



**LEBANON CITY COUNCIL
MAY 14, 2025 - 5:30 PM
SPECIAL MEETING
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

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- 1. Call to Order**
- 2. Special Meeting**
 - A. Receive Public Input and Vote to Approve the Strategic Plan
 - B. Presentation of 2026 Financial Outlook
 - C. Receive Guidance from the City Council regarding the 2026 Budget
- 3. Adjournment**

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](#) where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.

Agenda

Lebanon City Council

May 14, 2025

New Business:

2.A – 2026-2029 Strategic Plan

Background

The City Council will receive public feedback regarding the proposed 2026-2029 Strategic Plan. After discussion the City Council will vote to adopt the plan.

The City of Lebanon has been actively developing and refining its Strategic Plan to guide municipal operations and address key community issues. This plan complements the City's [Master Plan](#), which focuses on land use, by concentrating on operational aspects of city governance and other matters beyond the Master Plan's scope.

Strategic Plan Development Timeline

Each year, the City of Lebanon engages in a formal review of the Strategic Plan. The annual calendar of events typically unfolds as follows:

- **January** - City departments work with applicable City Boards/Committees/Commissions to update strategic objectives, task items, current state, and outcomes.
- **March** - City departments finalize the Strategic Plan updates.
- **April** - Strategic Plan Presentations at City Council Work Sessions.
- **May** - Final review and approval by the City Council.

Key Aspects of the Strategic Plan:

- **Annual Development:** City staff, with input from community partners, boards, committees, and the public, develop the Strategic Plan each year. This collaborative approach ensures the plan reflects the community's needs and aspirations.
- **Three-Year Outlook:** The plan provides a forward-looking perspective, outlining objectives and initiatives for the upcoming three years. This timeframe allows for both immediate action and long-term planning.
- **Integration with Budgeting:** The Strategic Plan informs the city's budgeting process, ensuring that financial resources are allocated in alignment with strategic objectives. For instance, the 2025 Proposed City Budget was developed in concert with the Master Plan and the annual Strategic Plan.
- **Monitoring and Accountability:** To track progress and maintain accountability, the city as an interactive Strategic Plan Dashboard. This tool allows residents to monitor the implementation of strategic objectives in real-time.

Action

MOVED, that the Lebanon City Council hereby adopts the 2026-2029 Strategic Plan and directs the City Manager to take the necessary steps to implement the plan.

Included In This Section:

1. DRAFT 2026-2029 Strategic Plan (PDF)
2. [Link to the 2026-2029 Strategic Plan](#) (Replit)

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 while also adapting to a changing environment. 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, staff, and volunteers 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 to address the needs of the City and its residents. 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 in changing times.

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: 2025-12-31

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. Migrate Fire Department permitting process to OpenGov

- Status: Planned
- Updates: The current process is a hybrid system that includes paper forms, email communications, and manual logging of inspections in the department's inspection software.
- Tags: City Manager, Fire
- Due Date: 2025-12-31

b. Migrate City Manager permitting and licensing processes to OpenGov.

- Status: Completed
- Updates: The process to transition to OpenGov permitting for permits issued by the City Manager's Office was completed in 2023.
- Tags: City Manager
- Due Date: 2024-01-02

c. Migrate building permits process (Planning and Development) to OpenGov.

- Status: Completed
- 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: City Manager, Planning and Development
- Due Date: 2024-12-31

d. Migrate Public Works (City Engineer) Permitting Processes to OpenGov

- Status: In Progress
- Updates: At the start of 2024, Public Works used a mix of paper-based and email-driven permitting processes, with staff manually entering the paper applications into our BS&A; system. In 2024, a Lean workshop was held to map out and streamline the sewer use permit processes. City Code was updated to reflect the new process. In 2025, the department began transitioning its permit processes to OpenGov. The major permits were completed in Q1, and we continue to bring in the last permits in Q2. The task should be completed by Q2. Water and sewer, driveway, excavation, and a new Utilities Connection permit have been uplifted and are now available in the OpenGov portal. Other permits to be migrated include Floodplain, Industrial Wastewater Survey, Water Abatement, Pole Licensing, Accident Report, and other miscellaneous forms to be determined. As part of this process, it should be noted that finance is involved in a process that allows daily OpenGov financial exports to be imported into our financial software. This process takes coordination between the department and finance. Another major part of this task is updating the website to create public-facing guidance and ensure all information is accurately reflected.
- Tags: City Manager, Public Works, Finance
- Due Date: 2025-06-30

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: Ongoing

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 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

b. 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

c. 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

d. 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

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 internal safety and professional development opportunities.

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

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

Action 1.2.4: Recruit, hire, and successfully onboard a new City Manager

a. Recruit, hire, and successfully onboard a new City Manager

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

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 assets and vehicles into the asset management system by the end of 2025.

- Status: In Progress
- Updates:
- Tags: Public Works
- Due Date: 2025-12-31

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

- Status: Completed
- Updates:
- Tags: Cyber Services
- Due Date: 2025-12-31

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

- Status: Completed
- Updates: 100% migration of personal and shared documents have been migrated.
- Tags: Cyber Services
- Due Date: 2025-12-31

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 evaluate benefits of accreditation by December 2026 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. 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

b. Review NHMA Policy Positions with the CC and advocate at the biennial 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. 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

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, and volunteers maintain the highest of ethical standards.

Test description

a. Review Ethics Policies annually for any necessary changes and make revisions as appropriate.

- Status: In Progress
- Updates: City Council and Administrative Ethics Policies merged into a single document as CC-108.1
- Tags: City Manager, City Council
- Due Date: 2025-12-31

b. 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

c. 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

d. 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

e. 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. 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

b. 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

c. Credibility and trust is built through fostering relationships.

- 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. Implement the next cohort of the Lebanon Citizens Academy in 2026

- Status: Planned
- Updates:
- Tags: City Manager
- Due Date: 2026-12-31

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

- Status: Completed
- Updates: 2024 Lebanon Citizens Academy had 14 participants
- Tags: City Manager
- Due Date: 2024-12-31

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 1.6.5: Expand public wifi access.

Action 1.6.6: Broaden Opportunities for Community Engagement with City Councilors

The City would like to create opportunities for broader community engagement and communication with the citizens of the City.

a. Host sessions with at least three community stakeholder groups on an annual basis

- Status: Planned
- Updates:
- Tags: City Manager, City Council
- Due Date: Ongoing

b. Schedule Councilors to attend at least three public events to meet with residents

- Status: Planned
- Updates:
- Tags: City Manager, City Council
- Due Date: Ongoing

c. Explore additional media possibilities for sharing updates with residents

- Status: Planned
- Updates:
- Tags: City Manager, City Council
- Due Date: 2025-12-31

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

Action 1.7.7: Leverage AI innovation and technology to enhance the timeliness, accuracy, and efficacy of City meetings, while also reducing the cost to record minutes and promoting greater understanding of key information

a. Utilize AI tools to provide comprehensive minutes of recorded meetings

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

b. Utilize AI tools to summarize key takeaways of meeting discussions for residents

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

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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 or redevelopment.

a. 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 (25% local match) awarded 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: 2025-12-31

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

- Status: Completed
- 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: 2025-12-31

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: Evaluate the expansion of the City's Community Revitalization Tax Relief Incentive

a. Evaluate the creation of 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: 2026-12-31

Action 2.1.5: Coordinate with Grafton Regional Development Corporation to work on ADU financing opportunities

a. Available lending programs for those wishing to build ADU

- Status: Planned

- Updates:
- Tags: Planning and Development
- Due Date: 2025-12-31

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. 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

b. Increase in the number of shelter beds in the region.

- 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: 2026-06-30

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: Stalled
- Updates:
- Tags: Human Services, Public Works, LISTEN
- Due Date: N/A

b. Decrease in length of stay at shelter.

- Status: Completed
- Updates: Two individuals were temporarily housed instead of being provided motel assistance.
- Tags: Public Works, Human Services, LISTEN
- 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 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

b. 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

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

Action 2.2.8: Partner with local Housing Developers and Service Providers to provide transitional housing with supportive services.

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

- Status: Planned
- Updates:
- Tags: Human Services, LISTEN, Housing Authority, Twin Pines Housing, West Central Behavioral Health
- Due Date: N/A

b. Increase in number of households who move from temporary shelter or interim housing to permanent housing.

- Status: Planned
- Updates:
- Tags: Human Services, LISTEN, Housing Authority, Twin Pines Housing, West Central Behavioral Health
- 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 external 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: 2025-12-31

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. 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

b. 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

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: Stalled
- 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: 2025-12-31

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. Develop cottage court housing pilot and sell those properties to cover development cost in order to demonstrate feasibility as well as add new properties to the tax roll.**

- Status: In Progress
- Updates: Working to comply with Planning Board conditions of approval Seeking authorization from City Council to continue with development project
- Tags: City Manager, Public Works
- Due Date: 2026-06-30

b. 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

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

- Status: In Progress
- 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: 2025-12-31

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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. Recognizing the impact of tax increases on residents, the City strives to balance the need for services, infrastructure, and capital against the resulting tax impacts to the City's residents. The City shall, when necessary, prioritize funding of strategic objectives to mitigate the impact on the tax rate. 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. Ensure the City's debt load stays within the policy established by the CC for the General, Solid Waste, Water and Sewer Funds

- Status: Completed
- 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: 2025-12-31

b. 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

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. Review user fees annually in Q3 as part of budget preparation.

