



**LEBANON CITY COUNCIL
MAY 7, 2025 - 6:30 PM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 655 865 451#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

1. Call to Order

The May 7, 2025 Lebanon City Council Meeting is hereby called to order.

2. Pledge of Allegiance

3. Public Forum Announcement by the Mayor

Any member of the public who desires to speak on any item may do so when the item is taken up by the Council and will be allowed to speak on the subject for not more than three minutes. **Note: Speakers are asked to state their name, ward of residence, and to use the microphone provided.**

4. Open Council Discussion

5. Open to the Public

6. Recognitions

A. Proclamation for Apraxia Awareness Day

7. Approval of Minutes

A. April 16, 2025

8. Appointments: (None)

9. Public Hearing Items

A. Ordinance #2025-06

A public hearing for the purpose of receiving public input and taking action to adopt a new City Code Chapter 85, Housing Standards, Minimum

I. Presentation:

ii. Opening of the Public Hearing:

iii. Questions & Comments by the Public:

iv. Closing of the Public Hearing:

v. Council Deliberation & Action:

10. Old Business: (None)

11. New Business

A. Request from Lebanon Village Pizza for an Exemption (per §14-5) of City Code Chapter 14, Alcoholic Beverages, to Permit the Serving of Alcoholic Beverages on City Property

B. Public Input and City Council Discussion of Strategic Plan and Budget Guidance

- C. Presentation of Downtown Parking Lot Redevelopment Study Final Report
- D. Presentation and Discussion on the Status of Barrows Street Cottage Development and Authorization to Proceed with Project
- E. Presentation and Discussion of Potential Signal Hill TIF District
- F. Discussion and Set Public Hearing for May 21, 2025: Proposed Amendments to the Lebanon Zoning Ordinance as follows:
 - 1. To add new Section 615, Mobile Food Service Vending; to Allow Mobile Food Service Vending in the Central Business (CB), Lebanon Downtown (LD), General Commercial (GC), General Commercial One (GC-1), Light Industrial (IND-L), Medical Center (MC), and Medical Center Two (MC-2) zoning districts; to add various definitions to Appendix A
 - 2. To add “Care and Treatment of Animals” as a Use Allowed by Conditional Use Permit in the Residential Office One (RO-1) District

12. City Manager Report

13. Non-Public Session

- A. RSA 91-A:3, II(a) – “The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her...”

14. Adjournment

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](https://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.

Any person with a disability who wishes to attend this public meeting and needs additional accommodations, please contact the ADA coordinator at City Hall by calling 603-448-4220 at least 72 hours in advance so that the City can make any necessary arrangements.

Future Board/Committee/Commission Appointments
Board/Committee: Economic Development Commission
Position: Regular Member
Applicant: J. Townsend
City Councilor: D. Wilkie
Assigned Date: 3/20/2025

Board/Committee: Pedestrian & Bicycle Advisory Committee
Position: Alternate Member
Applicant: A. Schnur
City Councilor: G. Sykes
Assigned Date: 4/7/2025

Board/Committee: West Lebanon Revitalization Advisory Committee
Position: Regular Member
Applicant: S. Roberts
City Councilor: C. Below
Assigned Date: 3/6/2025

Lebanon City Council Agenda
May 7, 2025

Proposed Future Agenda Items: Dates may be tentative, and this list is not considered all-inclusive.
May 14, 2025 – Special Meeting

May 21, 2025

Public Hearing Items:

A. Proposed Amendments to the Lebanon Zoning Ordinance – A public hearing for the purpose of receiving public input and taking action on amendments to the Zoning Ordinance concerning Mobile Food Vending Services

New Business:

A. Designation of Jack Wozmak as Interim City Manager, Effective June 1, 2025

B. Review and Discussion of 2024 4th Quarter Budget Report

C. Review and Discussion of 2025 1st Quarter Budget Report

D. Discussion RE: Future of Downtown Lebanon TIF District

E. Public Health Needs Assessment presentation from the Public Health Council

F. Discussion and approval of proposed Fiscal Note Policy, CC-110

June 4, 2025

New Business:

A. Presentation of First Reading & Set Public Hearing for July 2, 2025: Amendments to Ordinance #18, Salary Plan, to retitle, reclassify, and add positions to the existing salary plan.

B. Dog Licensing Civil Forfeiture

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6. Recognitions:

- Proclamation for Apraxia Awareness Day

Included in this Section:

1. Proclamation for Apraxia Awareness Day



PROCLAMATION

Apraxia Awareness Day

Whereas, May 14, 2025, marks Childhood Apraxia of Speech Day during which awareness will be raised throughout Lebanon, New Hampshire about childhood apraxia of speech, an extremely challenging speech disorder that affects 1-in-1,000 children; and

Whereas, childhood apraxia of speech (CAS) causes children to have significant difficulty learning to speak and is among the most severe speech deficits in children, and

Whereas, the act of learning to speak comes effortlessly to most children, those with apraxia require early, appropriate, and intensive speech therapy, often for many years to learn to speak; and

Whereas, without appropriate speech therapy intervention, children with apraxia will have diminished communication skills, but are also placed at high risk for secondary impacts in reading, writing, spelling, and other school-related skills; and

Whereas, that such primary and secondary impacts diminish future independence and employment opportunities and challenge the ability to become productive, contributing citizens if not resolved or improved; and

Whereas, public awareness about childhood apraxia of speech in Lebanon, New Hampshire is essential for families of children with this neurological disorder and the professionals who support them to achieve the needed services for those learning to use their own voice; and

Whereas, our highest respect goes to these children, as well as their families, for their effort, determination, and resilience in the face of such obstacles.

Now, Therefore, Be It Resolved, that the City of Lebanon hereby proclaims that May 14, 2025, is "Apraxia Awareness Day" and citizens of Lebanon, New Hampshire and surrounds are encouraged to work within their communities to increase awareness and understanding of childhood apraxia of speech.

Proclaimed this 7th day of May in the year Two-Thousand Twenty-five.

Douglas Whittlesey
Mayor, City of Lebanon

**Agenda
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7. Acceptance Of Minutes:

Minutes To Be Accepted

- April 16, 2025

MOVED, to approve the minutes as presented in the May 7, 2025 agenda packet.

DRAFT

**LEBANON CITY COUNCIL
REGULAR SESSION MINUTES
Wednesday, April 16, 2025, 7:00 p.m.
Council Chambers**

Remote Via Microsoft Teams: LebanonNH.gov/Live

MEMBERS PRESENT: Mayor Douglas Whittlesey, Assistant Mayor Devin Wilkie, Erling Heistad, Nicole Ford Burley, Timothy McNamara, Laurel Stavis, Christian Simon, George Sykes, and Karen Zook

MEMBERS ABSENT:

STAFF PRESENT: City Manager Shaun Mulholland, Interim City Manager Jack Wozmak, Recreation, Arts & Parks Director Paul Coats, Chief Innovation & AI Officer Melanie McDonough, Deputy Finance Director Alesia Williams, Planning Administrative Assistant Crystal Taplin, Director of Planning & Development Nathan Reichert

1. CALL TO ORDER: Mayor Whittlesey called the meeting to order at 7:00 p.m.

2. PLEDGE OF ALLEGIANCE: Councilor McNamara led the Council in the Pledge.

- City Manager Shaun Mulholland announced the meeting criteria for the public.

3. PUBLIC FORUM: Mayor Whittlesey made the Public Forum announcement.

4. OPEN TO PUBLIC: NO ONE CAME FORTH.

5. RECOGNITIONS: NONE

6. ACCEPTANCE OF MINUTES:

- March 26, 2025 (Organizational Meeting)
- April 2, 2025 (Regular Meeting)

Amendments: Page 26, Lines 29 and 41; Remove Tim Whittlesey

Assistant Mayor Wilkie MOVED to approve the March 26, 2025 (Organizational Meeting) and the April 2, 2025 (Regular Session) minutes as amended and presented in the April 16, 2025 City Council agenda packet.

Seconded by Councilor Heistad.

**The Vote on the Motion was approved (8-0-1). Councilor McNamara abstained because he was not present at the April 2, 2025 meeting.*

7. APPOINTMENTS: NONE

8. PUBLIC HEARING ITEMS:

- A. Ordinance #2025-02** – A public hearing for the purpose of receiving public input and taking action to amend City Code Chapter 168, Vehicles and Traffic, §168-9, One-Way Streets, to Remove One-way Designation of East End of Memorial Drive

Included in the agenda packet: **(All supportive documents, maps, and information, as listed below, can be found on pages 28- 205, Council agenda packet)**

1. Proposed Ordinance #2025-02
2. Agenda Request submitted by former Assistant Mayor Below, received February 23, 2025
3. Map of Memorial Drive – Wolf Road Area
4. Lebanon Police Department Traffic Accident Reports
5. Agenda packets, a legal opinion, and minutes from the January 21, 2009 City Council meeting
6. February 26, 2025 Memorandum from Police Chief Phillip Roberts on behalf of the Public Safety Committee
7. Notice of Public Hearing as Published in the April 5, 2025 edition of the *Valley News*
8. Map of parcels receiving additional public hearing notice

BACKGROUND

On February 23, 2025, former Assistant Mayor Clifton Below submitted an Agenda Request to discuss removing the one-way designation of the easterly portion of Memorial Drive, between Bassy Street and Wolf Road in Lebanon. Following receipt of the Agenda Request, the Public Safety Committee was asked to review the proposal and comment on any public safety concerns that were identified, which occurred on February 26th.

The existing one-way designation of the easterly portion of Memorial Drive dates to a City Council action in July 1987. However, the one-way designation of Memorial Drive was most recently discussed by the Council during a public hearing on January 21, 2009. Enclosed with this packet are the supporting materials from the 2009 discussion, which includes some of the background information that led to the original 1987 Council action.

When scheduling the public hearing, the City Council requested that additional notice be provided directly to property owners along Memorial Drive, Bassy Street, and Wolf Road north of the Memorial Drive intersection. Enclosed with the agenda packet is a map of the properties that were notified by mail sent on March 31st. In the case of condominium ownership, individual unit owners were notified.



Note: For enlarged map of area, please refer to page 32, Council agenda packet

1 **Mayor Whittlesey opened the Public Hearing, and the following came forth to give testimony:**

- 2
- 3 • **Ms. Kirthi Bellamkonda (Ward-1):** She spoke about her reasons supporting the removal of the
- 4 one-way designation of the easterly portion of Memorial Drive, between Bassy Street and Wolf
- 5 Road in Lebanon.
- 6 • **Mr. Clifton Below (original author of this proposal when he was on the Council):** He spoke
- 7 about the history of this amendment, the reasons behind the proposed changes of the 240 ft.
- 8 section on Memorial Drive and described the proposed change on map (page 32, agenda packet).
- 9 • **Ms. Barbara Sibun (Lives on Wolf Road):** She spoke about her reasons supporting the removal
- 10 of the one-way designation of the easterly portion of Memorial Drive, between Bassy Street and
- 11 Wolf Road in Lebanon., noting since the last meeting she had another car crash into her yard
- 12 (cost her \$1,700). Over the last 15-18 years she has had 3 cars crash in her yard and at least
- 13 another 5 (cars) drive across her yard. She also spoke about the traffic, more vehicles speeding.
- 14 • **Mr. Matthew Anton (Ward-1):** He spoke about the location of his home, and his reasons why
- 15 he supported keeping Memorial Drive as a one-way street, noting there is no sidewalk and no
- 16 way to keep the street safe. If this street is opened up, there is a very good chance of someone
- 17 being hit by a vehicle.
- 18 • **Ms. Janice Lahaye (Ward 1):** She spoke about her reasons supporting keeping Memorial Drive
- 19 as a one-way street. If this road was made one-way 25 years ago to keep people safe, it seemed to
- 20 her it should continue to be one-way to keep people safe.
- 21 • **Ms. Rebecca Kidder (Ward-2):** She spoke about her reasons supporting keeping Memorial
- 22 Drive as a one-way street, noting that people are using this road as a shortcut to get to work at
- 23 DHMC and people are speeding.
- 24 • **Mr. Nicholas Mouzourakis (Ward-3):** He spoke about his reasons supporting the use of
- 25 signage, as a compromise, that says “Not a Throughway” during the summer months, noting
- 26 people’s safety is at stake with uncontrolled weather-related traffic.
- 27 • **Mr. Zipeng Zhou (Ward-3):** He spoke about his reasons supporting Memorial Drive as a two-
- 28 way street, noting a car accident; safety issues during the winter, and it would be safer for
- 29 pedestrians.
- 30 • **Mr. Konstantine Kourbatski (Ward-3):** He read his message to the Council expressing his
- 31 strong opposition to the plans to make Memorial Drive into a two-way street, noting the safety
- 32 and well-being of its residents; no sidewalks; people exceeding the speed limit; danger of bus
- 33 stops; safety of children entering/exiting the school bus; weather issues. He also suggested
- 34 installing a video camera along Memorial Drive and including signage about the one-way
- 35 designation of Memorial Drive.
- 36 • **Mr. Matthew Brown (Ward-3).** He spoke about his reasons for supporting keeping Memorial
- 37 Drive as a one-way street.
- 38 • **Mr. Daniel Mielcarz (Ward-3);** He spoke about the dangerous things happening on Wolf Road
- 39 and wanted the Council to know.
- 40 • **Mr. Paul Roberts (Ward-2):** He used to be with the Lebanon Police Department (1982-1995)
- 41 and spoke about the issues on Memorial Drive and Bassy Street and further spoke about his
- 42 reasons for not supporting Memorial Drive being turned into a two-way street; high rates of speed
- 43 coming down Wolf Rd.
- 44 • **Ms. Ulyana Lytvynuk (Lives on Memorial Drive):** She spoke about her reasons against
- 45 changing Memorial Drive into a two-way street and the dangerous situations on Wolf Rd.

- 1 • **Ms. Margie Godfrey (Ward-2):** She spoke about, and read, her reasons for opposing Memorial
2 Drive being turned into a two-way street. She submitted, to the Council, a signed version of this
3 opposition and a petition from residents as listed in their entirety below:
4

To: Lebanon City Council

Re: Proposal to removal of the One-Way Designation of the East End of Memorial Drive

April 14, 2025

Dear City Council,

We are writing to express our strong opposition to the plans to make Memorial Drive a two-way street, due to serious concerns about the safety and well-being of residents on Memorial Drive, Bassey Street, and other neighboring areas that would be affected by this change.

Safety Concerns on Memorial Drive: Safety is the paramount concern. Memorial Drive is a heavily used street for pedestrians, including residents of Memorial Drive, Bassey Street, Stone Farm, Ivy Place, Boulders, and other housing units, who use it as a thoroughfare to access the walking/bicycle path along Mount Support Road. Lacking sidewalks, Memorial Drive is not wide enough to safely accommodate two-way vehicle, bicycle and pedestrian traffic. Even now, many drivers speed along the street, making it dangerous for those on foot. Of particular concern are drivers who illegally enter Memorial Drive from Wolf Road and then accelerate to speeds exceeding 40 mph, showing a disregard for neighbors and endangering pedestrians and bicyclists.

The connection of Memorial Drive to Mount Support Road includes two bus stops: one for the city bus and one for the school bus. Children and adults walk along Memorial Drive to these stops, and two-way traffic would jeopardize their safety. This is a primary concern for us, especially the safety of our children walking to and from the school bus stop.

Memorial Drive's narrow width and lack of sidewalks make it unsafe for both two-way traffic and pedestrians, especially in winter when snowbanks further reduce available space. Residents and visitors park along Memorial Drive, making it even more difficult and dangerous to navigate for two-way traffic. Two-way traffic on Memorial will also make emergency vehicle access to its residences and even to Stone Farm more difficult as emergency vehicles will be forced to navigate around two-way traffic thus delaying medical, firefighting or police services arrival to the apartment complexes and houses along Wolf Road.

Rights of Long-Term Residents: We have lived on Memorial Drive for over 17 years, during which time we have built strong connections to the community. The demand for this change to two-way traffic comes from renters, primarily from Stone Farm, who may not have the same long-term community ties as residents who have lived here for many years.

They typically rent for only 1-2 years before moving on. This proposal is frustrating because these short-term residents are attempting to compromise the well-being of long-term residents and our right to live in a safe, quiet neighborhood. All of this for a mere one- minute time saving (yes, we measured the time saving this change will take to get from the Memorial Drive -Wolf Road junction to Memorial Drive - Mount Support Road junction).

We respect our neighbors, and we hope they will respect us in return, and refrain from unreasonably encroaching on our neighborhood with their push to make Memorial Drive a two-way street.

Perceived Concerns of Driving on Wolf Road: Over the past 17+ years, we have driven extensively on Wolf Road in all kinds of weather, including winter. We have found Wolf Road to be safer and better maintained than Memorial Drive during winter weather. It is as safe as any other road in Lebanon, many of which have slopes. We have observed cars with out- of-state license plates driving along Wolf Road to and from Stone Farm. Our strong recommendation to those renters is to invest in good snow tires, which will significantly improve their experience driving on snow-covered roads in this area.

Time and Convenience: Converting Memorial Drive to a two-way street would only save those traveling north on Mount Support Road a single minute of commute time. This is to prioritize their short-term convenience over our long-term well-being. We have good news for them: thanks to the rapid development sprawl of affordable housing by the city, there are plentiful choices of convenient affordable rental options much closer to DHMC, Centerra and Hanover, such as Timberwoods, Juniper, and other places along Mount Support Road. If commute time is critical, these locations would be excellent choices for a shorter commute and ease of driving in winter.

City Responsibilities: The city has responsibilities to both its long-term and short-term residents. It has already been fulfilling its obligations to short-term residents by constructing multiple apartment complexes of affordable housing units. It also must respect the character of our communities and avoid unwarranted encroachment into our neighborhoods. The issue of two-way traffic on Memorial Drive has been raised and rejected before, and it must remain rejected.

Proposed solutions:

- Memorial Drive to remain a no-entry street from Wolf Road
- Enforce the no-entry rule by installing a video camera to record each violation of vehicles entering memorial Drive illegally
 - o This will generate revenue for the City to better maintain Wolf Road in winter even better
 - o Those who are in a justifiable rush and cannot afford 1 extra minute to drive around - can have the fine waived by producing a letter from their employer justifying the emergency nature of the specific instance.
- Require landlords of Stone Farm, Ivy Place, Wolf Run, Boulders to include a disclaimer in rental contracts about one-way designation of Memorial Drive, so new renters and those renewing leases know and can decide. If one extra minute of drive is critical to them - they can opt to rent at a more conveniently located place.

Sincerely,
Konstantine Kourbatski and Ulyana Lytvynuk 20
Memorial Dr, Lebanon, NH 03766

Proposal in Opposition to Ordinance #2025-02: Maintaining Memorial Drive One-Way Designation

Submitted by: Concerned Residents Ward 2, Memorial Drive, Bassy Street, Wolf Road, Mount Support, Hanover Street and Dartmouth Avenue, Lebanon, NH

Date: April 14, 2024

To: Lebanon City Council

Re: Public Hearing on Proposed Removal of One-Way Designation (Memorial Drive, Bassy St. to Wolf Rd.)

I. Introduction

We respectfully urge the City Council to **reject Ordinance #2025-02**, which proposes removing the one-way designation on Memorial Drive between Bassy Street and Wolf Road. The current one-way system was established in 1987 and reaffirmed in 2009 for critical public safety reasons, which remain just as relevant today if not more so given recent developments in the area.

II. Key Reasons to Retain the One-Way Designation

1. Public Safety Risks

- **Historical Precedent:** The 1987 and 2009 decisions were based on documented safety concerns, including accident prevention and pedestrian protection. The enclosed 2009 materials and Police Department reports confirm this rationale.
- **Increased Traffic Volume:** With growing use of Mount Support Road and population density (addition of four new large residential housing units), reverting to two-way traffic would exacerbate congestion and create hazardous merge points near Bassy Street and Wolf Road.
- **Pedestrian Safety:** The addition of a walking paths across Memorial Drive and Mount Support makes the one-way flow more essential to protect pedestrians, particularly children and seniors.
- **Bus stop:** The addition of the Advanced Transit bus stop makes the one-way flow more essential to protect pedestrians crossing Mount Support to access the bus stop and when disembarking the bus to then cross Mount Support on the walking path to Memorial Drive. Multiple near misses of pedestrians being hit crossing Mount Support have been witnessed.

2. Traffic Efficiency

- The one-way system currently:
 - o Reduces conflict points for vehicles turning onto/off Wolf Road and onto Memorial Drive.
 - o Improves emergency vehicle access (per the 2009 review).
 - o Minimizes bottlenecks during peak hours.
 - o Decreases risk of human error by only requiring one-way visual traffic checks.

3. Lack of Justification for Change

- o The proposal lacks evidence that the 1987/2009 safety concerns have been resolved.
 - No data suggests the one-way designation has failed its original purpose.
-

III. Community Impact

- **Resident Safety:** Nearby schools, parks, and the walking path rely on predictable traffic patterns.
 - **Property Values:** Sudden traffic increases could negatively impact residential areas.
 - **Costs:** Reconfiguring signage, road markings, and public awareness campaigns would burden taxpayers.
-

IV. Request for Action

We ask the Council to:

1. **Deny Ordinance #2025-02** and maintain the one-way designation.
 2. **Require a traffic study** evaluating current safety data, pedestrian volume, vehicular volume related to the four new housing units and growth of Dartmouth Health services and projected growth *before* reconsidering this change.
 3. **Host a community forum** to gather resident input beyond the April 16 hearing.
-

V. Conclusion

The one-way designation on Memorial Drive is a proven safety measure that aligns with Lebanon's commitment to "Vision Zero" principles. Until demonstrable evidence proves otherwise, altering this system would jeopardize public welfare. We appreciate your consideration and stand ready to provide further testimony.

Respectfully submitted,

Concerned Residents of Memorial Drive, Wolf Run, Bassy Street, Mount Support and Dartmouth Avenue.

David E. Kelly 53 Dartmouth Avenue
Matthew Kelly

Jim Kelly 304 Hanover Street

Anna

John I 33 Wolf Rd

Amerine Anton 1 Bassy Street

Ellen J. Patrick 8 Bassy Street

Kelly & Carey 13 Bassy Street

Helen E. Jendens 1 Memorial Dr

Chris Shipp 5 Bassy St.

M.A. M 20 Memorial Dr.

M 20 Memorial Dr.

Betty Bennett 15 Mem. Dr.

Paul Corran + family 16 Memorial Dr.

- **Ms. Kirthi Bellamkonda (Ward-3):** She came forth again and gave her reasons why renters, and transient residents are important members of the community and contribute to the growth of the City.
- **Mr. Jimmy Jia (Ward-not given):** He spoke about his reasons against turning Memorial Drive into a two-way street.
- **Ms. Ulyana Lytvynuk (Lives on Memorial Drive):** She came forth again to dispute some of the allegations she heard previously about Memorial Drive.
- **Mr. Matthew Anton (Resident at DHMC):** He spoke about the specific concerns of safety and his reasons why he opposed turning Memorial Drive into a two-way street.
- **Mr. Nicholas Mouzourakis (Ward-3):** He came forth again and spoke about the risks of collisions on Memorial Drive.

Hearing no further comments from the public, the Public Hearing was closed.

Council/Staff Comments:

Councilor Heistad spoke about how two vehicles meeting on Memorial Drive was not a safe situation.

Councilor Sykes questioned if any traffic studies have been done since 2009. (City Manager Mulholland said no.) He requested that Ordinance #2025-02 needed to be looked at in more depth to see how traffic patterns may/or may not have changed relative to population growth.

1 Mayor Whittlesey concurred with Councilor Sykes, noting that more data is needed and suggested a
2 Traffic Study be done to come up with potential solution(s).

3
4 Councilor Ford Burley also concurred with Councilor Sykes, noting she does not like to make decisions
5 based on antidote. She would like to see a Traffic Study done. She disputed the reference that some
6 residents are more deserving than others and was concerned about the safety issues and felt these needed
7 to be looked into by the Council along with the School District and Advance Transit. If people are
8 illegally driving the wrong way down one-way streets, this should also be addressed separately from this
9 issue.

10
11 In response to Councilor Sykes' question regarding funding, City Manager Mulholland stated this could
12 be done by a Supplemental Appropriation or the Council could wait until the end of the year to see what
13 funds are left over in the budget. If the Council tells him which way to go, he will put this into action.
14 He also suggested a site visit by the Council to look at the concerns the residents' raised and noted he will
15 get a price on the cost to do a Traffic Study.

16
17 Assistant Mayor Wilkie noted that this was not an urgent request and concurred with Councilor Sykes,
18 but we should make sure this keeps moving forward.

19
20 The Council continued to discuss directing the City Manager to find out what the cost would be for a
21 Traffic Study; putting off the study until the 3rd Quarter of the year to see if this can be done without
22 raising taxes for the City's residents; if winter is the peak concern, it would make sense to have the study
23 done under winter conditions; the pros and cons of having Memorial Drive as a two-way street;
24 addressing concerns about the speed of motor vehicles; the potential of having speed bumps installed to
25 slow down traffic; and having speed traps done by the Lebanon Police Department.

26
27 **ACTION: No Action Taken by the Council. Will revisit in the future once more data is collected.**

28
29 **B. Ordinance #2025-03** - A public hearing for the purpose of receiving public input and
30 taking action to amend City Code Chapter 168, Vehicles and Traffic, §168-9, One-Way
31 Streets, to Remove One-way Designation of North End of Church Street

32
33 Included in the agenda packet: **(All supportive documents, maps, and information, as listed below,
34 can be found on pages 206-247, Council agenda packet)**

- 35 1. Proposed Ordinance #2025-03
36 2. Agenda Request submitted by former Assistant Mayor Below, received March 4, 2025
37 3. Excerpts from City of Lebanon CSO Plans, compiled by former Assistant Mayor Below
38 4. Agenda Packet and Minutes from August 21, 2024 City Council meeting
39 5. Updated Central Fire Station plans, dated revised October 7, 2024, and responses
40 to specific questions from Agenda Request
41 6. Map of parcels receiving additional public hearing notice

42
43 Mr. Clifton Below (Ward-3) reviewed the background behind his proposed amendment to Ordinance
44 #2025-03 and spoke about how the plan might be slightly modified to address the 20 ft. width and the
45 safety of allowing such a narrow street to be two-way. He noted there were quite a few streets designed
46 by the City engineers that were designed to be exactly 20 ft, and a number of streets that go below 20 ft
47 but are still maintained as two-way streets.

1 **BACKGROUND**

2 On May 15, 2024, the City Council adopted Ordinance #2024-06 to amend City Code Chapter 168, Vehicles
3 & Traffic, §168-9, One-way streets, to designate the northerly 325 feet of Church Street in Lebanon as a
4 one-way street with a northward direction of travel. The one-way designation was implemented in
5 conjunction with the reconstruction of the Central Fire Station, which at the time, was anticipated to
6 encroach further into Church Street and limit roadway width to less than 19 feet at its narrowest point.

7 Subsequently, on August 21, 2024, the Council had further discussions about Church Street and potential
8 modifications to the Fire Station project. Former Assistant Mayor Clifton Below noted that it appeared the
9 Fire Station design could be modified to make the entire northerly segment of Church Street approximately
10 20 feet wide, which is as wide or wider than some other local streets reconstructed through the CSO
11 programs. The Council ultimately voted to establish a City policy “that when significant city work is being
12 done to a paved street where two-way traffic is allowed or has been since 2020, that a minimum width,
13 curb to curb or to edge of pavement, of 20 feet be established or maintained or as close thereto as is
14 reasonably practical and affordable.” However, the Council declined to take action to repeal Ordinance
15 #2024-06 at that time noting that the roadway was entirely closed for the duration of construction of the
16 Fire Station.

17
18 On March 4, 2025, former Assistant Mayor Below submitted an Agenda Request to discuss ending the one-
19 way designation of the north end of Church Street in order to follow through on the Council discussion
20 from August 2024.

21 When scheduling the public hearing, the City Council requested that additional notice be provided directly
22 to property owners along Church Street. Enclosed with the agenda packet is a map of the properties that
23 were notified by mail sent on March 31st.

24
25 **Mayor Whittlesey opened the Public Hearing, and the following came forth to give testimony:**

- 26 • **Mr. Robert Steve Silver (Ward-2 & Pastor of the First Congregational Church of**
27 **Lebanon):** He spoke about his reasons supporting what former Assistant Mayor Below
28 proposed. He read through all the materials and was not convinced that there was any reason to
29 change upper Church St. to one-way. It is inconvenient for parishioners of the church, members
30 of the arts community and others, who use their facility. We would like the church to be
31 accessible so handicapped people and those with disabilities are able to come into the church just
32 as safely as any Lebanon resident. He strongly encouraged the Council to restore the two-way
33 directions on Church Street, noting there is a reason why it is called Church Street. While he
34 appreciated the need to provide a safe corridor for our firefighters, he does not want it to come at
35 the expense of people who navigate the roads around our church and further explained his
36 reasoning.
- 37 • **Ms. Cindy Lahaye (Ward-2):** She spoke about her reasons supporting Church Street as a two-
38 way street.
- 39 • **Mr. Paul Roberts (Ward-2 and former LPD officer):** He spoke about his reasons for keeping
40 Church Street a one-way street.
- 41 • **Mr. Fran Casale (Ward-2):** He spoke about his reasons for keeping Church Street a one-way
42 street.
- 43 • **Mr. Clifton Below (Ward-3):** He came forth again and explained the topography of Church
44 Street and other streets in the vicinity of Church Street.
- 45 • **Ms. Susan Pratt (Member of the Congregational Church):** She spoke about how keeping
46 Church Street a one-way street would be limiting access for the handicapped to the church, noting
47 that they would have to get out of their car on that busy road, move into whatever they use (i.e.,

wheel chair, walker, etc.) on the street, get out of the street and walk down to the corner and then go all the way to the back of the church in order to find a way that they can get into the building. Many of the groups in the City area use our church as a concert hall and people are not going to get their safely if they are handicapped.

- **Ms. Julie (last name unclear) (Ward 2):** She spoke about her reasons for keeping Church Street a two-way road.

Hearing no further comments from the public, the Public Hearing was closed.

Council/Staff Comments:

Councilor McNamara spoke about his reasons why he felt the Council should move forward in approving this ordinance to change Church Street into a two-way street noting access to the church is extremely important.

Councilor Heistad, Sykes and Stavis also spoke about their reasons supporting Church Street as a two-way street.

ACTION:

Councilor McNamara MOVED, that the Lebanon City Council hereby adopts Ordinance #2025-03 to amend City Code Chapter 168, Vehicles and Traffic, §168-9, One-way streets, to remove the one-way designation for the northerly 325 feet of Church Street in Lebanon, and to restore two- way traffic upon reopening of the roadway following the construction of the Central Fire Station, as presented in the April 16, 2025 City Council Agenda Packet.

Seconded by Councilor Ford Burley.

**The Vote on the Motion was approved (9-0).*

CITY OF LEBANON ORDINANCE #2025-03

AN ORDINANCE TO AMEND the Code of the City of Lebanon, Chapter 168, Vehicles and Traffic, Section 168-9, One-way streets, in order to remove the existing one-way designation for the northerly 325 feet of Church Street, Lebanon.

BE IT ORDAINED, by the City Council of the City of Lebanon, as follows:

Section 1:

The Code of the City of Lebanon is hereby amended to revise Chapter 168, “Vehicles and Traffic”, §168-9, One-way streets, for the purpose of deleting and repealing language referring to Church Street, as follows:

Name of Street	Direction of Travel	Limits
Church Street [Added 6-15-2024 by Ord.No. 2024-06]	North	Beginning 325 feet south of the intersection of Church Street and South Park Street

Section 2: Severability.

The provisions of this ordinance are declared to be severable, and if any section, subsection, sentence,

1 clause or part thereof is, for any reason, held to be invalid or unconstitutional by a court of competent
2 jurisdiction, such decision shall not affect the validity of any remaining sections, subsections, sentences,
3 clauses or parts of this ordinance.

4 **Section 3: Effective Date.**

5 **The Ordinance shall become effective upon passage.**

6
7 **C. Ordinance #2025-05** - A public hearing for the purpose of receiving public input and
8 taking action to amend City Code Chapter 31, Boards, Committees & Commissions, to
9 Add the Lebanon Energy Advisory Committee (LEAC)

10
11 Included in the agenda packet: **(All supportive documents and information, as listed below, can be**
12 **found on pages 248-251, Council agenda packet)**

13 1. Proposed Ordinance #2025-05

14
15 Assistant Mayor Wilkie reviewed the background behind his request and explained his reasoning, noting
16 that this request was brought to him by the Lebanon Energy Advisory Committee (LEAC) Chair.

17
18 Mayor Whittlesey noted the Mayor has the authority to make the appointments of City Councilors to the
19 Boards/Committees/Commissions. There is no vote from the Council. The one shift here is that the
20 Mayor would make a recommendation and if it is not a Councilor then the full Council would have to
21 vote on that appointment. This would invest a certain amount of oversight by the Council if we were to
22 exercise that option.

23 24 **BACKGROUND**

25 An agenda request was submitted by Assistant Mayor Devin Wilkie to amend the membership of the
26 Lebanon Energy Advisory Committee (LEAC). As proposed, the Ordinance would expand the membership
27 of LEAC to a total of nine members, including one City Council representative, one alternate Council
28 representative, one Planning Board representative, seven at-large citizen representatives, and up to two
29 alternate citizen representatives. The Ordinance also proposes to enable the Mayor to request that the City
30 Council appoint a suitable person other than a City Councilor to fill the designated City Councilor position
31 if the Mayor deems it appropriate to do so.

32
33 LEAC was created by the City Council in 2007 and the charge and membership have been amended several
34 times since then. However, the establishment of LEAC was never adopted into City Code Chapter 31,
35 Boards, Committees and Commissions. The proposed Ordinance would also amend Chapter 31 to add
36 LEAC and to document its establishment, membership, purpose, and charge.

37
38 **Mayor Whittlesey opened the Public Hearing. Hearing no comments from the public, the Public**
39 **Hearing was closed.**

40 41 **Council/Staff Comments:**

42 Councilor McNamara felt this request was appropriate, but only for this Committee.

43
44 Mayor Whittlesey wanted to make it clear that the motion, as it stands to approve the current ordinance,
45 would include the language under membership: The Mayor may, in lieu of appointing a City Councilor
46 to the LEAC Committee, asks the City Council to appoint a suitable person to fill the position that would
47 normally be filled by a City Councilor. (“**suitable**” is highlighted in red in the Ordinance.)

ACTION:

Councilor McNamara MOVED, that the Lebanon City Council hereby adopts Ordinance #2025-05 to amend City Code Chapter 31, Boards, Committees and Commissions, to establish a new Article XIV, Lebanon Energy Advisory Committee, as presented in the April 16, 2025 City Council Agenda Packet. Seconded by Councilor Wilkie.

**The Vote on the Motion was approved (9-0).*

THE CITY OF LEBANON ORDAINS AS FOLLOWS:

ORDINANCE NO. 2025-05

An Ordinance to Amend the Code of the City of Lebanon, Chapter 31, Boards, Committees and Commissions, to add a new section for the Lebanon Energy Advisory Committee.

Section 1. Chapter 31 of the Code of the City of Lebanon is hereby amended to add a new section, Article XIV, as follows:

ARTICLE XIV, Lebanon Energy Advisory Committee

§31-55. ESTABLISHMENT; MEMBERSHIP; QUALIFICATIONS.

On July 18, 2007, the City Council established a charge and membership of the committee. Nine members (two Council Representatives, one Planning Board Representative, one Lebanon High School student Representative, one Thayer Engineering School Faculty member or student, and four at-large Citizen Representatives).

Membership Amendments

- February 18, 2009 - amended to include three alternate citizen members.
- July 7, 2010 - amended to consist of three at-large citizen representatives, two alternate citizen representatives, one Council representative and one alternate Council representative, one LHS Student representative and one Planning Board representative.
- April 2017 - amended to add one additional at-large citizen representative.
- September 21, 2017 - the Lebanon Energy Advisory Committee established a Subcommittee to work on aggregation projects, initiatives and assignments as the need arises.
- July 5, 2023 - amended membership to change the high school student representative position to a regular member position and clarified that committee membership would consist of five regular citizen members, two alternate citizen members, one Planning Board representative, one City Council representative, and one alternate Council representative.

Membership

Effective April 16, 2025, the membership of the LEAC shall consist of one City Council representative, one alternate City Council representative, one Planning Board representative, seven at-large citizen representatives, and up to two alternate citizen representatives. The Mayor may, in lieu of appointing a

City Councilor to the committee, ask the City Council to appoint ~~another~~ suitable person to fill the position that would normally be filled by a City Councilor.

§31-56. PURPOSE/CHARGE/MISSION.

The Lebanon Energy Advisory Committee (LEAC) was established by the City Council and issued the following charge: To identify opportunities and make recommendations to the City Council with regard to reducing energy use, increasing energy efficiency, exploring alternative energy usage and reducing pollution, to the environmental and fiscal benefit of the City. Charge modified on February 18, 2009 to include: To promote energy conservation measures for city residents and businesses, thereby cutting greenhouse gas emissions and reducing energy costs for taxpayers.

Section 2. Severability

The provisions of this ordinance are delated to be severable, and if any section, subsection, sentence, clause or part thereof, for any reason, is held to be invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of the remaining sections, subsections, sentences, clauses or part of this ordinance.

Section 3. Effective Date

This Ordinance shall become effective upon passage.

9. OLD BUSINESS

- A.** Discuss proposed Strategic Plan changes received during the public engagement session that occurred in January and February.

Included in the agenda packet: **(All supportive documents and information, as listed below, can be found on pages 252-258, Council agenda packet)**

1. Lebanon Strategic Plan recommendations received from Joan Townsend on March 10, 2025.
2. Strategic Plan recommendations from the Lebanon Energy Advisory Committee (LEAC) and the LEAC-EV Subcommittee

Information available but not included in the agenda packet:

1. [Lebanon Strategic Plan, 2025-2028](#)

City Manager Mulholland reviewed the background. At this time, the City administration is seeking direction from the City Council relative to the recommendations received thus far and any other guidance that can be provided to inform the ongoing review and update process by department staff and boards and committees.

BACKGROUND

On May 8, 2024, the City Council adopted the current Lebanon Strategic Plan covering the three-year period from 2025-2028. The Plan details the Council's goals and priorities and complements the City's long-range Master Plan by concentrating on operational aspects of city governance and specific objectives and actions beyond the Master Plan's scope. The Strategic Plan also informs the City's budgeting process by ensuring that financial resources are allocated in alignment with the City's strategic objectives.

Each year, the Strategic Plan is developed and updated with input from numerous local residents, property owners, businesses, non-profits, organizations, elected officials, boards and committees, and City staff. This collaborative approach ensures the Plan reflects the community's needs and goals.

In preparation for updating the Strategic Plan for the next three-year period from 2026-2029, the City held multiple public engagement and listening sessions in January and February. City departments and boards and committees have reviewed and updated the Strategic Plan. Other questions, comments and recommendations have been received through contact forms on the City's website. Enclosed are some Strategic Plan recommendations received from members of the public and from individual boards and committees.

Similar to past years, administration and department staff will review proposed Strategic Plan updates and changes with the City Council during work sessions scheduled for April 22nd and 24th. Opportunities for additional public input will be provided during the Council's regular meeting of May 7th. Then the Council will be asked to make final revisions and adopt the 2026- 2029 Strategic Plan during a special meeting on May 14, 2025.

Mayor Whittlesey suggested it would be prudent to add the overall fees to the Financial Responsibility section under the Strategic Plan Objectives where it could be reviewed in September 2025.

