80% completed in Fall 2024.
- Tags: Public Works, Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

c. Increase the number of exhibits in the Kilton gallery

- Status: In Progress
- Updates: Installation of Graffiti Park at Riverside park in 2021 has continued to be a consistent public display of art changing frequently.
- Tags: Library
- Due Date: N/A

d. Increase the opportunity for visibility for writers, musicians and performing artists

- Status: In Progress
- Updates: Public artists have installed their own work throughout the city from 2021–2024, and with continued advertising and engagement in the community will increase more public awareness and installations to be done in Lebanon/West Lebanon in 2025 and on.
- Tags: Upper Valley Music Center, Library, Recreation, Arts, and Parks
- Due Date: N/A

e. Create an inventory of projects that Arts and Culture would like to see completed from 2024–2029

- Status: In Progress
- Updates: N/A
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

f. Connect with businesses to determine if they have space for public art to be displayed. Can mini-galleries be established? Connect with local partners to develop this idea of generating foot traffic, and exposure for artists into 2029.

- Status: In Progress
- Updates: 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 Library.

- Tags: Library, Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

g. Install pedestrian level 'Welcome to Lebanon/West Lebanon' banners of photos from LebNH Photo Gallery.

- Status: In Progress
- Updates: Lowering banners process began in 2024 and will be completed in 2025. Additional hardware needs to be purchased for future updates. Put up 2nd round of banners on the mall.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

h. Design and fund public and private/public art at new public infrastructure projects (Roundabouts, W. Leb Main St, Hanover St Bridge, Kilton Plaza). Develop and install a 'Welcome to West Lebanon' Sign by 2026.

- Status: In Progress
- Updates: Opportunity to continue installation of Rain Works is weather dependent and a high traffic location to be identified for art to be seen. Sidewalk poetry will continue Spring/Summer 2025 and on. As paving projects allow for sidewalk poetry to be stamped in concrete in partnership with DPW. City fountain covers continue to be refurbished voluntarily by AVA Art Gallery with local artists and this project happens yearly with a rotation of fountain covers in 2 downtown Lebanon, and 1 in Glenwood Cemetery.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

Action 4.3.2: Engage with private arts organizations to work in collaboration where possible.

a. Each ACC Commissioner mentors or engages with 2+ new arts organizations to facilitate cross-sector experiences and connection.

- Status: In Progress
- Updates: Arts and Culture Commission to lead a presence/table at the newly reenergized Upper Valley Music Festival (WABA) to engage with multiple arts organizations and promote the visibility of art efforts in 2025 and ongoing.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

Action 4.3.3: Recognize and celebrate artists and art organizations led by the communities who built the Arts & Culture identities of the Upper Valley.

a. Compile and post a monthly summary of art displays and performances using the website, social media, listservs and digital newsletters starting in 2024.

- Status: In Progress
- Updates: Working on an RFP/Guide on how to create public art as well as resource guide on artists available that could complete a project etc. (2027)
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

b. Attract artist's interest in contributing their art to public spaces by promoting the Lebanon Art Policy in promotional materials in 2024.

- Status: In Progress
- Updates: Seeking out additional content from Arts Organizations to promote all that is offered and represent at UVAA and share ArtWays marketing materials.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

c. 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 2027.

- Status: In Progress
- Updates: Seek new partnerships with NE School of Art in 2025.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

Action 4.3.4: Consider arts and culture when planning any event or program.

a. Add an art display or activity to at least 5 events that don't currently have an arts-oriented component.

- Status: In Progress
- Updates: Arts and Culture Commission is in need of alternate venues to try projects in 2025.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

Action 4.3.5: Continue City sponsored annual signature events that highlight arts and culture.

a. We are in the process of developing a ComicCon

- Status: In Progress
- Updates: 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. Arts & Culture supported art at Full Moon Fiesta, Tis the Season, and the Lebanon Farmers Market in 2024 and will continue to do so as funding allows.
- Tags: Library
- Due Date: N/A

b. Highlight Lebanon's live music, Farmers' Market, festivals, and public art display grand openings.