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

b. 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.

Develop a Fiscal Note policy to provide enhanced explanations of budget and what it impacts, while recognizing the cost of staff time to prepare information.

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

- Status: In Progress
- Updates: PLANNING DEPT. (not including other dept. external funding). 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; NHDOE LFD PV \$107,000; NHBEA HOP \$100,000. Additional Grants Awarded 2025: \$500,000 NHCDFA CDBG (FFNE); \$211,740 NHBEA HIM (Barrows Street). Pending to date 2025: \$1,000,000 NHCDFA RHP (FFNE), \$24,960 AARP (eBike charging), NHDOT TAP \$2,143,005 & CDS FY26 \$1,630,306 (Mechanic St Sidewalks), IRS Clean Energy Direct Pay for Landfill Gas to Energy \$1,500,000; FEMA HMGP Assistance \$85,000 (Hanover St culvert).
- Tags: City Manager, Fire, Public Works, Human Services, Airport, Recreation, Arts, and Parks, Cyber Services, Friends of Leb Rec, Planning and Development, Vital Communities, Boys and Girls Club
- Due Date: Ongoing

b. Maintain full time grant writer position.

- Status: Completed
- Updates: Transitioned complete. Grant writer fully operational in 2023.
- Tags: Planning and Development
- Due Date: 2025-12-31

c. 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

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. 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

b. 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

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 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 and play spaces 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. Allow for food trucks at the City's swimming pool and other public recreational spaces

- Status: In Progress
- Updates:
- Tags: Planning and Development
- Due Date: 2025-12-31

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

d. 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

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. Develop sponsorship registry to track sponsorships over time.

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

b. 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

Action 4.1.9: Establish processes, policies, and fees to allow for functions, recreation events, and/or food trucks in the City's pool parking lot area.

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. 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

b. 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

c. 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

d. 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

e. Develop a long range facilities improvement plan for Storrs Hill Ski Area for the Lebanon Outing Club.

- Status: Completed
- 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: 2025-12-31

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. 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

h. 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

i. Evaluate potential future location of a Lebanon Community Center.

- Status: Planned
- Updates: Potential location with Signal Park is being actively pursued with landowner.
- Tags: Recreation, Arts, and Parks
- Due Date: 2025-12-31

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

a. 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

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

- Status: Completed
- Updates:
- Tags: Recreation, Arts, and Parks, Friends of Leb Rec
- Due Date: 2025-12-31

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. 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

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

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

c. 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

Action 4.2.5: Explore potential opportunities for Westboro Property and Trail.

a. Generate proposals and recommendation for property that does not accept the environmental liability of the site per the Council's April 16, 2025 decision, for presentation to City Council no later than Q3 2026.

- Status: Planned
- Updates:
- Tags: Public Works, Recreation, Arts, and Parks, West Lebanon Revitalization Committee
- Due Date: 2026-09-30

b. Should the State commit to retaining the environmental liability, the City Council shall re-evaluate within 90 days such acquisition.

- Status: Planned
- Updates:
- Tags: Public Works, Recreation, Arts, and Parks, West Lebanon Revitalization Committee
- Due Date: 2026-09-30

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

- Status: Stalled
- 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: 2025-12-31

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, Dartmouth College
- Due Date: N/A

Action 4.2.7: Enhance and extend Mascoma River Greenway

a. Pave Mascoma River Greenway parking lot

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

b. 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

c. 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

d. 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

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. 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

b. 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

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. 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

b. 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

c. 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

d. 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

e. 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

f. 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

g. 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

h. 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

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. 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

b. 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

c. 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

Action 4.4.2: Maintain and enhance historical aspects of facilities.

a. Seek a partner to rehabilitate the Dana House.

- Status: Planned

- 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: Heritage Commission, Lebanon Historical Society
- Due Date: 2025-12-31

b. 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

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

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: Completed
- 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: 2025-12-31

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

- Status: Completed
- Updates: Implemented Plastic Film Recycling. One bale recycled in 2024.
- Tags: Public Works
- Due Date: 2025-12-31

Action 5.1.2: Implement a clothing recycling program.

a. Implement program in 2023

- Status: Completed
- Updates: This is complete. 26.77 tons of clothing recycled in 2023. 17.05 tons recycled in 2024.
- Tags: Public Works
- Due Date: 2025-12-31

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: Completed
- Updates: Deployed in Q3 and is functioning as designed
- Tags: Public Works
- Due Date: 2025-12-31

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: Completed
- 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: 2025-12-31

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. 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

b. 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

c. 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

d. 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

e. 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

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. Expand to other departments the existing DPW restrictions on the idling of internal combustion engines.

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

b. 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

c. 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

Action 5.4.4: Explore opportunities to reduce the City's use of leaf blowers and internal combustion engine-powered lawn maintenance equipment.

a. Reduce the frequency of mowing operations using internal combustion engines in cemeteries and other appropriate areas.

- Status: Planned
- Updates:
- Tags: Public Works, Airport, Recreation, Arts, and Parks, Lebanon Energy Advisory Committee, Sustainable Lebanon
- Due Date: 2025-12-31

b. Assemble a Working Group to identify ways to stop or reduce use of leaf blowers in cemeteries and other spaces as appropriate and seek potential alternatives to leaf blowers for spring cleanup of sidewalks. The working group shall, within 6 months, prepare a report and proposal.

- Status: Planned
- Updates:
- Tags: Public Works, Airport, Recreation, Arts, and Parks, Lebanon Energy Advisory Committee, Sustainable Lebanon
- Due Date: 2025-12-31

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. 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: Public Works, Lebanon Energy Advisory Committee, Planning and Development
- Due Date: 2025-12-31

b. 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: Public Works, Lebanon Energy Advisory Committee, Planning and Development
- Due Date: 2025-12-31

c. Assemble a working group to develop a public information campaign to reduce the idling of internal combustion engines: "stop the idling, folks!"

- Status: Planned
- Updates:
- Tags: Public Works, Lebanon Energy Advisory Committee, Sustainable Lebanon
- Due Date: 2025-12-31

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

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

- a. 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:
- Tags: Lebanon Energy Advisory Committee, Electric Vehicle Subcommittee
- Due Date: 2026-12-31

Action 5.5.6: Explore and support the installation of public electric charging stations where reasonable and costs of maintenance and electricity usage can be assessed via user fees.

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

- Status: In Progress
- Updates:
- Tags: Lebanon Energy Advisory Committee, Electric Vehicle Subcommittee
- Due Date: 2025-12-31

- b. 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: Planned
- Updates: Legislation filing date is in September. City legal team can help craft language and perhaps seek municipal co-sponsors.
- Tags: Lebanon Energy Advisory Committee, Planning and Development, Electric Vehicle Subcommittee
- Due Date: 2025-12-31

- c. 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:
- Tags: Public Works, Lebanon Energy Advisory Committee, Planning and Development, Electric Vehicle Subcommittee
- Due Date: 2025-12-31

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: A May 2025 Lebanon Conservation Commission public hearing scheduled with the Upper Valley Land Trust (UVLT) to present a proposal for LOST Fund financial support for permanent protection of the subject property
- Tags: Conservation Commission, Planning and Development
- Due Date: 2025-12-31

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&G; doe harvest program

This is a program of NH Fish & Game to stabilize the size of the deer herd in parts of New Hampshire and to minimize the incidence of deer-human conflicts, such vehicle collisions and destructive browsing.

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. Add new shade trees at bus stops and along pedestrian routes.

- Status: Planned
- Updates:
- Tags: Public Works, Tree Advisory Board
- Due Date: 2025-12-31

b. Generate a proposal to update Site Plan Review Regulations Section 6.2.E to include mandatory shading requirements specifically for disabled parking spots.

- Status: Planned
- Updates:
- Tags: City Manager, City Council, Planning Board, Planning and Development
- Due Date: 2025-12-31

c. 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

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

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

- Status: Completed
- 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: 2025-12-31

f. Hire tree warden/arborist

- Status: Completed
- Updates: The Tree Warden vacancy has been filled
- Tags: Public Works
- Due Date: 2025-12-31

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: Planned
- Updates: Scheduled for July(?) 2026 with Lebanon Rotary.
- Tags: Conservation Commission, Planning and Development, Lebanon Rotary
- Due Date: 2025-12-31

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. 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

c. Pursue wildlife underpass design and funding on Route 120

- Status: Planned
- 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: 2025-12-31

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 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

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

- Status: Completed
- Updates: All existing employees have received training. 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: 2025-12-31

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: Planned
- 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: 2025-12-31

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: Review and update the Community Facilities and Services chapter of the Master Plan. On the schedule to start in 2027. (2025 update)
- 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 the 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: 2025-12-31

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

a. 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

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

- Status: In Progress
- Updates: All open inspection violations are being closed in less than 12 months.
- Tags: N/A
- Due Date: 2025-12-31

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: 2025-12-31

b. Have a Full-Time Traffic Enforcement Officer.