Mayor Whittlesey opened this discussion to the public and the following came forth to give testimony about their recommendations/comments:

- **Ms. Joan Townsend (Ward-2):** She spoke about how Lebanon's residents can change every 5-years (i.e., nurses and medical staff) and it is important that they are comfortable in Lebanon when they are here, but when they leave then we (permanent residents) are stuck holding the debt (for projects the Council approved while they were living in Lebanon). The City has to start building, growing, and taking care of what we have. We have to say no to projects right now until we can get our feet back underneath us. We cannot keep borrowing on bonds and being in debt as a City if we cannot afford what we have now.
- **Mr. Fran Casale (Ward-2):** He spoke about his reason why he felt the 2012 Master Plan needs attention regarding borrowing funds and suggested putting forth an annual revenue campaign directed at the commercial areas of our City.
- **Mr. Jay Simms (Ward-2):** He spoke about his concerns over the future of the City's finances, noting the City was looking at 12% increases (for taxpayers) for the next 4-5 years. This is not sustainable. He is all for investing in the City if there are reasonable investments, but we are looking at projects now that we cannot afford (i.e., the Riverwalk; buying Westboro Yard; etc.). He noted the Strategic Plan should be developed so the City does not go bankrupt, and we need to look at costs now, which should be the priority in the Strategic Plan.
- **Samantha Townsend (Ward-2):** She spoke specifically about the addition of EV Charging Stations noting that if grants do not cover the entire cost of these, these should not be done. She also spoke about her reasons for eliminating the Lebanon Downtown District.
- **Mr. Steve Whitman (Ward-2):** He spoke about the issues of Westboro Yard and how it is an expenditure now that the City cannot afford. He would like the City to start taking back that railroad from the Department of the Railroad. Political problems need to be resolved by politicians and spoke about his reasoning. This could be a City revenue in the future.
- **Ms. Lori Key (Ward 3):** She spoke about her concerns regarding the City's bonds and read the statistics report she researched, particularly noting that Lebanon ranks #2 at almost 4.8% of total

1 bonds for the State. If we look at Lebanon's School District, which ranks #9, that gets us up to
2 7.25% of the total bonds for the whole State of NH. We are looking at a total of \$68M+ dollars
3 in bonds. How do we even have a conversation about developing Westboro Yard or the other
4 things, which are wonderful ideas, until we manage our fiduciary finances?
5

6 Mayor Whittlesey explained the City's fiduciary finances to Ms. Key, noting that the City has a
7 responsibility to make sure, as a fiduciary, funds are being spent and used appropriately and in the
8 best interests of the City and its residence. This is not something the Council takes lightly, and
9 that is why we have our own self-imposed debt limit, which is quite a bit less than the Statutory
10 Limit.
11

12 Ms. Key compared the City of Manchester's bond debt with the City of Lebanon's bond debt.
13

14 Councilor Sykes explained part of the debt is due to the combined sewer/water debt (CSO)
15 consent decree that required the City to do this. He was uncertain where Ms. Key received her
16 information about the City of Manchester, but he will look into this, noting that the City of
17 Manchester will also be going into their own combined sewer/water over projects, which will
18 impact their debt load significantly.
19

20 In response to Ms. Keys' question regarding why the City keeps spending funds when the City is
21 topped out in its budget debt limit, Mayor Whittlesey explained that short of changing our policy,
22 we have to find ways to work around it and work within the budget. In part, the situation we are
23 in now, is why we chose to voluntarily impose a Debt ceiling, which is significantly less than the
24 Statutory limit.
25

26 Ms. Keys, Mayor Whittlesey, and the Council continued to have a lengthy discussion and debate
27 over the City's Debt and Bond Limits that included the new fire station and the need to have the
28 City's firefighters work in a safe place; raising the rent for the Food Trucks; rising taxes; having
29 the Strategic Plan be on a safe/solid financial footing; how no decisions should be made without a
30 financial analysis of what the impact would be to the City; having Ms. Keys attend a State
31 Legislative budget proceeding(s) to see how draconian budget cuts in the State will be
32 downshifting costs to town and cities as never seen before.
33

34 Assistant Mayor Wilkie felt Ms. Keys' concerns and noted this keeps him and other Councilors
35 awake at night. He spoke about his reasons about how the City needs to fill its obligations
36 (i.e., not losing our public services; not losing a Fire Department; not failing to fulfill our
37 obligations to the community).

- 38 • **Mr. Michael Long (Ward-1):** He spoke about his reasons why the City should tighten up their
39 budget, noting the debt per capita in Lebanon is high. He read the metrics of debt services for
40 Hanover, Claremont, Keene, and Hooksett and compared them to Lebanon, NH. The City needs
41 to be more prudent in terms of adding more debt for the City and look at whether or not adding
42 more debt is a payback or a loss to the taxpayer and further explained his reasoning.
- 43 • **Rachel Townsend (Ward-2):** She spoke about her reasons for having the Food Truck fees
44 raised; eliminating the Downtown TIF; and questioned why the employee raises were 6%, which
45 are unsustainable.
- 46 • **Mr. Paul Roberts (Ward-2):** He called the Bond Bank and was informed that the City of
47 Lebanon has applied for another \$18M, which actually brings the City's bond debt up to \$86M as

of today. He questioned how many worker's comp. claims the City has received from the Fire Department due to health issues because of its building. We need to understand the difference between what the (City) need is versus what the (City) wants. He also spoke about his reasons why the Council needs to tighten their belt by not increasing the debt ceiling.

- **Ms. Jennifer (last name was unclear) (Ward-3):** She spoke about her job as a civil servant and handles funds of up to \$20M/year and how she balances her budget – If we can't afford it, we don't do the project. She has never received a 6% pay raise. The City has to balance the budget and if we don't have the money in the budget, we can't do things, noting this needs to be the City's current strategy in the Strategic Plan. If the State is cutting things from their budget, then Lebanon will have to cut projects, too. We do not need traffic circles, and we do not need to buy Westboro. She named 3 individuals who were on the sex offender list in Lebanon, noting her reasons why she felt the homeless shelter was failing and how the treatment center has become a burden to the City.

Council/Staff Comments:

Mayor Whittlesey noted the Council should have a discussion about budgetary guidance and should provide this for the City in advance of making a final decision.

ACTION: No Action taken by the Council. Item will be taken up at a future Council.

B. Public input on Potential Acquisition of Portions of Westboro Yard

Included in the agenda packet: **(All supportive documents, maps, and information, as listed below, can be found on pages 259-261, Council agenda packet)**

1. Draft Boundary Line Adjustment Plan, State of New Hampshire Dept. of Transportation, and City of Lebanon, prepared by Paton Land Surveying, dated October 2, 2024 (2 sheets)

Mayor Whittlesey and City Manager Mulholland reviewed the background and the change in the Memo of Understanding (MOU) related to who owns the environmental liability around Westboro Yard if the City were to move forward in acquiring this property from them. City Manager Mulholland informed the Council that the City will be taking on a certain degree of environmental liability and we would have to negotiate with State to try to get them to take on this responsibility rather than us. There is a significant risk, in the City Manager's view, in terms of the environmental liabilities.

Attorney Decker, the City's attorney, provided a summary and explained the environmental liability language, which is currently proposed by the State in the draft Purchase & Sale Agreement (P&S) noting the Draft of the P&S that was circulated last year provided that the State would retain environmental liabilities so that if new environmental issues were discovered at the site, the State would remain responsible for that, as if it were the owner. The latest round of edits to the draft P&S agreement, instead bifurcates environmental responsibility to the City if new issues arise in the future, or if there are previously undiscovered issues, the City would have primary responsibility for those.

The areas of risk the City has with environmental contamination:

1. Environmental contamination going to surrounding properties are then going to look to the owner of the contaminated property for remedies. This is a lessor concern with respect to the Westboro Yard because the railyard has been (the owner of this property) so far back in the past.
2. Contamination of the site, itself, and whether or not the State DES or the Federal Government EPA will require some kind of cleanup or remediation. What has been proposed by the State in the latest MOU is that if there are new environmental standards or newly regulated materials that are

1 determined to be a problem in the future, then the State is proposing that this would be the
2 responsibility of the City to address. An example of that is PFAS. While PFAS was not a known
3 concern 5-10 years in the past, it is a fairly new development, so there is a future risk that there
4 might be some chemicals or materials on the site that is not a concern now but could be identified
5 as a concern in the future. If it is, the State is proposing that it would be the City's responsibility to
6 primarily address that. However, the State is willing to engage in good faith discussions about
7 sharing the burden. A promise to negotiate is not a promise to actually do something.

- 8 3. With respect to chemicals and hazardous materials, that as of now in 2025, that are known and
9 understood to be hazardous materials, NH DOT said it would be responsible for mitigating those.

10 **BACKGROUND**

11 On March 19, 2025, the City Council hosted a discussion with NHDOT Commissioner William J. Cass
12 and Deputy Commissioner Andre J. Briere about the status of negotiations on the City's proposed
13 acquisition of approximately 8.5 acres of land within the Westboro Yard from the State. It was noted
14 during the discussion that negotiations are stalled on the subject of liability for environmental
15 contamination that may be discovered or become regulated on the property in the future.

16 Following the discussion, the Council requested that a public discussion be scheduled during April to allow
17 Lebanon residents to provide comments and input to the Council about whether the City should continue
18 to pursue acquisition of the land under the terms currently offered by the State.

19 **Council/Staff Comments:**

20 Councilor McNamara felt it was important to put this all in context, noting this started off years ago as a
21 very simple discussion regarding if the City could get a long-term lease on Westboro Yard to do
22 something (i.e., potential development). The something then became, with the knowledge of the
23 contamination on site, a very different negotiation which evolved into many conversations with the State
24 Commissioner, who said they really do not want to lease it but would rather sell it. A dollar amount was
25 never determined, but we just assumed it would be a nominal fee. We have been going round and round
26 with the liability issues for years, and the promise that they would negotiate in good faith just holds no
27 water with him at all. He spoke about the environmental situation and was not interested in entertaining
28 this. Getting into the financial aspects of this: We've been told that in order to add the vehicular access to
29 this site off the dry bridge, we would need \$1M+/- . Some of this amount would be funded by the State
30 and some would be funded by the City. He also spoke about Mayor Whittlesey's projections, which
31 could range in cost from \$350K to \$1M. We could save this amount by eliminating that (vehicular)
32 access. On top of that, if we purchase the property, we still have to pay the costs of doing something with
33 it (i.e., creating the playing fields). If these are the costs of getting playing fields, it is not worth it to him
34 and there is no reasonable way to move forward with this project and further explained his reasoning. He
35 could not justify the expenditures and could not depend on anything from the NH DOT.

36 Mayor Whittlesey spoke about the project costs now noting that prices have risen in general anywhere
37 around 14% to \$50%, and this is just the inflation that has occurred in the past few months and further
38 explained his thoughts.

39 **Mr. Michael Long (Ward-1):** He spoke about the liability of contamination and wanted to know about
40 the financial liability for this whole project and how it would affect the tax rate. He also requested a
41 written legal opinion. If it is true that there is no commercial real estate developer interested in this
42 (property), he wondered why the City is entertaining this project.

43 **Councilor Wilkie MOVED to extend the meeting until 10:30PM**

44 **Seconded by Councilor McNamara.**

45 ***The Vote on the MOTION was approved (9-0).**

1
2 The Council continued to discuss the feasibility and cost of the access road; whether or not there was any
3 interest from the public/Council in purchasing Westboro Yard (No public support); how the acquisition of
4 Westboro Yard has been a huge dream for Councilor Stavis and the neighbors she knows in West
5 Lebanon; how walking down Main Street in Downtown West Lebanon is a picture of a City failing its
6 residents; how the terms from the State is absurd and we should fight them vigorously to come up with a
7 political alternative solution; how we cannot let West Lebanon degenerate further: There has to be some
8 way to address this that does not go down this dark road of liability that the State has laid out for us. If
9 they (State) is worried about liability, you better believe there is liability; if the purchase of Westboro
10 does not go through, what is Plan B for Downtown West Lebanon; and, redoing the Plan and removing
11 the access road.

12
13 The Council decided not to sign the P&S agreement and the MOU on Westboro Yard. They would like
14 to do a redesign and eliminate the access road.

15
16 Councilor Stavis questioned how we, as a Council, can commit to doing, if anything, to prevent further
17 die-back of that vital neighborhood, which is the first area of settlement in the City.

18
19 City Manager Mulholland will work on the redesign, so the City will not spend \$2M on a road that is not
20 needed.

21
22 **ACTION: NO ACTION TAKEN BY COUNCIL.**

- 23
24 **C.** Action to Adopt Amendment to City Council Rules: §A191-8, Order of Business, as
25 presented on April 2, 2025

26
27 Included in the agenda packet: **(All supportive documents and information, as listed below, can be
28 found on pages 262-271, Council agenda packet)**

- 29 1. Proposed amendment to City Council Rules, §A191-8, Order of Business
30 2. City Council Rules, as adopted on March 20, 2024

31
32 **BACKGROUND**

33 In accordance with §A191-13 of the Council Rules, proposed amendments must be presented in writing at
34 the preceding regular meeting, prior to adoption. Adoption requires a 2/3 vote of all members of the Council.

35 On April 2, 2025, the Council reviewed and discussed proposed amendments to §A191-8, Order of
36 Business, to better reflect the actual conduct of the Council's meetings. As proposed, item #13, Future
37 agenda items, would be removed from the standard Order of Business. In addition, based on the Council's
38 discussion, item #12, Council Representatives to Other Bodies Report, would be replaced by a new item
39 #4, Open Council Discussion, and the remaining order of business items would be renumbered accordingly,
40 as reflected in the enclosed redline document.

41 The business of all regular meetings of the Council shall be transacted in the following order, unless the
42 Mayor elects to change the order of business for good cause. If any member of the Council objects to the
43 proposed change to the order of business, the Mayor shall ask that the Council vote on the proposed change,
44 by a vote of at least 2/3 of the members present, to suspend the rules and change the order of business.

- 45
46 1. Call to Order.
47 2. Pledge of Allegiance.
48 3. Announcement by Mayor. Public forum. "Any member of the public who

desires to speak on any agenda item may do so when the item is taken up by the Council and will be allowed to speak on the subject for not more than three minutes. (Note: Speakers are asked to state their name, ward of residence and to use the microphone provided.”)

4. Open Council Discussion

4.5. Open to public. (Limited to 10 Minutes)

5.6. Recognitions.

6.7. Acceptance of Minutes:

7.8. Appointments.

8.9. Public Hearings

i. Presentation

ii. Mayor Opens Public Hearing

iii. Questions and Comments by the Public

iv. Mayor Closes Public Hearing

v. Council Deliberation & Action

9.10. Old Business.

10.11. New Business.

11.12. City Manager Report

~~12. Council Representatives to Other Bodies Report~~

~~13. Future agenda items~~

14.13. Nonpublic sessions.

15.14. Adjourn.

ACTION:

Councilor McNamara MOVED, that the Lebanon City Council hereby amends the Council Rules to include the amendments to §A191-8, Order of Business, as presented in the April 16, 2025 City Council agenda packet.

Seconded by Councilor Ford Burley.

**The Vote on the Motion was approved (8-0-1). Councilor Sykes abstained.*

10. NEW BUSINESS

A. Release of Collected Public School Impact Fees (1st Quarter 2025)

Included in the agenda packet: **(All supportive documents and information, as listed below, can be found on pages 272-276, Council agenda packet)**

1. Impact Fee Report as of 03/31/2025

2. November 22, 2021, Memorandum of Understanding between the City of Lebanon and The Lebanon School District, SAU#88

City Manager Mulholland reviewed the background and noted this request is for the City Council to authorize the disbursement of \$25,348.80 in collected Public School Impact Fees (through 03/31/2025) to the Lebanon School District

BACKGROUND

A Memorandum of Understanding (MOU) was developed in 2010 between the City and the School District for the quarterly transfer of collected Public School Impact Fees to the Lebanon School District for application toward the payment of debt on the (then) new Lebanon Middle School.

On October 12, 2021, the Planning Board authorized a broader use of Public School Impact Fees to include construction, renovation, improvement, or expansion of K-12 school buildings and related building systems, equipment, and furnishings. A revised MOU was developed and signed on November 22, 2021.

To date \$1,040,790.39 in impact fees have been disbursed to the Lebanon School District.

7/17/2013	\$83,690.78	11/6/2013	\$14,651.99	5/21/2014	\$19,407.00
8/6/2014	\$2,122.75	2/18/2015	\$723.00	5/20/2015	\$2,819.00
7/15/2015	\$1,627.50	11/4/2015	\$936.00	3/2/2016	\$3,156.00
5/18/2016	\$864.00	5/17/2017	\$5,230.00	12/6/2017	\$6,140.75
2/7/2018	\$41,262.70	9/5/2018	\$12,564.45	2/6/2019	\$1,833.10
8/7/2019	\$8,822.20	4/15/2020	\$40,432.02	7/15/2020	\$123,709.65
12/2/2020	\$57,567.42	1/21/2021	\$102,409.40	8/4/2021	\$12,695.86
1/19/2022	\$9,035.45	4/20/2022	\$3,216.15	10/19/2022	\$261,738.35
2/1/2023	\$2,185.00	4/19/2023	\$3,824.44	9/6/2023	\$3,142.57
11/15/2023	\$9,740.60	2/27/2024	\$6,341.26	5/15/2024	\$11,899.60
9/4/2024	\$140,359.34	1/22/2025	\$46,642.06		

ACTION:

Councilor McNamara MOVED, that in accordance with Section 213.10 (Administration of Impact Fees) of the Lebanon Zoning Ordinance, and the November 22, 2021 Memorandum of Understanding between the City of Lebanon and the Lebanon School District, SAU 88, the City Council hereby authorizes the disbursement of \$25,348.80 in collected Public School Impact Fees to the Lebanon School District to be applied toward the construction, renovation, improvement or expansion of K-12 school buildings and related building systems, equipment, and furnishings
Seconded by Councilor Sykes.

**The Vote on the Motion was approved (9-0)*

B. Storrs Hill Facility Planning Advisory Committee Presentation

Included in the agenda packet: **(All supportive documents, information and Mr. Coates' presentation, as listed below, can be found on pages 277-299, Council agenda packet)**

1. March 7, 2025 Memorandum from Recreation, Arts & Parks Director Paul Coats
2. 2025 Storrs Hill Ski Area Facility Planning Advisory Committee Report

Mr. Paul Coats (Recreation, Arts & Parks Director) reviewed the background and gave a brief overview of his memo before presenting the report from the Storrs Hill Facility Planning Advisory Committee's recommendations for the facility. **(Please refer to pages 279-290, Council agenda packet, for presentation materials.)**

BACKGROUND

The Storrs Hill Facility Planning Advisory Committee (PAC) was formed in 2024 to work with and serve in an advisory capacity to the Lebanon Outing Club (LOC), Lebanon Recreation, Arts & Parks Department (RAP), and the City Manager regarding the development and prioritization of strategies for facility improvements at the Storrs Hill Ski Area. The PAC conducted a community needs assessment for recreation at Storrs Hill Ski Area, including soliciting public input, review of the City's Master Plan and Strategic Plan references to Storrs Hill, and consultation with the LOC Board of Directors.

1
2 ***Councilor McNamara MOVED to extend the meeting until 10:45PM***
3 ***Seconded by Councilor N. Ford Burley.***

4
5 ****The Vote on the MOTION was approved (9-0).***

6
7 ***ACTION: No City Council action is required at this time; this item was for informational purposes***
8 ***only***

9
10 **C.** Discussion of Potential Amendment to the Lebanon Zoning Ordinance to Establish a
11 Northern Lebanon Environmental Overlay District

12
13 Included in the agenda packet: **(All supportive documents, maps and information, as listed below, can**
14 **be found on pages 300-308, Council agenda packet)**

- 15 1. April 7, 2025 Memorandum from Planning & Development Department RE: 2024-
16 2025 Proposed Zoning Amendment for Northern Lebanon Environmental Overlay

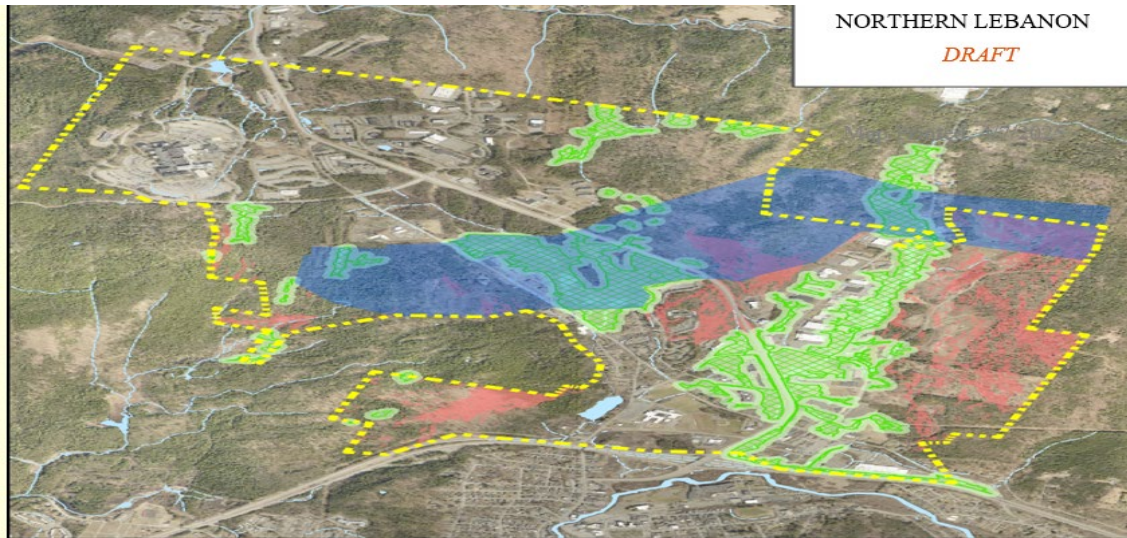
17
18 Director of Planning & Development/Zoning Director Nathan Reichert and Mr. Ash Ford Burley gave a
19 brief background and spoke about the establishment of a Northern Lebanon Environmental Overlay
20 District as a potential amendment to the Lebanon Zoning Ordinance.

21
22 **BACKGROUND**

23 On March 19, 2025, the City Council paused consideration of various zoning amendments associated with
24 the Route 120 Corridor and the North Lebanon Community Plan to give the Planning & Development
25 Department time to provide additional notice and to conduct community outreach and engagement about
26 the proposed zoning amendments with potentially affected property owners in the corridor. The pause in
27 considering the zoning amendments also allowed the Planning Board and Conservation Commission to
28 work jointly with Planning Department staff on language for a proposed “Northern Lebanon Environmental
29 Overlay District”, which is another recommendation of the North Lebanon Community Plan.

30 Over the last several weeks, the Planning & Development Department and the City Engineer have worked
31 with the Chairs and Vice Chairs of the Planning Board and Conservation Commission to develop a
32 proposed Overlay District for the Council’s review and consideration. The enclosed memorandum from
33 the Planning & Development Department summarizes the effort to develop the draft map and overlay
34 district language.

35 The memo also outlined a proposed schedule in the event the City Council decides to move the proposed
36 overlay district forward for review and comment by legal counsel and the land use boards pursuant to
37 Section 1000 of the Zoning Ordinance. As proposed, the review schedule would allow the Northern
38 Lebanon Environmental Overlay District to catch up with the remaining Route 120 corridor zoning
39 amendments for a comprehensive public hearing to be scheduled in June.



Steep Slopes (gt. 25%)
Wetland and Wetland Buffer (100
ft.) Wildlife Corridor

Natural Resource Overlay District

Wildlife
Corridor
Overlay Steep
Slope (gt.
25%) Wetland
Buffer (100')
Wetland

Council/Staff Comments:

Councilor McNamara noted the map (included above, and in the agenda packet) is old. Director Reichert said a new aerial photo of the area is planned and the updated map will be placed in the GIS System in the near future.

ACTION:

Councilor Sykes MOVED, that the Lebanon City Council, in accordance with City of Lebanon Zoning Ordinance, Article X, Section 1000.3, Amendment Procedures, submits the proposed zoning amendment for a new Section 411, Northern Lebanon Environmental Overlay District, as presented in the April 16, 2025 City Council Agenda Packet, to the Planning Board, Zoning Board of Adjustment, and Conservation Commission for their review and comment. The City Council hereby sets the following tentative review schedule:

City Council Decision to Proceed:	April 16, 2025
Legal Review:	by May 1, 2025
Zoning Board of Adjustment:	May 5, 2025
Conservation Commission:	May 8, 2025
Planning Board:	May 27, 2025
City Council Setting Public Hearing:	June 4, 2025
City Council Public Hearing:	June 18, 2025

Seconded by Councilor Stavis.

***The Vote on the Motion was approved (9-0).**

11. City Manager Report:

City Manager Mulholland updated the Council on the following:

- HB 707 Landfills
- HB 297 Health Trust

- HB 511 Anti-Sanctuary Cities
- HB 316 Ambulance Service Fees (by Interim City Manager Jack Wozmak)

***Councilor Wilkie MOVED to extend the meeting until 10:50PM
Seconded by Councilor Simon.***

****The Vote on the MOTION was approved (9-0).***

- State House Bill #1 and #2 Budget Hearings
- Fire Station Project Tour

In response to Councilor Sykes' question regarding if an ICE Agent visited the Lebanon Police Department, City Manager Mulholland stated they just stopped to allow a migrant detainee from Turkey to use the restroom on their way to Vermont.

12. COUNCIL REPRESENTATIVES TO OTHER BODIES: NONE

13. FUTURE AGENDA ITEMS: (PLEASE NOTE: This information was included in the agenda for this Council meeting.)

14. NON-PUBLIC SESSION: NONE

15. ADJOURNMENT:
Councilor McNamara MOVED for adjournment.
Seconded by Councilor Stavis.

****The Vote on the MOTION was unanimously approved (9-0)***

The meeting was adjourned at 10:48 PM.

Respectfully submitted,
Dona E. Gibson
Recording Secretary

Agenda

Lebanon City Council

May 7, 2025

9. Public Hearing Items:

9.A – Ordinance #2025-06, to Adopt a New City Code Chapter 85, Housing Standards, Minimum

A public hearing for the purpose of receiving public input and taking action to adopt a new City Code Chapter 85, Housing Standards, Minimum.

The City Council scheduled this public hearing at its April 2, 2025 regular meeting. The public hearing was properly noticed in the *Valley News* on April 26, 2025 in accordance with City Code and State Law.

Background

Over the course of the past year, the City has received numerous complaints concerning housing. Through the course of investigating, verifying, and working with the property owners to bring their properties into compliance with the State's minimum housing standards, as set forth in NH RSA 48-A, it has become apparent that relying solely on the State RSA for enforcement is difficult and labor intensive. For example, in order to enforce the statutory provisions, the Planning and Development Department has to involve the City's Prosecutor and charge the property owner criminally for violations of the statute.

However, NH RSA 48-A grants local municipalities the power to adopt their own minimum housing standards ordinance. The enforcement of a local ordinance is less involved and labor intensive and allows the use of a local citation process to achieve compliance, instead of criminal prosecution.

The proposed City Code Chapter 85 substantially mirrors the state minimum housing standards and enforcement procedure, with a few proposed additions under Section 85-5.J, General Occupancy Standards, to help ensure safe residences for all of Lebanon's citizens. The proposed ordinance has been reviewed by the City's legal counsel to ensure compliance with all relevant state laws.

Chief Building Official and Health Officer Leigh Hays has prepared the proposed City Code language and will provide an overview of the proposal to the City Council.

Action:

If the Council decides to move forward, the following motion is offered for consideration:

MOVED, that the Lebanon City Council hereby adopts Ordinance #2025-06, to enact a new City Code Chapter 85, Housing Standards, Minimum, as presented in the May 7, 2025 City Council Agenda Packet.

Included in this Section:

1. Proposed Ordinance #2025-06
2. Letter of Support from the Lebanon Housing Task Force
3. April 9, 2025 Legal Opinion from Attorney Michael J. Malaguti
4. NH RSA 48-A, Housing Standards
5. Notice of Public Hearing as Published in the April 26, 2025 edition of the *Valley News*

ORDINANCE 2025-06

AN ORDINANCE TO AMEND the Code of the City of Lebanon, to add Chapter 85, Housing Standards, Minimum, to establish a local ordinance for the regulation and enforcement of minimum housing standards to ensure the health, safety, and general welfare of the community.

Be it ordained by the Council of the City of Lebanon as follows:

Section 1.

The Code of the City of Lebanon is hereby amended by adding Chapter 85, Housing Standards, Minimum.

§ 85-1. Authority

Pursuant to the provisions of New Hampshire RSA 48-A, and every other of its applicable powers, the City of Lebanon (the "City") hereby adopts the following City Code chapter to govern the minimum acceptable housing standards within the city.

§ 85-2. Purpose

This chapter is adopted for the purposes set forth in RSA 48-A:2, and for the health, safety, and general welfare of the residents, to the end that any dwelling within the City which is unfit for human habitation due to dilapidation, dangerous defects which are likely to result in fire, accidents or other calamities, unhealthful lack of ventilation or sanitary facilities, or due to other unhealthy or dilapidated or hazardous conditions, may be caused to be repaired, closed, demolished, or removed from the City, or, if injurious to the public health, safety and welfare, the use and occupancy of the same may be prevented.

§ 85-3. Definitions

Health Officer: An official appointed by the City Manager pursuant to Section 5.01 of the City Charter who enforces the state and local health laws, codes, and ordinances.

Deputy Health Officer: An official who performs the duties of the health officer when the latter is unavailable or in cooperation with such officer.

Housing Board of Appeals: For purposes of this chapter, the Housing Board of Appeals shall mean the City Council.

Dwelling: Any building, structure, trailer, mobile home, camp, or part thereof, used and occupied for human habitation or intended to be so used, including any appurtenances belonging thereto or usually enjoyed therewith.

Owner: Any person holding any legal or equitable title to any dwelling that is subject to the provisions of this chapter.

Landlord: An owner, lessor, or agent thereof who rents or leases residential premises including manufactured housing or space in a manufactured housing park to another person.

§ 85-4. Establishment of Public Agency

- A. A Public Agency is hereby established under RSA 48-A:3, I, which for purposes of this chapter shall mean the Health Officer and Deputy Health Officer, or any one of them acting singly.
- B. The Public Agency may not also serve as an elected officeholder, the City Manager, or a member of the City Council.
- C. The Public Agency and its delegated officers shall have and may exercise such powers as may be necessary or convenient to carry out and effectuate the purposes and provisions of this chapter, provided that such powers shall not be used to impose any additional restrictions on dwellings used as a vacation rental or short-term rental as defined in RSA 48-A:1, V, including the power:
 - 1. To investigate the dwelling conditions in the City in order to determine which dwellings are unfit for human habitation;
 - 2. To administer affirmations, examine witnesses and receive evidence;
 - 3. To enter upon premises for the purpose of making examinations under a duly issued administrative inspection warrant if entry is first denied or resisted;
 - 4. To appoint and fix the duties of such officers, agents, and employees as deemed necessary to carry out the purposes and provisions of this chapter; and
 - 5. To delegate any of its functions under this chapter to such officers as it may designate.

§ 85-5. Housing Standards and Enforcement

- A. Standards for Public Agency: The Public Agency may determine that a dwelling is unfit for human habitation if conditions are found to exist in such dwelling which are unusually, abnormally, or unreasonably dangerous or injurious to the health or safety of the occupants of such dwelling, the occupants of neighboring dwellings or other residents of the City. Such conditions may include, but are not limited to, the following: defects which increase beyond normal the hazards of fire, accident, or other calamities; lack of reasonable adequate ventilation, light, or sanitary facilities; dilapidation; disrepair, dangerous structural defects; uncleanness; overcrowding; inadequate ingress and egress; inadequate drainage; or any violation of other health, fire or safety regulations.
- B. Fitness for human habitation, as defined herein, and/or the standards applicable to rented or leased residential dwellings contained in RSA 48-A:14 (as may be amended), as the case may be, are declared to be minimum standards for use and occupancy as permitted under RSA 48-A:11. In addition to all of its other powers, the Public Agency is authorized to prevent the use or occupancy of any dwelling which is injurious to the public health, safety, or welfare. See RSA 48-A:11, II.
- C. Procedures for Complaints
 - 1. Whenever a petition is filed with the Public Agency by at least 10 residents of the municipality charging that any dwelling is unfit for human habitation or whenever it appears to the Public Agency by inspection that any dwelling is unfit for human habitation, it shall, if preliminary investigation discloses a basis for such charges, issue and cause to be served upon the owner, every mortgagee of record and all parties in

interest in such dwelling (including persons in possession) a complaint stating the charges in that respect. If a person to be served resides outside the state, service may be made upon by certified or registered mail; and if there are any unascertained persons having an interest in said dwelling, notice may be given to them by publication in a newspaper having general circulation in the City, such publication to be at least 10 days before the date set for the hearing. Such complaint shall contain a notice that a hearing will be held before the Public Agency at a place set forth in such notice not less than 10 days nor more than 30 days after the serving of said complaint; that the owner, mortgagee and parties in the interest shall be given the right to file an answer to the complaint; and that the rules of evidence prevailing in courts of law or equity shall not be controlling in hearings before such Public Agency.

2. After such notice and hearing, the Public Agency determines that the dwelling under consideration is unfit for human habitation it shall state in writing its findings of fact in support of such determination and shall issue and cause to be served upon the owner thereof an order which, if the repair, alteration or improvement of the said dwelling can be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost, requires the owner, within the time specified in the order, to repair, alter, or improve such dwelling to render it fit for human habitation or to vacate and close the dwelling as a human habitation; or if the repair, alteration or improvement of the dwelling cannot be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost, requires the owner, within the time specified in the order, to remove or demolish such dwelling. If after notice given under this chapter an owner or interested person fails to appear for the stated hearing, the Public Agency may proceed to follow the process(es) set forth herein.
3. If an owner is aggrieved by an order of the Public Agency made under section 85-5(C)(2) of this chapter, he may appeal to the City Council which shall hold a public hearing upon said appeal, due notice of said hearing having first been given to the Public Agency and to the owner. The City Council may affirm or revoke the order of the public agency, or it may modify the same in accordance with its findings. If the City Council shall affirm or modify such order, the Public Agency shall proceed to enforce said order as affirmed or so modified, in the manner prescribed in section 85-5(E), below. If the City Council shall revoke said order, the proceedings shall be terminated.

D. Posting of notice:

1. Any structure declared as unfit for human occupancy (or found to be injurious to the public health, safety, or welfare pursuant to section 85-5(C)) pursuant to this chapter, and after following the process prescribed herein, shall be posted with a placard by the Public Agency. The placard shall include the following:
 - a. The name of the City.
 - b. The name of the authorized officer.
 - c. The chapter and section of the code under which it is issued.
 - d. An order that the structure when vacated must remain vacant until the provisions of the order are complied with and the order to vacate is withdrawn.
 - e. The date the placard is posted.
 - f. A statement of the penalty for defacing or removing the placard.

2. An order to prevent use or occupancy issued under section 85-5(C) of this chapter may be posted according to this section without prior notice and hearing, but such an order may be immediately appealed to the City Council.
- E. Enforcement Procedure. If the owner fails to comply with an order made under section 85-5(C)(2) of this chapter to repair, alter, improve or to vacate and close the dwelling, or to remove or demolish the dwelling, the Public Agency may file a petition in the Superior Court in which it shall set forth the charges issued under this chapter, as well as any other allegations bearing upon the unfitness of the dwelling for human habitation. The court shall thereupon direct notice to be given all parties having an interest in said dwelling, including mortgagees and persons in possession thereof. Such notice shall be given, where practicable, by personal service, except that if a person to be served resides outside the state, service may be made upon him by certified or registered mail; and if there are any unascertained persons having an interest in said dwelling, notice may be given to them by publication of the petition in a newspaper having general circulation in the City, such publication to be at least 10 days before the date set for the hearing. The court shall set a date for hearing such charges and additional allegations. Upon hearing, the matter shall be treated as de novo, and the court shall hear such pertinent evidence concerning the fitness of the dwelling for human habitation as may be relevant.
- F. Order of the Court. If the court finds the dwelling complained against is unfit for human habitation as defined in this chapter, it shall direct the Public Agency to repair, alter, or improve such dwelling to render it fit for human habitation if such repair, alteration or improvement can be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost; or if the repair, alteration or improvement of said dwelling cannot be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost, to remove or demolish such dwelling. If the court shall find in favor of the owner, it shall award him his reasonable costs and expenses, including counsel fees, all as determined by the court, incurred by him in defense of the action in the Superior Court.
- G. Liens. Whenever the Public Agency shall incur cost for the repair, alteration, improvement, vacating or closing, or for the removal or demolition of a dwelling, pursuant to an order of the Superior Court, the amount of such costs shall be a lien against the real property as to which such cost was incurred and such lien, including as part thereof upon allowance of the Public Agency's costs and necessary attorneys' fees, may be foreclosed upon by order of the Superior Court made pursuant to a petition filed for that purpose. Such lien shall be subordinate to mortgages of record made before the institution of proceedings under this chapter. Notice of said lien shall be filed and recorded with the register of deeds. If the dwelling is demolished by the Public Agency, it shall sell the materials of such dwelling and pay the proceeds of such sale over to the Superior Court, for distribution to such persons as the court shall find entitled thereto.
- H. Fines and Penalties.
1. The Public Agency may establish a procedure for the issuance of warnings for violations of this chapter in its discretion, RSA 47:17, XVI; RSA 48-A:8, VI, but the failure of the Public Agency to issue a warning shall not preclude the Public Agency from proceeding under this chapter or under any other law or authority. The Public Agency is authorized to issue citations and to utilize all remedies and processes available under Chapter 6, Administrative Enforcement, of the City Code. The Public

Agency may also, or exclusively, follow other existing avenues for administering and enforcing this chapter. See, e.g., RSA 31:39-d.

2. It is declared to be a violation of this chapter:
 - a. For an owner keep or maintain a dwelling, including rented or leased premises, below the minimum standard established under section 85-5(B) of this chapter;
 - b. To fail to comply with an order issued by the Public Agency under this chapter;
 - c. To occupy a dwelling or structure having notice of an order not to use and occupy the same;
 - d. To destroy, disconnect, or render inoperable a smoke detector in a rental dwelling or unit;
 - e. To violate and provision or standard contained in this chapter; and
 - f. To do any of the foregoing by neglect, omission, or through an agent.
3. The civil penalty for violating this chapter is \$275 for the first offense, and \$550 for subsequent offenses, each day a violation continues constating a separate offense.

I. Minimum Standards for Rented or Leased Dwellings.

In addition and without exclusion to the minimum standard established for dwellings under this chapter, no landlord, as defined herein, renting or leasing a residential dwelling in the City, shall maintain those rented premises in a condition in which:

1. The premises are infested by insects and rodents where the landlord is not conducting a periodic inspection and remediation program. As used in this paragraph, "remediation" means action taken by the landlord that substantially reduces the presence of bed bugs in a dwelling unit for a period of at least 60 days;
2. There is defective internal plumbing or a back-up of sewage caused by a faulty septic or sewage system;
3. There are exposed wires, improper connectors, defective switches or outlets or other conditions which create a danger of electrical shock or fire;
4. The roof or walls leak consistently;
5. The plaster is falling or has fallen from the walls or ceilings;
6. The floors, walls or ceilings contain substantial holes that seriously reduce their function or render them dangerous to inhabitants;
7. The porches, stairs or railings are not structurally sound;
8. There is an accumulation of garbage or rubbish in common areas resulting from the failure of the landlord to remove or provide a sufficient number of receptacles for storage prior to removal unless the tenant has agreed to be responsible for removal under the rental agreement and the landlord has removed all garbage at the beginning of the tenancy;

9. There is an inadequate supply of water or whatever equipment that is available to heat water is not properly operating;
10. There are leaks in any gas lines or leaks or defective pilot lights in any appliances furnished by the landlord; or
11. The premises do not have heating facilities that are properly installed, safely maintained and in good working condition, or are not capable of safely and adequately heating all habitable rooms bathrooms and toilet rooms located therein, to a temperature of at least an average of 65 degrees F; or, when the landlord supplies heat in consideration for the rent, the premises are not actually maintained at minimum average room temperature of 65 degrees F. in all habitable rooms.