- Status: In Progress
- Updates: Created a seasonal summer mailer that included entertainment happenings in Lebanon with the intent for it to hang on the refrigerator in 2024. This advertised the free art special events and more in Lebanon/West Lebanon.
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

Action 4.3.6: Rotating gallery at the Lebanon Library featuring local artists

a. Number of exhibits

- Status: In Progress
- Updates: Explore the possibilities of doing this
- Tags: Library
- Due Date: N/A

Objective 4.4: Celebrate the City's rich history and enhance the public's awareness of its history through multiple modalities.

Action 4.4.1: Maintain the City's traditions with annual programs and signature events.

a. Incorporate and be inspired by the history of Lebanon to create and install new public art.

- Status: In Progress
- Updates: N/A
- Tags: Recreation, Arts, and Parks, Arts and Culture Commission
- Due Date: N/A

b. Develop one new program with the New England School of Arts by 2025.

- Status: In Progress
- Updates: Starting conversations on what programming ideas can be done and how can we collaborate.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

c. Expand annual celebrations of the 4th of July, Halloween, holiday seasons, and Juneteenth to be more inclusive.

- Status: In Progress
- Updates: We're bringing ebikes to Ways to Go celebration, hosted by the Rec Dept
- Tags: Library, Recreation, Arts, and Parks
- Due Date: N/A

Action 4.4.2: Maintain and enhance historical aspects of facilities.

a. Restore Colburn Park fence by end of 2025.

- Status: In Progress
- Updates: Identify volunteer groups to donate time to clean and refresh paint on all iron fencing. (2025)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

b. Repurpose Dana House by finding a grant supported historically accurate reconstruction.

- Status: In Progress
- Updates: Dana house efforts in 2024 include lead and asbestos testing and possible remediation. A Heritage Commission volunteer clean-up day will be held on 7 June 2024. The focus will be to get the base cleaning and remediation complete then to seek a future state which may include conversion into a rental property available for City and School District staff.
- Tags: Lebanon Historical Society
- Due Date: N/A

c. Install historical markers/interpretive signs along the Mascoma River Greenway and Northern Rail Trail, beginning in 2025.

- Status: In Progress
- Updates: Heritage Commission identified locations, topics, images, and drafted wording for signs. This project is grant ready for 2025. (2025 Status Update)
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 4.4.3: Preserve, organize, and disseminate information pertaining to the history of Lebanon.

a. Gather oral histories of Lebanon residents, and preserve them online.

- Status: In Progress
- Updates: N/A
- Tags: Library

- Due Date: N/A

b. Work with an intern to better organize and describe the library's historical collection, making the information more easily accessible.

- Status: In Progress
- Updates: N/A
- Tags: Library
- Due Date: N/A

c. Assemble a committee to assess our historical collection and its place in a broader context.

- Status: In Progress
- Updates: N/A
- Tags: Library
- Due Date: N/A

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

a. At least 25% of vendors and performers represent a diversified ethnic population.

- Status: In Progress
- Updates: New 'Tastes and Traditions' international cultures celebration event is in the early organizational stages, with potential for a June 14 2025 inaugural event.
- Tags: Pedestrian and Bicyclist Advisory Committee, Library, Recreation, Arts, and Parks, Arts and Culture Commission, Heritage Commission
- Due Date: 2025-12-31

Action 4.5.2: Redevelop the Talking Bridge ESL program.

a. Increase participation by 50%.

- Status: In Progress
- Updates: Establish regular programming for ESL community members.
- Tags: Library
- Due Date: N/A

Action 4.5.3: Create an Abenaki heritage garden at Kilton.

a. Grow at least one crop.

- Status: In Progress
- Updates: Finish planning what the garden will look like, and fund it.
- Tags: Library
- Due Date: N/A

Objective 4.6: Cemeteries - Operate and maintain cemeteries to meet the needs of the City.

Action 4.6.1: Headstone maintenance program

a. Maintain stones with the funds provided at \$25,000 per year.

- Status: In Progress
- Updates: The contract for restoration has been issued for 2024. Planned for 65+ restorations and 400 cleanings.
- Tags: Public Works, Board of Cemetery Trustees
- Due Date: 2025-12-31

Action 4.6.2: Develop a cemetery master plan.

a. Develop a cemetery master plan no later than the end of 2025.

- Status: In Progress
- Updates: Draft document has been created.
- Tags: Public Works, Board of Cemetery Trustees
- Due Date: 2025-12-31

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