- 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. We will continue to utilize the resources that we currently have to address problem areas on the rail trails, green way, and other high traffic pedestrian areas.
- Tags: Police
- Due Date: 2025-12-31

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. 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. In 2024, foot patrols increased by 7.6%. In 2023, there were 710 foot patrols and in 2024, there were 764 foot patrols.
- Tags: Police
- Due Date: 2025-12-31

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.

a. Anonymous Reporting

- Status: Planned
- Updates: Anonymous reporting is available through LPD's phone line 603-448-CLUE (2583) and the Submit A Crime Tip on the City's website.
- Tags: Police
- Due Date: 2025-12-31

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. The City is exploring options to add additional video surveillance equipment.
- 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: All Police employees have access to our department's wellness and peer support team which is comprised of 11 certified peer support staff members who meet quarterly. LPD peer support program is fully operational and being utilized by its staff members. Quarterly decompression meetings have been made available to all staff members, as well as training with our mental health provider team.
- Tags: Fire, Police
- 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: Work to achieve response standards as close as possible that align with NFPA 1710.

NFPA 1710: The first arriving fire engine (or "company") should arrive within 6 minutes from the time of the emergency call no less than 90% of the time with the following benchmarks: 1 minute for dispatch handling 1 minute for turnout time (crew getting into gear and on apparatus) 4 minutes for actual travel time. The first arriving engine company must have at least 4 firefighters (including the officer and driver/operator). Geographical challenges will prevent us from fully meeting this standard. Our current resources allow us to arrive in less than 6 minutes no less than 50% of the time with 2 Firefighters.

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: The addition of new hires in 2025 has been completed. On boarding will be completed by June of 2025 this will have a positive impact on response standards. A thorough analysis will be provided in December of 2025.
- Tags: Fire
- Due Date: 2025-12-31

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

- Status: In Progress
- Updates: FY 2025 Grant was approved and we are currently in the process of applying for FY 2026 Grant.
- Tags: Police
- Due Date: N/A

b. Work with Community Partners to Build Public Relations

- Status: Planned
- Updates: We participate in hosting Toys for Tots, National Night Out, Open House, Coffee With a Cop, National Drug Take Back, Rape Aggression Defense Course (RAD), Special Olympic, and more.
- Tags: Police
- Due Date: 2025-12-31

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 2025, Police 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. 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: Police, Pedestrian and Bicyclist Advisory Committee
- Due Date: N/A

b. Take Part in Educational Programs as They Are Available

- Status: In Progress
- Updates: In 2025, we will continue to look for new opportunities to engage our community. Continue to utilize foot and mountain bike patrol initiatives to further enhance community engagement and traffic safety.
- Tags: Police
- 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.

- Status: In Progress
- Updates: 2025: Applied for SS4A funding in 2024, not awarded. If grant program re-opens in March 2025, will re-apply, for contract and implementation 2026–2027. Project is in CIP.
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Police, Planning and Development
- Due Date: 2025-12-31

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. 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

b. Add a full-time computer forensic position.

- Status: In Progress
- Updates: N/A
- 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. 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

b. 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

c. 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

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:
- Tags: Public Works, Lebanon Energy Advisory Committee, Electric Vehicle Subcommittee
- Due Date: 2025-12-31

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: Planned
- Updates: Entered into airport CIP program for FY 2029. Programmed for federal FY 2029.
- Tags: Airport
- Due Date: 2025-12-31

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

- Status: Planned
- Updates: The electric aircraft program the Cape Air is participating in has been delayed due to aircraft redesign.
- Tags: Airport
- Due Date: 2025-12-31

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: Planned
- Updates:
- Tags: Airport
- Due Date: 2025-12-31

c. Install transformers needed to charge electric aircraft.

- Status: Planned
- Updates:
- Tags: Airport
- Due Date: 2025-12-31

d. Estimated aircraft certification date is 2028.

- Status: Planned
- Updates: Estimated aircraft certification date is 2028.
- Tags: Airport
- Due Date: 2025-12-31

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: Planned
- Updates:
- Tags: Airport
- Due Date: 2025-12-31

c. Cape Air electric aircraft scheduled for service

- Status: Planned
- Updates:
- Tags: Airport
- Due Date: 2025-12-31

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: Stalled
- 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: City Manager, Public Works, Recreation, Arts, and Parks
- Due Date: 2025-12-31

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. 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

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

- Status: Stalled
- Updates: Ped/Bike Education Initiative to host Bike and Learn on NRT and MRG. City has received a CMAQ grant to help pay for construction of extension, but negotiations with NHDOT and required abandonment by federal Surface Transportation Board is stalled.

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

Action 7.4.5: Enhance access to and expand greenway network.

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

- Status: Cancelled
- 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: 2025-12-31

b. 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 Landmark Lands.

- Status: Stalled
- Updates: Status has not changed since 2023.
- Tags: Public Works, Pedestrian and Bicyclist Advisory Committee, Recreation, Arts, and Parks, Planning and Development
- Due Date: 2025-12-31

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: Completed
- 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: 2025-12-31

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 Studies in Areas of High Congestion as needed using traffic counts

For the purpose of managing pavement, not necessarily adding more pavement.

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

- Status: In Progress
- Updates: 2025 – No new failing intersections have been identified
- Tags: Public Works
- Due Date: 2025-12-31

b. 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

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

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 or alternative opportunities 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 as well as other providers..

a. Partner with the Boys & Girls Club and other potential providers and stakeholders to develop a facility(s) to meet the childcare needs of the region.

- 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. The City is exploring other opportunities with potential partners to develop childcare facilities to meet the childcare needs of the region.
- Tags: City Manager, Vital Communities, Planning and Development, Boys and Girls Club, UV EECA
- Due Date: Ongoing

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 by 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 8.3.2: 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: Completed
- 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: 2025-12-31

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 core business districts of the City.

Action 8.5.1: Implement West Lebanon Charrette Studies (PLN)

a. West Lebanon Main St. Improvements 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: Public Works, West Lebanon Revitalization Commission
- Due Date: 2025-12-31

b. Redevelopment of 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: City Manager, Planning and Development, West Lebanon Revitalization Commission
- Due Date: 2025-12-31

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

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

a. Evaluate the 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: 2025-12-31

b. Support the development, where reasonable and appropriate, of 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: 2025-12-31

c. Redevelopment of 20 Spencer St. for workforce housing

- Status: In Progress
- Updates: 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. The Muse Lebanon/Tamposi pursuing capital funding for construction of improvements.
- Tags: City Manager
- Due Date: 2025-12-31

d. Support the development, where reasonable and appropriate, of 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: 2025-12-31

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. 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

b. 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

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: Completed
- 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

Action 9.4.6: Review job descriptions for non-essential mobility requirements

Remove non-essential requirements to avoid discouraging potential candidates from applying for jobs.

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. 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

b. 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

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: Completed
- 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: 2025-12-31

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

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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. In 2024, there were 302 Mental Health Calls, which was a 10.6% decrease from 2023.
- Tags: Police, West Central Behavioral Health
- Due Date: 2025-12-31

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

- Status: Completed
- Updates: Presently, all Officers have attended the 40 hour CIT training.

- Tags: Police
- Due Date: 2025-12-31

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. Expand Lebanon community outreach efforts.

- Status: Planned
- Updates:
- Tags: N/A
- Due Date: 2025-12-31

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 Improvement 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: Work to achieve response standards as close as possible that align with NFPA 1710.

Work to achieve response standards as close as possible that align with NFPA 1710. Lebanon Fire Department provides Advance Life Support EMS. Geographical challenges will prevent us from fully meeting this standard. NFPA Benchmarks: ALS Ambulance arrival in less than 6 minutes no less than 90% of the time. 1 Minute for call processing, 1 Minute for the crew to respond following dispatch, 4 minutes for travel time, Our current resources allow us to meet this standard no less then 60% of the time.