J. General Occupancy Standards.

No person shall occupy as owner-occupant or shall let to another for occupancy any dwelling, rooming house, dwelling unit, or rooming unit which does not comply with the following minimum standards for ventilation, light and heating:

1. Glazing and repair of windows. All windows and doors containing glass panes shall be glazed according to accepted practice and kept in good repair and in easily workable condition; broken panes shall be promptly repaired.
2. Public halls. Every public hall, passageway, and vestibule in a dwelling unit shall contain at least one (1) supplied ceiling- or wall type electric light fixture. Every public hall stairway in every two-family multifamily dwelling and rooming house shall be adequately lighted by an adequate lighting system, which may be turned on when needed by conveniently located light switches or by automatic means.
3. Every dwelling and multifamily dwelling shall have heating facilities, and the owner of the heating facilities shall be required to see that they are properly installed, safely maintained and in good working condition and that they are capable of safely and adequately heating all habitable rooms, bathrooms and toilet rooms located therein to a temperature of at least an average of 65 degrees Fahrenheit.
4. Gas heaters or other portable heating equipment employing a flame do not meet the standards of this chapter and are prohibited.
5. Every multi-unit dwelling and rental unit, and every single family dwelling built or substantially rehabilitated after January 1, 2020, shall be equipped with such smoke and/or carbon monoxide detectors as required by RSA 153:10-a, provided, however, that a carbon monoxide detection device shall not be required if the single family dwelling does not have an attached garage and does not contain an appliance or device that uses a combustion method of burning solid, liquid, or gas fuel. If a garage or combustion fuel appliance or device is later added to the dwelling, a carbon monoxide detection device shall be required.
6. Boiler and heater rooms shall be protected with a one-hour fire resistive assembly including a self-closing fire door, or such area shall be equipped with an automatic extinguishing system.

7. All operating hardware or means of egress shall be operable without any special tools or special knowledge needed.

K. General Owner Responsibilities.

1. Every owner of a dwelling containing two (2) or more dwelling units shall be responsible for maintaining, in a clean and sanitary condition, the shared or public areas of the dwelling and premises thereof.
2. Wherever infestation is caused by failure of the owner to maintain a dwelling in a rat-proof or reasonably insect-proof condition or wherever infestation exists in two (2) or more of the dwelling units in any dwelling or in the shared or public parts of any dwelling containing two (2) or more dwelling units, extermination shall be the responsibility of the owner.

L. General Occupant Responsibilities.

1. Every occupant of a dwelling or dwelling unit shall keep in a clean and sanitary condition that part of the dwelling unit and premises thereof, which they occupy and control.
2. Every occupant of a dwelling containing a single dwelling unit shall be responsible for the extermination of any insects, rodents, or other pests therein or on the premises, and every occupant of a dwelling unit shall be responsible for such extermination whenever their dwelling unit is the only one infested.
3. No tenant or guest of a tenant shall destroy, disconnect, or rendering inoperable a smoke detector in a rental dwelling or unit.

M. "Fitness for human habitation" shall include compliance with the standards set forth in §85.5(J)—(L).

§ 85-6. Miscellaneous

- A. Any dwelling, building, or structure situated within an historic district established under RSA 674:46, or within such other classes of dwellings, buildings or structures as the City Council shall by Resolution determine have special significance to the public interest, which Resolution shall thereafter become codified as part of this chapter, may be approved by the City Council as a special exception, after public hearing, and the provisions of this chapter may be waived in their application to such dwelling, building, or structure, in whole or in part or otherwise so modified as the City Council may determine.
- B. If any provision of this chapter or the application thereof to any person or circumstances is held invalid, such invalidity shall not affect other provisions or applications of the chapter which can be given effect without the invalid provision or application, and to this end the provisions of this chapter are declared to be severable.

Section 2. Severability

The provisions of this ordinance are delated to be severable, and if any section, subsection, sentence, clause or part thereof, for any reason, is held to be invalid or unconstitutional by a court of competent jurisdiction, such decision shall not affect the validity of the remaining sections, subsections, sentences, clauses or part of this ordinance.

Section 3. Effective Date

This Ordinance shall become effective upon passage.



Lebanon Housing Task Force

Honorable Mayor and City Council,

The Lebanon Housing Task Force is sincerely supportive of Leigh Hays, Chief Building Official and Health Officer, and his initiative of creating a Minimum Housing Standards Ordinance. Our residents who rely on rental housing and their landlords would benefit greatly with the creation of this ordinance. The Ordinance will clearly lay out the standards of housing all landlords are expected to provide for their residents. If a landlord is in violation, this ordinance will allow the Chief Building and Health Official to issue a Land Use Citation and not seek prosecution through the Criminal Court System. Unfortunately, this extreme situation is how the system is set up now in Lebanon. The creation of the Minimum Housing Standards Ordinance will reduce the number of Lebanon Police Department staff and time that is spent on housing enforcement and give those in violation a less severe route to come into compliance.

As a task force committed to a) better understanding the factors shaping housing and Lebanon and b) working towards more equitable, accessible housing for all our residents, we support the Minimum Housing Standards Ordinance as a means of more efficiently partnering with landlords to ensure safer housing for renting residents.

Please contact myself or any member of the Lebanon Housing Task Force if we can be of any assistance.

Sincerely,

Andrew Faunce
Vice-Chair Lebanon Housing Task Force

April 9, 2025

Shaun Mulholland
City Manager
City of Lebanon
51 N. Park Street
Lebanon, NH 03766

RE: **Ordinance #2025-06, to Adopt a New City Code
Chapter 85, Housing Standards, Minimum**

Mr. Mulholland,

This is a legal opinion as required by § 115-3 of the Lebanon City Code concerning the proposed Ordinance #2025-06, to adopt a new City Code Chapter 85, which establishes a minimum housing standard ("Chapter 85").

I have reviewed the proposed new Chapter 85 in detail. The City has the authority to adopt this ordinance pursuant to, *inter alia*, RSA 48-A. In my opinion, the proposed ordinance is consistent with New Hampshire law and would be valid if adopted by the Council. I discern no legal concerns with the proposed Chapter 85.

Please do not hesitate to contact me with additional questions or comments.

Sincerely,



Michael J. Malaguti

TITLE III

TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES

Chapter 48-A

HOUSING STANDARDS

Section 48-A:1

48-A:1 Definitions. –

The following terms, wherever used or referred to in this chapter, shall have the following respective meanings, unless a different meaning clearly appears from the context:

I. "Municipality" shall mean any city or town in this state.

II. "Governing body" shall mean, in a city, that governing body which is designated as such by the charter of the particular city; in a town, the town meeting.

III. "Dwelling" shall mean any building, structure, trailer, mobil-home or camp or part thereof, used and occupied for human habitation or intended to be so used and includes any appurtenances belonging thereto or usually enjoyed therewith.

IV. "Public agency" shall be a board, department, officer, or employee of a municipality, designated by ordinance, code or bylaw to exercise the powers and perform the duties conferred upon it by this chapter.

V. "Vacation rental" or "short-term rental" means any individually or collectively owned single-family house or dwelling unit or any unit or group of units in a condominium, cooperative, or timeshare, or owner occupied residential home, that is offered for a fee and for less than 30 consecutive days. For purposes of this chapter, vacation rental and short-term rental are residential uses of the property and do not include a unit that is used for any nonresidential use, including retail, restaurant, banquet space, event center, or another similar use.

Source. 1959, 293:1. 1965, 341:1, eff. Aug. 7, 1965. 2017, 249:6, eff. July 1, 2017.

Section 48-A:2

48-A:2 Grant of Power. – Whenever the governing body of any municipality finds that there exists in such municipality dwellings which are unfit for human habitation due to dilapidation, dangerous defects which are likely to result in fire, accidents, or other calamities, unhealthful lack of ventilation or sanitary facilities, or due to other unhealthy or hazardous or dilapidated conditions, including those set forth in RSA 48-A:7, power is hereby conferred upon such municipality to adopt ordinances, codes, or bylaws to cause the repair, closing, or demolition or removal of such dwellings in the manner provided in this chapter. Any municipality which adopts such a code or ordinance which has provisions for appeal, pursuant to this chapter, shall be exempt from any provisions of RSA 48-A which are in conflict with the adopted ordinance. The power conferred by this section shall not be used to impose any

additional ordinances, codes, bylaws, licenses, certificates, or other restrictions on dwellings used as a vacation rental or short-term rental.

Source. 1959, 293:1. 1989, 89:1, eff. June 30, 1989. 2017, 249:7, eff. July 1, 2017.

Section 48-A:3

48-A:3 Provisions of Ordinances, Codes and Bylaws. –

Such ordinances, codes and bylaws shall include the following provisions:

I. That a public agency is established, consisting of such one of the following as the governing body, at its option; shall expressly provide in such ordinance, code, or bylaw:

(a) A board consisting of at least 3 members 2 of whom shall be the head of the municipal health department, and the head of the municipal fire department, if such offices exist, and such other incumbents of municipal offices or positions as such ordinance, code, or bylaw shall prescribe. Selectmen, and city and town managers, and members of the governing bodies of cities shall be ineligible for membership on such board. No person shall serve concurrently as a member of such board and as a member of the appointing authority.

(b) A board consisting of at least 5 members, 2 of whom shall be the head of the municipal health department and the head of the municipal fire department, if such offices exist, and such other incumbents of municipal offices or positions as such ordinance, code, or bylaw shall prescribe. A selectman who concurrently serves as the head of the municipal health department may serve on such board, however he or she must recuse himself or herself as an appointing authority and from his or her role as selectman during an appeals process.

(c) A minimum housing standards enforcement officer, under such title as the governing body shall prescribe, who shall be qualified by training or experience to interpret, administer, and enforce the provisions of such ordinance, code or bylaw, which shall be his or her principal duty and responsibility.

(d) Any other qualified department, officer, or employee of the municipality as the governing body shall designate, other than an elected officeholder, city or town manager, or member of the housing board of appeals hereinafter provided; the department, officer, or employee so designated may perform the duties of the public agency in addition to his or her other duties, with or without additional compensation, as the governing body shall determine.

II. That whenever a petition is filed with the public agency by at least 10 residents of the municipality charging that any dwelling is unfit for human habitation or whenever it appears to the public agency by inspection that any dwelling is unfit for human habitation, it shall, if preliminary investigation discloses a basis for such charges, issue and cause to be served upon the owner, every mortgagee of record and all parties in interest in such dwelling (including persons in possession) a complaint stating the charges in that respect. If the person to be served resides outside the state, service may be made upon him by registered mail; and if there are any unascertained persons having an interest in said dwelling, notice may be given them by publication in a newspaper having general circulation in the municipality, such publication to be at least 10 days before the date set for the hearing. Such complaint shall contain a notice that a hearing will be held before the public agency at a place therein fixed not less than 10 days nor more than 30 days after the serving of said complaint; that the owner, mortgagee and parties in interest shall be given the right to file an answer to the complaint and to appear in person, or otherwise, and give testimony at the place and time fixed in the complaint; and that the rules of

evidence prevailing in courts of law or equity shall not be controlling in hearings before such public agency.

III. That if, after such notice and hearing, the public agency determines according to the standards of the ordinance, code or bylaw that the dwelling under consideration is unfit for human habitation it shall state in writing its findings of fact in support of such determination and shall issue and cause to be served upon the owner thereof an order which, if the repair, alteration or improvement of the said dwelling can be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost, requires the owner, within the time specified in the order, to repair, alter, or improve such dwelling to render it fit for human habitation or to vacate and close the dwelling as a human habitation; or if the repair, alteration or improvement of the said dwelling cannot be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost, requires the owner, within the time specified in the order, to remove or demolish such dwelling.

IV. If an owner is aggrieved by an order of the public agency made pursuant to paragraph III hereof, he may appeal to the city council or mayor and board of aldermen in the case of cities, or to the board of selectmen in the case of towns. Said city council or mayor and board of aldermen or board of selectmen shall hold a public hearing upon said appeal, due notice of said hearing having first been given to the public agency and to the owner. The city council or mayor and board of aldermen or board of selectmen may affirm or revoke the order of the public agency, or they may modify the same in accordance with their findings. If they shall affirm or modify such order, the public agency shall proceed to enforce said order as affirmed or so modified, in the manner prescribed in RSA 48-A:4. If the city council or mayor and board of aldermen or board of selectmen shall revoke said order, the proceedings shall be terminated.

Source. 1959, 293:1. 1965, 341:2. 1969, 175:1, eff. May 28, 1969. 2014, 20:1, eff. July 22, 2014.

Section 48-A:4

48-A:4 Procedure for Enforcement. — If the owner fails to comply with an order, made pursuant to the provisions of RSA 48-A:3, to repair, alter, improve or to vacate and close the dwelling, or to remove or demolish the dwelling, the public agency may file a petition in the superior court in which it shall set forth the charges issued pursuant to RSA 48-A:3, II, as well as any other allegations bearing upon the unfitness of the dwelling for human habitation. The court shall thereupon direct notice to be given all parties having an interest in said dwelling, including mortgagees and persons in possession thereof. Such notice shall be given, where practicable, by personal service, except that if the person to be served resides outside the state, service may be made upon him by registered mail; and if there are any unascertained persons having an interest in said dwelling, notice may be given them by publication of the petition in a newspaper having general circulation in the municipality, such publication to be at least 10 days before the date set for the hearing. The court shall set a date for hearing such charges and additional allegations. Upon hearing, the matter shall be treated as de novo, and the court shall hear such pertinent evidence concerning the fitness of the dwelling for human habitation as may be relevant.

Source. 1959, 293:1. 1969, 175:3, eff. May 28, 1969.

Section 48-A:5

48-A:5 Order of the Court. – The court shall as soon as practicable issue its order upon said petition; and if the court finds the dwelling complained against is unfit for human habitation due to any of the causes or conditions enumerated in RSA 48-A:2, such order shall direct the public agency to repair, alter, or improve such dwelling to render it fit for human habitation if such repair, alteration or improvement can be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost; or if the repair, alteration or improvement of said dwelling cannot be made at a reasonable cost in relation to the value of the dwelling and the ability of the owner to assume such cost, to remove or demolish such dwelling. If the court shall find in favor of the owner, it shall award to him his reasonable costs and expenses, including counsel fees, all as determined by the court, incurred by him in his defense of the action in the superior court.

Source. 1959, 293:1, eff. Nov. 16, 1959.

Section 48-A:6

48-A:6 Lien. – Whenever the public agency shall incur cost for the repair, alteration, improvement, vacating or closing, or for the removal or demolition of a dwelling, pursuant to an order of the superior court, the amount of such costs shall be a lien against the real property as to which such cost was incurred and such lien, including as part thereof upon allowance of his costs and necessary attorneys' fees, may be foreclosed upon order of the superior court made pursuant to a petition for that purpose filed in said court. Such lien shall be subordinate to mortgages of record made before the institution of proceedings under this chapter. Notice of said lien shall be filed with the register of deeds for the county in which the real estate is situated, and shall be recorded by him. If the dwelling is demolished by the public agency, he shall sell the materials of such dwelling and pay the proceeds of such sale over to the superior court, for distribution to such persons as the court shall find entitled thereto.

Source. 1959, 293:1 eff. Nov. 16, 1959.

Section 48-A:6-a

48-A:6-a Lien for Unpaid Fines. –

- I. Whenever a court of competent jurisdiction enters a fine against a property owner for violation of a housing code enacted pursuant to this chapter or for violation of the minimum standards set forth in RSA 48-A:14, the amount of said fine shall be a lien against the real property, and such lien, including as part thereof costs and necessary attorneys fees may be foreclosed upon order of the superior court pursuant to a petition for that purpose filed in said court. Such lien may be filed after 45 days following the entry of the fine.
- II. Notice of said lien shall be filed with the register of deeds for the county in which the real estate is situated, and shall be recorded by the registrar.
- III. Such lien shall be subordinate to any mortgage, tax lien, or encumbrance of record filed prior to the municipality's lien.
- IV. If the lien authorized by paragraph I is not satisfied within 120 days of the recording of the

judgment in the registry of deeds in which the property is located, it may be foreclosed upon in accordance with the process in RSA 48-A:6.

Source. 2010, 203:1, eff. Jan. 1, 2011.

Section 48-A:7

48-A:7 Standards for Public Agency. – An ordinance, code or bylaw adopted by a municipality pursuant hereto shall provide that the public agency may determine that a dwelling is unfit for human habitation if he finds that conditions exist in such dwelling which are unusually, abnormally, or unreasonably dangerous or injurious to the health or safety of the occupants of such dwelling, the occupants of neighboring dwellings or other residents of such municipality. Such conditions may include the following: Defects which increase beyond normal the hazards of fire, accident, or other calamities; lack of reasonable adequate ventilation, light, or sanitary facilities; dilapidation; disrepair, dangerous structural defects; uncleanness; overcrowding; inadequate ingress and egress; inadequate drainage; or any violation of other health, fire or safety regulations.

Source. 1959, 293:1, eff. Nov. 16, 1959.

Section 48-A:8

48-A:8 Additional Provisions of Ordinances, Codes, or Bylaws. –

An ordinance, code or bylaw adopted by the governing body of the municipality may authorize the public agency and its delegated officers to exercise such powers as may be necessary or convenient to carry out and effectuate the purposes and provisions of this chapter, provided that such powers shall not be used to impose any additional restrictions on dwellings used as a vacation rental or short-term rental. Such powers shall include the following powers in addition to others herein granted:

- I. To investigate the dwelling conditions in the municipality in order to determine which dwellings therein are unfit for human habitation;
- II. To administer affirmations, examine witnesses and receive evidence;
- III. To enter upon premises for the purpose of making examinations, provided that such entries shall be made in such manner as to cause the least possible inconvenience to the persons in possession, and to obtain an administrative inspection warrant under RSA 595-B for this purpose from a court of competent jurisdiction in the event entry is denied or resisted;
- IV. To appoint and fix the duties of such officers, agents and employees as deemed necessary to carry out the purposes of such ordinance, code or bylaw;
- V. To delegate any of its functions under such ordinance to such officers as it may designate; and
- VI. To establish penalties for violations of such ordinance, code, or bylaw, which shall be in addition to any other remedies provided under this chapter. The penalty for any separate offense shall not exceed the maximum penalty permitted under RSA 47:17, and may be enforced pursuant to the procedure established in RSA 31:39-c, RSA 31:39-d, or both, subject to the provisions and limitations thereof, or in any other manner authorized by law. For purposes of any fines imposed hereunder, each day that a violation of the ordinance, code, or bylaw continues shall be considered a separate offense.

Source. 1959, 293:1. 1991, 231:2. 2009, 270:5, eff. Jan. 1, 2010. 2017, 249:8, eff. July 1, 2017.

Section 48-A:9

48-A:9 No Abrogation of Other Powers of Municipalities. – Nothing herein shall be construed to abrogate or impair the powers of the courts or of any governing body, city council, or department of any municipality to enforce any provisions of its charter or its ordinances or regulations nor to prevent or punish violations thereof; and the powers conferred by this chapter shall be in addition and supplemental to the powers conferred by any other law.

Source. 1959, 293:1, eff. Nov. 16, 1959.

Section 48-A:10

48-A:10 No Abrogation of Powers of Municipalities as to Nuisances. – Nothing in this chapter shall be construed to impair or limit in any way the power of the municipality to define and declare nuisances and to cause their removal or abatement, by summary proceedings or otherwise.

Source. 1959, 293:1, eff. Nov. 16, 1959.

Section 48-A:11

48-A:11 Minimum Standards; Barring the Use or Occupancy; Violations and Punishment. –

Any municipality may (by ordinance adopted by its governing body):

- I. Prescribe minimum standards for the use and occupancy of dwellings throughout the municipality;
- II. Prevent the use or occupancy of any dwelling which is injurious to the public health, safety, or welfare.
- III. Enact, in the sections of their housing codes dealing with infestations of insects, provisions directed at the unique problems posed by infestations of bed bugs, provided that such provisions are no less protective of the residents of dwelling units in which bed bug infestations are found than are the provisions dealing with infestations of other kinds of insects.

Source. 1959, 293:1, eff. Nov. 16, 1959. 2013, 48:3, eff. Jan. 1, 2014.

Section 48-A:12

48-A:12 Exceptions. – An ordinance, code or bylaw adopted pursuant to the authority of this chapter may provide that any dwelling, building or structure situated within an historic district that is established under RSA 31:89-b, or within such other classes of dwellings, building or structure as the governing body shall determine to have special significance to the public interest and shall expressly define in such ordinance, code or bylaw, may be approved by the board of aldermen as a special exception, after public hearing, and the provisions of such

ordinance, code or bylaw may be waived in their application to such dwelling, building or structure, in whole or in part or otherwise so modified as the housing board of appeals may determine.

Source. 1959, 293:1. 1965, 341:3, eff. Aug. 7, 1965.

Section 48-A:13

48-A:13 Conflicting Provisions. – Whenever the regulations made under the authority hereof differ from those prescribed by any statute, ordinance or other regulation, that provision which imposes the higher standard shall govern.

Source. 1965, 341:4, eff. Aug. 7, 1965.

Section 48-A:14

48-A:14 Minimum Standards Established. –

No landlord, as defined by RSA 540-A:1, I, renting or leasing a residential dwelling in a municipality which has not adopted ordinances, codes or bylaws pursuant to this chapter shall maintain those rented premises in a condition in which:

I. The premises are infested by insects and rodents where the landlord is not conducting a periodic inspection and eradication program;

I-a. The premises are infested by bed bugs and the landlord is not conducting a periodic inspection and remediation program. In this paragraph "remediation" means action taken by the landlord that substantially reduces the presence of bed bugs in a dwelling unit for a period of at least 60 days;

II. There is defective internal plumbing or a back-up of sewage caused by a faulty septic or sewage system;

III. There are exposed wires, improper connectors, defective switches or outlets or other conditions which create a danger of electrical shock or fire;

IV. The roof or walls leak consistently;

V. The plaster is falling or has fallen from the walls or ceilings;

VI. The floors, walls or ceilings contain substantial holes that seriously reduce their function or render them dangerous to the inhabitants;

VII. The porches, stairs or railings are not structurally sound;

VIII. There is an accumulation of garbage or rubbish in common areas resulting from the failure of the landlord to remove or provide a sufficient number of receptacles for storage prior to removal unless the tenant has agreed to be responsible for removal under the rental agreement and the landlord has removed all garbage at the beginning of the tenancy;

IX. There is an inadequate supply of water or whatever equipment that is available to heat water is not properly operating;

X. There are leaks in any gas lines or leaks or defective pilot lights in any appliances furnished by the landlord; or

XI. The premises do not have heating facilities that are properly installed, safely maintained and in good working condition, or are not capable of safely and adequately heating all habitable rooms, bathrooms and toilet rooms located therein, to a temperature of at least an average of 65

degrees F.; or, when the landlord supplies heat in consideration for the rent, the premises are not actually maintained at a minimum average room temperature of 65 degrees F. in all habitable rooms.

Source. 1979, 305:7, eff. Aug. 21, 1979. 2013, 48:2, eff. Jan. 1, 2014.

Section 48-A:15

48-A:15 Enforcement of Minimum Standards. – In municipalities which have not established a public agency as described in RSA 48-A:3, a violation of the minimum standards set forth in RSA 48-A:14 shall be a violation, and each continuing day of violation after notice shall be a separate offense.

Source. 2001, 274:4, eff. Jan. 1, 2002.



**LEBANON CITY COUNCIL
NOTICE OF PUBLIC
HEARING**

**Wednesday, May 7, 2025
6:30pm
Council Chambers, City Hall
or
REMOTE VIA VIRTUAL
PLATFORM
LebanonNH.gov/LIVE**

The Lebanon City Council will hold a public hearing on May 7, 2025, beginning at 6:30pm for the following:

- A. Ordinance #2025-06:** A public hearing for the purpose of receiving public input and taking action to adopt a new City Code Chapter 85, Housing Standards, Minimum

The May 7, 2025 City Council agenda packet and documents pertaining to the above-described public hearings will be available on the City's website beginning May 2, 2025: LebanonNH.gov/Agendas

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.

The foregoing notice was published in the *Valley News*, a newspaper of general circulation in the City of Lebanon, in accordance with the Code of the City of Lebanon on Saturday, April 26, 2025.

Jaseya Ewing

Jaseya Ewing, City Clerk

**Agenda
Lebanon City Council
May 7, 2025**

11. New Business:

**11.A – Request from Lebanon Village Pizza, LLC for Exemption of City Code
Chapter 14, Alcoholic Beverages, to Permit the Serving
of Alcoholic Beverages on City Property**

Background

Michael Drake, owner of Lebanon Village Pizza, LLC, is requesting an expanded outdoor seating area within the pedestrian mall adjacent to his business.

City Administration has no objection to the seating within the pedestrian mall.

City Code Chapter 14, Alcoholic Beverages, §14-5, Exemption, states that, “Any person, publicly recognized organization, organized group, family group or business may be exempted from the provisions of this article for a short period of time not exceeding 12 hours, upon first obtaining permission from the City Manager after consultation with and approval by the Chief of Police. For a period of time exceeding 12 hours but not exceeding one year, permission must first be obtained from the Lebanon City Council and reviewed on an annual basis.” Whereas the current request is for an alcohol exemption/permit to cover the remainder of the current year through December, Council approval is required pursuant to §14-5 above.

ACTION

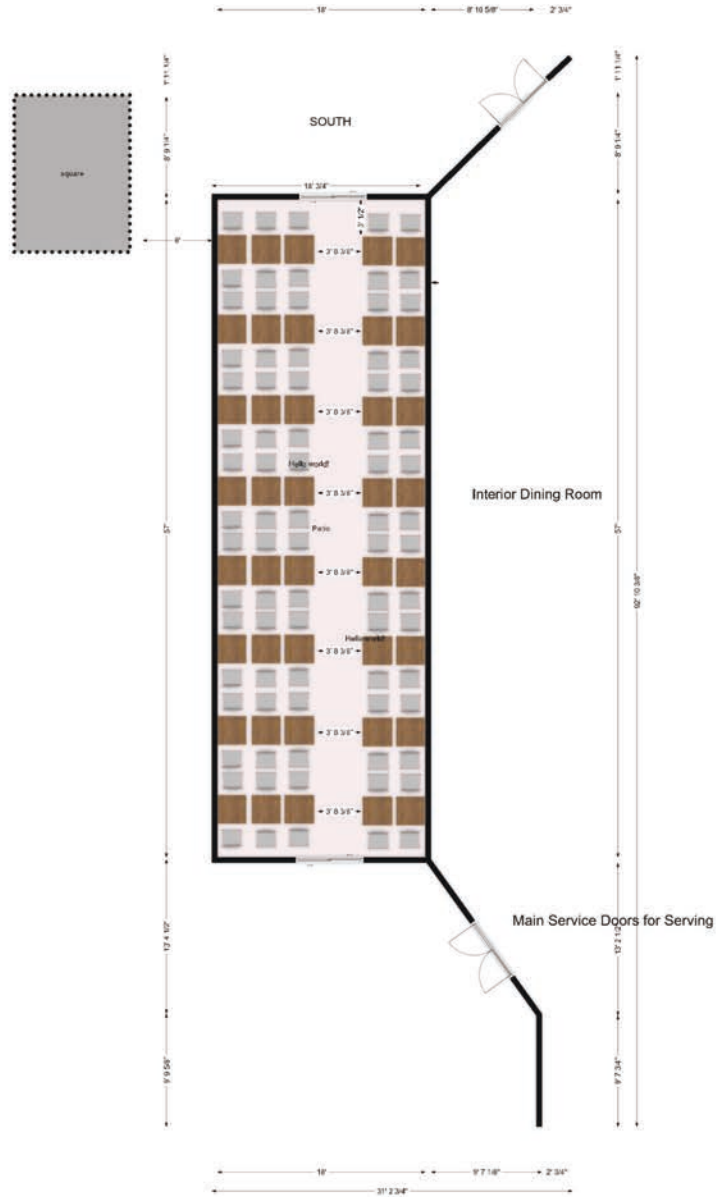
If the Council decides to grant the exemption to Lebanon Village Pizza, LLC, the following motion is offered for consideration:

MOVED, that the Lebanon City Council hereby grants an exemption to Lebanon Village Pizza, LLC pursuant to §14-5 of City Code Chapter 14, Alcoholic Beverages, to permit the service of alcoholic beverages on the Lebanon Pedestrian Mall as shown on the map included in the May 7, 2025 City Council Agenda Packet. The exemption shall be valid beginning May 8, 2025 and shall expire on December 31, 2025.

Included in this Section:

1. Location Map of Outdoor Seating Area for Lebanon Village Pizza

Outdoor Patio to use 4' fence barriers to isolate entire area (two entrances / exits to the south and north.



**Agenda
Lebanon City Council
May 7, 2025**

11. New Business:

11.B – Receive Public Input on Strategic Plan

Background

The public is invited to provide input to the City Council and members of City staff on the proposed Lebanon Strategic Plan.

Action

No action is required by the City Council. This item is for informational purposes only.

Included In This Section:

1. 2025-2028 Lebanon Strategic Plan Draft Update

City of Lebanon DRAFT Strategic Plan is available at: LebanonNH.gov/StrategicPlanBoard

Strategic Plan information is available at: LebanonNH.gov/StrategicPlan

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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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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Environment and Sustainability

This theme focuses on environmental quality and sustainable practices in our community.

Vision Statement

The City is proactive in sustainable environmental stewardship. Lebanon's Principles of Sustainability focus on seven principles. Principle #3 is Environmental Responsibility and Energy Efficiency. **Principle #3 – Environmental Responsibility and Energy Efficiency** Does the action. . . A. Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems? B. Promote and reinforce a network ("green infrastructure") of protected open space and natural areas? C. Improve energy efficiency and reduce the City's carbon footprint? D. Engage the Lebanon community to conserve energy and adopt more sustainable technologies for heating, cooling, lighting, transportation, and so forth? The functions of the City government will achieve the objective of reducing its greenhouse gas emission 80% below 1990 levels by 2050. The City supports the Paris Climate Accords and the implementation of the goals of the Paris Climate Agreement. **Waste Management** The goal is to achieve zero waste. The City manages a number of waste materials from the City itself and the Upper Valley as a region. The goal is to recycle the materials where possible or dispose of the materials in an environmentally safe fashion that does not impair the public health. As technological solutions become available the City implements them to achieve the ultimate goal of eliminating waste. **Energy** The City's Master Plan outlines the City's policies regarding Energy in Chapter 13. The City implements a number of strategies to reduce the amount of energy used in the community with a shift from energy that produces greenhouse gas emissions. This includes a shift to the use of electric powered vehicles and electric powered building heating sources. The City shifts to energy produced by solar, landfill gas and other renewable sources. **Conservation and Natural Resources** The City's Master Plan outlines the City's policies regarding Natural Resources in Chapter 5. The City has considerable conservation and natural resource assets that it continues to maintain and protect. **Sustainable Development** The City continues to take initiatives through collaboration with the community and its land use regulations, planning, zoning, codes, and other policies to encourage new development and redevelopment to be highly sustainable in terms of the health of our environment and economy and the livability and affordability of our neighborhoods and community.

Strategic Objectives

Objective 5.1: Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewable material.

Action 5.1.1: Implement pay-as-you-throw program.

a. Incentivize recycling and food scrap collection through implementation of phase 1 of pay-as-you-throw program. Increase residential recycling and food scrap collection by 10%

- Status: In Progress
- Updates: Transition to purple bags for participating communities is complete, to encourage recycling. A RFID chip reader in place and improving operational practices. Anticipating an increase from local food scrap producers, quantity is unknown.
- Tags: Public Works
- Due Date: N/A

b. Incentivize recycling and food scrap collection through implementation of phase 2 of pay-as-you-throw program.

- Status: In Progress
- Updates: Implemented Plastic Film Recycling. One bale recycled in 2024.
- Tags: Public Works
- Due Date: N/A

Action 5.1.2: Implement a clothing recycling program.

a. Implement program in 2023

- Status: In Progress
- Updates: This is complete. 26.77 tons of clothing recycled in 2023. 17.05 tons recycled in 2024.
- Tags: Public Works
- Due Date: N/A

Action 5.1.3: Determine feasibility of mandatory recycling for commercial and dropped off MSW

a. Conduct a study to determine feasibility of mandatory recycling for commercial and dropped off MSW

- Status: In Progress
- Updates: Recycling Study is underway results due Q2 2025.
- Tags: Public Works
- Due Date: N/A

Action 5.1.4: Implement a Recycling Public Education Program

In cooperation with Vital Communities and curbside waste collection companies implement an enhanced public education program to increase the volume of recycling and reducing the quantity of waste disposed of in the landfill.

Objective 5.2: Managing solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life and minimizing the impact on the environment.

Action 5.2.1: Manage PFAS/PFOA and other emerging contaminants to ensure public health and minimize impacts on the environment.

a. Monitor bi-annually concentration of PFAS/PFOA and other contaminants as they are identified

- Status: In Progress
- Updates: Testing schedule has been maintained and no new regulations have come out. A PFAS Planning study with 100% loan forgiveness has been applied for, and started. Anticipated Q3 2025 results. This will be used to assess the feasibility of treatment of the landfill leachate. The DPW is working with Fast Forward Energy to explore the possibility of a pilot project to dispose of waste using pyrolysis technology.
- Tags: Public Works
- Due Date: N/A

Action 5.2.2: Ensure wastewater is effectively treated to prevent negative environmental and public health impacts

a. Treat wastewater in compliance with all State and EPA standards.

- Status: In Progress
- Updates: The Wastewater Treatment Facility/Infrastructure has continued to be in compliance with all federal and state requirements. We received a new draft NPDES permit from USEPA which includes additional wastewater analysis.
- Tags: Public Works
- Due Date: N/A

Action 5.2.3: Enhance odor control efforts in the Riverdale neighborhood.

a. Installation of a treatment filter NLT the end of 2024.

- Status: In Progress
- Updates: Deployed in Q3 and is functioning as designed
- Tags: Public Works
- Due Date: N/A

Objective 5.3: Ensuring the City's waste management infrastructure systems will meet the City's needs today and into the future.

Action 5.3.1: Permit Phase 3 and 4 of the Solid Waste Facility

a. Complete Permitting of Phase 3 and 4 of the Solid Waste Facility. Begin in 2023 and complete by 2025

- Status: In Progress
- Updates: Preliminary phase. It is in CIP with a schedule for ongoing work through 2025. Phase 3 final design underway. Phase 4 permitting application to begin Q3 2025
- Tags: Public Works
- Due Date: N/A

Action 5.3.2: Install gas wells to support future gas generation for LFGTE for future years

a. Maintain a gas flow of 350 cubic feet per minute

- Status: In Progress
- Updates: The gas flow rate is currently achieved. The LFGTE is under construction. 10 Wells planned for 2025 in conjunction with a Gas System Operation Plan being created. LFGTE plant commissioned in December 2024.
- Tags: Public Works
- Due Date: N/A

Action 5.3.3: Ensure solid waste is effectively disposed of to prevent negative environmental and public health impacts

a. Number of violations per year

- Status: In Progress
- Updates: Remediation for 2024 violations has been completed with ongoing follow up groundwater and soil testing. The capping project is in discussion with NHDES and in CIP.
- Tags: Public Works
- Due Date: N/A

Action 5.3.4: Complete transfer station facility study for future back-up facility

a. Complete transfer station study

- Status: In Progress
- Updates: Delayed Phase 3 design approval will determine need
- Tags: Public Works
- Due Date: N/A

Objective 5.4: Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy sources by 2050.

Action 5.4.1: Craft, implement, and follow the City's ADM-149 Electric Vehicle and Equipment Procurement Policy.

a. Train City Staff in EV procurement practices.

- Status: In Progress
- Updates: DRVO tool linked to ADM 149
- Tags: Police, Public Works
- Due Date: N/A

b. Develop an Environmental Procurement Manual to accompany ADM-110 Procurement Policy by Q3, 2024 and train representatives of each City department to use it by Q4, 2024.

- Status: In Progress
- Updates: This has not been completed. EFM was eliminated prior to completion
- Tags: Public Works
- Due Date: N/A

c. Develop an EV charging infrastructure plan for placement of charging stations at City facilities and in public areas to encourage EV adoption by employees and residents, in accordance with Lebanon's ADM-149 Electric Vehicle and Equipment Procurement Policy.

- Status: In Progress
- Updates: 2025: City is sub-grantee to NHDES ETC EVCS grant currently under federal funding. Would support multiple public EVCSs in Lebanon. Workplace charger now available to City employees.
- Tags: Public Works, Planning and Development
- Due Date: N/A

d. Complete fleet transition plan for transition to electric vehicles. Note this is duplicate of 5.4.1C - implement City procurement policy transitioning to clean fuel vehicles/equip.

- Status: In Progress
- Updates: Insert fleet transition plan - prepare to apply for DERFA funds and/or direct pay 2026? 2025 status: DWP 2024: Two hybrid F-150s were added in 2024. No other changes.
- Tags: Public Works
- Due Date: N/A

e. Develop and maintain policy for staff use of municipal EV charging stations by Q2, 2024.

- Status: In Progress
- Updates: Policy ADM 151.1 EV Workplace Charging developed and implemented.
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

Action 5.4.2: Reduce energy use and transition buildings and fleet to non-fossil fuel sources.

a. Utilize Grants and IRS Direct Pay Tax Credits to subsidize solar, EV, EVCS, biogas (LFGTE) projects.

- Status: In Progress
- Updates: Seeking funds through NH Climate Action Plan, Climate Pollution Reduction Grants, Direct/Elective Pay, Energy Efficiency and Conservation Block Grants, and others. Researching other cities' building decarbonization plans. Note: federal funding much currently frozen, expect direct pay.
- Tags: Public Works, Planning and Development
- Due Date: N/A

b. Implement recommendations from energy audits

- Status: In Progress
- Updates: LED lighting was added to the DPW highway garage. DPW admin in 2024 and is being scoped/converted/retrofitted at other city buildings. Kilton Library, water and wastewater are scheduled for 2025.
- Tags: Public Works
- Due Date: N/A

c. Phase III solar projects operational by the end of 2024.

- Status: Stalled
- Updates: This project is presently on hold due to the uncertainty of federal funding and tax credits at this time.
- Tags: Public Works
- Due Date: N/A

Action 5.4.3: Monitoring of GHG emissions & Proposals for additional efforts to reduce emissions

a. Provide periodic report to City Council (PLN suggested edit - combine this with the following KPI)

- Status: In Progress
- Updates: Landfill is the biggest producer of GHG due to operation. Lebanon waste accounts for 50% of the materials processed, the participating 22 communities add to GHG emissions.
- Tags: Planning and Development
- Due Date: N/A

b. Quantify COL GHG emissions and proposed reductions from pending efforts in the context of the 80% reduction goal

- Status: In Progress
- Updates: 2025: Finalize and implement grant agreement with NHDES for Municipal Solar grant (\$107,000 for Lebanon Fire Station 1 grant (currently frozen)). 2026: Prepare Direct Pay registration for Winter 2027 tax filing.
- Tags: Public Works, Planning and Development
- Due Date: N/A

Objective 5.5: Encourage and support communitywide initiatives to transition the community to 100% renewable energy or zero-carbon sources by 2050 in alignment with the Energy Chapter of the City's Master Plan.

Action 5.5.1: Reduce electric use and fossil fuels.

a. Measure percentage of buildings on their way to 100% renewable or transitioning.

- Status: In Progress
- Updates: UNH Intern hired summer 2024 to document multi-unit buildings in City and their energy use. LEAC, Planning Office. Project is concluded. Project yielded significant increase in housing GIS data.
- Tags: Planning and Development
- Due Date: N/A

b. Seek funding for a weatherization/insulation, heat pump program for multi-unit housing.