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. With current resources our objective is to maintain our current standard of an ambulance arriving in less than 6 minutes no less than 60% of the time.
- Tags: Fire
- Due Date: 2025-12-31

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: 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: Completed
- 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 14, 2025**

New Business:

2.B – 2026 Financial Outlook

Background

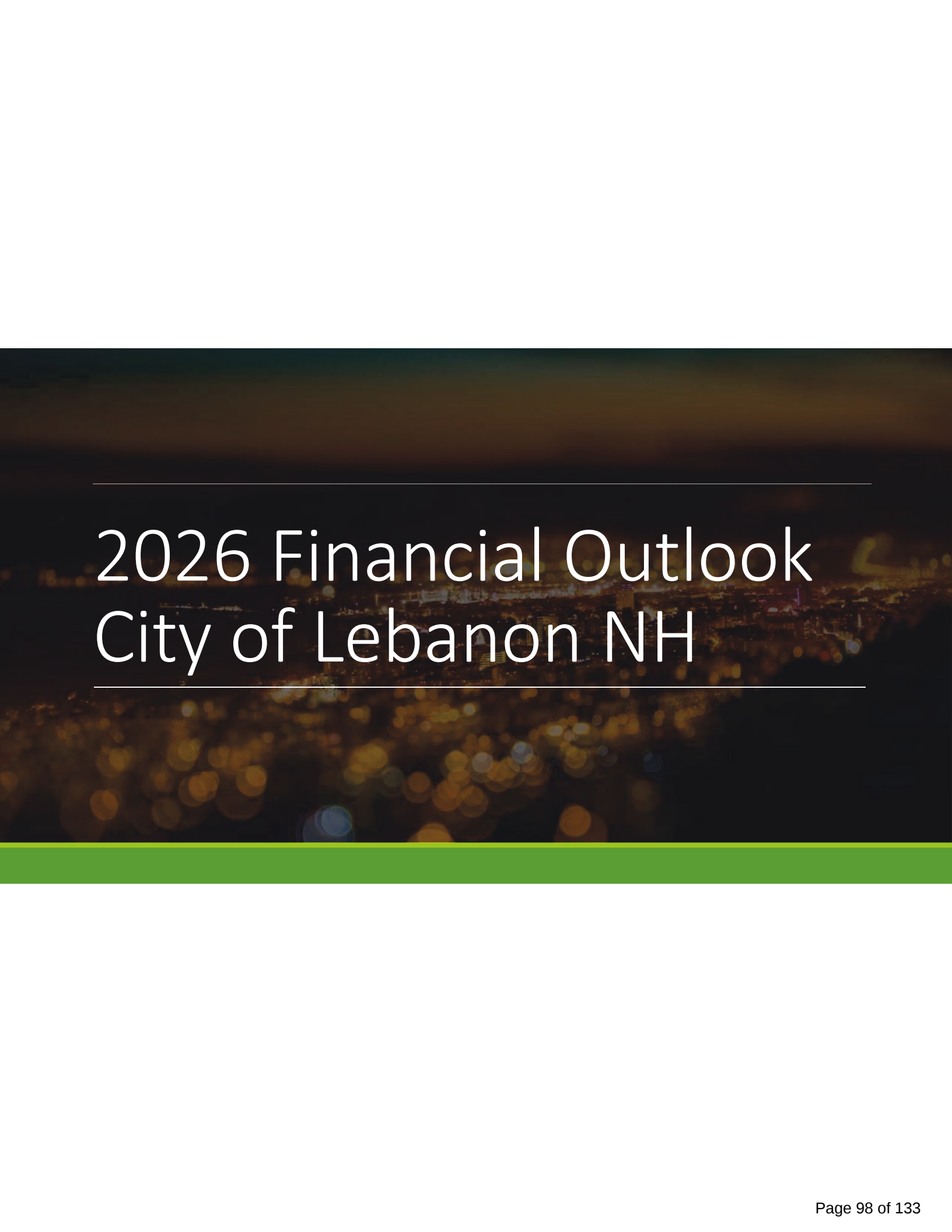
The City's budget process begins with the development of the Strategic Plan which begins in January of each year and is approved in May. The City Manager working with City staff develops financial projections for the next budget year and looking into the next several years beyond that. The projections are based on the information that is available at the time the document is published. There are multiple variables that can, and frequently do, impact actual rates, expenditures, and revenues. The Financial Outlook is a document that aids staff and the City Council in planning for the next year's budget and what the future may look like.

Action

This item is for the City Council's information, no further action is required.

Included In This Section:

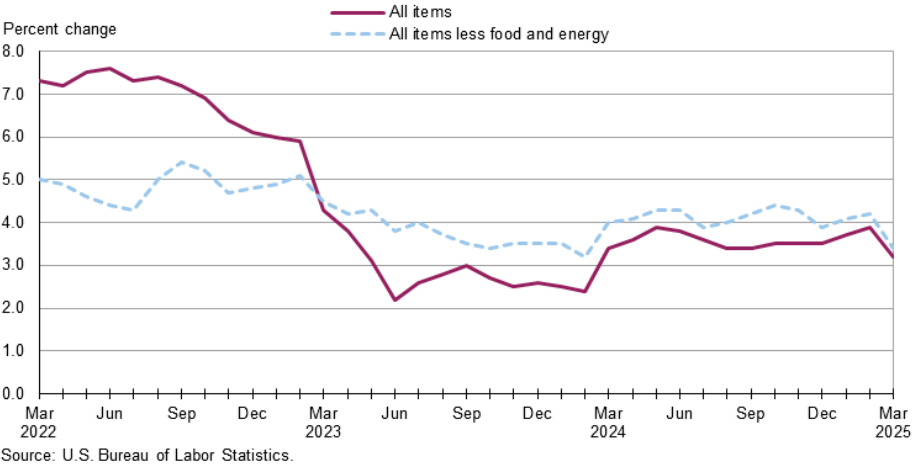
1. 2026 Financial Outlook PowerPoint presentation



2026 Financial Outlook City of Lebanon NH



Chart 1. Over-the-year percent change in CPI-U, Northeast region, March 2022–March 2025



Consumer
Price
Index-3.2%
Mar 24-25

City Revenue Impacts Vary by Source



Property Tax



MV Registration
Fees



Rooms & Meals Tax



Development Fees



Utility Users Tax,
Franchise Payments



Recreation and Fee
Programs



State Revenue Impacts



No funding this year to offset retirement system



Municipal Bridge Aid & Highway Block Grant funding

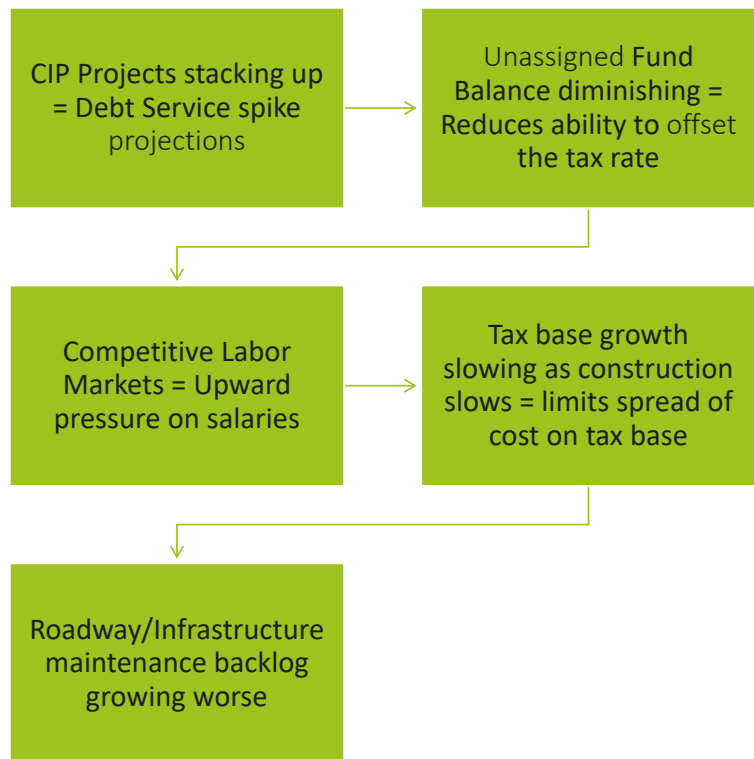


Grants relative to Housing



Rooms & Meals Tax Distribution

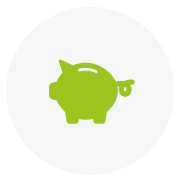
Challenges



Unassigned Fund Balance Ratios



POLICY REQUIRES FUND BALANCE
TO BE BETWEEN 15% AND 19% OF
REVENUES OR EXPENDITURES FOR
ANY BUDGET YEAR



PRESENT FUND BALANCE IS 27.8%
(2024 UNAUDITED)

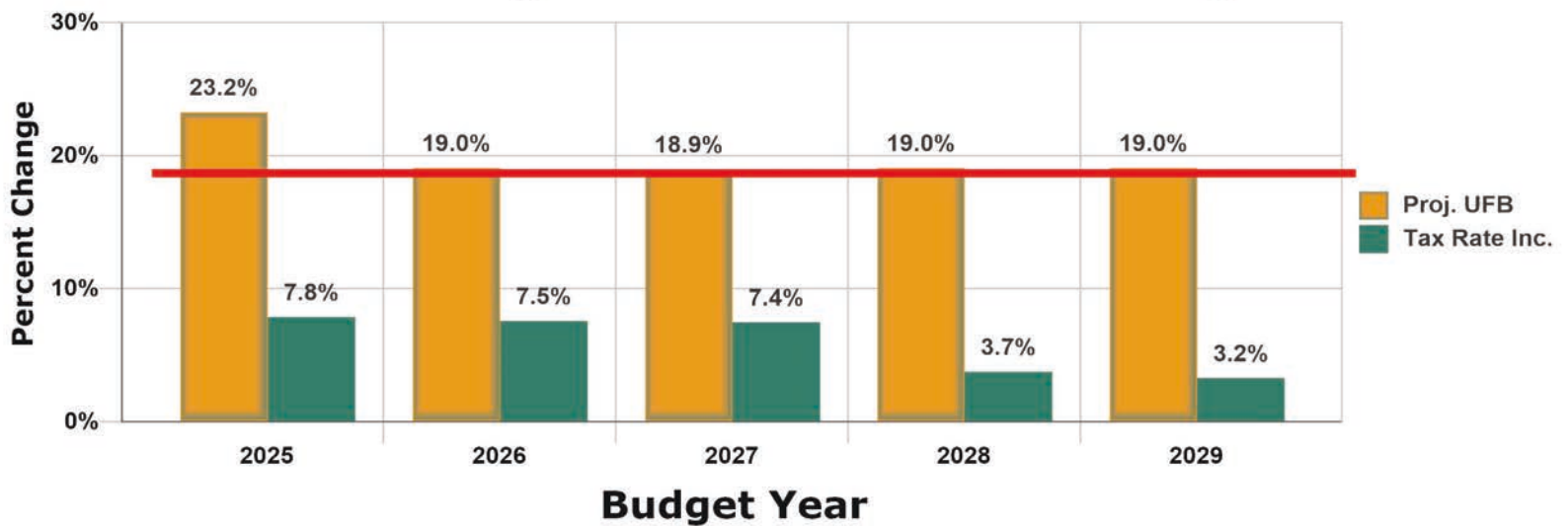


USE FUND BALANCE AT \$1 MILLION
FOR 2025 TAX RATE STABILIZATION
(PROJECTED)



UTILIZE EXCESS FUND BALANCE
AFTER DEBT SMOOTHING TO FUND
CAPITAL RESERVE FUNDS

Unassigned Fund Balance Change

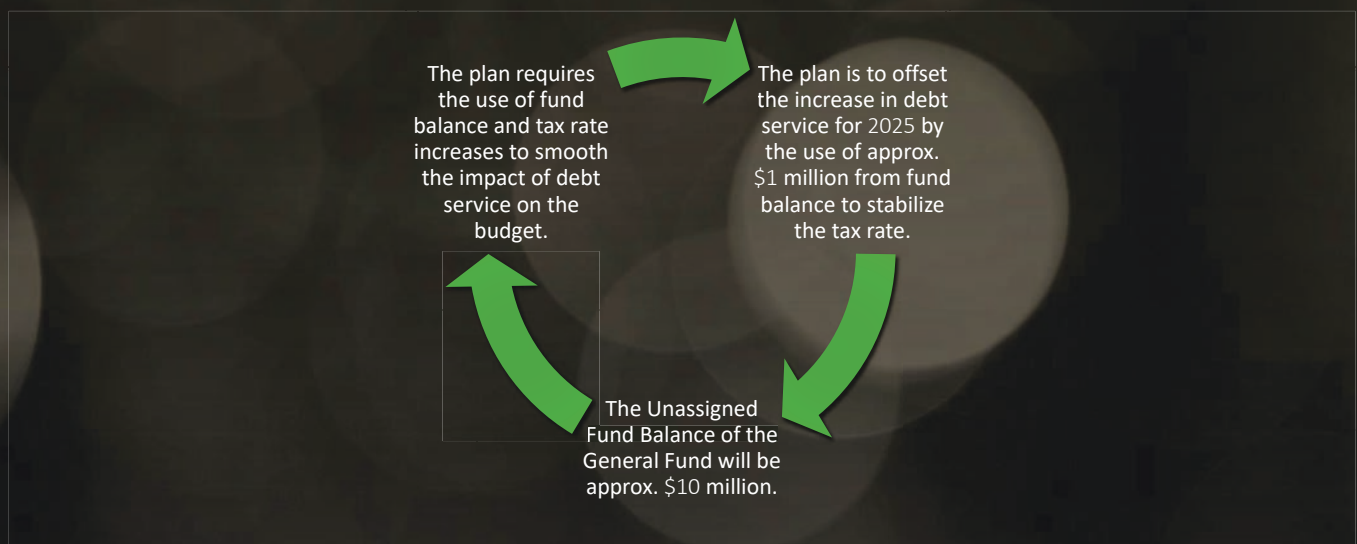


NOTE: Assumes 3-4% increase in expenditures year over year and a \$50,000 increase in revenues other than property taxes. Other caveats such as Overlay projections which change at different rates and new property tax inventory growth estimated .25% year over year. This assumes no unassigned fund balance will be used to offset taxes starting in 2027.

Use of Unassigned Fund Balance Assumptions

- The projections assume operating expenditures increase at a rate of 3-4% per year. This will likely require budget reductions including potential layoffs and service reductions.
- The debt service projections are based on projected future rates, the actual interest rates on new debt will be determined at the time of bond sale.
- The projections assume projects will be completed on the projected schedule and when we actually sell the bonds. This timeline shifts when projects are delayed which can create spikes and troughs in debt service payments.
- The projections assume the planned transition to Pay-As-You Go strategy continues by funding Capital Reserve Funds with UFB for vehicles and equipment which removes those expenditures from the general fund operating budget.

Fund Balance Use to Offset Debt. Service



Tax Rate Increases-Causation



DEBT SERVICE INCREASES



INCREASED OPERATING
EXPENSES

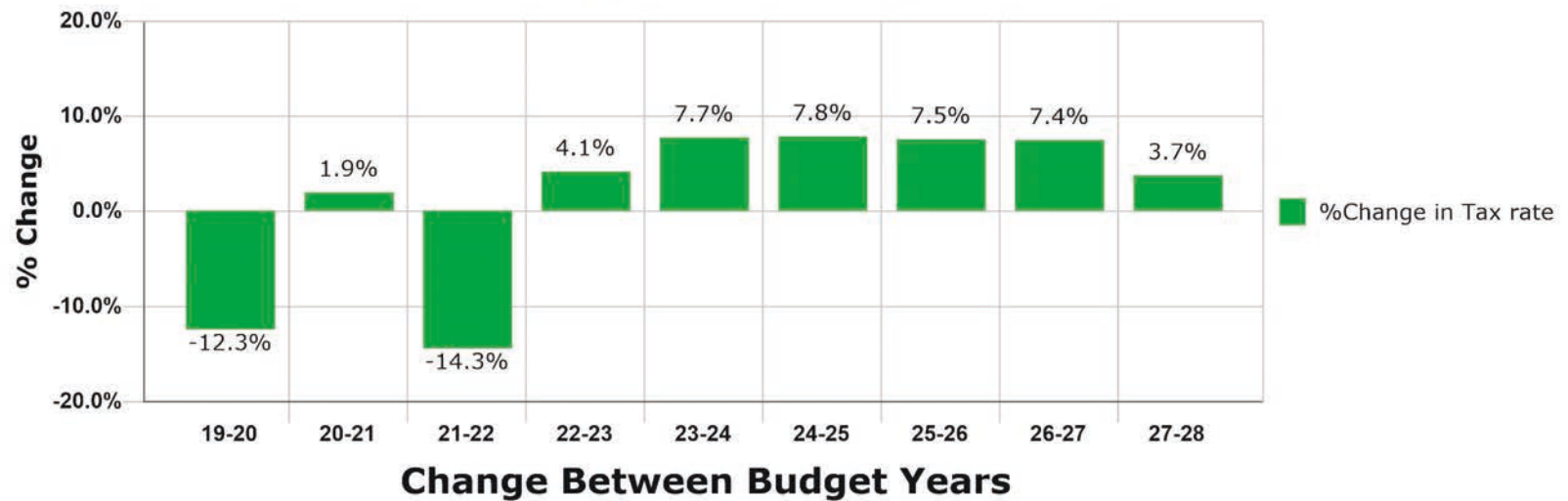


SHRINKING UNASSIGNED
FUND BALANCE AVAILABLE TO
OFFSET TAXES



TAX BASE GROWTH SLOWING
(NEW STRUCTURES OUTSIDE
OF TIF DISTRICTS)

% Change in Municipal Tax Rate



NOTE: The 2025-2026 and through 2028 are projections based upon a set of variable assumptions. The reductions between 2019-2020 and 2021-2022 are a result of the revaluation of properties. Without the revaluations the actual percentage of increase would have been approximately 2.5% each year. A revaluation of properties is scheduled for 2025 which will skew the rate.