- Status: In Progress
- Updates: CPRG grant application submitted. Assist with multi-unit energy transition. Grant was not awarded due to high demand.
- Tags: Planning and Development
- Due Date: N/A

Action 5.5.2: Through collection development and programming, increase awareness and access to renewable energy resources and information

a. Development of mobile e-bike lending program

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

b. Seek out and promote renewable energy experts

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

c. Increase the libraries' collection of resources on renewable energy

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

Action 5.5.3: Transition Lebanon Electricity Supply to Renewable and Local. Make cost-effective local renewable electricity available to Lebanon residents, organizations, and businesses. Seek ways to encourage ratepayers to opt up to greener power.

a. Make local or regional renewable electricity the cheapest and therefore default option for PCNH/CLP.

- Status: In Progress
- Updates: Offer electricity from the LFGTE to Lebanon government and non-profit organizations, contingent on net metering legislation and PUC rules. Have agreements in place by Q4, 2024.
- Tags: PCNH
- Due Date: N/A

b. Encourage and measure the number of electric customers who have opted to choose greener power through CPNH.

- Status: In Progress
- Updates: As of the end of 2024, ___% of Lebanon electric customers have opted up to greener electricity through CPNH.
- Tags: PCNH
- Due Date: N/A

Action 5.5.4: Explore the feasibility of an EV carshare program in Lebanon with a particular focus on equity and environmental justice and seek community partners to implement.

a. Measure the number of carshare programs contacted and proposals received by potential implementers.

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

b. Talk with landowners about potential to host a public EVCE on their properties. Measure the number of education events held and number of EV chargers installed.

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

Action 5.5.5: Support existing multi-unit housing developments to install EV charging stations.

a. Develop a proposal for solar-powered electric charging stations.

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

Action 5.5.6: Explore and support the installation of public electric charging stations where reasonable.

a. Submit a request to the City Council for Municipal EVCS zoning legislation. Legislation proposal/legislation that would allow the City to reduce or eliminate EVCE project risk to property owner. Lead: Deputy City Manager, LEAC, DPW

- Status: In Progress
- Updates: Legislation filing date is in September. City legal team can help craft language and perhaps seek municipal co-sponsors.
- Tags: Planning and Development
- Due Date: N/A

b. Research the efforts of other municipalities with GHG inventories and compile their robust examples by end of Q4 2024. Present a proposal and budget to City Manager.

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

- Due Date: N/A

Action 5.5.8: Update the Energy Chapter of the Master Plan

a. Develop a Chapter 13, Master Plan update process with LEAC with support from Planning & DPW staff.

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

Action 5.5.9: 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, Library Board, DPW staff

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

Action 5.5.10: Promote benchmarking of annual consumption of energy for commercial and multi-family residential properties

a. Identify and educate property owners on the DOE benchmarking manager software

- Status: Planned
- Updates:
- Tags: Lebanon Energy Advisory Committee
- Due Date: N/A

Objective 5.6: Enhance, support and implement measures to sustain the City's public and private forests. Implement urban forest management programs to address urban heat zones and aesthetics.

Action 5.6.1: Work with the Upper Valley Land Trust to expand the Signal Hill Conservation Property Boundary

a. Existing Conservation Easement extended to annexed property

- Status: In Progress
- Updates: UVLT to work with Planning to present proposal and facilitate transaction, including ConCom
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.6.2: Work with the Upper Valley Land Trust regarding permanently protecting Baker's Crossing

a. Conservation Easement executed and recorded

- Status: In Progress

- Updates: Dialogue established with UVLT. Evaluation to be conducted, including cost proposal
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.6.3: Research and evaluate Lebanon participation in the NH F&W; doe harvest program

a. Summary findings generated by the Lebanon ConCom and presented to the CM/CC

- Status: In Progress
- Updates: Hanover Forest Health Program Launched. Deer browse and solutions to be assessed
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.6.4: Promote tree health and vibrancy, and provide tree shade along documented heat island areas.

a. Conduct citywide urban tree inventory

- Status: In Progress
- Updates: A computer application has been created and several identification seminars have been conducted. 2025– A tree inventory app has been produced and continues to be developed using newly available resources
- Tags: Public Works, Conservation Commission
- Due Date: N/A

b. Complete Heat Island Project and create Master Plan for Tree Plantings and Maintenance.

- Status: In Progress
- Updates: New heat island mapping resources have become available. These can be utilized to create an updated map. 2025: Heat Island map has been produced and in progress as tree planting/purchasing progresses. A Master Tree Plan is in progress
- Tags: Public Works
- Due Date: N/A

c. Hire tree warden/arborist

- Status: In Progress
- Updates: The Tree Warden vacancy has been filled
- Tags: Public Works
- Due Date: N/A

d. Complete annual tree planting throughout Lebanon. Goal of 25 planted in spring and 25 in fall

- Status: In Progress
- Updates: 2025– A Tree Management Plan was passed in 2024. Planted 42 trees throughout Lebanon in 2024.
- Tags: Public Works
- Due Date: N/A

Objective 5.7: Maintain and highlight the City's conservation resources.

Action 5.7.1: Host Wild About Lebanon program events.

a. Four events held annually.

- Status: In Progress
- Updates: March 1 First WAL Event scheduled (Signal Hill)
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.7.2: Update and Improve City Conservation Property Signage (e.g. kiosks, trail signs, etc.)

a. Two new Property Kiosks; 25 new trail signs.

- Status: In Progress
- Updates: Next phase of trail signage to be installed during the seasonal period when the Conservation Ranger is employed. Ranger to coordinate with DPW on the installation of the signs currently in inventory and needing installation.
- Tags: Public Works, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.7.3: Repair and replace trail infrastructure, e.g. Goodwin Bridge, vernal pool bridge, and various bog bridges.

a. Three infrastructure enhancement projects.

- Status: In Progress
- Updates: Next phase of trail bridges to be installed during the seasonal period when the Conservation Ranger is employed. Goodwin Bridge is on-hold awaiting design and possible resubmission to the NH Trails Grant Program
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.7.4: Conduct citywide tree inventory

a. Implement a version of the NH Big Tree Program by Fall 2025.

- Status: In Progress
- Updates: This project was scheduled for 2024 and now is scheduled for 2025. Several new trees have been identified. Training for tree identification needs to be completed in the spring.
- Tags: N/A
- Due Date: N/A

Objective 5.8: Protect the water resources within the City.

Action 5.8.1: Develop and disseminate public education materials regarding the importance of protecting our water supply sources.

a. Track number of dissemination efforts and estimate number of residents receiving such; provide report to the Conservation Commission

- Status: In Progress
- Updates: Mascoma Watershed Project initiated with public communication strategies to be included
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.8.2: Innovative stormwater regulations existing in the Site Plan Review Regulations to be migrated to the Subdivision Regulations as appropriate

a. Stormwater section added to Subdivision Regulations

- Status: In Progress
- Updates: Draft regulations in progress - includes updates to site plan stormwater regulations adopted and last amended in 2016; findings to be presented to Planning Board by end of 2025
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.8.3: Host bi-annual Mascoma River clean-up

a. Event held between June and August

- Status: In Progress
- Updates: Scheduled for July(?) 2026 with Lebanon Rotary.
- Tags: Conservation Commission, Planning and Development, Lebanon Rotary
- Due Date: N/A

Objective 5.9: Protect the wildlife, aquatic organisms and plants from the impacts of human activity and climate change.

Action 5.9.1: Conduct review of existing steep slope regulations

a. Evaluate desirability of amending/expanding Zoning Ordinance Steep Slope regulations; present summary findings to the Lebanon Planning Board and Conservation Commission

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

b. Adopt amended/expanded steep slope zoning regulations in 2025

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.9.2: Examine the applicability of a Vernal Pool overlay district

a. Evaluate desirability of adopting Zoning Ordinance vernal pool regulations; present summary findings to the Lebanon Planning Board and Conservation Commission

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

b. Adopt vernal pool zoning regulations in 2025

- Status: In Progress
- Updates: research and analysis underway - findings to be presented to Planning Board and Conservation Commission mid-summer
- Tags: Planning Board, Conservation Commission, Planning and Development
- Due Date: N/A

Action 5.9.3: Implement recommendations from the wildlife corridor plans

a. fence sections on Mt Support road removed

- Status: In Progress
- Updates: Request to be forwarded to CM(?) or DPW(?)
- Tags: Public Works, Conservation Commission, Planning and Development
- Due Date: N/A

b. Pursue wildlife underpass design and funding on Route 120

- Status: In Progress
- Updates: 4/2024 communication with UVLSRPC to share the concept / opportunities, with the RPC who are likely to be exposed to funding and/or scheduled construction opportunities, i.e. future partnering for implementation
- Tags: Public Works, Conservation Commission, Planning and Development
- Due Date: N/A

c. Amend Site Plan Review Regulations to add protections for wildlife corridors

- Status: In Progress
- Updates: drafting underway; proposed edits to Site Plan Review Regs to be presented to Planning Board mid summer
- Tags: Planning Board, Planning and Development
- Due Date: N/A

Action 5.9.4: Host Amphibian Crossing Program

a. # of volunteers that participate in amphibian Big Nights

- Status: In Progress
- Updates: 2025 Big Night Alerts broadcast; materials hosted on ConCom web page
- Tags: Conservation Commission, Planning and Development
- Due Date: N/A

Public Safety

Ensure community safety through effective police and emergency services.

Vision Statement

Perceptions of public safety, whether they are real or perceived, impact the way people feel and interact in the community. Public safety is not just about injury prevention and crime prevention; it is about building a strong, cohesive, vibrant, participatory City. Individuals and families enjoy a sustained quality of life, participation in work, leisure, social, cultural, artistic and educational activities, and preservation of income and assets. A safe community embraces a methodology and infrastructure where all sectors of the community work together collaboratively to safeguard citizens' well-being and property. Our vision of the City involves the following aspects. **Emergency Management:** The City has a robust emergency management capability that adequately:

- foresees and plans for natural and human-made disasters;
- prepares for these events and provides advanced warning and guidance to residents, businesses, and other partners. This also includes training for, and having the necessary equipment, facilities, supplies, and partnerships available to respond to disasters;
- responds to disasters to effectively reduce the risk to life and property;
- Facilitates recovery from disasters such that the community is able to return to normal as soon as possible. This includes psychological recovery from the impacts of disasters;
- mitigation steps are taken in advance of and during disasters to reduce the impacts of known or disasters that are likely to impact the City.

Code Enforcement: The City has adequate life safety codes that reduce the risk of injury or death and protect property. The City effectively educates the public regarding these regulations and takes proactive steps to address violations. **Crime Prevention and Response:** The City takes proactive steps to reduce the amount of, severity of, and the impacts of crime. Residents and visitors in the City have a quality of life and can pursue and obtain the fullest benefits from their domestic, social, and economic lives without fear or hindrance from crime and disorder. The City is able to respond to criminal incidents proactively, quickly and effectively. The City is able to respond to hate crimes proactively, quickly, and effectively in coordination with the NH Department of Justice. **Domestic and Sexual Violence:** The City in partnership with other entities leads efforts to protect and assist victims of sexual, domestic and gender based violence. **Cyber Security:** The City's cyber infrastructure and protected information are secure from hacking, damage, or destruction, and other disruptions. **Traffic Safety:** The City takes a multi-pronged approach to addressing safety on City streets, sidewalks, greenways, and rail trails. Proactive steps are taken to minimize motor vehicle accidents and accidents involving bicycles and other wheeled vehicles. A number of strategies are used to enhance pedestrian safety, with the goal of zero pedestrian accidents. **Fire Prevention and Suppression:** The City implements strategies to prevent death, injuries and damage to property from the impacts of fire. The fire department has adequate resources and strategies to respond to fires to save lives and minimize damage to property.

Strategic Objectives

Objective 6.1: Enhance Emergency Management capability regarding Planning for, Preparing for, Responding to, Recovery from and Mitigation of Disasters.

Action 6.1.1: Provide all City employees with ICS training which aligns with emergency support function (ESF) specific responsibilities.

a. 100% of all employees have received ICS 100, 200 and 700 training.

- Status: In Progress
- Updates: As new employees are hired in the city each department coordinates necessary ICS training. The Lebanon SAU is also maintaining basic ICS training for most employees.
- Tags: Fire
- Due Date: N/A

b. 100% of division leaders and managers receive ICS 300 training.

- Status: In Progress
- Updates: We are working to obtain the train the trainer to be able to deliver ICS 300 training in house. Upon completion of that we will offer ICS 300 training to any current or new division leaders who need it. Currently 90% of all division leaders have ICS 300 training.
- Tags: Fire
- Due Date: N/A

Action 6.1.2: Develop and facilitate annual city-wide training for emergency management including annual drills that effectively exercise all Emergency Staff Functions (ESFs) of the Emergency Operations Center.

a. Conduct one citywide emergency management drill annually.

- Status: In Progress
- Updates: Shelter Manager training was completed in the winter of 2024. A walk through of the Shelter (Lebanon High School) was completed in the summer of 2024. We are currently working with the SAU to schedule a setup of the shelter during the summer of 2025.
- Tags: Fire, Police, SAU88
- Due Date: N/A

Action 6.1.3: Continuously review and update city-wide emergency operations plan and implement corrective actions where operational and preparedness gaps are identified.

a. Develop a self-sustainable shelter plan to include a deployable shelter trailer and MOU's with external assets for resource allocation during disaster response.

- Status: In Progress
- Updates: The City has secured a grant from HSEM for the purchase of a shelter trailer to more rapidly set up the emergency shelter. In addition, we have secured funds for a pet shelter for those individuals with pets that are forced to evacuate their homes.
- Tags: Fire
- Due Date: N/A

b. Develop a Continuity of Operations/Government Plan to ensure government operations in the event of a catastrophe.

- Status: In Progress
- Updates: The Fire Department is determining the cost of contracting with a consultant to develop both plans. The FD will submit an application by the end of Q4 2025 through the Emergency Management Planning Grant program administered by NH HSEM.
- Tags: Fire
- Due Date: N/A

Action 6.1.4: Review and update the Community Facilities and Services chapter of the Master Plan.

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

- Status: In Progress
- Updates:
- Tags: Fire, Public Works, Lebanon Energy Advisory Committee, Police, Recreation, Arts, and Parks, Planning Board, Planning and Development
- Due Date: 2027-12-31

Objective 6.2: Enhance Code Enforcement efforts.

Action 6.2.1: Increase inspectional activities common areas in multi-unit apartment buildings to ensure public safety. Occupancy selection will be identified through a risk analysis process.

a. 100% of inspections completed in high-life hazard multi-unit apartments.

- Status: In Progress
- Updates: We have launched an annual inspection program for all multi-unit apartment buildings in city. The inspections are coordinated with property owners and managers and designed to collectively identify life safety hazards with a collaborative plan for remediation.
- Tags: Fire, Planning and Development
- Due Date: N/A

Action 6.2.2: Provide initial inspection and follow up inspections for all place of assemblies.

a. 100% of all open inspection violations will be closed within 12 months of initial notice

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

b. 100% of all places of assembly permits are inspected annually.

- Status: In Progress
- Updates: 2025 100% of place of assembly inspections are being completed.
- Tags: N/A
- Due Date: N/A

Action 6.2.3: Increase code Enforcement efforts with a clear pathway to permitting with the adoption of OpenGov software. Develop the software tools to integrate interoperable Code review and approval between applicable Departments.

a. Lower the number of incomplete or late permit applications.

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

Action 6.2.4: Staff code Enforcement efforts with trained staff members. Enhance our interdepartmental cooperation with Planning, Fire, and Legal

resources focused on compliance efforts.

a. Bring compliance efforts to the forefront of support staff and inspector's duties. Raise the level of interdepartmental coordination on complex Enforcement cases.

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

Objective 6.3: Maintain a proactive Traffic Safety Program.

Action 6.3.1: Generate monthly hotspot reports on motor vehicle collisions and motor vehicle violations.

a. Reduce traffic collisions by another 1% per capita by using DDACTS and hotspot data to concentrate on problem areas, with the ultimate goal of declining the number of fatal and serious injury crashes.

- Status: In Progress
- Updates: In 2024, a total of 729 MV Collisions (Motor Vehicle) occurred, while in 2023, a total of 745 MV Collisions occurred. This is a 2.14% decrease. Along with 2023's 2.2% decrease, for a total of 4.36% decrease over the past two years. Total MV Collisions w/ Injury: 2022: 83 2023: 72 2024: 69 Total MV Collisions w/out Injury: 2022: 681 2023: 675 2024: 660
- Tags: Police
- Due Date: N/A

Action 6.3.2: Employ interactive speed signs as a traffic calming measure.

a. Continue to deploy interactive speed signs to collect data for future analysis for traffic calming measures and work with other City departments to identify safety concerns and solutions.

- Status: In Progress
- Updates: In 2024, we conducted 11 traffic studies. These studies were used to assist LPD, DPW, and the Planning Dept. in determining traffic and pedestrian related issues.
- Tags: Police
- Due Date: N/A

Action 6.3.3: Continue to utilize foot and mountain bike patrol initiatives to further enhance community engagement and traffic safety.

a. Due to staffing levels we have not been able to dedicate a full-time traffic enforcement unit. However, we will continue to utilize the resources that we currently have to address problem areas on the rail trails, greenway, and other high traffic pedestrian areas.

- Status: In Progress
- Updates: As LPD staffing levels improve, we will evaluate dedicating a full-time Traffic Enforcement Officer. Staffing levels have not allowed us to fill this position.
- Tags: Police
- Due Date: N/A

Objective 6.4: Maintain a proactive Crime Prevention and Response Program.

Action 6.4.1: Utilize Problem Oriented Policing (POP) to identify community problems and implement interventions designed to solve the problem and improve the quality of life for residents, community members, and other stakeholders.

a. Identify quality of life and other community problems utilizing the Problem Oriented Policing method. Devise strategies to solve or mitigate these problems. Maintain data points for measurement.

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

b. Have additional Officers in locations that are at risk for shoplifting and other retail crime by increasing our foot patrols of these areas by 5%. In 2024, foot patrols increased by 7.6%. In 2023, there were 710 foot patrols and in 2024, there were 764 foot patrols.

- Status: In Progress
- Updates: There have been significant increases in Foot Patrols in problem areas in the City, as well as an increase in patrols during the Holiday Season.
- Tags: Police
- Due Date: N/A

Action 6.4.2: Continue to maintain anonymous reporting, such as phone and online.

Action 6.4.3: Continue to engage area media outlets with press releases to inform the public and promote transparency.

a. Continue to explore citizen engagement software. Set up demonstrations for potential software purchases in the next year.

- Status: In Progress
- Updates: In 2024, will explore further in researching additional citizen engagement software. Currently, we were unable to find software that fiscally responsible that met the City's needs.
- Tags: Police
- Due Date: N/A

Action 6.4.4: Utilize the most advanced technology for crime prevention and detection.

a. Continue to explore expanding City video surveillance systems on City owned property.

- Status: In Progress
- Updates: The City received demonstrations on portable video surveillance equipment, but it was determined that it is not financially reasonable at this point in time.
- Tags: Police
- Due Date: N/A

b. Continue to expand the use of the Drone Program by getting more Officers certified so that the drone is available on all shifts. In 2024, a second drone was added, which greatly increases our resources that are available for search and

rescue and public safety related matters.

- Status: In Progress
- Updates: In 2023, an additional Licensed Pilot was added to the Drone Program. Currently, there are two Licensed Drone Pilots. In 2025, we will be seeking to add one or two more pilots.
- Tags: Police
- Due Date: N/A

Objective 6.5: Maintain an effective Fire Prevention effort and Fire Suppression capability.

Action 6.5.1: Improve public education and fire safety programs for kindergarten through 2nd grade students.

a. 100% of all kindergarten through 2nd grade students in Lebanon will receive fire safety education.

- Status: In Progress
- Updates: A formalized curriculum is being adopted for fire prevention delivery in kindergarten and first grade students.
- Tags: Fire
- Due Date: N/A

Action 6.5.2: Increase security of fire alarm system through research.

a. Determine a funding plan to replace the current municipal fire alarm circuit with a radio box system.

- Status: In Progress
- Updates: LFD and the Lebanon Cyber Services Division have contracted with a fiber vendor to provide annual maintenance and evaluate current and anticipated capacity needs.
- Tags: Fire
- Due Date: N/A

Action 6.5.3: Provide high quality accessible facilities for employees, new station construction to support a full facility department plan.

a. Increased space for equipment, apparatus storage and additional employee workspace and separation of contaminated equipment storage and clean space.

- Status: In Progress
- Updates: Construction has started with an anticipated completion date of February of 2026.
- Tags: Fire
- Due Date: N/A

Action 6.5.4: Implement employee safety and wellness program.

a. Develop a comprehensive psychological and physical wellness program for first responders.

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

b. 100% of Fire Department employees participating in physical and mental wellness programs.

- Status: In Progress
- Updates: All employees completed annual NFPA 1582 physicals to include high risk cancer screenings. All members attend annual mental health check-ins as well as quarterly training from our mental health team. We have an active peer support team who is available to all city departments.
- Tags: Fire
- Due Date: N/A

c. All Fire Department employees are undergoing annual occupational cancer screenings.

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

Action 6.5.5: Hire new staffing to meet community needs and national response standards.

a. Meet emergency response requirements based on National Standards. Arrival of a fire engine staffed with 4 personnel to all fire calls in less than 6 minutes from the time of call no less than 90% of the time.

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

Objective 6.6: Enhance multi-modal transportation safety through prevention, education, enforcement and infrastructure improvements.

Action 6.6.1: Rely on community-based crime prevention by utilizing education and a variety of other programs and partnerships that aren't solely focused on police patrols.

a. Have designated assigned patrols during appropriate seasons to the rail trails, greenway, and other high traffic pedestrian areas.

- Status: In Progress
- Updates: In 2024, there was a total of 68 Bicycle Street Calls, while in 2023, there were a total of 220 Bicycle Street Calls. This is a 69.1% decrease. We saw a significant decrease based on demands being placed on our staff and other areas. We also had two certified bike Officers leave the Department, as well as several others were promoted through the ranks. In 2025, we are seeking to add a couple of more Officers to the Bicycle Unit.
- Tags: Police
- Due Date: N/A

b. Maintain participation in the New Hampshire Highway Safety Traffic Grant Programs.

- Status: In Progress
- Updates: In 2025, we will continue to look for new opportunities to engage our community.
- Tags: Police
- Due Date: N/A

c. Take part in Educational Programs as they are available.

- Status: In Progress
- Updates: In 2025, we will continue to participate in the Walk and Bike to School events. We will also continue to search for a Crossing Guard at the Middle School.
- Tags: Police
- Due Date: N/A

Action 6.6.2: Public education on pedestrian and bicycle safety.

a. Take part in Walk and Bike to School Program in the Spring and Fall.

- Status: In Progress
- Updates: In 2024, Ped-Bike will be hosting Ways to Go (Curb the car day), partaking in Bike to School events, and post educational flyers on trail bulletin boards, and educational articles on LebNews.
- Tags: Pedestrian and Bicyclist Advisory Committee
- Due Date: N/A

Action 6.6.3: Work toward a long-term goal of reaching zero roadway fatalities and serious injuries within Lebanon. Develop a Comprehensive Safety Action Plan with funding from the Federal Department of Transportation Safe Streets and Roads for all Planning and Demonstration Grant. Include within the scope of the Plan the development of an ADA action plan.

a. Develop scope and apply for a Safe Streets for All Planning and Demonstration grant during the 2024 funding cycle.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Police, Planning and Development
- Due Date: N/A

Action 6.6.4: Implement Complete Streets policy through interdepartmental review and implementation in applicable city infrastructure projects.

a. PBAC to update the Complete Streets Policy over the course of 2024.

- Status: In Progress
- Updates: PBAC presents updated Complete Streets Policy to Planning Board and Council by the end of 2025. (See 7.5.3) (2025 Status Update)
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Planning and Development
- Due Date: N/A

b. Amend Site Plan and Subdivision Regulations for consistency with updated Complete Streets Policy.

- Status: In Progress
- Updates: Once updated Complete Streets policy is adopted, evaluate Site Plan and Subdivision Regulations for consistency with Complete Streets policy and present findings to Planning Board (2025 Status update)
- Tags: Planning Board, Planning and Development
- Due Date: N/A

Action 6.6.5: Renew Lebanon's Bike friendly community designation.

a. Gather information needed for application from various departments.

- Status: In Progress
- Updates: N/A
- Tags: Pedestrian and Bicyclist Advisory Committee, Police, SAU88, Planning and Development
- Due Date: N/A

Objective 6.7: Enhance the City government's cyber security posture to minimize impact on city services. Enhance the Police Department's ability to prevent, investigate and prosecute cybercrimes that impact businesses and residents.

Action 6.7.1: Enhance Cyber Crime Unit capabilities.

a. Add a full-time computer forensic position.

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

b. Continue to provide up-to-date training for Cyber Crimes Officers and by adding 2 additional Officers.

- Status: In Progress
- Updates: In 2023, an additional 3 Officers were added to the CCU Program. These Officers received further training that will continue into 2025. In total, there are 9 Officers in the CCU Program.
- Tags: Police
- Due Date: N/A

Action 6.7.2: Conduct computer forensic analysis in accordance with industry best practice.

a. Continue to ensure the Police Department has the most up to date hardware and software needed to properly investigate cyber crimes.

- Status: In Progress
- Updates: Continue to expand our software suites as cyberspace continues to evolve. Thus far in 2025, we have purchased a forensic suite that allows Officers to preview content as its being extracted, which will decrease the overall time to process cases. We have expanded into crypto currency blockchain software.
- Tags: Police
- Due Date: N/A

Action 6.7.3: Conduct community engagement awareness to educate residents and businesses on cyber related offenses.

a. Continue to develop and teach cyber safety programs in Lebanon Schools, senior citizen gathering places, and by holding quarterly forums.

- Status: In Progress
- Updates: We have exceeded the goals for 2024 by conducting 10 presentations. We have several presentations scheduled and we will continue towards that goal in 2025.
- Tags: Police
- Due Date: N/A

Action 6.7.4: Continue to enhance the city's Cyber Security Posture.

a. Create a formal Cyber Security training program.

- Status: In Progress
- Updates: Cyber Security Training was created March of 2024
- Tags: Cyber Services
- Due Date: N/A

b. Create a Cyber Security tabletop exercise for city departments

- Status: In Progress
- Updates: Cyber Security tabletop exercises were performed fall of 2023 and will continue each year.
- Tags: Cyber Services
- Due Date: N/A

c. Continue 3rd party review os systems

- Status: In Progress
- Updates: 3rd party review occurred in January 2024 and February 2025. We will continue to have periodic reviews.
- Tags: Cyber Services
- Due Date: N/A

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Transportation

Develop and maintain efficient transportation systems.

Vision Statement

The City operates a multi-modal transportation system and partners with other entities to meet the transportation needs of the City within the context of the larger transportation network in the Upper Valley. The City's Master Plan further delineates the larger transportation goals located in Chapter 9. The City will continue to use innovative technologies and make infrastructure investments to ensure those systems are adequately maintained to ensure they function effectively and safely. The focus will be on the lifecycle maintenance of infrastructure and properly tracking the infrastructure through a fixed asset management system.

The City will continue with its Complete Streets strategy when reconstructing a street to include upgrading all of the assets within the street where appropriate.

Strategic Objectives

Objective 7.1: Public Transit: Support the maintenance and expansion of public transportation availability and use in the Upper Valley.

Action 7.1.1: Partner with Advance Transit to expand existing routes, add weekend service and micro-transit service.

a. Advocate for Advance Transit to conduct micro-transit pilot project to test feasibility. Work with AT to obtain grant funding for the micro-transit feasibility project.

- Status: In Progress
- Updates: Limited service presently provided by Uber, Lyft and taxi services. AT reviewing the micro-transit concept and determining whether to conduct a pilot project.
- Tags: City Manager, Advance Transit
- Due Date: N/A

b. Support City representation on Advance Transit Board

- Status: In Progress
- Updates: Senior Planner Serving on Advance Transit Board 2018–present (2025)
- Tags: Advance Transit
- Due Date: N/A

c. Expand service to the Rt. 12A area on Saturdays and into the evening hours during the week for shoppers and workers.

- Status: Completed
- Updates: Night and weekend service Pilot project completed in 2024. Fully operational in 2025.
- Tags: Advance Transit
- Due Date: N/A

Action 7.1.2: Support the transition of public and semi-public fleets (including school buses, senior center buses, etc.) to EVs.

a. Reach out to School Board, SAU Staff, and Advance Transit to offer support and expertise to assist this transition and look for areas for mutual collaboration.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

b. ☐ education events conducted.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Lebanon Energy Advisory Committee
- Due Date: N/A

Action 7.1.3: Develop or recruit an EV car-share program. (See Action Plan 5.5.4 and KPI 5.5.4.)

Objective 7.2: Airport: Support efforts to maintain Essential Air Service

Action 7.2.1: Market local service availability.

a. Work with Cape Air on TV and print campaign the local region and activities therein.

- Status: In Progress
- Updates: Advertise in/on local media during the period of the current EAS contract to promote airline services. Contract issued for weekly advertising in print and on visual media channels for spring, summer, and fall. Contract for television media adjusted to provide better coverage during weekly programming.
- Tags: Airport
- Due Date: N/A

b. Advertise airport services in regional media.

- Status: In Progress
- Updates: Contract issued for weekly advertising in print and on visual media channels for spring, summer, and fall.
- Tags: Airport
- Due Date: N/A

Action 7.2.2: Work with consulting firm to plan electric aircraft charging stations.

a. Develop estimate of infrastructure needs.

- Status: In Progress
- Updates: Letter of interest submitted for the airport to participate in the revised Voluntary Airport Low Emissions program. A pre-application was filed with FAA to express interest in using VALE grant funding for electrical infrastructure under new funding rules passed by Congress.
- Tags: Airport
- Due Date: N/A

Action 7.2.3: Install infrastructure needed for charging.

a. Design and installation of transformers and chargers.

- Status: In Progress
- Updates: Timeline 2025–2026. Once the power needs are determined the design and installation will occur.
- Tags: Airport
- Due Date: N/A

Action 7.2.4: Air Service Market Study.

a. Funding for study by FAA entered into airport CIP program.

- Status: In Progress
- Updates: Entered into airport CIP program for FY 2029. Programmed for federal FY 2029.
- Tags: Airport
- Due Date: N/A

b. Apply data from study to drive an increase in passenger traffic.

- Status: In Progress
- Updates: The electric aircraft program the Cape Air is participating in has been delayed due to aircraft redesign.
- Tags: Airport
- Due Date: N/A

Objective 7.3: Airport: Support efforts to maintain general aviation.

Action 7.3.1: Development of Plans to support infrastructure for electric powered aircraft.

a. Determine power grid requirements for charging aircraft in design and testing phases.

- Status: In Progress
- Updates: A pre-application was filed with FAA to express interest in using VALE grant funding for electrical infrastructure under new funding rules passed by Congress.
- Tags: Airport
- Due Date: N/A

b. Implement alternative energy generation at airport.

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

c. Install transformers needed to charge electric aircraft.

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

d. Estimated aircraft certification date is 2028.

- Status: In Progress
- Updates: Estimated aircraft certification date is 2028.
- Tags: Airport
- Due Date: N/A

Action 7.3.2: Rehabilitate general aviation aprons

a. Rehabilitate South and Echo aprons

- Status: In Progress
- Updates: An airport consultant has inspected the apron and is developing costs estimates for the FAA. The goal is to have plans and specifications ready for bid in early 2026. BIL funding.
- Tags: Airport
- Due Date: N/A

b. Rehabilitate of aprons programmed into NH DOT CIP for FY 2026–2027. Program may slip one or two years depending.

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

Action 7.3.3: Enhance GA storage capacity based on need

a. BIL funding to construct additional 10 bay T-hangar

- Status: In Progress
- Updates: Estimated cost to construct hangar is between \$3.1M and \$3.2M. Engineering services will be engaged in summer 2025 to have RFB ready in Spring 2026.
- Tags: Airport
- Due Date: N/A

b. Install electric chargers based on need.

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

c. Cape Air electric aircraft scheduled for service

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

Action 7.3.4: Market general aviation services

a. Market airport's general aviation service

- Status: In Progress
- Updates: Marketing budget has been reduced. Airport marketing will be targeted to local markets. New logo created in 2024 to be used in marketing. Web page redesign continuing in 2025. This will continue through 2026 based on the comments received as the redesign progresses.
- Tags: Airport
- Due Date: N/A

Objective 7.4: Pedestrian and Bicycle Infrastructure: Maintain, enhance and expand the Mascoma Greenway, Northern Rail Trail and new connector segments to strengthen the multi-use recreational/transportation network.

Action 7.4.1: Develop a Trail Condition Index (TCI) and establish minimum standard

a. Develop a maintenance needs assessment and maintenance plan for the Mascoma Greenway and NRT to include bridges, drainage and slope maintenance.

- Status: In Progress
- Updates: Master Plan will be developed for NRT long term maintenance that will include condition assessments. Grant funding to redeck the remaining 3 bridges has preliminary approval for Fall 2025.
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: N/A

Action 7.4.2: Develop a trail maintenance plan in order to ensure that TCI of MRG and NRT is maintained to the standard

a. Finalize negotiations with NHDOT to discontinue the section of RR property from Glen Rd. to Riverside Park in 2023. Initiate proceedings with the Federal Surface Transportation Board to discontinue this section of RR in 2023. Complete process with the STB by July of 2024. Execute an agreement with NH DOT to add this section to the rail trail agreement adding this section to the MRG NLT December 2024.

- Status: In Progress
- Updates: NH DOT is still stalling on approving the Surface Transportation Board (STB) Abandonment filing. No design work begins until STB approval. Powerhouse Mall alignment design work began Winter 2025.
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: N/A

Action 7.4.3: Maintain existing sections of the Mascoma Greenway and Northern Rail Trail

a. Repair of sections of the retaining wall on the NRT near Payne Rd.

- Status: Planned
- Updates: RAP will work to obtain grant funds or donations to make the repairs.
- Tags: Recreation, Arts, and Parks
- Due Date: N/A

Action 7.4.4: Expand greenway system by developing new segments to the existing Mascoma Greenway and NRT in order to allow for end to end City access by alternative forms of transportation.

a. Construct extension of the MRG from Glenn Road to Route 12A.

- Status: In Progress
- Updates: Ped/Bike Education Initiative to host Bike and Learn on NRT and MRG
- Tags: Public Works, Recreation, Arts, and Parks
- Due Date: N/A

b. Develop concept and construct greenway within property to be acquired in the Westboro Rail Yard from Bridge St. to Rt 12A

- Status: Stalled
- Updates: This project is stalled as negotiations with the State of NH (DOT and DOJ) are at a standstill due to the inability to agree to language in the sales agreement relative to responsibility for environmental responsibility after the proposed sale to the City.

- Tags: Public Works, City Manager, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: N/A

Action 7.4.5: Enhance the present trail from Sachem Village to DHMC to a greenway.

a. Maintain present status of conceptual plans to expand a greenway to River Park and develop greenway extension from the MRG behind the cemetery to Mascoma St. connecting to the Dartmouth retail window.

- Status: In Progress
- Updates: Status has not changed since 2023.
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: N/A

b. Initiate discussions with Dartmouth College and Dartmouth Health to enhance the present connector in 2023.

- Status: Stalled
- Updates: Conceptual planning was reinitiated to include a potential limited access roadway for buses and emergency vehicles. The concept is on indefinite hold at this time.
- Tags: Public Works, City Manager, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Dartmouth College, Planning and Development, Dartmouth Health
- Due Date: N/A

Action 7.4.6: Seek funding for and develop a safe streets for all plan to interlink Lebanon's constituent neighborhoods to allow safe passage for pedestrian/bicycle traffic

a. Apply for safe streets for all in the summer of 2025 for a safety action plan.

- Status: In Progress
- Updates: Refer to OS 6.4.3: Apply for funding August 2024, award Fall 2024, contract and implementation 2025–2026, apply for implementation funding 2026–2027. Put project into CIP.
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: N/A

Objective 7.5: Pedestrian and Bicycle Infrastructure: Maintain, enhance and expand the City's sidewalk network connecting the segments to create a comprehensive network. Expand and maintain the links between interconnection points of transportation modes (sidewalks, trails, bus stops, etc...) to facilitate safe movement by users.

Action 7.5.1: Develop and implement a maintenance plan for the existing sidewalk network

a. Maintenance plan developed in the fixed asset management system similar to the pavement maintenance plan for roadways NLT 2024.

- Status: In Progress

- Updates: Sidewalk mapping has been completed. Reconstruction on Mascoma Street and Evans Drive have contracts that have been awarded for 2024. These were completed. \$100,000 in the 2025 budget were planned for repairs of existing sidewalks. These funds were transferred to the Capital Budget to offset the cost overruns for the Mechanic St. sidewalk project by the American Legion section to Slayton Hill Rd. That project does have an existing appropriation with grant funds.
- Tags: Public Works
- Due Date: N/A

Action 7.5.2: Develop and implement projects for identified existing gaps and areas where sidewalks are needed

a. Construct the section of sidewalk on the Miracle Mile from Price Chopper to Poverty Ln. in 2023.

- Status: In Progress
- Updates: The sidewalk has been built. Finishing touches will occur in Spring of 2024. Sidewalk on Old Etna Road to Rt 120 is contracted to be constructed in 2025. A multi-use path was constructed on Lahaye Drive between Mt Support and Route 120 in 2024.
- Tags: Public Works
- Due Date: N/A

b. Construct the section of sidewalk on Mechanic Street from the American Legion to Slayton Hill Rd. NLT the end of 2025.

- Status: In Progress
- Updates: Preliminary design is in process. Construction is scheduled for spring/summer of 2025. Due to cost overruns funding from the general fund was necessary to complete the project which is presently out to bid.
- Tags: Public Works
- Due Date: N/A

c. Construct the section of sidewalk from Etna Road to Mount Support

- Status: Planned
- Updates:
- Tags: Public Works, Planning and Development
- Due Date: N/A

Action 7.5.3: Implement Complete streets policy through interdepartmental review and implementation in applicable city infrastructure projects.

Objective 7.6: Roadway Infrastructure: Enhance the City's roadway infrastructure maintenance plan.

Action 7.6.1: Develop a 10 Year Road Paving and Preservation Plan

a. Assess PCI for all 99 miles of City roads

- Status: In Progress
- Updates: 2025 The plan was updated in 2024 and will need further refinement every year
- Tags: Public Works
- Due Date: N/A

b. Create paving and preservation strategy to be applied to roads depending current condition level. Good, moderate or poor

- Status: In Progress

- Updates: A strategy for each road has been developed depending on the current PCI. This needs to be incorporated into the 10 year plan. 2025 – Strategies were incorporated into the 10 year plan
- Tags: Public Works
- Due Date: N/A

c. Maintain a minimum average PCI at 80 which allows us to be in preservation mode

- Status: In Progress
- Updates: This will need to be evaluated once paving is completed in 2024. 2025 – We have not been able to achieve a PCI of 80 due to lack of funding. More focus will be placed on maintenance work as allowed to stretch the life of roads. Chip sealing has been the main focus of this effort outside of downtown areas. Crack filling is also scheduled in 2025. This reduces the water damage on roads and can extend their useful life. A full assessment has not been completed since 2023. Our Street Scan Pavement Maintenance System indicates a slight decline since 2023 which is expected to continue with yearly deterioration accelerating
- Tags: Public Works
- Due Date: N/A

d. Implement complete streets policy while designing and building roadway improvements.

- Status: In Progress
- Updates: N/A
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Planning Board, Planning and Development
- Due Date: N/A

Action 7.6.2: Develop roadway infrastructure inspection program

a. Inspect 25% of all roadway infrastructure assets per year

- Status: In Progress
- Updates: The inspection schedule will be put into our asset management software in 2024. 2025 The City was broken out into four quadrants for inspection purposes.
- Tags: Public Works
- Due Date: N/A

b. Create an asset list, inspection schedule and standardized inspection forms

- Status: In Progress
- Updates: 2025 – An assessment tool was purchased and is being used.
- Tags: Public Works
- Due Date: N/A

Objective 7.7: Roadway Infrastructure: Enhance the City's roadway system to adequately manage present and projected traffic volumes.