STRATEGIES-TAX RATE IMPACTS

STRATEGIES

- Maintain debt ceiling policy
- Reduce operational spending
- Limit tax credits & exemptions
- Limit growth of TIF Districts
- Utilize PAYGO & Capital Reserve Funds

POTENTIAL IMPACTS

- ❖ Adds to CIP list & fails to address issues
- ❖ Reductions in service delivery
- ❖ Short term impact vs. long term benefit
- ❖ Short term impact vs. long term benefit
- ❖ Negatively impacts UFB & increases budget costs in the short term

Long Term Financial Plan



Reduce or eliminate

Reduce or eliminate the use of fund balance to offset the tax rate on schedule starting in 2027.



Utilize

Utilize the Unassigned Fund Balance to offset the cost of Capital Projects

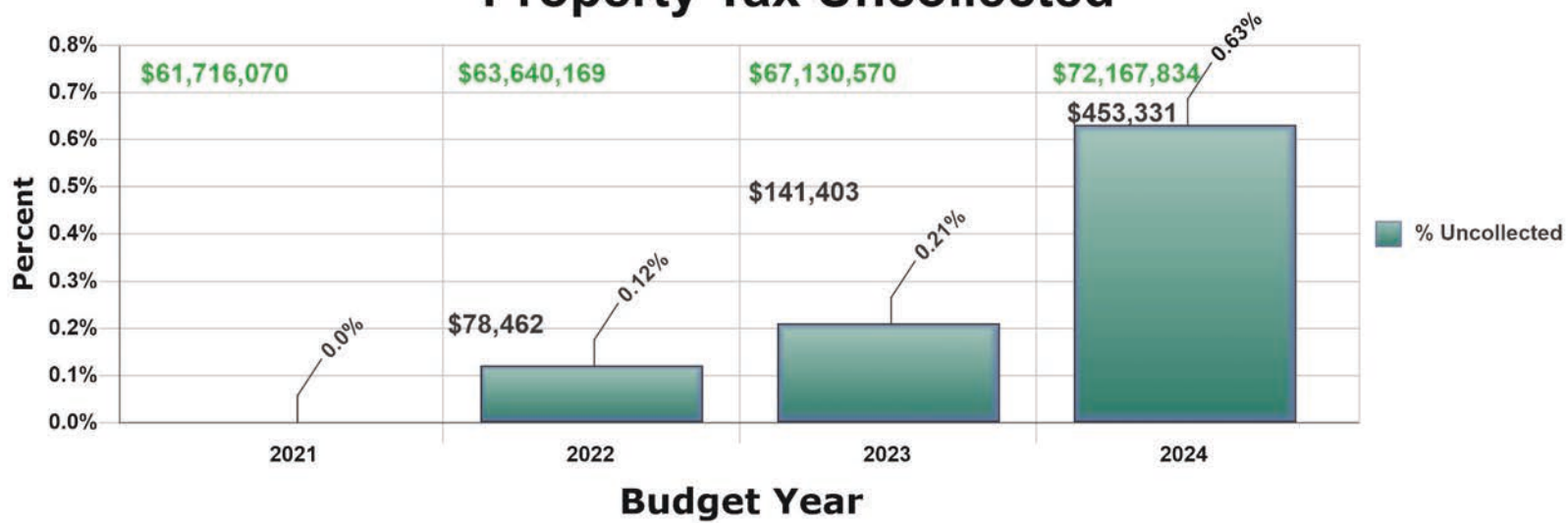
- Pay as you go- using cash to pay for projects/equipment
- Capital Reserve Funds



Eliminate

Eliminate the use of the UFB to subsidize the cost of operating expenses

Property Tax Uncollected

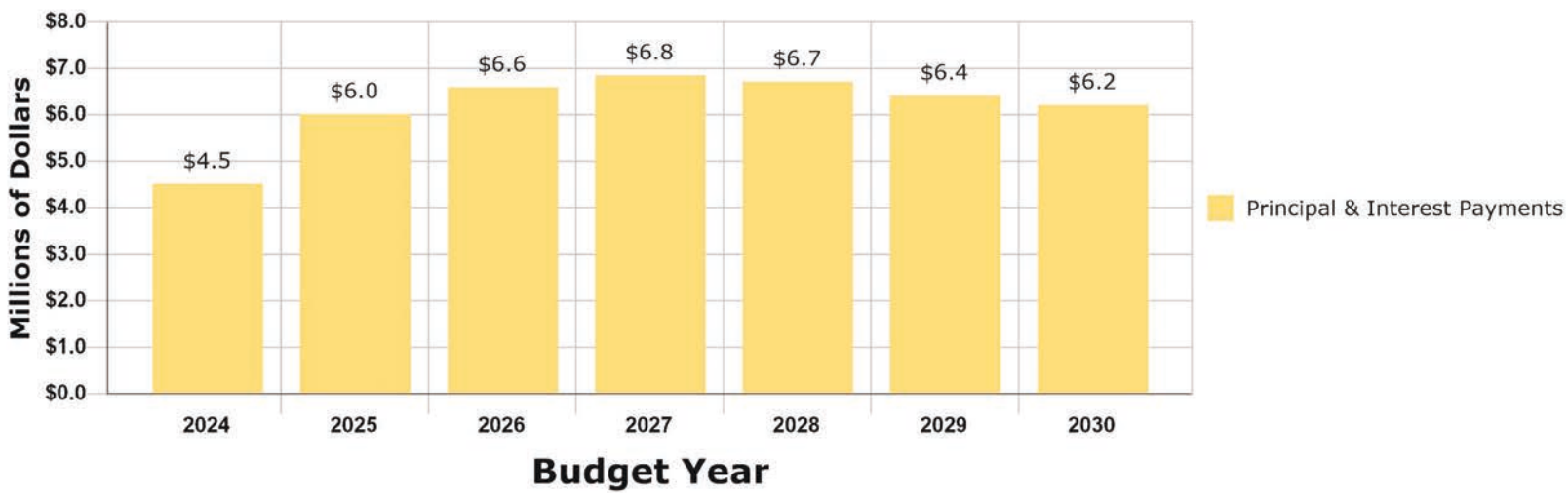


Total Amount of Property Tax Warrant (City, Local School, State School, County combined levy)

A close-up photograph of a pair of hands, likely belonging to an elderly person, holding a large number of small, round coins. The hands are cupped together, and the coins are piled in the center. The lighting is soft, highlighting the texture of the skin and the metallic sheen of the coins. The background is blurred, showing what appears to be a patterned fabric. A thin white horizontal line is positioned above the text.

GENERAL FUND

General Fund Debt Service



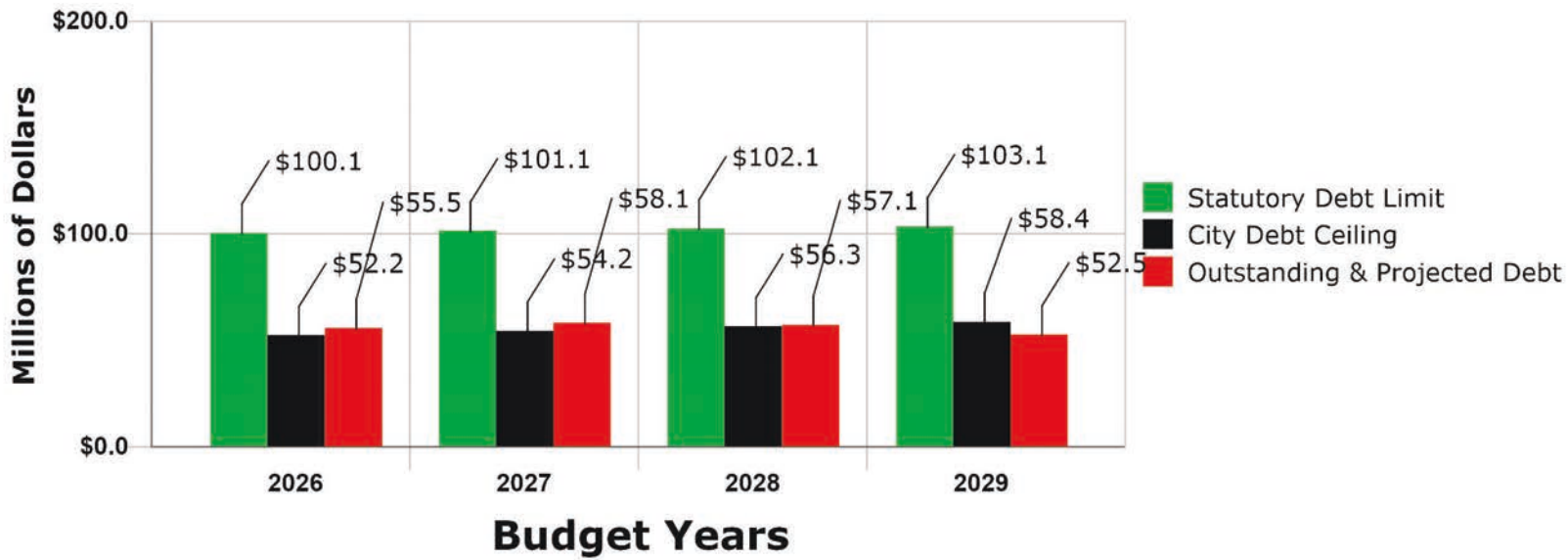
Note: Projected Debt Service Cost based upon interest rates for present debt at various rates and new debt at 5% interest. The debt curve is dependent upon projects staying on schedule as projected.