Action 7.7.1: Conduct Traffic Study in Areas of High Congestion As needed using traffic counts

a. Determine intersection LOS and roadway improvements needed on all new CIP projects

- Status: In Progress
- Updates: 2025 – Over the last year the Police Department has utilized its traffic counter 11 times in areas of concern.

- Tags: Public Works
- Due Date: N/A

b. Perform alternatives analysis on roads and intersections with failing LOS

- Status: In Progress
- Updates: 2025 – No new failing intersections have been identified that
- Tags: Public Works
- Due Date: N/A

Action 7.7.2: Create a project schedule for all DOT related Projects

a. Submit for 10 year plan and CIP in identified problem areas

- Status: In Progress
- Updates: 2025 – Trues Brook Road bridge is scheduled to start in 2025 completion in 2026. High Street intersection is scheduled to start in summer of 2025 and be completed in 2026. The Mechanic Street sidewalk from Slayton Hill to the American Legion scheduled for construction in the summer of 2025. Hanover Street Bridge is scheduled for 2026. Lahaye Drive/Mount Support intersection final pave is scheduled for 2025
- Tags: Public Works
- Due Date: N/A

Objective 7.8: Roadway Infrastructure: Coordinate with NH DOT's efforts to enhance state transportation improvements in the City.

Action 7.8.1: Develop CIP Projects to compliment DOTs improvements within the City

a. Number of projects identified to continue improvements listed on the DOT 10 year plan.

- Status: In Progress
- Updates: 2025 – There are currently 12 projects on the DOT 10 year plan
- Tags: Public Works
- Due Date: N/A

Action 7.8.2: Develop projects that will be submitted for the 10 year plan

a. Submit projects within the timeframe established by NH DOT

- Status: In Progress
- Updates: 2025: Updated 10 year plan was received. CMAQ grant was approved. A link plan is here. Challenges with federal rail ROW approval process have occurred on the Route 12A Bridge project.
- Tags: Public Works
- Due Date: N/A

Action 7.8.3: Coordinate with NH DOT's efforts to enhance state transportation improvements in the City. Create a project schedule for all DOT related Project

a. Submit and obtain approval for eligible projects in the DOT 10 year plan

- Status: In Progress
- Updates: 2025 – All eligible CIP projects have been submitted and have been included in the 10 year plan
- Tags: Public Works

- Due Date: N/A

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Economic Vitality

Foster economic growth and business development.

Vision Statement

The City is the economic hub of the Upper Valley. Most of the jobs in the region are located here in the City. The City is the host of a diversified and resilient economy. Traditionally the impacts of worldwide and national economic downturns impact the region to a lesser extent. The predominance of the medical sector, with Dartmouth Health being the largest employer in the region and the largest employer in the State, results in considerable supplemental and complimentary economic activity. The area has over 120 high-tech businesses, many of which are medtech and biotech companies. Many of these companies have a direct relationship or lineage from Dartmouth College and Dartmouth Health. The region has the highest average salaries in the State. The Upper Valley economy is vibrant and resilient when it has the following:

- A trained workforce adequate to meet the needs of all employers;
- An innovative, creative, and entrepreneurial culture that drives and develops new ideas;
- A diversified commercial/industrial sector that includes small, medium, and large businesses that pay a living wage;
- High quality housing to meet the needs of the workforce needed for the economy;
- High quality childcare and early childcare development to allow parents to work in the economy;
- High quality public education and postsecondary education to develop and maintain a skilled workforce; and
- Vibrant and diversified retail, food, and general service sectors that meet the supporting needs of the Upper Valley.

The City's Master Plan addresses the larger vision statement relative to Economic Development located in Chapter 6.

Strategic Objectives

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

Action 8.1.1: Work with City Council, Boards and Commissions to develop a regulatory environment that reflects community's priorities, while allowing efficient consideration and permitting of projects.

a. Develop a KPI which measures permitting time, % complete applications, and seeks to inform applicants of best practices, which lead to successful project permitting and implementation.

- Status: In Progress
- Updates: Planning Board is currently reviewing application procedures. The goal is to clarify submission requirements and expectations for applicants that will yield complete applications, streamline process procedures and generate a higher level of regulatory certainty for the Board and Applicants.

- Tags: Planning and Development
- Due Date: N/A

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

a. Develop working relationships with property owners/developers to assist them in moving their projects forward. Inform property owners of the tax incentive measures and other programs that are available.

- Status: In Progress
- Updates: City successfully partnered with LWM to obtain InvestNH grant funds for demolition of parts of redevelopment site. In December 2023, City Council granted 79-E tax relief for 11-year period with condition related to Declaration of Outdoor Recreational Activity. Council re-affirmed 11-years of 79-E tax relief in January 2025. In October 2023, City Council agreed to conditionally accept River Park Drive as a public street. A TIF District has been considered for West Lebanon Main Street area, but there is no defined public improvement to be undertaken at present. Discussions with Jay Campion regarding the Signal Park site to include recreational facilities to creating a Signal Park TIF district. Seek to implement the approved Pattern Zones policy updates. Seek to implement the 120 Corridor Study recommendations for Zoning Map and Text Amendments.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development, West Lebanon Revitalization Commission, Downtown TIF
- Due Date: N/A

Action 8.1.3: Update the Economic Development Chapter of the Master Plan

a. EDC works to develop their update process with guidance of City Staff

- Status: Completed
- Updates: Complete chapter update process; Planning Board adopted chapter in March 2025.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development
- Due Date: N/A

Objective 8.2: Facilitate and develop partnerships to increase Early Childhood Education capacity and reduce cost.

Action 8.2.1: Provide key leadership role in the UV/State Childcare Initiatives (CM)

a. Continue to serve on the Vital Communities Steering Committee regarding the Childcare initiative which began in 2021–2026.

- Status: Completed
- Updates: The City Manager began serving on the Vital Communities Steering Committee in August 2021. The three-year initiative was completed in 2024 with several successful outcomes while challenges still remain.
- Tags: City Manager, Vital Communities
- Due Date: 2024-12-12

Action 8.2.2: Continue the development of the Lebanon Early Childhood Education Facility to provide services to the region. Focus on low/mod income parents, non-traditional hours, competitive wages and benefits for childcare workers, teaching facility for staff, focus on infant care with the Boys and Girls

Club of Central NH.

a. Develop CIP project for 2024 with the goal of construction of a new facility by the end of 2026. The goal of 200 childcare slots.

- Status: Stalled
- Updates: Project development team creating the conceptual plan started in February of 2023. Proposal approved by the City Council in December of 2023. The City received a Congressionally Directed Spending Grant from Congresswoman Kuster's office in the amount of just over \$1.6 million. Today the remaining funds needed to construct the facility have not materialized from donations. CDBG and CDFA Tax Credits can only be applied for when the donated funds are committed. There still remains a gap of \$19 million needed for the project.
- Tags: City Manager, Planning and Development, Boys and Girls Club, UV EECA
- Due Date: 2032-03-12

Action 8.2.3: Support in-home childcare providers in the Grafton/Sullivan County Region with EECA by serving as the fiscal agent for the provider support network grant.

a. The City serves as the fiscal agent in 2023–2025.

- Status: In Progress
- Updates: The City served as the fiscal agent in 2022 for the pilot grant. Will continue to serve as the fiscal agent in 2023–2025.
- Tags: Finance, UV EECA
- Due Date: N/A

Action 8.2.4: Provide fingerprinting services to childcare care provider applicants for the region to expedite the approval process for new childcare workers.

a. Reduce or eliminate wait times for childcare provider applicants to be fingerprinted. Provider applicants are approved more quickly for work in the profession on a regional/UV basis.

- Status: In Progress
- Updates: In 2022 the Police Department initiated livescan fingerprinting services outside of its normal service hours two days a week to basically 24 hours on demand for not just employers and applicants in the City but for any childcare worker applicant. Service to continue as long as needed.
- Tags: Police
- Due Date: N/A

Objective 8.3: Work cooperatively with UVBA, the Corporate Council and others to enhance the business climate in the region.

Action 8.3.1: Work with Grafton County Regional Development to work on ADU financing opportunities

a. Available lending programs for those wishing to build an ADU

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

Action 8.3.2: Work collaboratively with UVBA, the Corporate Council and others to enhance the business climate.

a. Provide microgrants to UVBA to market the region.

- Status: Completed
- Updates: The City provided a \$10,000 grant to UVBA to create video segments to promote the UV for tourism in 2022. The City provided UVBA with a \$5,000 in ARPA funds to create the Local UV phone app in 2021.
- Tags: UV Business Alliance
- Due Date: N/A

Action 8.3.3: Program to assist minority, LGBTQ+ and woman businesses (DEI)

a. DEI has a program operational by the end of 2024.

- Status: Stalled
- Updates: DEI has begun discussions on the development of a program however no definitive plans have been developed yet.
- Tags: Diversity, Equity, and Inclusion Commission
- Due Date: N/A

Action 8.3.4: Work with Boards and Commissions on a regulation based, evidence supported, legally defensible decision process that generates regulatory certainty for all applicants.

a. Minimize adverse legal appeals of any Board or Commission decision.

- Status: In Progress
- Updates: Work and education sessions are provided to board members. Process measures are under review.
- Tags: Planning Board, Conservation Commission, Heritage Commission, Planning and Development, Zoning Board of Adjustment
- Due Date: N/A

Action 8.3.5: Provide small business resources at the Libraries by having programming, databases, and other resources available to people who own or are developing new businesses

a. Increase collection materials and programming that support small businesses in Lebanon

- Status: In Progress
- Updates: We're expanding our resources and connections
- Tags: Library, Economic Development Commission, UV Business Alliance
- Due Date: N/A

b. Collaborate with organizations such as the SBA, non profits, and local small business to assess and provide supportive materials and programming

- Status: In Progress
- Updates: EDC hosted a Small Business Workshop in October 2024 with representatives from Grafton RDC, Small Business Admin, and SCORE mentor program.
- Tags: City Manager, Economic Development Commission, UV Business Alliance
- Due Date: N/A

Action 8.3.6: Work collaboratively with UVBA and others to identify gaps in community and regional needs for potential recruitment and retention efforts.

a. Partner with UVBA to execute a regional Gap Analysis

- Status: In Progress
- Updates: Discussions under way at EDC on the need for GAP study.
- Tags: Economic Development Commission, UV Business Alliance
- Due Date: N/A

Objective 8.4: Coordinate regionally to enhance tourism opportunities in the Upper Valley

Action 8.4.1: Partner with UVBA to promote tourism in the UV

a. Provide microgrants to UVBA to promote tourism in the UV.

- Status: In Progress
- Updates: CM has provided microgrants to UVBA to create tourism opportunities tourism in the UV. The City funded the startup costs for the UV Local app with ARPA funds.
- Tags: City Manager, Economic Development Commission, UV Business Alliance
- Due Date: N/A

Action 8.4.2: Enhance tourism relative to the City's historic sites, online map, photos, videos, and on site signage

a. HC develops maps, photos, videos and site signage on the City's website and partners with UVBA to enhance public awareness of the City's history to attract tourism.

- Status: In Progress
- Updates: CM has provided funding (2022) to HC to create a video documentary of the history of the native populations in the City. HC developing historic signage for the NRT. This project will be grant ready in March 2025 (2025 Status Update). HC developing a story board map about the Historic Mills of downtown Lebanon.
- Tags: Heritage Commission, Planning and Development, UV Business Alliance
- Due Date: N/A

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

Action 8.5.1: Implement West Lebanon Charrette Studies (PLN)

a. West Lebanon Main St. Improvements and roundabout completed NLT 2026

- Status: In Progress
- Updates: Final design underway; complete design in 2025, bid in winter 2025, begin construction in spring 2025. PLN: Environmental review complete, action plan submitted, authorization for funding from HUD (AUGR) obtained. Continued grant advancement.
- Tags: Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

b. Acquisition, demolition and redevelopment of the properties located at 14, 28 and 30 Main St.

- Status: In Progress
- Updates: Property acquisition negotiated, closing completed May 2023. RFP for Main Street parcels issued March 2024 for potential redevelopment proposals. No viable responses were

received. The City is now initiating direct discussions with area firms to consider redevelopment projects.

- Tags: Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

c. Support Lebanon-Hanover partnership for multimodal connectivity in Route 10 corridor, e.g., WAHG path initiative.

- Status: In Progress
- Updates: City to apply for grant-funded technical assistance to support WAHG feasibility study.
- Tags: Planning and Development, West Lebanon Revitalization Commission
- Due Date: N/A

d. Acquisition and development of the Westboro Yard recreational area

- Status: In Progress
- Updates: Discussion with NH DOT to acquire portions of the Westboro Railyard have been underway since at least 1999. The City provided a \$287,000 in-kind contribution for the demolition of the decrepit railyard buildings which occurred in 2022. Negotiations continue with NH DOT to acquire a portion of the railyard and develop it into a recreational area.
- Tags: N/A
- Due Date: N/A

Action 8.5.2: Downtown Redevelopment – 20 Spencer; Village Mkt, Kleen, Parking Lots (PLN)

a. Redevelopment of 20 Spencer St. for workforce housing

- Status: In Progress
- Updates: Initial agreement with the Braverman Co. to redevelop expired in January of 2023. EDC has provided a recommendation to the CC regarding redevelopment. RF issued in 2022 with 3 respondents. EDC and Downtown TIF began work on developing the options and plan and then suspended that work to focus on 20 Spencer St. The Muse Lebanon/Tamposi selected in March 2024 as the preferred developer of 20 Spencer St based on revised RFP. Site Plan Review approval for 80-unit affordable housing project obtained from Planning Board in Sept. 2024.
- Tags: City Manager
- Due Date: N/A

b. Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space.

- Status: In Progress
- Updates: City engaged multi-disciplinary consultant team to study and assess potential issues and questions associated with redevelopment of parking lots. EDC and Downtown TIF participated with consultants and helped lead public engagement processes. Community meetings held in Sep 2024 and Feb 2025; final presentation and report anticipated in May 2025.
- Tags: City Manager, Economic Development Commission, Planning and Development, Downtown TIF
- Due Date: N/A

c. Partner with developer to develop the Village Market property.

- Status: In Progress
- Updates: City engineer evaluating developer proposal for left-turn access into Village Market property; Developer has obtained extensions of time from Planning Board.
- Tags: City Manager, Economic Development Commission, Planning and Development, Downtown TIF

- Due Date: N/A

d. Partner with developer to develop the mill property at the former Kleen Laundry site.

- Status: In Progress
- Updates: City successfully partnered with LWM to obtain InvestNH grant funds for demolition of parts of redevelopment site. In December 2023, City Council granted 79-E tax relief for 11-year period with condition related to Declaration of Outdoor Recreational Activity. Council re-affirmed 11 years of 79-E tax relief in January 2025.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development, Downtown TIF
- Due Date: N/A

Action 8.5.3: Update Economic Development, Lebanon CBD, and West Leb CBD Chapters of the Master Plan

a. Boards and Commissions partner to make necessary updates to individual chapters relating to their goals.

- Status: Completed
- Updates: EDC completed update process for Chapter 6 (Economic Development) in Jan. 2025; Planning Board adopted updated Chapter as part of Master Plan in March 2025.
- Tags: City Manager, Planning Board, Economic Development Commission, Planning and Development, West Lebanon Revitalization Commission
- 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

Public Health

Support community health initiatives and services.

Vision Statement

The goal of public health is to preserve the physical and mental health of those who reside in the City and those who visit it. Eliminating or minimizing the risk of disease and injury, as well as responding to and providing care to those who need it, are primary objectives of municipal governments. The City works in partnership with an array of state and federal agencies along with not-for-profit entities to meet the objectives of the Ten Essential Public Health Services as determined by the NH Dept. of Health and Human Services:

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

Strategic Objectives

Objective 10.1: Continue partnership with West Central Behavioral Health to enhance Mental Health Care and Response.

Action 10.1.1: Lebanon Police Department will continue to include and co-respond with West Central Behavioral Health on mental health calls when appropriate.

a. Reduce frequent mental health calls by connecting them with the appropriate agency.

- Status: In Progress
- Updates: In 2023, there were 338 Mental Health Calls, while in 2022, there were 416 Mental Health Calls. In collaborating with WCBH, LPD has managed to successfully decrease this number by a -18.75% decrease.
- Tags: Police, West Central Behavioral Health
- Due Date: N/A

b. Ensure all Lebanon Police Officers are certified in the most up to date CIT Training.

- Status: In Progress
- Updates: Presently, all Officers have attended the 40 hour CIT training.
- Tags: Police

- Due Date: N/A

Objective 10.2: Provide effective Mobile Integrated Health Care.

Action 10.2.1: Continue to provide the MIH paramedic service to Lebanon residents after the initial pilot project and expand service to other municipalities that we provide EMS to.

a. 80% reduction in hospital readmissions within 30 days of discharge to MIH enrolled patients.

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

b. Decrease the rate of 911 calls to MIH enrolled patients by 80%

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

Action 10.2.2: Expand available community nursing services.

a. Increase available community nurse hours to 60 hours per week

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

b. Expand community outreach efforts.

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

Objective 10.3: Provide high quality Emergency Medical response capability.

Action 10.3.1: Maintain a highly trained and ready workforce.

a. 75% of staff will be certified at the Paramedic level.

- Status: In Progress
- Updates: Currently 64% of staff is certified at the Paramedic Level.
- Tags: N/A
- Due Date: N/A

Action 10.3.2: Utilize a robust Quality Assurance/Quality Insurance program to ensure best practice patient care.

a. Achieve national standards in regards to patient care benchmarks 100% of the time

- Status: In Progress
- Updates: LFD Appointed a specific QA/QI officer to improve patient outcomes and response standards.
- Tags: N/A
- Due Date: N/A

Action 10.3.3: Develop a response model that meets the needs and expectations of the community.

a. 100% of recertification and continuing education requirements provided to all staff members

- Status: In Progress
- Updates: 2024 Recertification training is planned and underway.
- Tags: N/A
- Due Date: N/A

Action 10.3.4: Maintain a reliable, modern apparatus and ambulance fleet to meet response and personnel safety.

a. Sustain capital budget plan replace outdated equipment.

- Status: In Progress
- Updates: Last on order ambulance arrived in March of 2025.
- Tags: N/A
- Due Date: N/A

Action 10.3.5: Meet emergency response requirements based on National Standards. Arrival of an ambulance to all EMS call within 6 minutes of 911 call

a. Meet emergency response requirements 90% of the time

- Status: In Progress
- Updates: We are meeting the response benchmark 60% of the time. Some of this is related to the rural areas of our community and some is related to available staffing. We anticipate some improvement with the addition the 4 new firefighters in 2025.
- Tags: N/A
- Due Date: N/A

Objective 10.4: Maintain the partnership with the Upper Valley Public Health Network to respond to public health emergencies.

Action 10.4.1: Work with the Upper Valley Public Health to increase response capabilities to public health emergencies.

a. MACE activation drill annually

- Status: In Progress
- Updates: Working with new leadership through UVPH to develop annual training objectives.
- Tags: Upper Valley Public Health Network
- Due Date: N/A

b. Continue local partnerships to assist with vaccine and preventive health programs.

- Status: In Progress
- Updates: Working with UVPH to assist with annual vaccine programs.

- Tags: Upper Valley Public Health Network
- Due Date: N/A

Objective 10.5: Continue partnerships to provide Medical and Dental Care for those who cannot afford it.

Action 10.5.1: Continue to provide supportive funding to the Good Neighbor Health Clinic and the Red Logan Dental Clinic to provide medical and dental care for those who cannot afford it.

a. Provide services to low income residents who are <250% of the federal poverty level.

- Status: In Progress
- Updates: The City has maintained funding levels for several public health agencies to provide critical medical, dental and mental health care for those who cannot afford.
- Tags: DHMC, Human Services, Dartmouth Health, West Central Behavioral Health, Upper Valley Public Health Network, Good Neighbor Health Clinic, Public Health Council of UV
- Due Date: N/A

Action 10.5.2: Continue payment in lieu of taxes agreement for property taxes with DHMC.

a. Compliance with the present PILOT agreement in accordance with the provisions of state law relative to property taxes.

- Status: In Progress
- Updates: Compliance with the present PILOT agreement in accordance with the provisions of state law relative to property taxes. The agreement took effect in 2021 with end date in 2040. The PILOT is approximately assesses an amount equal to approximately 10% of what would be the taxable portion of the property with an inflator of 2.5% each year and the addition of any new property to the base amount. The MIH and Community Nurse program are in addition to this amount.
- Tags: Finance, Dartmouth Health
- Due Date: 2040-12-10

Action 10.5.3: Maintain a payment in lieu of taxes agreement for property taxes with DH regarding the Alice Peck Day Hospital and related facilities to provide medical transport to the DHMC.

a. Negotiate and execute a payment in lieu of taxes agreement for property taxes with DH regarding the Alice Peck Day Hospital and related facilities by the end of 2023 for a 20 year period.

- Status: In Progress
- Updates: The City signed a PILOT agreement with APD/DH regarding a payment in lieu of taxes agreement for property taxes for the Alice Peck Day Hospital and related facilities in 2023 for a 20 year period ending in 2042. Prior to 2021 APD did not pay any property taxes. APD is now part of DH. Taxes have been assessed and paid (2022 and 2023). PILOT payment paid through 2024. The City also entered into a Contributions Agreement starting January 1, 2025 and ending on January 1, 2032. This agreement will cover the cost of funding 1.75 firefighter positions to allow for the City to continue to provide emergency ambulance transport to DHMC from APD.
- Tags: Fire, Dartmouth Health
- Due Date: 2042-03-07

Objective 10.6: Conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the city or regional level.

Action 10.6.1: Create a workgroup to conduct a needs assessment regarding the broad range of public health needs in the City. Determine the feasibility and criticality of creating/expanding service levels at the local/regional level.

a. Public Health Workgroup created by the end of the 1st Qtr 2024. Needs assessment completed NLT the end of 2024. Present results to the City Council NLT the end of the 1st Qtr of 2025.

- Status: In Progress
- Updates: The City does not have a Public Health Code nor does it operate a Public Health Department as is the case with the two largest cities in the State. The approach the City presently operates on is a conglomeration of services provided mostly by non-profit, state and private entities. This model is consistent with most of the municipalities in the state.
- Tags: City Council, Planning and Development, Public Health Council of UV, Upper Valley Public Health Network
- Due Date: N/A

Action 10.6.2: Examine local and regional level models to determine the organizational structure and resources needed to meet the needs identified from 10.6.1. Develop cost estimates for delivery of those services.

a. Public Health Workgroup conducts examination of local level and regional level models to determine the organizational structure and resources needed to meet the needs identified from 10.6.1. Develop cost estimates for delivery of those services NLT July 30, 2025.

- Status: In Progress
- Updates: N/A
- Tags: City Council, Planning and Development, Public Health Council of UV, Upper Valley Public Health Network
- Due Date: N/A

Objective 10.7: Removal of Lead and Copper in the City's Water Distribution System

Action 10.7.1: Comply with new EPA Lead and Copper Rule established in October 2024

Begin the process to identify potential locations of Lead and Copper in the City's water distribution system. Obtain approval from the City Council to apply for the DWSRF loan forgiveness program.

a. Meet deadlines established in the Lead and Copper Rule.

- Status: In Progress
- Updates: Service line material type inventory was submitted and met the deadline on October 26, 2024. An application for further identification and service line replacement for a 71% principal forgiveness loan for the work is in process. City Council approved the \$2,316,000 loan on March 19, 2025. Identification scheduled for 2025 and replacement for 2026. There is a five year timeframe to expend the loan. The whole project must be completed by 2037.

- Tags: Public Works
- Due Date: N/A

Action 10.7.2: Identify water lines and household connections that have lead or copper in them

Apply for grant funds from the Drinking Water State Revolving Fund to identify and replace water lines belong to the City along with connector lines that belong to individual properties that contain lead or copper.

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Agenda

Lebanon City Council

May 7, 2024

11. New Business:

11.C – Presentation of Downtown Parking Lot Redevelopment Study Report

Background

In the 2016 Lebanon Downtown Vision Plan and Tunnel Assessment report, the surface parking areas located between City Hall and the Mascoma River were identified as one of several potential opportunity sites for the City to pursue redevelopment or other improvements to invigorate and enliven the downtown. The City Council's adopted Strategic Plan includes specific actions and key performance indicators related to evaluating options for the downtown parking lots, including Action 8.5.2 "Downtown Redevelopment – 20 Spencer, Village Mkt, Kleen, Parking Lots", and KPI 8.5.2a "Redevelopment of the parking lots behind City Hall, maintaining the existing parking capacity, developing workforce housing and green space."

In August of 2022, the City issued a Request for Expressions of Interest (RFI) to solicit redevelopment ideas and strategies for the parking areas, which would advance the City's goals and objectives, including enhanced visibility and access to the Mascoma River; improved connectivity between the Northern Rail Trail and the Mascoma River Greenway via the downtown tunnel; and economic development opportunities to further enhance vitality in the downtown core. However, after review of the RFI responses by the Economic Development Commission (EDC) and Downtown TIF Advisory Board (TIF), it was apparent that further analysis was needed to ascertain what type and scale of development was possible in and around the downtown parking lots. In February 2024, the City Council approved a proposal from the City Manager to engage a consultant to determine and evaluate options for redeveloping the downtown parking lots.

Subsequently, the City engaged Placework to lead a multi-disciplinary consultant team to help address and resolve some of the outstanding questions and issues that affect what can or should be accomplished in the downtown parking lots, including: a comprehensive study of parking and traffic needs, consideration of environmental and floodplain issues, structural and geotechnical questions, economic development potential, and other factors. The preliminary results of these inquiries were used to create a set of guiding principles and potential development scenarios for the community's consideration. Over the course of the study, the consultants used EDC and the Downtown TIF Board as project advisory committees and conducted several rounds of community engagement and outreach.

Following the final Community Conversation event on February 12th, the consultant team has been preparing the final report and presentation for the City Council. The full report and appendices are available on the City's website through the links listed below.

On May 7th, the consultant will make a final presentation of the Downtown Parking Lot Redevelopment study results and recommendations to the City Council. Following the presentation, the administration requests guidance from the City Council concerning the next steps to be undertaken.

Action

Recommended action will be determined based on the City Council's discussion of this agenda item.

Included In This Section:

1. Downtown Parking Lots Redevelopment Study, City Council Presentation – May 7, 2025

Not Included In This Section, but Available Online:

2. [Downtown Parking Lots Redevelopment Study Final Report \(April 25, 2025\)](#)
3. [Downtown Parking Lots Redevelopment Study Final Report – Appendix \(April 25, 2025\)](#)



City Council Presentation - May 7, 2025

Downtown Parking Lot Redevelopment Study

Placework

PROJECT TEAM



PROJECT 'STEERING COMMITTEE'
DOWNTOWN TIF ADVISORY BOARD
ECONOMIC DEVELOPMENT COMMISSION
CITY COUNCIL
GENERAL PUBLIC

Placework

ARCHITECTURE, PROJECT MANAGEMENT

Agency
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PLANNING & LANDSCAPE ARCHITECTURE



CIVIL ENGINEERING, TRAFFIC ANALYSIS



ECONOMIC DEVELOPMENT CONSULTING



ENVIRONMENTAL
CONSULTING

LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
5.7.2025 - CITY COUNCIL PRESENTATION

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PLANNING SCENARIOS

Scenario 1
Parking Lot Repair



Scenario 2
Riverfront Park



Scenario 3
Partial Redevelop + Park



Scenario 4
Full Redevelop



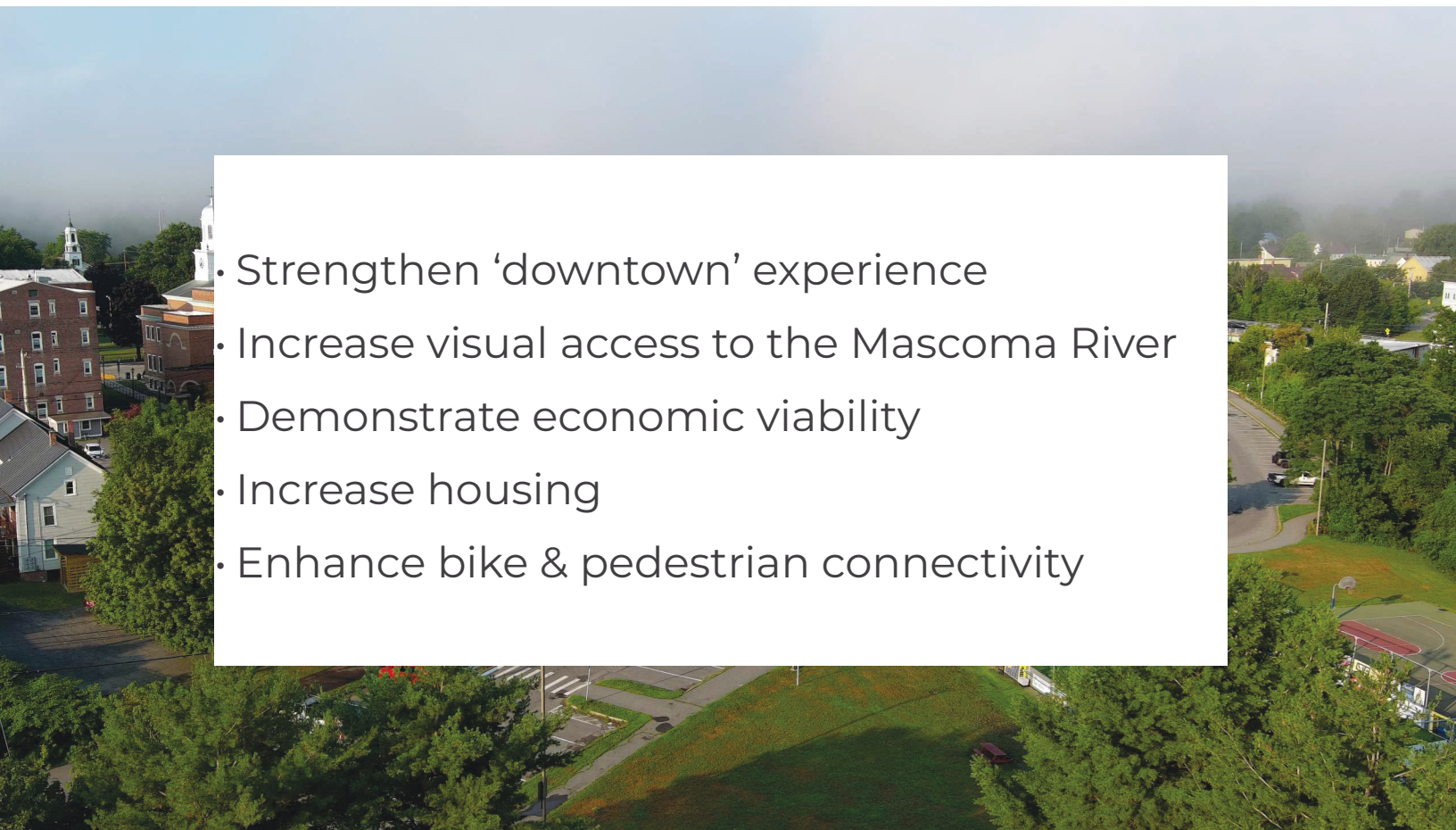
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5.7.2025 - CITY COUNCIL PRESENTATION

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PROJECT GOALS & VISION

- 
- An aerial photograph of a town. On the left, there are several brick buildings, including a prominent church with a white steeple. A river is visible in the background, partially obscured by a light fog. In the foreground, there are green trees and a parking lot. On the right side, there is a basketball court and more trees.
- Strengthen 'downtown' experience
 - Increase visual access to the Mascoma River
 - Demonstrate economic viability
 - Increase housing
 - Enhance bike & pedestrian connectivity

PROCESS



KEY FINDINGS

THEMATIC GROUPS



Grounding in site
Ecology, History, Water & Land



It's all Connected
Infrastructure, Connectivity & Regulation



Upper Valley Vibes
Demographics, Market Analysis
& Public Feedback

KEY FINDINGS

ECOLOGY, HISTORY, WATER & LAND

- **Train line easement bisects the site.**
- **River is virtually invisible from parking lot.**
- **Lower parking lot is within the 100-year flood plain**
- **Several eras in history have been removed or destroyed.**
- **Stormwater discharges directly into the river.**

KEY FINDINGS

INFRASTRUCTURE, CONNECTIVITY & REGULATION

- **Concern over parking availability & management, especially during events.**
- **Pedestrian connectivity & accessibility limited by parking lot and grade changes.**
- **Heavily engineered site and surroundings.**
- **Limited architectural character.**
- **Poor soil bearing capacity anticipated.**
- **Confluence of utilities on and underneath site.**

KEY FINDINGS

PARKING

- 333 total spaces.
- Hourly drone flights conducted Sat 7/27 and Thurs 8/1 between 7am-7pm.
- Total occupancy for the entire study area **peaked at 64%**, on Thursday between 5-6pm.



KEY FINDINGS

DEMOGRAPHICS, MARKET ANALYSIS, & PUBLIC FEEDBACK

- **Median home price doubled in the last ten years.**
- **Events are a major downtown economic driver.**
- **Market rate housing and commercial use drive demand.**
- **Over 500 planned new downtown residential units.**
- **TIF revenue is possible funding/subsidy source.**
- **Public feedback: 283 responses.**

EXISTING CONDITIONS



LEBANON DOWNTOWN PARKING LOTS REDEVELOPMENT
5.7.2025 - CITY COUNCIL PRESENTATION

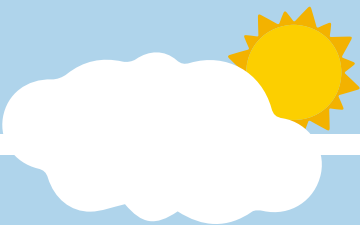
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MAINTENANCE ITEMS

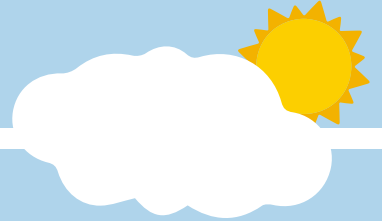
- Repave parking areas, replace curbs & sidewalks
- + Replace failing guardrails
- + Replace failing retaining walls
- + Wayfinding and signage updates
- + Site lighting updates
- + Invasive species control / riverbank stabilization

Estimated total cost: \$2.2 - \$2.5M

GUIDING PRINCIPLES



GUIDING PRINCIPLES



Scenario X



- 1. Improve vehicular & pedestrian circulation**
- 2. Maintain ease of parking**
- 3. Connect to the river**
- 4. Provide opportunities for recreation**
- 5. Increase housing supply**
- 6. Demonstrate feasibility without subsidies**
- 7. Site sustainability & resilience**
- 8. Generate economic benefits**



SCENARIOS



SCENARIO 1

PARKING LOT REPAIR

The community said...

In a parking lot - we
need more shade!
More trees!

Allocate some space to
food trucks at certain
times of day when
parking is under-utilized

Wayfinding+safety
for rail trail

Eliminate lower
lot, keep Taylor
St. and greenway
away from river.

Retain parking
on upper level for
people with mobility
issues



Newburyport MA - Market Landing Park

SCENARIO 1

PARKING LOT REPAIR



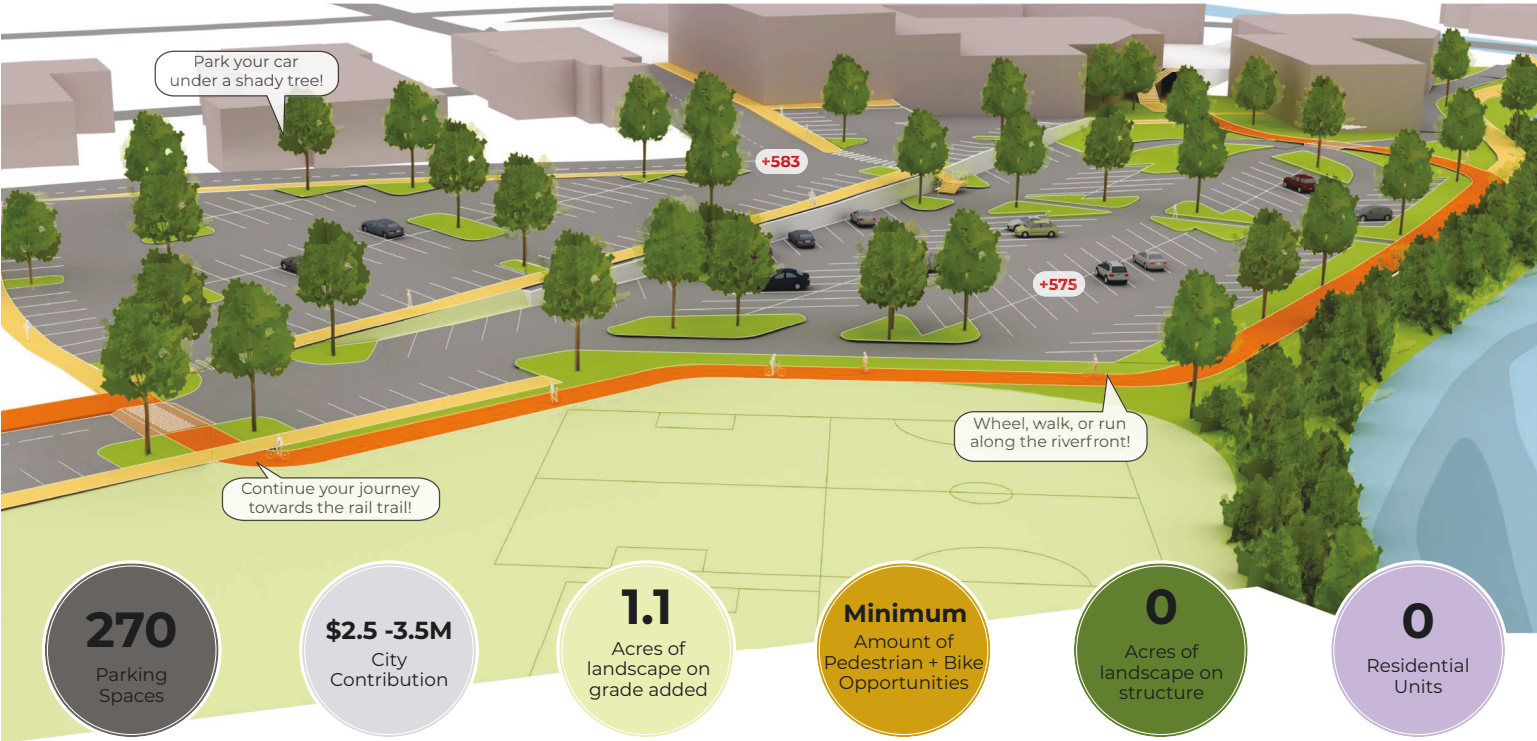
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SCENARIO 1

PARKING LOT REPAIR



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SCENARIO 2

Riverfront Park

The community said...

Connect the trails
& make parking
easier (bigger
spaces+street
parking)

Natural riverfront
experience: we have a
unique opportunity here to
make a wonderful natural
amenity in downtown

Ensure enough
parking remains for
events

Walkways from
parking to riverfront
area. Include traffic
calming.

River isn't accessible,
should widen green area
by river. Benches visual
access.