Debt Ceiling Circuit Breaker Provision

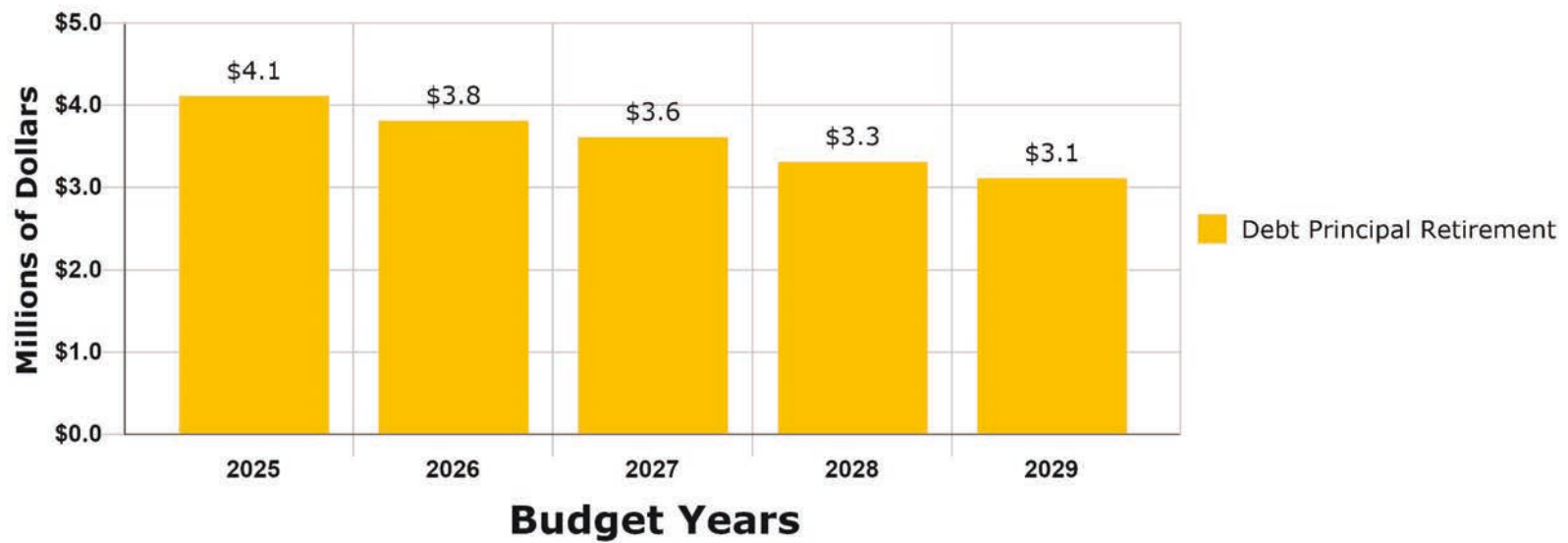
- The "Circuit Breaker" provision in the Debt Management Policy took effect in 2025 as we have reached the debt ceiling established in our policy.
- Limits debt spending in the General Fund to the exceptions listed in the policy.
- The City is still below the statutory borrowing limits set by state law.

General Fund Debt Limits



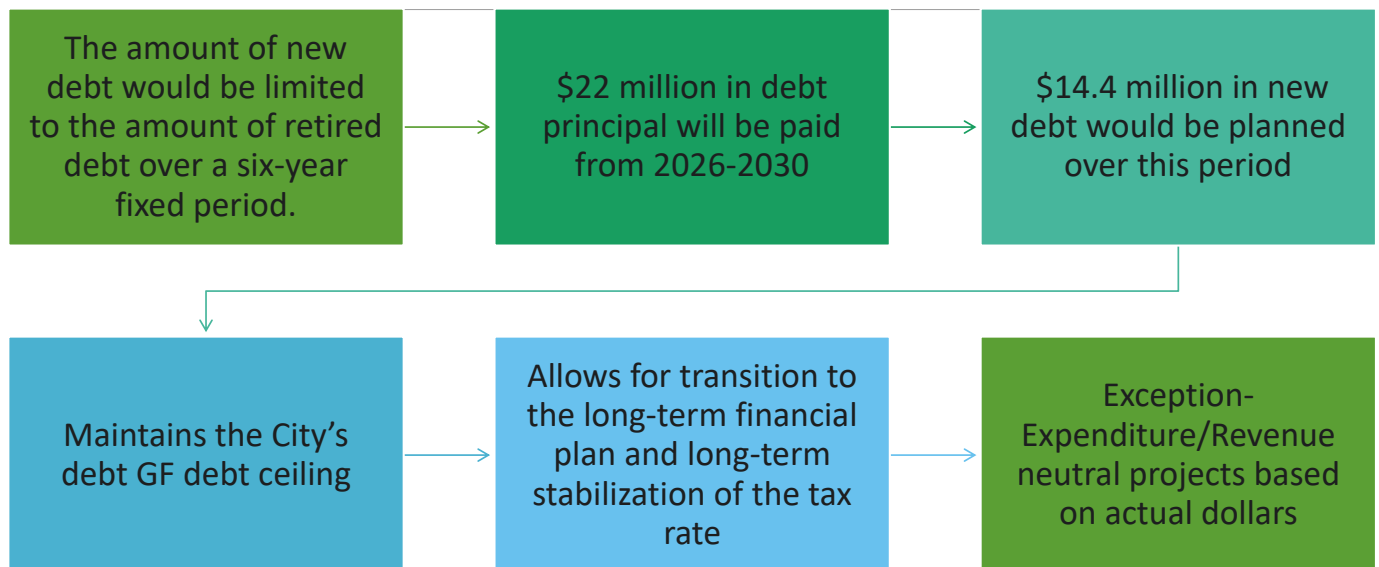
NOTE: This does not take into account the revaluation of property that will occur in 2025 and in subsequent years. As the value of property increases so does the debt statutory debt limit. The City's debt ceiling will also change based on the CPI.

General Fund Debt Retirement Schedule



NOTE: Based upon present debt service projections and assumes projects are completed on schedule as projected.

Limitation of Future Capital Projects General Fund



Impacts on CIP

Projects have been backed up due to the impact of the CSO

Failure to address known issues may result in cascading impacts

- Facilities
- Transportation Infrastructure
- Equipment and Vehicles

Could result in higher long-term costs and negative service delivery impacts





SEWER FUND

Sewer Fund-Future

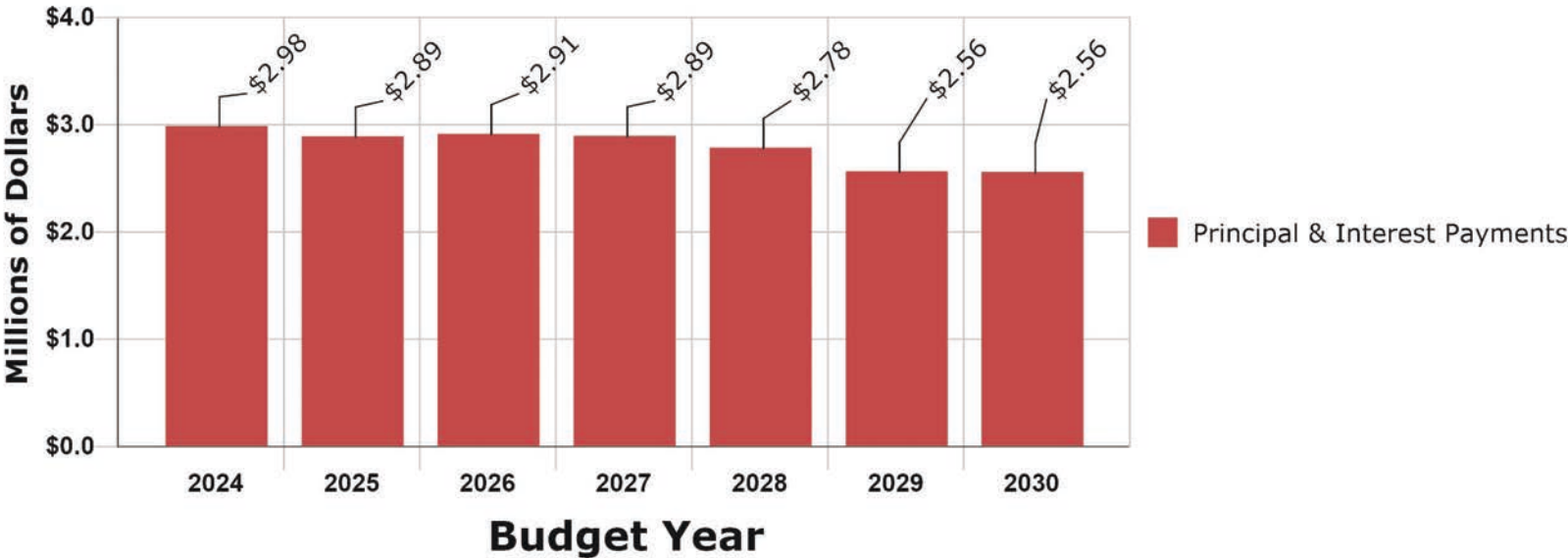


Replacement/Repairing of the sewer collection system that was not replaced in the areas of the CSO projects.