Franklin NH - Mill City Park

SCENARIO 2

RIVERFRONT PARK



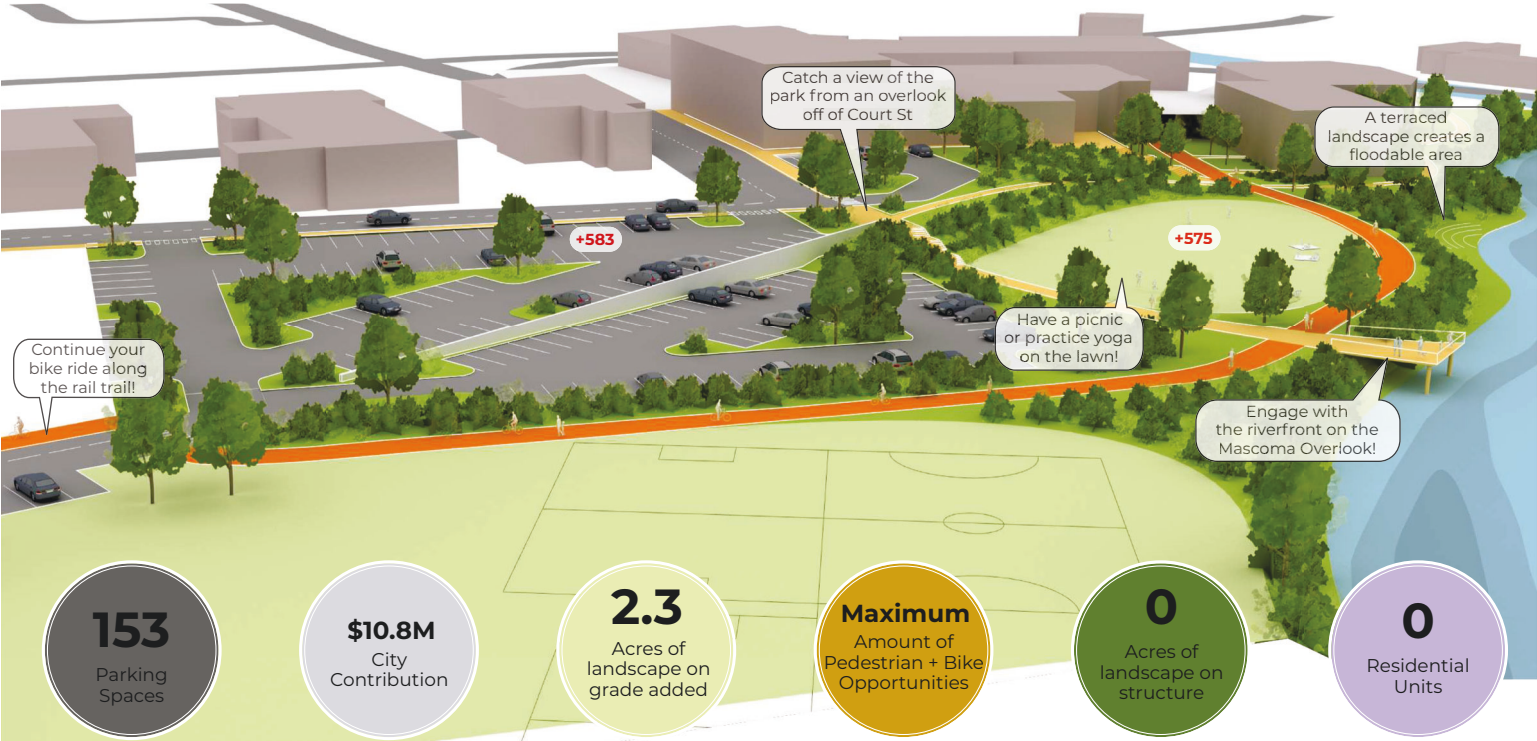
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SCENARIO 2

RIVERFRONT PARK



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SCENARIO 3

Partial Redevelopment + Park

The community said...

We need housing but not in this most important part of Lebanon. It needs to remain a public space

Develop upper level for improved parking and retail commercial

Bring the arts to the river

No buildings on lower level. Greenspace only

Small food or service providers that would complement a park space



Cambridge MA - Charles River

SCENARIO 3

PARTIAL REDEVELOP + PARK



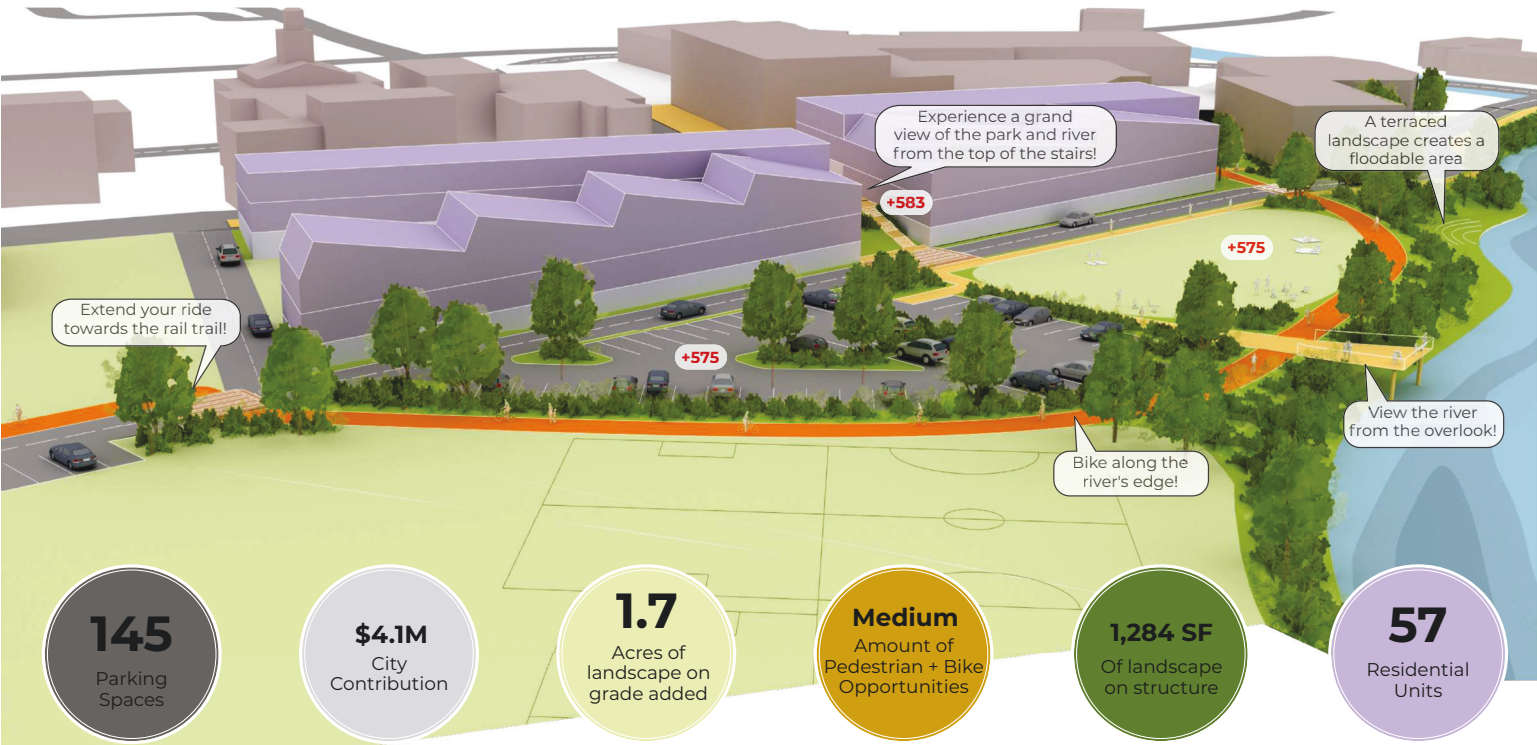
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SCENARIO 3

PARTIAL REDEVELOP + PARK



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SCENARIO 4

Full Redevelopment

The community said...

Parking garage or parking integrated in buildings.

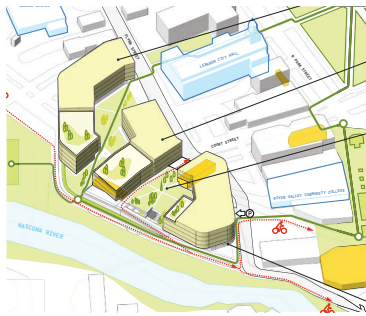
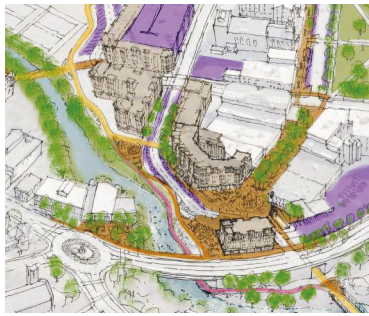
Lebanon's revival was fueled by art and food. Find space for both.

Hard to imagine this being an easy gathering place if too much space is taken up by development.

Housing can go elsewhere, or on a small portion of the site.

Connection to Colburn Park.

PLANNING CONTEXT



Downtown Vision Plan

- Up to 165-175 units*
- ____ Parking Spaces

Rode Proposal

- 210 units
- 215 Parking Spaces

KaTo Proposal

- 105-140 units
- 500 Parking Spaces

THI Proposal

- 60-74 units
- ~217 Parking Spaces

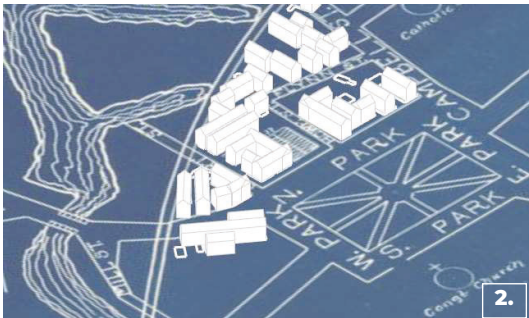
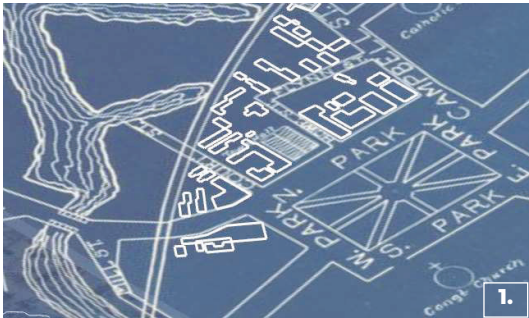
*Mall and Flynn Street Areas only

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SCENARIO 4

FULL REDEVELOP

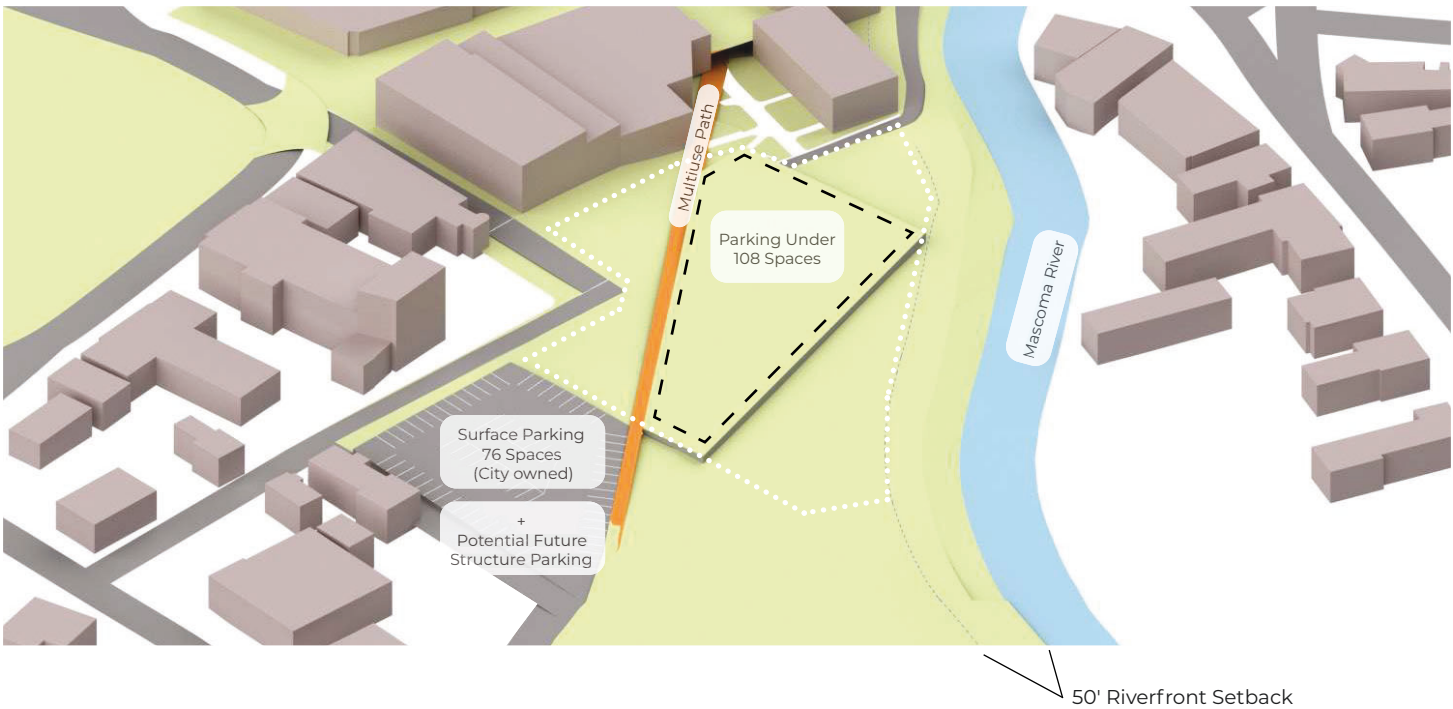


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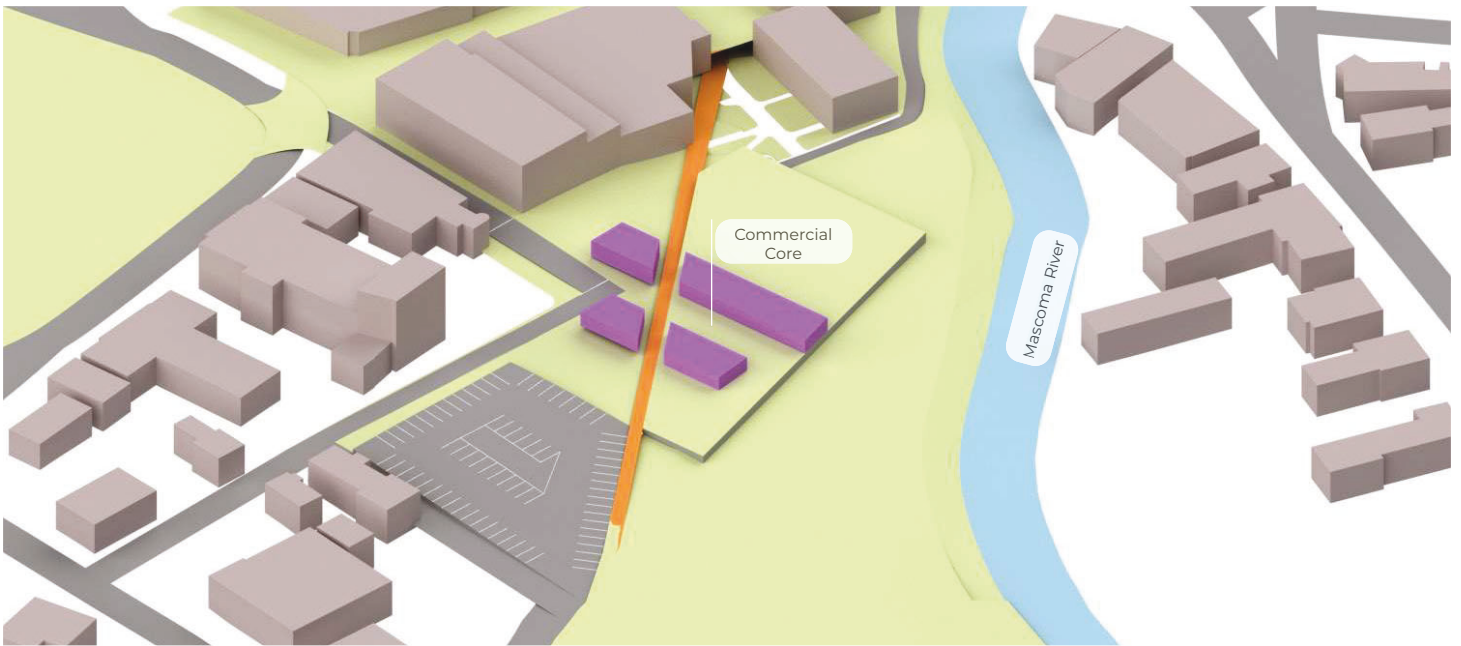
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SCENARIO 4
FULL REDEVELOP



SCENARIO 4

FULL REDEVELOP



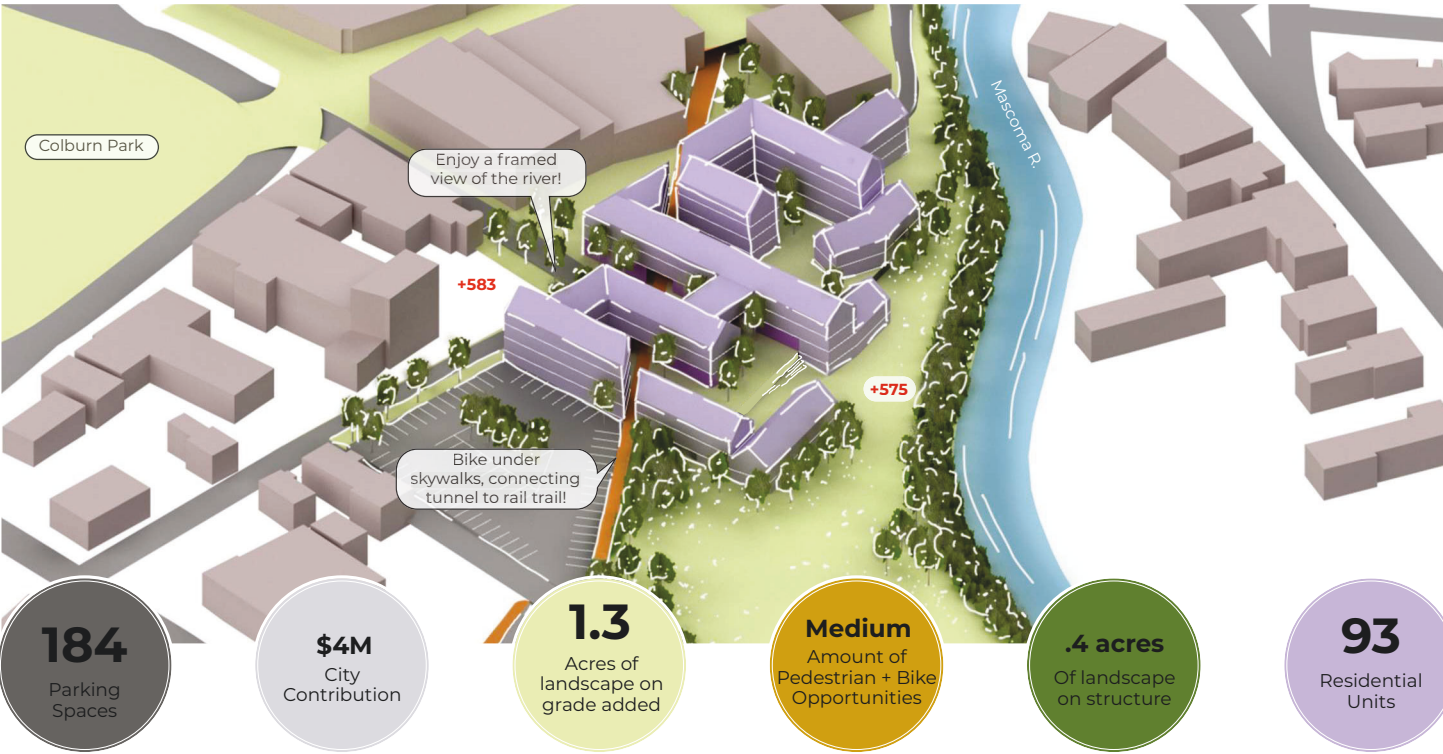
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SCENARIO 4

FULL REDEVELOP



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SCENARIO 4

PRECEDENT



Malling Dampmølle Housing Complex, Denmark / CEBRA

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SCENARIO 4

FULL REDEVELOPMENT



Perspective view from Across Mascoma River

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SCENARIO COMPARISON



Cost to City:

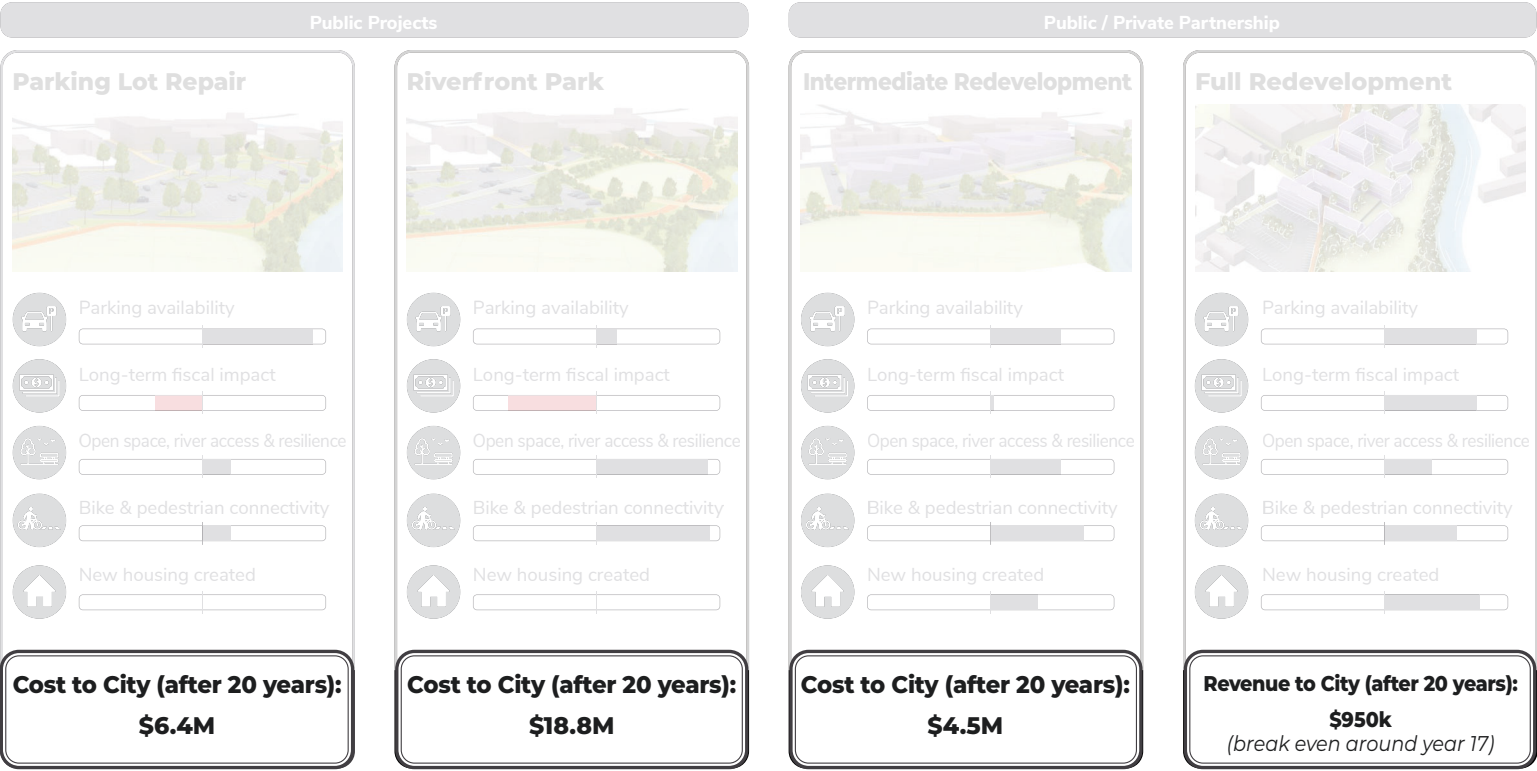
\$10.8M

RANGE OF POTENTIAL FUNDING SOURCES

PUBLIC PROJECTS

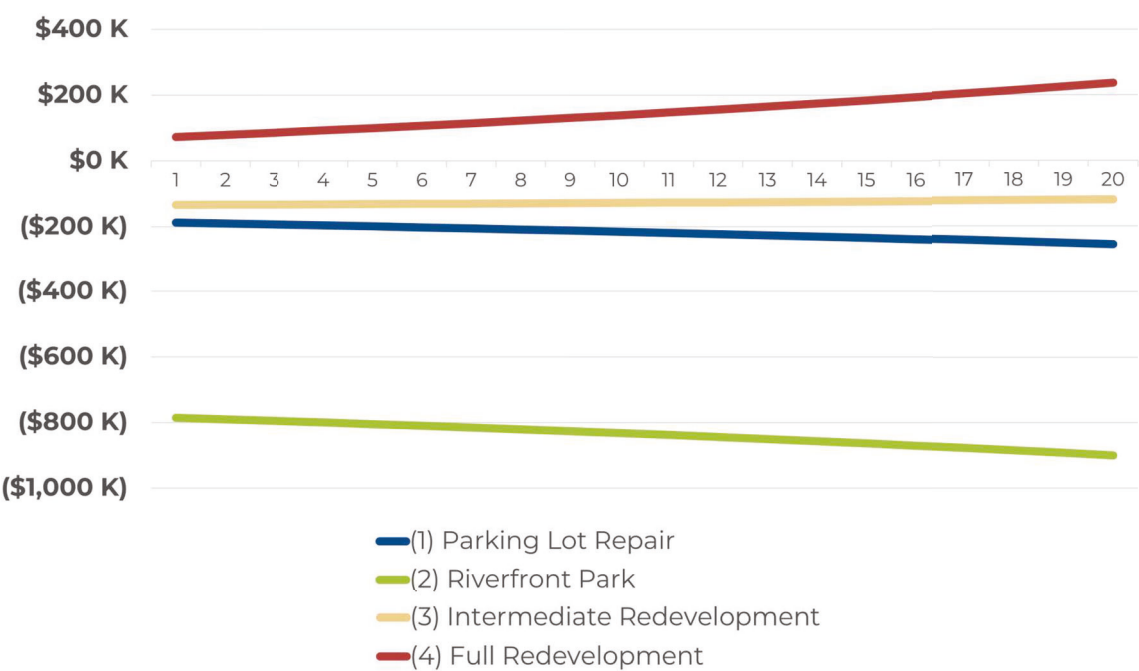
VALUE CAPTURE	Downtown Lebanon Tax Increment Financing (TIF) District (~\$2M available)
PUBLIC FUNDS	City General Fund Bond Issuance
CONTRIBUTED INCOME	Corporate Sponsorship Philanthropic Sponsorship Grants 'Friends' Groups
EARNED INCOME	Concession Sales Rental Fees Parking Fees Event Fees

SCENARIO COMPARISON OVER TIME



LONG-TERM FISCAL IMPACT

Annual Net Revenue



*Assumes 3% annual inflation on revenue/expenses & financing costs

EXPECTED ECONOMIC IMPACTS

"Trust for Public Land research shows that returns from conservation of open space range between \$4 and \$11 for every dollar invested."²

"Proximity to parks increases property value which increases revenue from property taxes. Research of property values shows that property values for houses within 500 feet of a park increased between 5-15% annually."¹

All Projects:

- Increased property values
- Increased sales tax revenues
- Improved attractiveness of Lebanon to homebuyers and employers
- Increased visitors who bring spending power and support for local businesses
- Decreased stormwater treatment costs
- Decreased medical costs and improved public health through increased opportunities to exercise

Public-Private Projects Additional Impacts

- Property tax revenues
- Increased downtown residents who bring spending power and support for local businesses
- Partial funding for desired public improvements

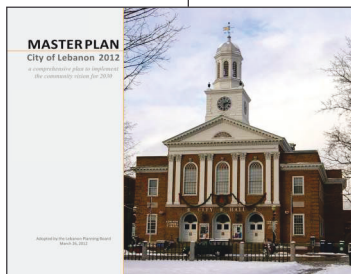
Source: Economic Benefits of Parks - [We Conserve PA](#)¹, [Trust for Public Land](#)²

NEXT STEPS

2016: Downtown
Vision Plan and Tunnel
Assessment



2024: Downtown Parking
Lot Redevelopment Study



2012: Master Plan Revision



2022:
Downtown Request
for Expressions of
Interest

FUTURE:
Detailed Assessment
Future of TIF District
Master Plan Update?
Other Initiatives?

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QUESTIONS?

Agenda

Lebanon City Council

May 7, 2025

11. New Business:

11.D – Presentation and Discussion on Status of Barrows Street Cottage Development and Authorization to Proceed with Project

Background

On April 21, 2022, the City Council unanimously adopted a “Resolution on Housing” directing the City Manager to take steps to enable, incentivize, and partner in addressing housing needs not currently being addressed by the market. Among the actions outlined in the Resolution is to “partner with the Lebanon Housing Authority and other residential developers to utilize city-owned properties for the development of new housing units, including the possibility of a ‘demonstration project’ on a city-owned parcel with high visibility and an opportunity for a reasonable number of units to help overcome barriers to affordability.”

In February 2024, the City Council determined, in accordance with City Council Policy, CC-102, Real Property Transactions, that several city-owned parcels have redevelopment potential, including two located along Barrows Street (Tax Parcels 77-106 and 77-107). In May 2024, the Council discontinued a portion of Barrows Street, which separated the two city-owned properties, allowing them to be merged into a single 2.09-acre parcel.

In August 2024, the Lebanon Planning Board granted Site Plan Review approval allowing the City to complete preliminary site work including clearing, grading, and filling for a proposed future residential development. Later in August, the NH Department of Environmental Services (NHDES) issued a Wetlands and Non-Site Specific Permit to authorize impacts to a small (<950 sqft), isolated wetland in the south-central portion of the property. Work authorized by the Planning Board and NHDES approvals was completed by early December 2024 and the site was stabilized until further development is approved.

In December 2024, the City submitted a final application to the Planning Board for Site Plan Review, Subdivision Review, and Conditional Use Permit approval for the development of the Barrows Street property. The application and development layout were in compliance with the adopted Cottage Development regulations set forth in Section 509 of the Zoning Ordinance. The layout consists of five, one-story, detached residential units surrounding a central courtyard, each with approximately 930 square feet of gross living area, plus a full basement for additional storage or living space. On January 27, 2025, the Planning Board granted conditional approval for the project, and the City is currently working to satisfy the Planning Board’s conditions of approval.

In January 2024, the City received \$440,000 from the State’s InvestNH grant program. The grant funds were connected to the Lebanon Housing Authority’s construction of 44 new housing units at 258 Heater Road (Heater Landing). The InvestNH Municipal Per Unit grant program allowed the City to receive \$10,000 for each new unit of affordable housing constructed within the City. In February 2024, the City Council authorized the placement of the \$440,000 InvestNH grant funds into a Redevelopment Properties Revolving Fund “to facilitate the planning, design, permitting, construction, and disposition of residential units on City-owned properties included in the fund.”

To date, the City has expended \$146,410.65 of the InvestNH grant funds for planning, design, permitting, and the preliminary site work for the project. No general funds or tax dollars have been used for this project.

On April 15, 2025, the NH Department of Business and Economic Affairs (NHBEA) notified the City that Lebanon's Housing Infrastructure Municipal Grant application through the Housing Champions program was being recommended for approval. This grant will provide an additional \$158,805 to pay for 75% of anticipated infrastructure improvements associated with the Barrows Street project. A 25% local match is required from the City.

Based on the approved project layout, the Engineer's Opinion of Probable Costs for site work is approximately \$586,000, which includes a 20% contingency. The City also has communicated with a local modular building company to obtain rough pricing to fabricate, deliver, and set the cottage units. The City is still in the process of obtaining information on projected costs to finish the cottage units.

The City proposes to engage a developer/builder through a Request for Proposals (RFP) process to complete the cottage housing units and other site improvements. The City also proposes to partner with a local lending institution, again through an RFP process, for construction funding and to try to establish favorable lending terms for prospective purchasers. Following completion, the City envisions that the finished units will be made available for owner-occupancy by employees of the City, the Lebanon School District, or the Lebanon Housing Authority. The units will be sold at cost through a lottery of pre-qualified candidates and will include covenants and deed restrictions in an effort to maintain long-term affordability.

At the end of the project, it is expected that the proceeds from the sale of the cottage units will repay any construction funds borrowed by the City and will leave the City with the original \$440,000 of InvestNH grant funds for potential use on other City-owned properties. The finished development will be owned and managed by a homeowner's association through a condominium form of ownership and will add new taxable value to the City's tax rolls. Because the City already owned the land and is not seeking to profit from the development project, it is expected that the cottage units can be developed and sold more affordably by the City than would be the case with a private developer.

At this time, the administration is seeking guidance and authorization to proceed with the development as a City-sponsored project.

Action

The following motion is offered for City Council consideration:

MOVED, that the Lebanon City Council hereby authorizes the City Manager to take necessary and appropriate steps to continue the development of 0 Barrows Street, Tax Map 77, Lot 106, as approved by the Lebanon Planning Board on January 27, 2025, as a City-sponsored residential development project.

Included In This Section:

1. Excerpts of Planning Board approved Site Plan, Pages L5.0, L2.1, and A2

SUBDIVISION PLAT NOTES / REQUIREMENTS

- 13.11.A. NO TOPSOIL, SAND OR GRAVEL SHALL BE REMOVED FROM THE SITE FOR ANY OTHER PURPOSE OTHER THAN TO MEET THE CONSTRUCTION NEEDS OF THE DEVELOPMENT.
- 7.01 THE SUBDIVISION REGULATIONS OF THE CITY OF LEBANON AND THE AGENTS OF ACTION ARE A PART OF THE PLAN, AND APPROVAL OF THIS PLAN DOES NOT CONSTITUTE THE CORROBORATION OF ALL THE REQUIREMENTS OF THE NOTICE OF ACTION, AND SAID SUBDIVISION REGULATIONS EXCEPTING ONLY ANY MODIFICATION OR WAIVER SET FORTH IN THE NOTICE OF ACTION.
- 7.7.A.6. THERE ARE NO CONSERVATION, PRESERVATION, OR AGRICULTURAL PRESERVATION RESTRICTIONS (AS DEFINED UNDER 8A-11-01) ON THE SUBJECT PROPERTY.
- 7.7.A.6.2. OTHER THAN THE EASEMENTS PROVIDED WITH THIS APPLICATION, AND SHOWN ON THE RECORDED SURVEY PLAN, THERE ARE NO SHOWING EASEMENTS, RIGHTS OF WAY, OR RIGHTS OF ANY EASEMENTS OR OTHER RESTRICTIONS OVER THE SUBJECT PROPERTY.
- 7.7.A.6.2.1. THE PLAN INCLUDES DESIGNATION OF A 55,308 SF "DESIGNATED OPEN SPACE AREA". THIS DESIGNATED COMMON OPEN SPACE AREA SHALL BE BOUND BY A 10' BUFFER (COMMON WITH UNIT 1) THROUGHOUT (FOOTWALL).
- 13.14 OTHER THAN PERMITS OF DESIGNATED OPEN STORAGE AREAS, THERE SHALL BE NO DEPOSITING, DUMPING, OR STORAGE OF WASTE, OR OTHER NATURAL OR MAN-MADE MATERIAL, STRUCTURE, OR EQUIPMENT ON ANY SUBDIVISION LAND DESIGNATED AS OPEN SPACE.

OPEN SPACE CALCULATIONS

PARCEL AREA	REQUIRED OPEN SPACE	DESIGNATED OPEN SPACE
191,127 SF AREA (ENTIRE PARCEL)	15% MIN. REQUIRED (28,669 SF)	100% PROVIDED (55,308 SF DERIVED BY 4 1/2 127'W)

SITE INFORMATION

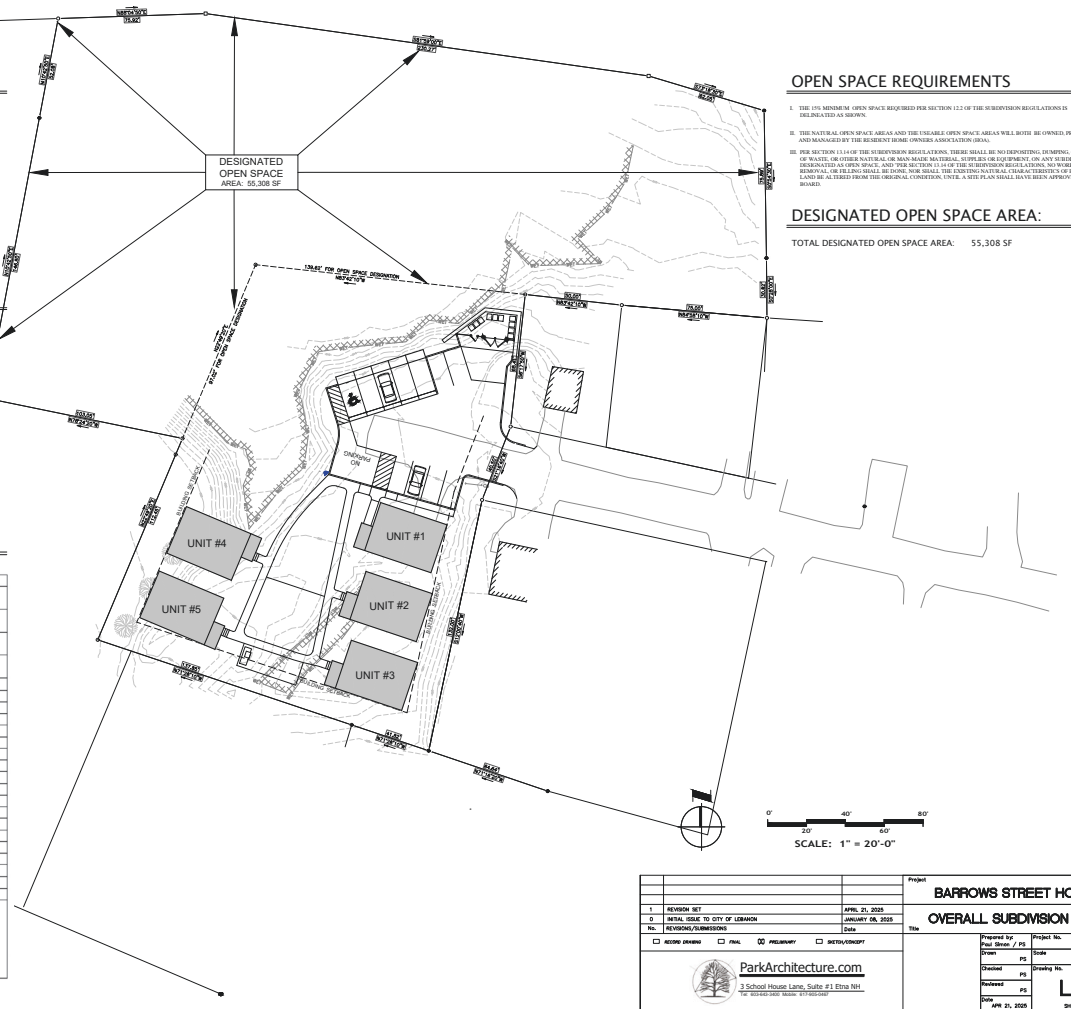
SITE INFORMATION	
TAX MAP & LOT NUMBER:	MAP 77, LOT 106
ZONING DISTRICT:	RESIDENTIAL THREE (R-3)
AREA OF LOT:	2.09 ± ACRES
PROPOSED USE:	COTTAGE DEVELOPMENT PER SECTION 509 OF THE ZONING CODE
NUMBER OF UNITS:	5
PARKING:	REQUIRED: 10 SPACES PROPOSED: 5 GARAGE SPACES 6 PAVED SPACES 11 TOTAL SPACES
NUMBER OF STORIES:	1 STORY
LOADING SPACES:	N/A
BUILDING HEIGHT:	REQUIRED: ≤ 24' PROPOSED: 24'
BUILDING SETBACKS:	REQUIRED: PROPOSED
PER SEC. 201.1 OF ZONING CODE	FRONT: 5' 15' SIDE: 15' 15'
PER SEC. 201.3 OF ZONING CODE	REAR: N/A N/A SIDE: 15' 15'
LOT COVERAGE (BUILDINGS):	ALLOWED: 35% PROPOSED: 6.59%
IMPERVIOUS AREA:	13,077 SQ. FT.
COMMON OPEN SPACE:	2,000 SF MIN. 4,080 SQ. FT.
OPEN SPACE:	15% MIN. 87% PROPOSED
WETLANDS CONSERVATION DISTRICT / FLOODPLAIN DISTRICT, SHORELAND WATER QUALITY PROTECTION JURISDICTION:	WETLANDS PERMIT HAS BEEN ISSUED. THIS SITE IS NOT WITHIN FLOODPLAIN DISTRICT OR WITHIN THE SHORELAND WATER QUALITY PROTECTION JURISDICTION. WETLANDS & NON-SITE SPECIFIC PERMIT 2024-0306 AUGUST 22, 2024

OPEN SPACE REQUIREMENTS

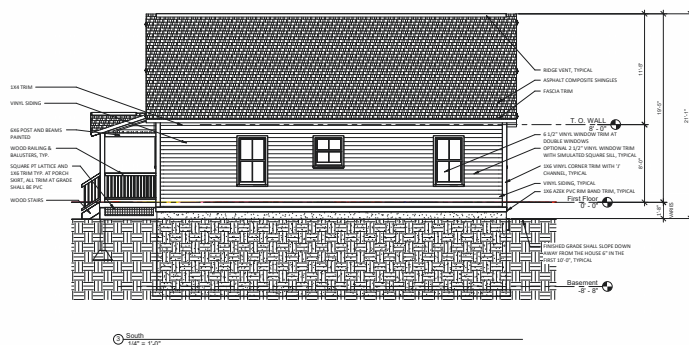
1. THE 1% MINIMUM OPEN SPACE REQUIRED PER SECTION 122 OF THE SUBDIVISION REGULATIONS IS DESIGNATED AS GREENS.
2. THE NATURAL OPEN SPACE AREAS AND THE USABLE OPEN SPACE AREAS WILL BOTH BE OWNED, PROTECTED, AND MANAGED BY THE RESIDENT HOME OWNERS ASSOCIATION (HOA).
3. PER SECTION 114 OF THE SUBDIVISION REGULATIONS, THERE SHALL BE NO DEPOSITING, DUMPING, OR STORAGE OF WASTE, OR OTHER NATURAL OR MAN-MADE MATERIAL, STRUCTURE, OR EQUIPMENT ON ANY SUBDIVISION LAND DESIGNATED AS OPEN SPACE, AND PER SECTION 114 OF THE SUBDIVISION REGULATIONS, NO FILLING, OR REMOVAL, OR FILLING SHALL BE DONE, NOR SHALL THE EXISTING NATURAL CHARACTERISTICS OF THE OPEN SPACE LAND BE ALTERED FROM THE ORIGINAL CONDITION, UNLESS A SITE PLAN SHALL HAVE BEEN APPROVED BY THE BOARD.

DESIGNATED OPEN SPACE AREA:

TOTAL DESIGNATED OPEN SPACE AREA: 55,308 SF



Project		Barrows Street Housing	
1. REVISION SET	APRIL 21, 2025	Project No.	2025 File Name
2. REVISION SET TO CITY OF LEBANON	January 28, 2025	Sheet	1" = 20'
3. REVISION/REVISIONS	Date	Revised	PS
4. REVISION/REVISIONS	Date	Revised	PS
5. REVISION/REVISIONS	Date	Revised	PS
6. REVISION/REVISIONS	Date	Revised	PS
7. REVISION/REVISIONS	Date	Revised	PS
8. REVISION/REVISIONS	Date	Revised	PS
9. REVISION/REVISIONS	Date	Revised	PS
10. REVISION/REVISIONS	Date	Revised	PS
11. REVISION/REVISIONS	Date	Revised	PS
12. REVISION/REVISIONS	Date	Revised	PS
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46. REVISION/REVISIONS	Date	Revised	PS
47. REVISION/REVISIONS	Date	Revised	PS
48. REVISION/REVISIONS	Date	Revised	PS
49. REVISION/REVISIONS	Date	Revised	PS
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96. REVISION/REVISIONS	Date	Revised	PS
97. REVISION/REVISIONS	Date	Revised	PS
98. REVISION/REVISIONS	Date	Revised	PS
99. REVISION/REVISIONS	Date	Revised	PS
100. REVISION/REVISIONS	Date	Revised	PS



⑤ Architectural Perspective



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Agenda

Lebanon City Council

May 7, 2025

11. New Business:

11.E – Presentation and Discussion of Potential Signal Park TIF District

Background

Choice Storage, LLC/Jay Campion is the owner of properties located along Etna Road, Tax Map 26, Lots 16 & 17, in Lebanon. Choice Storage has been communicating with the Planning & Development and Recreation, Arts & Parks Departments on a development project titled “Signal Park”, which would include residential, office, and commercial uses. Enclosed with the agenda materials is a Draft Site Master Plan for the Signal Park project, dated October 2023.

As part of the overall Signal Park development, Choice Storage is proposing to convey a parcel of land to the City for the creation of public recreational facilities, potentially including playing fields, sports courts, playgrounds, and the associated access, parking, and infrastructure improvements. The Recreation, Arts & Parks Department has documented a longstanding need for additional recreational facilities, especially playing fields, due to high participation rates in adult and youth sports programs.

In connection with the Signal Park development, Choice Storage would like to discuss the potential establishment of a Tax Increment Finance (TIF) District to cover the development site as well as several surrounding parcels. As proposed by Choice Storage, if a TIF District were established, the developer would secure the private funding necessary to construct the public recreational facilities in exchange for being reimbursed for those costs from the TIF District once the increment begins to be generated by the taxable portions of the overall Signal Park development. Through such an arrangement, the City could potentially obtain needed public recreational facilities without having to incur the upfront costs for the improvements.

On May 7, 2025, Jay Campion, owner of Choice Storage, LLC, will be present to describe the proposed Signal Park development project and to discuss how the establishment of a TIF District could help facilitate the construction and installation of public recreational facilities through a public-private partnership.

Action

If the City Council is interested in considering the creation of a TIF District, the following motion is offered for consideration:

MOVED, that the Lebanon City Council hereby requests the City Manager to continue to negotiate with Choice Storage, LLC on the potential creation of a Signal Park Tax Increment Finance (TIF) District and associated public-private partnership agreements, and to present the details of such a TIF District and development agreement(s) at a future City Council meeting for further review and discussion.

Included In This Section:

1. Draft Site MasterPlan, Signal Park, October 2023
2. Signal Park Conceptual Estimate Totals
3. Draft Lebanon Signal Park TIF District Development Program

DRAFT SITE MASTERPLAN
OCTOBER 2023
SIGNAL PARK
DRAFT

Scale: 1" = 100'-0"



SIGNAL HILL
DEVELOPMENT
PHASE 3

RL-3
IND-L

SIGNAL HILL
DEVELOPMENT
PHASE 2

SIGNAL HILL
DEVELOPMENT
PHASE 1

**SIGNAL PARK INFRASTRUCTURE
CONCEPTUAL ESTIMATE 11/1/23**

SIGNAL PARK			
SITE CONCEPT PLAN			
Project No.	Signal Park	Sheet No.	L 10
Scale	1" = 100'-0"	Date	11/1/23
Author	PA	Check	PA
Drawn	PA	Reviewed	PA
Client	Signal Park	Project Manager	PA
ParkArchitecture.com			

SIGNAL PARK CONCEPTUAL ESTIMATE TOTALS		
PHASE 1 to 3 UTILITIES, ROADWAYS, DRAINAGE (NON-TIF)		
PHASE	Scope of Work (Description)	Total Estimate
1	Subtotal Roadways	\$1,396,627.56
1	Subtotal Water	\$689,800.00
1	Subtotal Sewer	\$527,750.00
1	Subtotal Drainage Roadways	\$974,000.00
1	Power	\$605,000.00
SUBTOTAL CONCEPTUAL COSTS PHASE 1 PHASE ROADWAYS, UTILITIES, DRAINAGE		\$4,193,177.56
PHASE	Scope of Work (Description)	Total Estimate
2	Subtotal Roadways	\$1,627,847.29
2	Subtotal Water	\$490,950.00
2	Subtotal Sewer	\$371,200.00
2	Subtotal Drainage Roadways	\$848,000.00
2	Power	\$480,000.00
SUBTOTAL CONCEPTUAL COSTS PHASE 2 PHASE ROADWAYS, UTILITIES, DRAINAGE		\$3,817,997.29
PHASE	Scope of Work (Description)	Total Estimate
3	Subtotal Roadways	\$946,130.22
3	Subtotal Water	\$141,600.00
3	Subtotal Sewer	\$109,500.00
3	Subtotal Drainage Roadways	\$481,000.00
3	Power	\$371,200.00
SUBTOTAL CONCEPTUAL COSTS PHASE 3 PHASE ROADWAYS, UTILITIES, DRAINAGE		\$2,049,430.22
SUMMARY AND ALLOWANCES		Total Estimate
Subtotal Estimate Phases 1-3 (SIGNAL PARK NON-REC/TIF DEVELOPMENT)		\$10,060,605.07
Construction Mobilization (10%)		\$1,006,060.51
Construction Contingency (10%)		\$1,006,060.51
Construction Permit Fees Allowance Site (3%)		\$301,818.15
Construction Engineering Allowance (10%)		\$1,006,060.51
TOTAL CONCEPTUAL ESTIMATE SIGNAL PARK PHASES 1-3		\$13,380,604.74
Estimate based on conceptual drawings only and is subject to change as drawings are developed for grading, drainage, sitework, lighting, sewer, roadways, Power. Does not include individual lot development. Pricing based on 2024 rates. Construction budgets will need to be revised once 80% design/permitting drawings are developed/engineered. Allowances are provided for a basis of budget and design targets only.		

OTHER PERMIT/CONSTRUCTION COST TO KEEP IN CONSIDERATION (ALLOWANCES) NOT INCLUDED ABOVE

- | | | |
|---|---|--|
| 1 | Building Permit Fees | Codes based fees |
| 2 | Sewer Use Permit Fee | 627 Units See Lebanon Permit form for Fee Calculations |
| 3 | Water and Sprinkler Service Permit | 627 Units See Lebanon Permit form for Fee Calculations |
| 4 | Wetland Mitigation Fees If Required | Impact based fees (Engineering/Permitting) |
| 5 | Third Party Construction Inspection Fees (Full Time Water/Sewer/Drainage and ROW Work) | |
| 6 | Liberty Utility Fees | |
| 7 | Off-site Traffic Improvements (Requires Study and Design) | |

Exclusions 1. Individual Lot Development, Parking Lots, Drives, Water, Sewer, Drainage, Power, Finishes

2. Woodland Trails
3. Gas
4. Tree Clearing
5. Box Culverts (Stream Crossings/Wetland Crossings)
6. Significant Retaining Walls
7. Guardrails
8. Roadway Underdrains
9. Subsurface Detention
10. Site Lighting (Can be Utility Pole Mounted if Overhead)
11. Crosswalk Rapid Flashing Beacons
12. Off-site Improvements and Traffic Improvements (Traffic Signals)

SIGNAL PARK CONCEPTUAL ESTIMATE

PHASE 1 UTILITIES, ROADWAYS, DRAINAGE

Roadways

Dimensions: 24' Width, 24" Base Gravel, 4" Pavement (Additive Alternatives, Granite Curb) 6400 LF

Section: Crowned Sub-Grade

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Cut to Fill Grading Allowance	AL	1	\$40,000.00	\$40,000.00
2	24" Base Gravels	CY	11,378	\$38.00	\$432,355.56
3	Bituminous Pavement	TN	3,823	\$120.00	\$458,752.00
4	Line Striping	LF	12,000	\$1.50	\$18,000.00
5	Signage	AL	1	\$6,000.00	\$6,000.00
6	Crosswalks/Tip Downs	LF	4	\$5,000.00	\$20,000.00
7	Bituminous Sidewalks (Adjacent to Road)	LF	3,638	\$40.00	\$145,520.00
8	Loam 15' Both Sides of Road	CY	3,600	\$50.00	\$180,000.00
9	Seed	SF	192,000	\$0.50	\$96,000.00
Subtotal Base Estimate Roadways					\$1,396,627.56

Add Alternative/Allowances

AA1	Granite Curb	LF	10,000	\$55.00	\$550,000.00
AA2	Bituminous Curb in Lieu of Granite	LF	10,000	\$25.00	\$250,000.00
AA3	Landscaping/Trees Allowance	AL	1	\$60,000.00	\$60,000.00
AA4	Retaining Wall Allowance	AL	1	\$150,000.00	\$150,000.00

Water

8" Water Main - 6" Hydrant and Service Extensions

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	8" Interconnections and Valve (Labombard Rd)	EA	1	\$20,000.00	\$20,000.00
2	8" DI Water Main	LF	5,100	\$90.00	\$459,000.00
3	8" Gate Valve	EA	10	\$2,500.00	\$25,000.00
4	6" DI Water Main	LF	10	\$80.00	\$800.00
5	6" Gate Valve	EA	10	\$1,750.00	\$17,500.00
6	Hydrants (Every 500' per Lebanon)	AL	10	\$5,500.00	\$55,000.00
7	Service Tee's/Valves 6" and Stub out of Road	AL	7	\$15,000.00	\$105,000.00
8	Testing	AL	1	\$7,500.00	\$7,500.00
Subtotal Base Estimate Water					\$689,800.00

Sewer

Assume 8" Main with 6" Service Stubs (Assumed Gravity)

8" Main Manholes Every 400'

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Manholes Less than 8' Depth	EA	15	\$6,500.00	\$97,500.00
2	8" SDR35 PVC	CY	4,700	\$75.00	\$352,500.00
3	6" Service Stubs	LF	350	\$65.00	\$22,750.00
4	Connection Labombard Road	AL	1	\$50,000.00	\$50,000.00
5	Testing	AL	1	\$5,000.00	\$5,000.00
Subtotal Base Estimate Sewer					\$527,750.00

SIGNAL PARK CONCEPTUAL ESTIMATE

PHASE 1 UTILITIES, ROADWAYS, DRAINAGE

Drainage Roadways

Treatment Allowance Cost Per SF of Impervious Roadway (154,000 SF)

Detention Allowance Cost Per SF of Impervious Roadway (154,000 SF)

CB Allowance (2 Per 400' of Roadway)

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Catch Basin	EA	32	\$3,500.00	\$112,000.00
2	Drainage Piping	LF	5,000	\$80.00	\$400,000.00
3	Treatment	SF	154,000	\$1.25	\$192,500.00
4	Detention	SF	154,000	\$1.75	\$269,500.00
Subtotal Base Estimate Drainage Roadways					\$974,000.00

Power

Primary and Drops

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Overhead Power/Pole Allowance (Every 350')	EA	20	\$25,000.00	\$500,000.00
2	Drop and Service	EA	7	\$15,000.00	\$105,000.00
Subtotal Base Estimate Power					\$605,000.00

Alternative/Allowances

AA1	Underground Power	LF	5800	\$200.00	\$1,160,000.00
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SIGNAL PARK CONCEPTUAL ESTIMATE

PHASE 2 UTILITIES, ROADWAYS, DRAINAGE

Roadways

Dimensions: 24' Width, 24" Base Gravel, 4" Pavement (Additive Alternatives, Granite Curb) 5380 LF

Section: Crowned Sub-Grade

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Cut to Fill Grading Allowance	AL	1	\$400,000.00	\$400,000.00
2	24" Base Gravels	CY	9,564	\$38.00	\$363,448.89
3	Bituminous Pavement	TN	3,214	\$120.00	\$385,638.40
4	Line Striping	LF	12,000	\$1.50	\$18,000.00
5	Signage	AL	1	\$6,000.00	\$6,000.00
6	Crosswalks/Tip Downs	LF	5	\$5,000.00	\$25,000.00
7	Bituminous Sidewalks (Adjacent to Road)	LF	4,869	\$40.00	\$194,760.00
8	Loam 15' Both Sides of Road	CY	3,000	\$50.00	\$150,000.00
9	Seed	SF	170,000	\$0.50	\$85,000.00
Subtotal Base Estimate Roadways					\$1,627,847.29

Add Alternative/Allowances

AA1	Granite Curb	LF	9,500	\$55.00	\$522,500.00
AA2	Bituminous Curb in Lieu of Granite	LF	9,500	\$25.00	\$237,500.00
AA3	Landscaping/Trees Allowance	AL	1	\$60,000.00	\$60,000.00
AA4	Retaining Wall Allowance	AL	1	\$100,000.00	\$100,000.00

Water

8" Water Main - 6" Hydrant and Service Extensions

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
2	8" DI Water Main	LF	3,600	\$90.00	\$324,000.00
3	8" Gate Valve	EA	9	\$2,500.00	\$22,500.00
4	6" DI Water Main	LF	140	\$80.00	\$11,200.00
5	6" Gate Valve	EA	7	\$1,750.00	\$12,250.00
6	Hydrants (Every 500' per Lebanon)	AL	7	\$5,500.00	\$38,500.00
7	Service Tee's/Valves 6" and Stub out of Road	AL	5	\$15,000.00	\$75,000.00
8	Testing	AL	1	\$7,500.00	\$7,500.00
Subtotal Base Estimate Water					\$490,950.00

Sewer

Assume 8" Main with 6" Service Stubs (Assumed Gravity)

8" Main Manholes Every 400'

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Manholes Less than 8' Depth	EA	12	\$6,500.00	\$78,000.00
2	8" SDR35 PVC	CY	3,600	\$75.00	\$270,000.00
3	6" Service Stubs	LF	280	\$65.00	\$18,200.00
5	Testing	AL	1	\$5,000.00	\$5,000.00
Subtotal Base Estimate Sewer					\$371,200.00

SIGNAL PARK CONCEPTUAL ESTIMATE

PHASE 2 UTILITIES, ROADWAYS, DRAINAGE

Drainage Roadways

Treatment Allowance Cost Per SF of Impervious Roadway (130,000 SF)

Detention Allowance Cost Per SF of Impervious Roadway (130,000 SF)

CB Allowance (2 Per 400' of Roadway)

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Catch Basin	EA	28	\$3,500.00	\$98,000.00
2	Drainage Piping	LF	4,500	\$80.00	\$360,000.00
3	Treatment	SF	130,000	\$1.25	\$162,500.00
4	Detention	SF	130,000	\$1.75	\$227,500.00
Subtotal Base Estimate Drainage Roadways					\$848,000.00

Power

Primary and Drops

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Overhead Power/Pole Allowance (Every 350')	EA	15	\$25,000.00	\$375,000.00
2	Drop and Service	EA	7	\$15,000.00	\$105,000.00
Subtotal Base Estimate Power					\$480,000.00

Alternative/Allowances

AA1	Underground Power	LF	4000	\$200.00	\$800,000.00
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SIGNAL PARK CONCEPTUAL ESTIMATE

PHASE 2 UTILITIES, ROADWAYS, DRAINAGE

Roadways

Dimensions: 24' Width, 24" Base Gravel, 4" Pavement (Additive Alternatives, Granite Curb) 3100 LF

Section: Crowned Sub-Grade

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Cut to Fill Grading Allowance	AL	1	\$300,000.00	\$300,000.00
2	24" Base Gravels	CY	5,511	\$38.00	\$209,422.22
3	Bituminous Pavement	TN	1,852	\$120.00	\$222,208.00
4	Line Striping	LF	14,000	\$1.50	\$21,000.00
5	Signage	AL	1	\$6,000.00	\$6,000.00
6	Crosswalks/Tip Downs	LF	2	\$5,000.00	\$10,000.00
7	Bituminous Sidewalks (Adjacent to Road)	LF	1,000	\$40.00	\$40,000.00
8	Loam 15' Both Sides of Road	CY	1,750	\$50.00	\$87,500.00
9	Seed	SF	100,000	\$0.50	\$50,000.00
Subtotal Base Estimate Roadways					\$946,130.22

Add Alternative/Allowances

AA1	Granite Curb	LF	6,000	\$55.00	\$330,000.00
AA2	Bituminous Curb in Lieu of Granite	LF	6,000	\$25.00	\$150,000.00
AA3	Landscaping/Trees Allowance	AL	1	\$50,000.00	\$50,000.00
AA4	Retaining Wall Allowance	AL	1	\$100,000.00	\$100,000.00

Water

8" Water Main - 6" Hydrant and Service Extensions

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	8" Interconnections and Valve (Labombard Rd)	EA	1	\$20,000.00	\$20,000.00
2	8" DI Water Main	LF	700	\$90.00	\$63,000.00
3	8" Gate Valve	EA	2	\$2,500.00	\$5,000.00
4	6" DI Water Main	LF	20	\$80.00	\$1,600.00
5	6" Gate Valve	EA	2	\$1,750.00	\$3,500.00
6	Hydrants (Every 500' per Lebanon)	AL	2	\$5,500.00	\$11,000.00
7	Service Tee's/Valves 6" and Stub out of Road	AL	2	\$15,000.00	\$30,000.00
8	Testing	AL	1	\$7,500.00	\$7,500.00
Subtotal Base Estimate Water					\$141,600.00

Sewer

Assume 8" Main with 6" Service Stubs (Assumed Gravity)

8" Main Manholes Every 400'

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Manholes Less than 8' Depth	EA	7	\$6,500.00	\$45,500.00
2	8" SDR35 PVC	CY	700	\$75.00	\$52,500.00
3	6" Service Stubs	LF	100	\$65.00	\$6,500.00
5	Testing	AL	1	\$5,000.00	\$5,000.00
Subtotal Base Estimate Sewer					\$109,500.00

SIGNAL PARK CONCEPTUAL ESTIMATE

PHASE 2 UTILITIES, ROADWAYS, DRAINAGE

Drainage Roadways

Treatment Allowance Cost Per SF of Impervious Roadway (75,000 SF)

Detention Allowance Cost Per SF of Impervious Roadway (75,000 SF)

CB Allowance (2 Per 400' of Roadway)

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Catch Basin	EA	16	\$3,500.00	\$56,000.00
2	Drainage Piping	LF	2,500	\$80.00	\$200,000.00
3	Treatment	SF	75,000	\$1.25	\$93,750.00
4	Detention	SF	75,000	\$1.75	\$131,250.00
Subtotal Base Estimate Drainage Roadways					\$481,000.00

Power

Primary and Drops

Item No.	Scope of Work (Description)	Unit	Estimated Quantity	Unit Cost	Total Estimate
1	Overhead Power/Pole Allowance (Every 350')	EA	10	\$25,000.00	\$250,000.00
2	Drop and Service	EA	3	\$15,000.00	\$45,000.00
Subtotal Base Estimate Power					\$295,000.00

Alternative/Allowances

AA1	Underground Power	LF	1500	\$200.00	\$300,000.00
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Lebanon Signal Park TIF District Development Program

The following Development Program will guide development that occurs within the Lebanon Signal Park Tax Increment Finance District (TIFD) as per RSA 162-K:6.

The City's initial activities in developing the Lebanon Signal Park Tax Increment Finance District recreation land and Signal Park land will include construction of roadways, sidewalks, water, sewer, utilities, and drainage infrastructure improvements on City-owned and privately owned land identified as Tax Map 26, Lot 17, and 16, Map 51 Lot 10 to enable subdivision and/or development of the property. It may further include marketing and promotion of the District, negotiation of development agreements, and/or the sale of property for commercial and infill development.

Property Disposition & Reuse of Private Property

The City may convey or lease all or a portion of public's lot located within the TIFD to private developers under the terms of specific development agreements designed to promote the objectives of the Development Program. The terms of purchase and sale agreements, lease agreements or development agreements pertaining to properties transferred or leased by the City must be approved by the TIF Advisory Board. Although not anticipated, should the City need to acquire private property within the TIFD, it shall be accomplished only with approval of the City Council as required by law and be reused for public purposes.

Public Facilities to be constructed

The initial public facilities and infrastructure to be constructed may include but not be limited to new public roadway, sidewalk, water, sewer, and/or drainage infrastructure; placement of private utility distribution lines underground; expansion or replacement of public utility infrastructure; improvements to public streetscape and lighting, seasonal and permanent landscaping; and maintenance and administrative costs. (details of the extent of the expenditure of TIFD funds for City recreation facilities is detailed in the

Following the capital investment in the preparation and implementation of future public infrastructure within the TIFD, as outlined in the Signal Park Tax Increment Finance District development program and subject to final approval by the City Council, may include additional elements, which center on improvements necessary to encourage positive economic development within the Lebanon Signal Park Tax Increment Finance District.

In addition to the guidelines already described, the construction of the public facilities will adhere to and comply with the following guidelines:

- All relevant rules and regulations related to environmental controls;
- Facilities constructed are anticipated to be operated and maintained by the City of Lebanon during and following the completion of capital improvements within the TIFD.

Public Utilities

The City of Lebanon operates and maintains municipal water, wastewater and storm water utilities within the Lebanon Signal Park Tax Increment Finance District.

Private Utilities

In addition to the above referenced Public Utilities, Liberty Utilities is the provider of electric service to all areas of the City of Lebanon.

The City's land development regulations require new development to place all utilities underground. The Master Plan encourages the City to look at placing existing utilities underground as well. All public facility programs will meet this goal.

Land Use Regulations

As established by the City's development practices, public and private property within the TIFD, consistent with the City's Master Plan, shall be developed or redeveloped in accordance with the goals, objectives, and standards set by the following City documents, as amended:

- Zoning ordinance;
- Subdivision of land regulations;
- Site Plan Review regulations;
- Building and life safety codes;
- All applicable state and federal laws.

Relocation of persons, businesses or others:

The City's proposed development of public infrastructure does not anticipate the displacement of any persons, businesses or others. The area of initial and planned future public infrastructure development is municipally-owned property or currently undeveloped private property, therefore, no plan for relocation is necessary.

Powers and authorities:

In conformity with the Development Program within the district, the City, via the City Council, may invoke the various powers and authorities as set forth in RSA 162-K:6, III.

District changes and modifications:

The area of the TIFD may be amended following the date of the designation, subject to the approval of the TIFD Advisory Board and vote of the City Council, in accordance with RSA 162-K:5.

The Tax Increment Financing Plan may be modified with the approval of the City Council in accordance with 162-K:9, IV.

Lebanon - Signal Park TIF Financing Plan

New Hampshire's Revised Statutes Annotated (RSA) govern the State's wellbeing and authorities allowed to local communities. RSA 162-K:9 requires that the City of Lebanon adopt a Tax Increment Financing Plan (TIFD), prior to establishing a TIF District.

Objective:

It is the objective of the City of Lebanon to use the Tax Increment Financing District (TIFD) to support infill and economic development in the City by implementing public infrastructure improvements. In order to assist in that endeavor, it is necessary that the City of Lebanon authorize **the private funding for public improvements to attract private investors to the City area of the community**. In turn, those private investors and their projects will provide needed taxable assessment, business revenue, and employment activities to the community as a whole. Without the creation of the TIFD, public infrastructure needs in the TIF may not be improved, the City may not be the beneficiary of millions of dollars of private investments, and the opportunity to benefit from the additional taxable value those private investments generate to fund the aforementioned public improvements would be lost.

Additionally, the creation of TIFDs are contemplated by the Lebanon Master Plan. The Master Plan encourages the City "to take a more organized and active role in promoting sustainable economic development" [6.1.S1] and notes that the City should "[s]eek a way for Lebanon development to pay for itself while better serving the needs of residents and businesses". [6.1.S6]

Sale of City-Owned Real Estate within the TIF District

As part of the Development Program, the City and Signal Park may convey or lease individual properties to private entities for the purposes of development consistent with the purposes of the TIFD. Net revenues generated from the sale or lease of these parcels shall benefit the City.

As part of the sale or lease of public property for redevelopment, the City or the property owner shall enter into a development agreement with the purchaser. At a minimum, a development agreement will document:

- An agreed construction timeline
- A minimum post-development value for the property

- Requirements for the developer to pay actual cost for debt service and the incremental tax revenues that would have been generated from the guaranteed post-development value of the property should the assessed value for the project fall below an agreed upon value.

Among the improvements envisioned for enabling new development in the Lebanon – Signal Park TIFD is the construction of up to approximately 2,400 linear feet of roadway as well as installation of water, sewer, utility and drainage infrastructure improvements along such roadway. For purposes of this Financing Plan, the estimated cost of such improvements as outlined in appendix A of the Development Agreement for a total of \$13,800,604.00 in Phase 1. Other potential future capital projects, which could be funded, in whole or in part, with TIF revenues, include, but are not limited to:

- Roadway and streetscape improvements along Etna Road and in the event the District is expanded to include
- Construction or acceptance of additional roadway and water, sewer, utility and drainage infrastructure improvements in the Lebanon – Signal Park TIFD.

TIFD incremental revenues will be allocated to fund the infrastructure improvements over the coming years. TIFD revenues may be allocated to offset the cost of those improvements both by a direct annual allocation of TIFD revenues and/or repayment of general obligation private loans, should the City elect to fund public-sector infrastructure improvements.

Annual TIF District Revenues

TIF revenues will be generated by property taxes levied on the incremental assessed valuation within the District after the date of its creation. The assumptions incorporated into the projected incremental revenues are:

The resulting projected incremental revenues on an annual basis are:

Table B: Projected Assessed Valuation and Incremental Tax Revenues

2024 2025 2026 2027 - 2040				
Beginning TIF District Taxable Value				
\$ 1,311,570				
Annual Increase in Assessed Value: Current Properties				
2025	2026	2027	2028	2040
\$0.00	2M	80M	160M	?
Taxes Generated at 2023 Rate 24%+-				
2025	2026	2026	2027	2040

DRAFT

0	48k	920k	3,840k	?
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Incremental Revenues \$

2025	2026	2027	2028	2040
0.0	36k	690k	2.9M	?

Various factors, including the actual pace and character of new development within the TIFD, actual valuations assigned to TIF properties, and property tax rate, may alter the captured assessed valuation. Furthermore, the assumptions utilize a fixed tax rate of \$30.37 for the first year 2025 and average 31.78 over the life of the pro forma. Actual increments shall be calculated based upon the adopted tax rate, as certified by the New Hampshire Department of Revenue Administration.

Although the assumptions above do not anticipate the use of grant funding, or the allocation of unexpended proceeds to offset Development Program costs within the TIFD, should grant funding or unexpended borrowing proceeds become available, the TIFD Advisory Board may allocate them to offset Development Program costs within the TIFD. As future development agreements are negotiated as part of the sale or development of public and private land, specific tax revenue expectations will be built into the agreement allowing for development of the property.

Annual Allocation of Captured Value

Where annual tax increment revenues from the TIFD, together with unexpended balances of such revenues from prior years, exceed the amount necessary for annual debt service payments, such revenues will accumulate within a capital reserve to be used to retire debt incurred for public improvements within the TIFD. Through the annual adoption of the Capital Improvement Program and the adoption of the annual municipal budget, the City Council may also authorize their use of City funds for future additional public improvements, secured by developer agreements.

Subject to current and future debt obligations being satisfied, the balance of any unobligated tax increment revenues may be allocated for the operation, maintenance, replacement, and/or upgrades of public infrastructure within the TIFD including recreational facilities.

Impact of RSA 162-K TIF District on Related Taxing Jurisdictions

In accordance with RSA 162-K:10, all property tax revenues generated by the original assessed value (base value) of the TIFD will continue to accrue to the City's general fund.

In accordance with RSA 162-K:9, Grafton County and the Lebanon School Board will specifically be provided an opportunity to meet with the City Council, the governing body of the City of Lebanon, so they can be informed of the TIFD plan and proposed district prior to

adoption. They will also be allowed to contribute comments during the public hearing on the establishment of the proposed TIFD.

Operation and Maintenance

The City will be responsible for the operation and maintenance of all public facilities.

Duration

The Lebanon Signal Park TIF District will expire at the conclusion of the debt repayment schedule associated with the planned public improvements within the TIFD, which currently consists of infrastructure improvements. This loan repayment is anticipated to be complete in no more than twenty-five (25) years. Upon expiration of the TIFD, all incremental valuation that has been created within the TIFD becomes available as new property tax revenues for the City's general fund.

Lebanon Signal Park TIF Limitations:

The Lebanon Signal Park Tax Increment Financing District must meet certain guidelines and restrictions in its formation and utilization. In accordance with RSA 162-K:5, the Lebanon City Council understands that any individual Tax Increment Financing District (TIFD) must demonstrate that the taxable valuation must not be more than eight percent (8%) of the City's total taxable value. Furthermore, the land area within any individual TIFD shall encompass no more than five percent (5%) of the City's total land area. The properties included within the TIFD are set forth in Table D, appended to this document

The Lebanon Signal Park TIF District is proposed to meet the following:

Table C: TIF Limitations

Taxable Valuation	Land Area Acres	City Total (from 2023 MS-1 report)	\$1,908,962,821
			24,220.08
Maximum Allowable Individual TIFD-%	8%	5%	Maximum Allowable Individual TIFD
			\$152,717,026 1,211.00
Lebanon Signal Park TIFD Baseline 2023	\$1,311,570	As % of City Total	0.00% 0.16%
Maximum Allowable Cumulative TIFD - %	16%	10%	Maximum Allowable Cumulative TIFD
			\$305,434,051 2,422.01
Existing Downtown Lebanon TIFD	\$86,242,028		106.24
Existing Lebanon Airport - Tech Park TIFD	\$670	86.16	Total Existing and Proposed \$86,242,698
	192.40	Total Existing and Proposed - %	4.52% 0.79%

The proposed Lebanon Signal Park TIFD currently has a total taxable valuation of just \$1,311,570 and is thus below the mandated eight percent (8%) of the City's total taxable value for an individual TIFD.

The proposed land area in the Lebanon Airport - Tech Park TIFD is +/- 86.16 acres (including both taxable and non-taxable properties), which is less than one-half of one percent of the City's total land area.

Thus, the proposed Lebanon Signal park TIFD conforms to the requirement to not be more than five percent (5%) of total land area.

The statute also limits the cumulative taxable valuation and land area within all TIF districts of a municipality to sixteen percent (16%) of total assessed valuation and ten percent (10%) of total land area. Adding the proposed Lebanon Airport - Tech Park TIF District to the existing Downtown Lebanon TIF District meets the cumulative requirements

Lebanon Signal Park TIF Administration Plan

Proper administration of the Tax Increment Financing District (TIFD) is of paramount importance. Strict adherence to the Development and Financing Plans as well as proper fiscal controls and oversight of the use of a TIFD to promote economic activity must be consistent and constant. In accordance with RSA 162-K, the following administrative processes will govern the TIFD.

Administrator

By designation of the City Council, and consistent with the responsibilities for municipal administration established by the Lebanon City Charter, the Administrator of the Lebanon Signal Park TIF District shall be the City Manager, who shall be granted the powers and duties outlined in 162-K:13, subject to City Council approval. Additionally, the Administrator shall make an annual financial report to the City Council, as per RSA 162-K:11.

Advisory Board

In accordance with RSA 162-K:14, and in conformance with Chapter 31 of the City of Lebanon Code, the Lebanon City Council shall create an Advisory Board for the TIFD, which shall have operating rules. The Advisory Board shall be known as the "Lebanon – Signal Park TIF Advisory Board" and shall consist of five (5) voting members including a City Councilor, one (1) Citizen Representative, who does not own or occupy real property within or adjacent to the district, and three (3) property owners or occupants of real property within or adjacent to the TIFD. The City Manager shall be a voting member.

The Board shall operate under the provisions of 162-K:14, which governs the powers and authority of the Advisory Board. The purpose of the Advisory Board shall be to advise the City Council on the policies and actions for the administration of the district relating to planning, construction and implementation of the Development Program and the operation and maintenance of the District after the Program is completed.

The Advisory Board shall meet either as determined by the chair of the Board or request by the City Manager to examine operation and maintenance of the TIFD. The Advisory Board shall have 30 days to appeal any decision of the District Administrator to the City Council for review and appropriate action.

Amendments

Amendments to the boundaries of the TIFD, the Development Program, or the Financing Plan shall be undertaken in accordance with the public hearing process set forth within RSA 162- K:4, including its requirements for reasonable notification to the Lebanon School District and Grafton County Commissioners, in accordance with RSA 162-K:9.

Duration of Program

The Lebanon – Signal Park Tax Increment Financing District will expire at the conclusion of the bond repayment schedule associated with public improvements made within the TIFD, which is anticipated to be not more than twenty-five (25) years.

Computation of tax increments:

Upon formation of a development district, the Lebanon Tax Assessor shall determine the current assessed value of the real property within the District in conformity with RSA 162-K:10. The current assessed value shall be known as the “Original Assessed Value.” Each year thereafter, the Assessor(s) shall determine the amount by which the assessed value of the district has increased or decreased from the Original Assessed Value. Any amount by which the current assessed value of the district exceeds the Original Assessed Value will be referred to as the “Captured Assessed Value.” This amount will be determined annually.

Captured assessed value dedication:

The City of Lebanon shall expend the tax increments received in accordance with the Tax Increment Financing Plan. Tax increments shall be used only to pay the costs (including debt service) and administrative and planning expenses incurred in developing and maintaining the public facilities and infrastructure to be constructed within the TIFD.

TIFD incremental revenues will be allocated to fund the infrastructure improvements over the coming years

Table D - Current Assessed Value and Land Area: Lebanon – Signal Park TIF District as of September 1, 2023

Address	128 ETNA RD
ID	26-16
/ QH? LMBQ	
Name	CHOICE STORAGE LLC

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Address 44 SOUTH MAIN ST
HANOVER, NH 03755
6; FQ; NH
Total \$243,900
Buildings \$179,100
Land \$64,500
Last Sale \$169,000 on 2014-02-12
, ; H>
Area 1.11
Zone RL2

Address 0 ETNA RD
ID 26-17
/ QH? INBO
Name CHOICE STORAGE,
LLC
Address 44 SOUTH MAIN ST
HANOVER, NH 03755
6; FQ; NH
Total \$1,204.675
Buildings
Land \$1,204.675
Last Sale \$0 on 2021-11-02
, ; H>
Area 229.00
Zone INDL
40

Address

DRAFT

ID	N LABOMBARD RD
/ QH? LMBQ	51-10
Name	CWM ALL WASTE LLC
Address	PO BOX 4900
	SCOTTSDALE, AZ
	85261
6; FO; M H	
Total	\$1,061,400
Buildings	\$282,300
Land	\$774,400
Last Sale	\$835,000 on 2003-04-25
, ; H>	
Area	18.61
Zone	INDL

Agenda

Lebanon City Council

May 7, 2025

11. New Business:

11.F – Discussion and Set Public Hearing for May 21, 2025: Proposed Amendments to the Lebanon Zoning Ordinance

Background

On March 5, 2025, the City Council initiated the zoning amendment process to consider allowing food truck vendors on individual properties regulated by the Zoning Ordinance as recommended by the Food Truck Task Force. As a reminder, the Task Force also recommended changes to City Code Chapter 179, regulating vendors within the general area of Colburn Park, the Lebanon Mall, and the area of Hanover Street formerly known as “Hough Square”, which were adopted on April 2, 2025.

As proposed, a new Section 615, Mobile Food Service, would be created to identify permitting requirements and performance standards for “mobile food service vending” and “stand vending” uses. In addition, mobile food service vending, stand vending, and other terms would be defined in Appendix A, and would be added as permitted uses in numerous non-residential districts, including Central Business (CB), Lebanon Downtown (LD), General Commercial (GC), General Commercial One (GC-1), Light Industrial (IND-L), Medical Center (MC), and Medical Center Two (MC-2) districts.

On March 19, 2025, the City Council initiated a separate zoning amendment process at the request of Dan Nash on behalf of one of his clients. The amendment, submitted on behalf of Evans Drive SPE, LLC/Johanna Cicotte, requested that “Care and Treatment of Animals” be added to Section 311A.2, Table of Uses, as a use allowed by Conditional Use Permit in the Residential-Office One (RO-1) zoning district.

Although the above referenced zoning amendments were “kicked-off” separately, the proposed review schedule by legal counsel and the land use boards largely overlapped and the review of each proposed amendment is complete and ready for Council discussion and the scheduling of a public hearing.

Action

The following motion is offered for City Council consideration:

MOVED, that the Lebanon City Council hereby schedules a public hearing for Wednesday, May 21, 2025, beginning at 7:00pm, in Council Chambers, City Hall, and Remote via the City’s Virtual Platform, for the purpose of receiving public input and taking action on amendments to the Lebanon Zoning Ordinance as follows:

- 1. To add a new Section 615 (Mobile Food Service); to define “Mobile Food Service Vendors”, “Stand Vendors”, and other terms in Appendix A; and to add Mobile Food Service Vendors and Stand Vendors as Permitted Uses in the Central Business (CB), Lebanon Downtown (LD), General Commercial (GC), General Commercial One (GC-1), Light Industrial (IND-L), Medical Center (MC), and Medical Center Two (MC-2) zoning districts; and***

2. To add “Care and Treatment of Animals” as a use allowed by Conditional Use Permit in the Residential-Office One (RO-1) district.

Included In This Section:

1. April 24, 2025 Memorandum from Planning & Development Department RE: Proposed Zoning Ordinance Amendment, New Section 615 – Mobile Food Service
2. April 22, 2025 Memorandum from Planning & Development Department RE: Proposed Zoning Amendment: Care & Treatment of Animals



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

TO: Lebanon City Council

FROM: Planning and Development Department Staff

RE: Proposed Zoning Ordinance Amendment
New Section 615 – Mobile Food Service

DATE: April 24, 2025

The Lebanon Food Truck Task Force, created by City Council on July 17, 2024, was tasked with following:

1. Review current [City Code Chapter 179](#) and relevant zoning regulations to identify conflicts and limitations impacting food truck operations. Provide recommendations for changes to facilitate the safe and efficient operation of food trucks city-wide.
2. Develop a comprehensive, sustainable strategy for permitting and managing food trucks on public property in downtown Lebanon and West Lebanon. This strategy should consider various aspects such as traffic and pedestrian safety, public health, parking, and fire safety.
3. Conduct public outreach to gather feedback from residents, local businesses, and other stakeholders to ensure community needs and concerns are addressed.
4. Submit a detailed report of findings, recommendations, and proposed code and zoning changes to the City Council by February 15, 2025.

Pursuant to the above, and following extensive outreach and public engagement efforts, the Task Force has prepared draft food truck regulations for inclusion within the Lebanon Zoning Ordinance. The proposed amendments – which also address stand vending - include:

- (a) Six (6) new terms defined in Appendix A of the Zoning Ordinance including definitions for “mobile food service vending” and “stand vending”;
- (b) Adding “mobile food service vending” and “stand vending” as permitted uses in the CB, LD, GC, GC-1, IND-L, MC, and MC-2 Districts; and
- (c) Adding a new Section 615 (“Mobile Food Service”) within Article VI (“Additional Standards for Specific Uses”) identifying permitting requirements and performance standards for “mobile food service vending” and “stand vending” uses.

The City Council moved to continue with the schedule shown below. This allows for the City's Land Use Boards and the public to provide feedback on the proposed amendment.

Following the public hearing, the addition of Section 615 may be adopted by the City Council per Section 1000.3.D of the Zoning Ordinance.

City Council decision to proceed:	March 5, 2025
Legal review:	by March 31, 2025
Zoning Board of Adjustment:	April 7, 2025
Conservation Commission:	April 10, 2025
Planning Board:	April 28, 2025
City Council setting public hearing:	May 7, 2025
City Council public hearing:	May 21, 2025

The amendment has been reviewed by the Zoning Board of Adjustment, the Planning Board, and the Conservation Commission. At the time this memo was written, the draft Conservation Commission minutes from their April meeting, where they discussed the amendments, were not available. Their comments recommendations are as follows:

BOARD COMMENTS:

Zoning Board of Adjustment:

"Chair Koppenheffer said in Section 614 D, the number of mobile food service trucks is determined by lot size and available space. If used in parking areas, no more than 10% of the parking space can be used. For example, regarding the food trucks around Colburn Park, is the parking just on South Park Street or is it all the streets around the green? The City has a specific ordinance regarding food trucks on City land. This section of the ordinance only applies to uses on private land, and those on City land are governed by the City ordinance addressing mobile food trucks."

Conservation Commission:

The Conservation Commission is neither in favor nor opposed to the proposed Amendments, as the proposed use change does not have any impacts on natural resources.

Planning Board:

Planning Board is reviewing on Monday, April 28th. An updated memo will be provided, and Staff will be presenting comments at the Council meeting.

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Attachments:

1. Draft Amendments with legal notes to the Zoning Ordinance (Appendix A definitions; CB, LD, GC, GC-1, IND-L, MC, and MC-2 District tables of uses; new Section 615)
2. Legal Opinion Letter

3. Minutes from the April 7, 2025 Zoning Board of Adjustment meeting.

Lebanon Food Truck Task Force

Recommended Amendments to the Lebanon Zoning Ordinance to incorporate opportunities for Mobile Food Service Vending

1. DEFINITIONS (Appendix A)

MOBILE FOOD SERVICE VENDING – The preparation and/or dispensation of food or beverages by a ***mobile food service vendor*** from a ***mobile food service unit*** for immediate service and/or consumption.

MOBILE FOOD SERVICE VENDOR - Any person, including an employee or agent of another, who prepares and/or dispenses food or beverages from a ***mobile food service unit*** for immediate service and/or consumption.

MOBILE FOOD SERVICE UNIT – Any vehicle that is (a) self-propelled or that can be pulled or pushed down a street or sidewalk and (b) utilized by a ***mobile food service vendor*** for the purpose of preparing and/or dispensing food or beverages for immediate service and/or consumption.

STAND VENDING – The sale of food, beverages, goods, or merchandise from a ***stand*** on permitted public parcels or sidewalks from a ***stand***.

STAND - Any newsstand, table, bench, booth, rack, handcart, pushcart, or any other fixture or device which is not required to be licensed and registered by the NH Department of Motor Vehicles, used for the display, storage, or transportation of articles offered for sale by a ***stand vendor***.

STAND VENDOR - Any person, including an employee or agent of another, who sells or offers to sell food, beverages, goods, or merchandise on public parcels or sidewalks from a ***stand*** with a vendor license issued by the City.

2. PERMITTED ZONING DISTRICTS (Article III)

CB
LD
GC
GC-1
IND-L
MC
MC-2

3. STANDARDS FOR USE (Article VI)

SECTION 615 MOBILE FOOD SERVICE

The purpose of this section is to provide opportunities for **mobile food service vending** and **stand vending** within certain non-residential areas in the City.

Mobile food service vending and **stand vending** shall be a permitted use in the Central Business, Lebanon Downtown, General Commercial, General Commercial-One, Light Industrial, Medical Center and Medical Center - 2 Zoning Districts provided the following standards are met:

- A. Prior to beginning operations, property owner(s) must obtain a Zoning Permit which shall be valid for one (1) year. An application for a Zoning Permit shall include the following:
 - a. A site plan of the property identifying existing and proposed conditions including but not limited to location of the proposed **mobile food service unit**, utility connections, and setbacks, and whether any additional barriers, caution cones, or similar safety items are to be deployed.
 - b. Parking calculations that show the number of parking spaces to be used by each of the **mobile food service vendors** or **stand vendors** upon the lot.
 - i. A minimum of 4 parking spaces and a maximum of 6 parking spaces shall be provided per vendor.
 - c. Hours of operation, and days of the week and months of operation.

The property owner may reapply for a Zoning Permit on an annual basis.

- B. **Mobile food service vendors** and **stand vendors** shall not:
 - i. Be located within 25 feet of a fire hydrant, fire escape, bus stop, loading zone, driveway entrance, fire station, police station, hospital, or a residential zoning district.
 - ii. Operate without the express written permission of the property owner or without an approved zoning permit.
 - iii. Impede or create hazardous or unsafe travel conditions for pedestrians or operators of motor vehicles.
 - iv. Block access to any handicapped parking space or access ramp.
 - v. Utilize an open fire without permission of the property owner and a permit from the Lebanon Fire Department.
 - vi. Shout, make an outcry, blow a horn, ring a bell, or use any other sound device for the purpose of attracting attention to any goods which the vendor proposes to sell.
 - vii. Inappropriately dispose of wastewater and garbage including but not limited to dumping in open stormwater drains.

- C. Utilities for ***mobile food service units*** and ***stands*** shall be self-contained and shall not connect to City sewer and water.
- D. The maximum number of ***mobile food service units*** and ***stands*** allowed on any one lot shall be determined by the lot size and the amount of available space on the lot. If ***mobile food service unit(s)*** and/or ***stand(s)*** are to be located in parking areas, no more than 10 percent (10%) of parking spaces may be utilized to locate ***mobile food service units*** and ***stands***.

April 4, 2025

Nathan Reichert, Director of Planning & Development
City of Lebanon
51 S. Park Street
Lebanon, NH 03766
nathan.reichert@lebanonnh.gov

**RE: Proposed Zoning Amendment –
Section 615 – Mobile Food Service**

Mr. Reichert:

This is a preliminary legal opinion as required by Section 1000.3(B)(2) of the Lebanon Zoning Ordinance concerning a proposed amendment to the City's zoning ordinance ("ZO"). I understand the City Council has approved a motion to begin the process of the City's land use boards providing review and comment for amendments to Appendix A (Definitions), Article III (Tables of Uses) and adding a new Section 615 to Article IV, all towards authorizing mobile food service vending and stand vending permitted uses in the CB, LD, GC, GC-1, IND-L, MC, and MC-2 zoning districts.

I have reviewed the following documents in connection with this opinion:

- City Council Agenda Item 10.A for March 5, 2025
- Lebanon Food Truck Task Force: "Report of Findings and Recommendations"
- Lebanon Food Truck Task Force: "Recommended Amendments to the Lebanon Zoning Ordinance to incorporate opportunities for Mobile Food Service Vending"
- General Public Comment Summary – Mobile Food Service Vending
- Existing and proposed draft amended versions of City Code Ch. 179 – Vendors

The ZO requires this legal review to cover: (a) whether such amendment is within the authority delegated to the City under State law; (b) whether the form is appropriate; and (c) whether, from an administrative point of view, the amendment can be administered and enforced.

My answer to the three questions in Section 1000.3.B(2) is generally "yes". As explained below, however, I recommend that the land use boards and the Council review the standards for issuance of a zoning permit to ensure that the zoning administrator can objectively apply and enforce these requirements.

State law defines the methods by which land uses may be permitted in a zoning ordinance. In general, uses may be (a) permitted as of right, (b) approved by the ZBA as a special exception, or (c) approved by the PB as a CUP. The ZBA may also (d) grant a variance when land cannot be used in accordance with a zoning ordinance.

A “zoning permit” is not an independent/separate means to approve a land use and is not mentioned in state statutes.¹ Rather, a zoning permit is an administrative document. Many NH municipalities utilize zoning permits to accomplish the baseline administrative purpose of confirming in advance that the construction or alteration of a building, or proposed changed use of a lot, would be in accord with the zoning ordinance. Indeed, this is the basic function of Lebanon’s zoning permits as laid out in ZO section 901.1.

Under the draft Section 615, mobile food service vending and stand vending will be permitted uses as of right in the enumerated non-residential districts. They will not be permitted by special exception or by CUP, meaning that the ZBA or planning board will not have the opportunity to impose any conditions on these uses with respect to individual lots. Instead, the zoning administrator will be tasked with determining whether an applicant for a zoning permit has met the objective standards set forth in Section 615. The zoning administrator will not have the discretion to negotiate or impose different standards for different sites.² Standards not clearly set out may not be able to be enforced.

Therefore, the land use boards reviewing the draft Section 615 should consider whether the standards are specific enough to accomplish the City’s goals, and do not place the zoning administrator in the position of having to make discretionary decisions.

Some of the standards in draft Section 615 which may benefit from more specificity:

- In A(a), are the barriers/cones/safety items intended to be up for negotiation, or must they be included in the site drawing just for the purpose of confirming land area used and confirming impact on available parking? If the site drawing does not propose any safety barriers, and none are specifically required by the ZO, then they cannot be required.
- In A(c), are the proposed hours/days/months of operation merely for the City’s information? If the proposed hours are not to the City’s liking, is there a desire to be able to review or modify? The ZO does not generally dictate hours of operation for businesses permitted as of right.
- In B(iii), it may be difficult to evaluate a hazardous or unsafe travel condition.
- In D, is the maximum number of allowable food trucks/stands on one lot a purely mathematical calculation based on square footage of the trucks/trailers/stands and available land area? How is the maximum number of allowable units in non-parking areas to be calculated?

¹ However, the concept of a zoning permit has been implicitly approved by the NH Supreme Court in cases like *Kelsey v. Town of Hanover*, 157 N.H. 632 (2008) (affirming the superior court’s dismissal of an appeal of a zoning permit granted by the Town of Hanover, where the zoning permit authorized the razing of an existing house and the construction of a new one).

² If the City wishes its permitting authority to have more discretion, then such authority could be given to the ZBA by allowing the vending uses only by special exception, or the authority could be given to the city manager’s office if the Council adopts an ordinance to regulate these temporary vending uses on private property. However, a drawback to allowing the use by special exception is that the ZBA would need to re-review and re-approve the use each time it materially changes (e.g. by adding, subtracting, relocating or changing the size of the vendors).

Other Specific Recommendations for Edits/Clarification

- The definitions for “Stand Vending” and “Stand Vendor” reference a location “on permitted public parcels or sidewalks” and “on public parcels or sidewalks”, respectively. These words should be removed, as the purpose of the amendment is to permit stand vending on private property/lots.
- In Section 615, part A, it may be preferred to change the sub-numbering to lowercase Roman numerals, to match part B.
- In Section 615(A)(a), the term “site plan” should be changed to “site drawing” or “site diagram”, to avoid confusion with a formal site plan that would be reviewed and approved by the planning board.
- In Section 615(D), for vending units in parking lots, will the parking spaces available to be utilized by the vendors be cross-checked against site plan approvals to confirm that vendor spaces will not encroach upon the minimum amount of parking spaces that must be available for each permanent business(es) on each lot?

Please do not hesitate to contact me with any questions or concerns about this opinion.

Sincerely,



Matthew C. Decker

6. The granting of the Special Exception will not result in undue municipal expense.
7. The proposed Special Exception will be developed in a manner compatible with the spirit and intent of the ordinance.
8. The general welfare of the City will be protected.

III. DECISION

Now therefore be it resolved, the Lebanon Zoning Board of Adjustment, on this 7th day of April, 2025 hereby **GRANTS** the requested Special Exception pursuant to Section 801.3 of the Zoning Ordinance to allow a portion of the basement level to be used as an indoor gymnastics recreation facility.

1. The applicant shall obtain a Planning Board, Building and Fire Permits for all uses and construction.
2. Any future Change of Use of this facility shall be permitted by amendment of this Special Exception of the Zoning Board.
3. A change of commercial occupancy requires a Change of Occupancy permit approved by the Zoning Official and possibly the Planning Board, Minor Site Plan Committee and Zoning Board of Review, depending upon the use and a certificate of occupancy to be issued by the Building Official prior to Occupancy pursuant to the Zoning, Planning, Fire Code and Building Codes in force at the time of the change.
4. Pursuant to the memo previously referenced in Finding of Fact #4, dated 7/25, the applicant shall within 60 days correct and address all of the issues raised in that memo. To the extent that review must be sought either by the Zoning Board or the Planning Board or any other boards in the City of Lebanon, application shall be made to the applicable board within 60 days.

Seconded by Mr. McDonough.

**The Vote on the Motion was (5-0).*

Mr. Katz returned to the meeting.

4. OTHER BUSINESS

The task is not to rule or discuss whether each is a good amendment. The question is, if it is added to the ordinance, does the Board have the ability to interpret the amendment.

A. Zoning Amendment review and discussion: Care & Treatment of Animals

The members did not have issue with the amendment.

B. Zoning Amendment review and discussion: Mobile Food Service

Chair Koppenheffer said in section 614 D, the number of mobile food service trucks is determined by lot size and available space. If used in parking areas, no more than 10% of the parking space can be used. For example regarding the food trucks around Colburn Park, is the parking just on South Park Street or is it all the streets around the green? The City has a specific ordinance regarding food trucks

1 on City land. This section of the ordinance only applies to uses on private land, and those on City
2 land are governed by the City ordinance addressing mobile food trucks.

3
4 The members would like the amendment to be clarified stating it only pertains to private property.

5
6 **C. Zoning Amendment review and discussion: Hotels in the GC-1 district**

7
8 No comments from the Board.

9
10 **5. STAFF COMMENTS**

11
12 All this discussion regarding zoning amendments will come to City Council on June 18.
13 There will not be a zoning amendments session next year.

14
15 **6. ADJOURNMENT**

16
17 ***Mr. Katz MOVED to adjourn the meeting at 8:32 PM.***

18 ***Seconded by Mr. Burtan.***

19 ****The Vote on the Motion was (5-0).***

20
21 Respectfully submitted,
22 Linda Billings, Recording Secretary



CITY OF LEBANON PLANNING & DEVELOPMENT

MEMORANDUM

TO: Lebanon City Council

FROM: Planning and Development Department Staff

RE: Proposed Zoning Amendments: Care & Treatment of Animals

DATE: April 22, 2025

A public request has been made by Dan Nash, PE, on behalf of Evans Drive SPE, LLC/Johanna Cicotte to amend Section 311A.2 to include "Care and Treatment of Animals" as a Conditional Use Permit in the RO-1 District. The request has been made pursuant to Section 1000.2.C of the Zoning Ordinance which provides that amendments to the Zoning Ordinance may be proposed "by petition of any number of voters....". The basis for the petitioner's request is set forth in the attached letter dated January 29, 2025, from Mr. Nash.

"Care and Treatment of Animals" is defined in Appendix A of the Zoning Ordinance as "[a] veterinary establishment, riding school, or kennels" and is currently not allowed in the RO-1 zoning district. It is allowed in the following districts:

- By Conditional Use Permit in the GC Districts
- By Special Exception in the RL-1, RL-2, and Ind-L Districts

The City Council moved to continue with the schedule shown below. This allows for the City's Land Use Boards and the public to provide feedback on the proposed amendment.

Following the public hearing, the amendment to Section 311A.2 may be adopted by the City Council per Section 1000.3.D of the Zoning Ordinance.

City Council decision to proceed:	March 19, 2025
Legal review:	by March 31, 2025
Zoning Board of Adjustment:	April 7, 2025
Conservation Commission:	April 10, 2025
Planning Board:	April 28, 2025
City Council setting public hearing:	May 7, 2025
City Council public hearing:	May 21, 2025

The amendment has been reviewed by the Zoning Board of Adjustment, the Planning Board, and the Conservation Commission. At the time this memo was written, the draft conservation commission minutes from their April meeting, where they discussed the amendments, were not available. Their comments recommendations are as follows:

BOARD COMMENTS:

Zoning Board of Adjustment: The members did not have an issue with the amendment.

Conservation Commission:

The Conservation Commission is neither in favor nor opposed to the proposed Amendments, as the proposed use change does not have any impacts on natural resources.

Planning Board: The Lebanon Planning Board is reviewing on Monday, April 28th. An updated memo will be provided, and Staff will be presenting comments at the Council meeting.

ATTACHMENTS

1. Petitioned Zoning Amendment Request Letter
2. Legal Opinion Letter
3. Minutes from the April 7, 2025 Zoning Board of Adjustment Meeting.



29 January 2025

Honorable Mayor and City Council
City of Lebanon
51 North Park Street
Lebanon, NH 03766

Re: Request for Zoning Change, Lot 78-40-1

Dear Mayor and Councilors:

On behalf of Evans Drive SPE, LLC/Johanna Cicotte this letter is being written to request a zoning change to be part of the city's North Lebanon zoning review.

Request #1. Amend Table 311A.2 to include "Care and Treatment of Animals" as a Use permitted by Conditional Use Permit.

This parcel was zoned GC until about 2004 when the zoning was changed to RO-1. The change of use does not allow Care and treatment of animals. The SAVES facility got zoning permission in 2010 to establish and animal hospital by converting one non-conforming use to another.

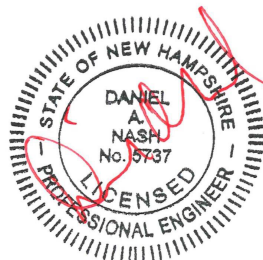
This facility has been an integral part of our community. They often provide critical care for dear family pets. They do well at their job and have seen some growth. Occasionally, they have a need for additional parking. In 2024, we sought a permit to expand the parking. We were informed by staff that the Proposed action would require a variance(see attached email). Since variances are not a sure thing, the owner opted to put off the application process.

Since the city is undergoing changes in the North Lebanon area, it makes sense to clear up this unfortunate effect of changed zoning. The Care and Treatment of animals was previously allowed on this site and should be now. I have attached the GC table of uses that applied prior to the zone change to RO-1 and a recommended Table for the Council's consideration.

Please let me know if you have any questions regarding this request.

Sincerely,

Daniel A. Nash, PE
Principal



City Council
Request for Zoning Changes
29Jan2025

Attachments:

- GC table of uses
- RO-1 table of uses
- email Nate Reichert

CC: Johanna Cicotte, Cicotte Properties

M:\2023_projects\23-004\zoning\zoning_change_animalcare_Jan25\letter_col_animcare_29Jan2025.docx

SECTION 305 GENERAL COMMERCIAL DISTRICT (GC).

305.1 Purpose.

The purpose of the GC District is to provide ample land with good highway access for the location of commercial development serving the regional and local markets.

305.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> 1. Dwelling unit(s) above first floor 2. Multi-family dwelling (see Section 305.5)	<u>Commercial/Non-Residential</u> 1. Alternative treatment center per Section 613 2. Bus terminal 3. Educational facility, college/university 4. Essential service 5. Truck terminal
<u>Commercial/Non-Residential</u> 3. Amusements (indoor) 4. Car wash 5. Community center 6. Drive-in restaurant, refreshment stand 7. Drive-through facility 8. Drycleaning pick-up station 9. Financial institution 10. Funeral home 11. Group day care facility per Section 604 12. Health club 13. Hotel 14. House of worship 15. Laundromat 16. Local government use 17. Membership club 18. Motel 19. Movie theater 20. Office 21. Personal service 22. Publishing/printing 23. Radio or TV studio 24. Recreational facility, indoor	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
	<u>Commercial/Non-Residential</u> 1. Care and treatment of animals 2. Contractor's yard 3. Craftsman's shop 4. Plumbing, electrical or carpentry shop 5. Produce stand 6. Recreational facility, outdoor 7. Warehouse 8. Wholesale sales

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
25. Renewable energy system per Section 612 26. Restaurant , sandwich shop 27. Retail product pickup 28. Retail store 29. Service station 30. Vehicular repair 31. Vehicular sales <u>Planned Developments</u> 32. Commercial PUD per Section 501	

305.3 Table of Area, Dimension and Coverage.

Minimum Lot Requirements					Maximum Limitations	
Area	Frontage	Front Yard	Side Yard	Rear Yard	Building Coverage	Height
50,000 square feet	150'	40'	20'	20'	30%	45' See Section 305.4

305.4 Special Height Restriction.

On **parcels** adjacent to residential districts the height limitation of the adjacent residential district shall apply; but, on such **parcels**, **building height** may be increased above the residential limitation by one (1) foot for each two (2) feet that the **building** is set back from the required set back line(s) on sides of the **lot** adjacent to the residential district. However, in no case shall the height exceed 45 feet.

305.5 Dwelling Unit Density.

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

SECTION 311A RESIDENTIAL-OFFICE-ONE DISTRICT (R-O-1).

311A.1 Purpose.

The purpose of the R-O-1 district is to provide for well-planned neighborhoods of **offices** and higher density housing by carefully guiding the integration of multi-residential housing and **office** uses. The district balances the goals of: (1) preserving the economic viability of older, large **dwelling**s modified to accommodate multiple residential units or **office** space or both; (2) providing for attractive locations for small **offices**; and (3) providing for new **office** buildings compatible with surroundings.

311A.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Two-family dwelling Multi-family dwelling (4 dwelling units or less) per Section 601 Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> - Construction of new office building (3,000 sq. ft. or less) per Section 601 - Conversion of a dwelling to office use per Section 601 Financial institution Home business per Section 600 - House of worship Personal service Renewable energy system per Section 612 <u>Planned Developments</u> - PURD per Section 501	<u>Residential</u> Multi-family dwelling (5 dwelling units or more) per Section 601 Senior housing complex <u>Commercial/Non-Residential</u> - Construction of new office building (3,001 sq. ft. – 6,000 sq. ft.) per Section 601 Educational facility, college/university Educational facility, primary/secondary Essential service - Funeral home Group day care facility per Section 604 Group residence Health club Hospice Lodging house Public safety facility Recreational facility, indoor Recreational facility, outdoor Tourist home (or bed and breakfast facility)

Add: Uses by Conditional Use Permit
1. Care and Treatment of Animals

311A.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Additional Area per D.U. After Two	Maximum Height
1	10,000 sq.ft.	75'	3,000 sq.ft.	45'
2	15,000 sq.ft.	75'	5,000 sq.ft.	45'
3	40,000 sq.ft.	100'	15,000 sq.ft.	45'

Minimum Yard

Class	Front	Side	Rear	Maximum <i>Building Coverage</i>
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

Dan Nash

From: Nathan Reichert <Nathan.Reichert@lebanonnh.gov>
Sent: Monday, March 18, 2024 12:49 PM
To: Dan Nash; Tim Corwin
Cc: 'Johanna Cicotte'; 'Keith Higgs'
Subject: RE: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

The 2010 ZBA decision is rather clear as to what was approved in 2010. It is clearly a non-conforming use being exchanged for another non-conforming use.

Unfortunately, additional relief is needed from the Zoning Board to create an expansion.
Nate

-----Original Message-----

From: Dan Nash <advancedgeomatrics@comcast.net>
Sent: Monday, March 18, 2024 12:11 PM
To: Tim Corwin <Tim.Corwin@lebanonnh.gov>
Cc: 'Johanna Cicotte' <jcicotte1@aol.com>; Nathan Reichert <Nathan.Reichert@lebanonnh.gov>; 'Keith Higgs' <khiggs@volvovolkswagen.com>
Subject: RE: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Tim,

Thank you for the zoning decision. I think this use can be classified as an "office" use, which is allowed. The operation is essentially a veterinary office.

Dan Nash
Advanced Geomatics and Design
105 Bank Street
Lebanon, NH 03766
603-448-6295
802-356-4928 mobile
Advancedgeomatrics@comcast.net
https://urldefense.proofpoint.com/v2/url?u=http-3A__www.advancedgeomatrics.org&d=DwICAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeEiVDaFy5X_5jjcYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=JaCE0V9u5hKOJhW7_4xfNLSzTrXOdCeAW8bfHqWnF70&e=

-----Original Message-----

From: Tim Corwin <https://urldefense.proofpoint.com/v2/url?u=http-3A__Tim.Corwin-40lebanonnh.gov&d=DwICAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeEiVDaFy5X_5jjcYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=N4abSWXfgjtovHQRZzJcJq1M6AEGnaKa4CrlqfRyjek&e=>
Sent: Monday, March 18, 2024 12:02 PM

To: Dan Nash <advancedgeomatrics@comcast.net>
Cc: 'Johanna Cicotte' <jcicotte1@aol.com>; Nathan Reichert <https://urldefense.proofpoint.com/v2/url?u=http-3A__Nathan.Reichert-40lebanonnh.gov&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeivDaFy5X_5jicYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=J1vtlf_nW6lp1ObgCvDCAkGlzndFP1Dhs2mYvzcq2J0&e=>>
Subject: RE: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

The use received a Special Exception in 2010 to convert an existing non-conforming use to a "care and treatment of animals" non-conforming use (please see attached Notice of Decision).

-----Original Message-----

From: Dan Nash <advancedgeomatrics@comcast.net>
Sent: Monday, March 18, 2024 11:14 AM
To: Tim Corwin <https://urldefense.proofpoint.com/v2/url?u=http-3A__Tim.Corwin-40lebanonnh.gov&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeivDaFy5X_5jicYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=N4abSWXfgjtovHQRZzJcJq1M6AEGnaKa4CrlqfRyjek&e=>>
Cc: 'Johanna Cicotte' <jcicotte1@aol.com>; Nathan Reichert <https://urldefense.proofpoint.com/v2/url?u=http-3A__Nathan.Reichert-40lebanonnh.gov&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=Cwlhu-sTt5Lmtcg7soPpgPCeivDaFy5X_5jicYB4l8&m=yigBvVQ1Nlrmr5qvg8acb92aVLYObtuq7yY__HmYoEjINCpk3lvJgqbcSwq2Mhsf&s=J1vtlf_nW6lp1ObgCvDCAkGlzndFP1Dhs2mYvzcq2J0&e=>>
Subject: [EXTERNAL] RE: 63 Evans Dr_Non-Conforming Use

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Nate,

I believe this is a conforming office use or a personal service use (veterinary office).

Can you please confirm so we can continue with the meeting at 2pm today.

Dan Nash
Advanced Geomatics and Design
105 Bank Street
Lebanon, NH 03766
603-448-6295
802-356-4928 mobile
Advancedgeomatrics@comcast.net
https://urldefense.proofpoint.com/v2/url?u=http-3A__www.advancedgeomatrics.org&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVKNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=Up6bOxvS-iDLh0qAWrEY24Pxs4_G4kJBdobBBYu0Fjg&e=>

-----Original Message-----

From: Tim Corwin
<https://urldefense.proofpoint.com/v2/url?u=http-3A__Tim.Corwin-40lebanonnh.gov&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVKNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=KnRLbbKONxV5JIRMVyg4tbQOkvRBMs7BEGRNxCQJiM&e=>>

Sent: Monday, March 18, 2024 10:53 AM

To: Dan Nash <advancedgeomatrics@comcast.net>

Cc: Johanna Cicotte <jcicotte1@aol.com>; Nathan Reichert <https://urldefense.proofpoint.com/v2/url?u=http-3A__Nathan.Reichert-40lebanonnh.gov&d=DwlCAg&c=euGZstcaTDllvimEN8b7jXrwqOf-v5A_CdpgnVfiiMM&r=jq55e6wXHM6V3GuHLdOq35v4gVwylg4o9sRzQA-xo9c&m=s2Q8BvfeVkNX_PASWI-SRvzgJxnrxp2PFuKgo6KKyKj9luy47L7GPTMewXKjCStu&s=Pq-LfTt2FPagXze48Cnt0MoKY3yM3UK-00EOz4youmw&e=>>
Subject: 63 Evans Dr_Non-Conforming Use

Dan -

Regarding the site plan application you submitted for 63 Evans Drive, it appears the proposed parking lot constitutes an expansion of a non-conforming use which is prohibited per Section 702.5.D of the Zoning Ordinance. This was the same determination that was made in the case of the parking lot expansions at 175 Heater Road and 51 Evans Drive for the non-conforming vehicular sales uses located on those lots (175 Heater Road obtained a Variance from Section 702.5.D and, with respect to 51 Evans Drive, the Zoning Ordinance was amended making the 702.5.D violation in that case moot). If you believe that the 63 Evans Drive parking lot expansion does not constitute an expansion of a non-conforming use, please explain why so that Nate Reichert, the Zoning Administrator, can make a determination.

Per Section 4.4 of the Site Plan Review Regulations, the site plan application cannot be accepted as complete until such time as the zoning matter is resolved. -Tim

Tim Corwin, AICP

Deputy Planning and Development Director City of Lebanon

(603) 448-1524 (Office)

(603) 442-6127 (Direct)

Tim.Corwin@LebanonNH.gov<<mailto:Tim.Corwin@LebanonNH.gov>>

Book a time to meet with

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Petition for Zoning Change to Allow "Care and Treatment of Animals" **as a Conditional Use in the RO-1 Zone**

(Lot 78-40-1, Evans Drive)

29 January 2025

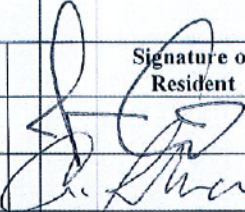
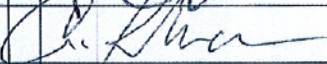
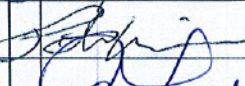
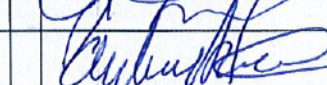
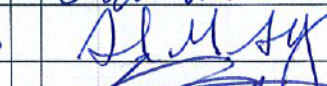
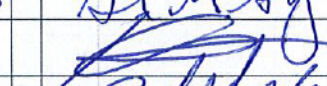
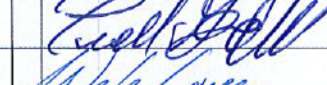
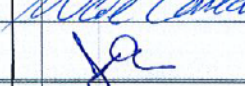
Members of the Lebanon City Council,

As voters of the City of Lebanon, we petition you to make changes to the zoning ordinance.

-Our request is under the provisions of the Zoning Ordinance, Section 1002.2.C..

-Our request is outlined in AGD letter to the City Council regarding Section 305.2 dated 29Jan2025.

We, the voters, call on the City of Lebanon to make these changes to establish fair and just zoning for this property.

Name of Resident	Signature of Resident	Address and Phone	Date Signed
JOHANNA CICOTTE		47 APPLE BLOSSOM LEBANON NH. 03766	1/30/25
Glenn Fulcher		90 Mechanic St 603 664 Lebanon NH 03766 1972	1/30/25
Pete Mancini		46 MAIN ST LEBANON NH	1/30/25
Jaime Lanfranco		337 Mt Support Rd Lebanon NH 03766	1/30/25
Andrew Rodimon		8 Light Street Lebanon NH. 03766	1-30-25
David M. Griffans		Lebanon NH 03766 22 School St Apt 7	1/30/25
KETH HIGGS		337 MOUNT SUPPORT LEBANON NH 03766	1-30-25
Cornell Beckett		141 HANOVER ST. Lebanon N.H.	1/30/25
Wade Comeau		16 Memorial Dr. Lebanon N.H.	1/30/25
Justin Lanfranco		225 Bond St. EXT	1/30/25

March 31, 2025

Nathan Reichert, Director of Planning & Development
City of Lebanon
51 S. Park Street
Lebanon, NH 03766
nathan.reichert@lebanonnh.gov

**RE: Proposed Zoning Amendment –
Add “Care and Treatment of Animals” as Use by Conditional Use Permit
in R-O-1 District**

Mr. Reichert:

This is a preliminary legal opinion as required by Section 1000.3(B)(2) of the Lebanon Zoning Ordinance concerning a proposed amendment to the City’s zoning ordinance (“ZO”). I understand the City Council has approved a motion to begin the process of the City’s land use boards providing review and comment for adding “Care and Treatment of Animals” as a Use allowed by Conditional Use Permit (“CUP”) in the Residential Office One (R-O-1) zoning district.

I have reviewed the following documents in connection with this opinion:

- A January 29, 2025 Letter from Daniel A. Nash, Advanced Geomatics & Design, with attachments including a March 2024 email chain between Mr. Reichert and Mr. Nash concerning nonconforming uses at 63 Evans Drive
- A March 5, 2025 Planning and Development Department Staff Memo concerning the proposed zoning amendment;
- Video of the relevant portion of the City Council’s March 19, 2025 public meeting

The ZO requires this legal review to cover: (a) whether such amendment is within the authority delegated to the City under State law; (b) whether the form is appropriate; and (c) whether, from an administrative point of view, the amendment can be administered and enforced.

My answer to the three questions in Section 1000.2.B(2) is “yes” and, with the exception of my comment below, I discern no legal or administrative issues of concern with this proposed amendment.

As you know, a zoning regulation cannot be adopted in support of, or for the exclusive benefit of, any individual property. Doing so would constitute “spot zoning”. An area is spot zoned when it is singled out for treatment different from that of similar surrounding land which cannot be justified on the basis of health, safety, morals or general welfare of the community, and which is not in accordance with a comprehensive plan. E.g., Miller v. Town of Tilton, 139 N.H. 429, 432 (1995).

March 31, 2025

Page 2

Mr. Nash's letter of January 29, 2025 does not hide that the impetus behind the proposed zoning amendment is to benefit one particular lot/business, Lot 78-40-1, which houses the SAVES emergency care veterinary clinic. SAVES seeks to expand its parking area, which, as a nonconforming use, it is currently unable to do.

The proposed zoning amendment avoids a "spot zoning" concern by proposing not that the "care and treatment of animals" use be permitted solely at Lot 78-40-1, but instead that this use be permitted (by CUP) on all lots within the zoning district (R-O-1) in which the SAVES clinic is located.

Accordingly, in considering whether to allow the "care and treatment of animals" use by CUP in the City's R-O-1 district, the City boards and commissions reviewing this proposed amendment should avoid consideration of SAVES's specific need and instead consider whether and how adding this use to this zoning district would promote the health and general welfare of the City, as set forth in RSA 674:17, I (c).

Please do not hesitate to contact me with any questions or concerns about this opinion.

Sincerely,



Matthew C. Decker

6. The granting of the Special Exception will not result in undue municipal expense.
7. The proposed Special Exception will be developed in a manner compatible with the spirit and intent of the ordinance.
8. The general welfare of the City will be protected.

III. DECISION

Now therefore be it resolved, the Lebanon Zoning Board of Adjustment, on this 7th day of April, 2025 hereby **GRANTS** the requested Special Exception pursuant to Section 801.3 of the Zoning Ordinance to allow a portion of the basement level to be used as an indoor gymnastics recreation facility.

1. The applicant shall obtain a Planning Board, Building and Fire Permits for all uses and construction.
2. Any future Change of Use of this facility shall be permitted by amendment of this Special Exception of the Zoning Board.
3. A change of commercial occupancy requires a Change of Occupancy permit approved by the Zoning Official and possibly the Planning Board, Minor Site Plan Committee and Zoning Board of Review, depending upon the use and a certificate of occupancy to be issued by the Building Official prior to Occupancy pursuant to the Zoning, Planning, Fire Code and Building Codes in force at the time of the change.
4. Pursuant to the memo previously referenced in Finding of Fact #4, dated 7/25, the applicant shall within 60 days correct and address all of the issues raised in that memo. To the extent that review must be sought either by the Zoning Board or the Planning Board or any other boards in the City of Lebanon, application shall be made to the applicable board within 60 days.

Seconded by Mr. McDonough.

**The Vote on the Motion was (5-0).*

Mr. Katz returned to the meeting.

4. OTHER BUSINESS

The task is not to rule or discuss whether each is a good amendment. The question is, if it is added to the ordinance, does the Board have the ability to interpret the amendment.

A. Zoning Amendment review and discussion: Care & Treatment of Animals

The members did not have issue with the amendment.

B. Zoning Amendment review and discussion: Mobile Food Service

Chair Koppenheffer said in section 614 D, the number of mobile food service trucks is determined by lot size and available space. If used in parking areas, no more than 10% of the parking space can be used. For example regarding the food trucks around Colburn Park, is the parking just on South Park Street or is it all the streets around the green? The City has a specific ordinance regarding food trucks

1 on City land. This section of the ordinance only applies to uses on private land, and those on City
2 land are governed by the City ordinance addressing mobile food trucks.

3
4 The members would like the amendment to be clarified stating it only pertains to private property.

5
6 **C. Zoning Amendment review and discussion: Hotels in the GC-1 district**

7
8 No comments from the Board.

9
10 **5. STAFF COMMENTS**

11
12 All this discussion regarding zoning amendments will come to City Council on June 18.
13 There will not be a zoning amendments session next year.

14
15 **6. ADJOURNMENT**

16
17 ***Mr. Katz MOVED to adjourn the meeting at 8:32 PM.***

18 ***Seconded by Mr. Burtan.***

19 ****The Vote on the Motion was (5-0).***

20
21 Respectfully submitted,
22 Linda Billings, Recording Secretary