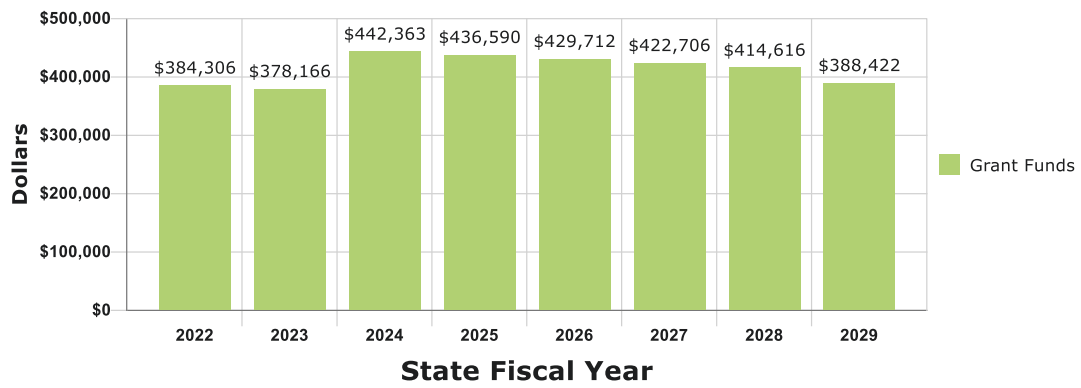


PFAS mitigation and treatment requirements. Presently US EPA and NH DES have not set regulations for the release of PFAS in treated wastewater or for PFAS in sludge. We are presently releasing PFAS at small levels into the Connecticut River with much larger levels remaining in the sludge.

Sewer Fund Debt Service



State Aid Grants-Wastewater Projects





WATER FUND

Water Fund-Future



New water source well and distribution system will add significant costs to the Water Fund debt levels and annual debt service expenditures.

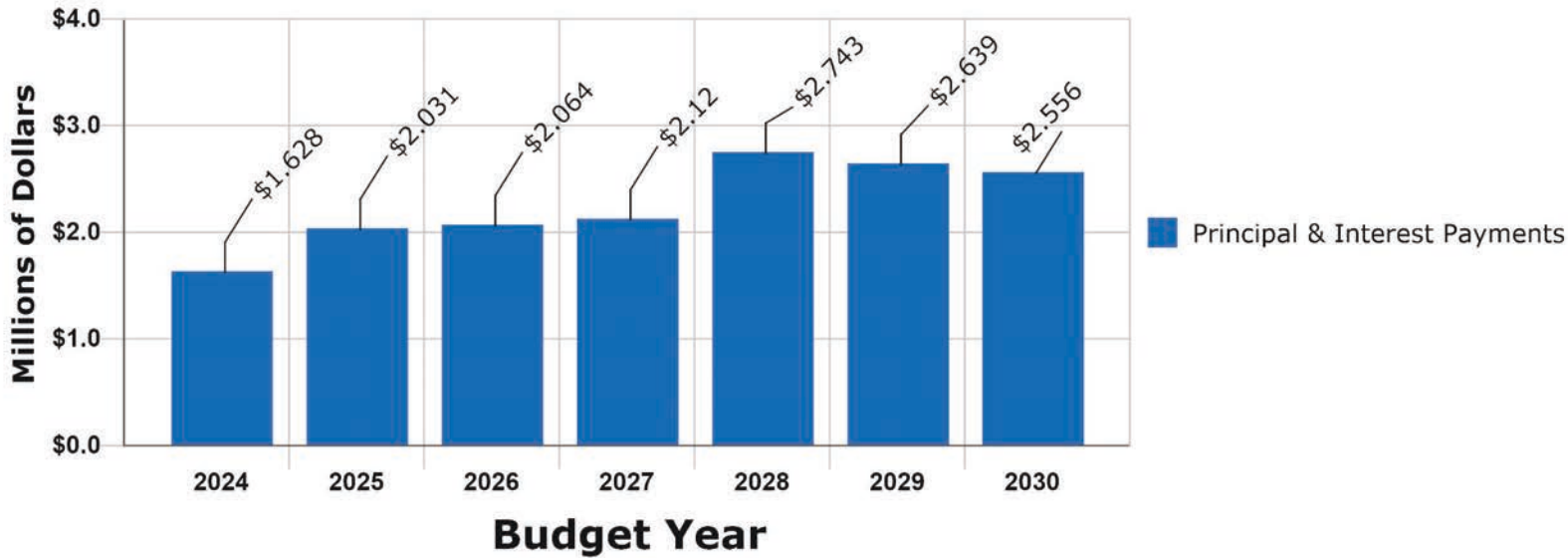


US EPA and NH DES are requiring a robust lead & copper detection and removal program that will have unknown costs. We believe our system has very limited amounts of lead mostly in service connections.



Ongoing need to replace and repair the aged water distribution system not replaced during the CSO project areas.

Water Fund Debt Service





SOLID WASTE FUND

Solid Waste Fund-Future



EXPANSION OF LANDFILL TO INCLUDE PHASE 3&4 WILL ADD TO CAPITAL COSTS

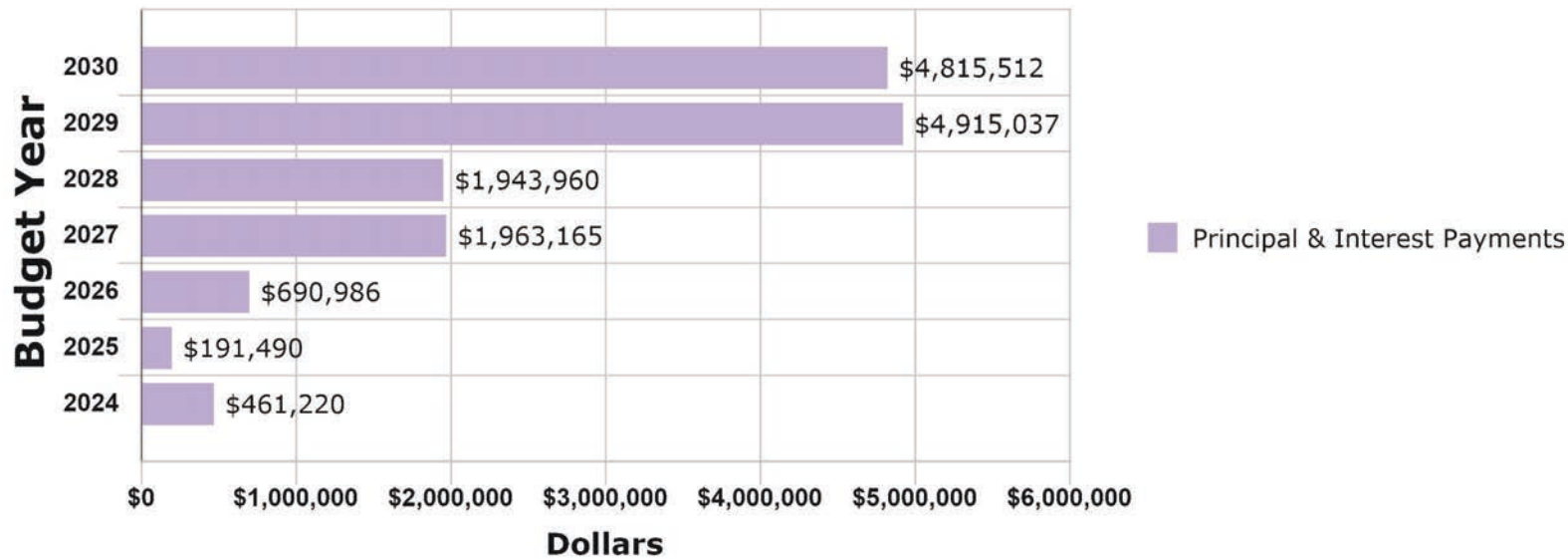


PFAS MITIGATION COSTS ARE STILL LARGELY UNKNOWN. FURTHER STUDY AND PILOT TREATMENT PROJECT TO BE INITIATED IN 2025. US EPA AND NH DES HAVE NOT SET STANDARDS FOR PFAS LEVELS IN LEACHATE, SOIL OR AIR.



INCREASED RECYCLING LEVELS CAN EXTEND THE LIFESPAN OF THE LANDFILL IF NEW REQUIREMENTS ARE IMPLEMENTED.

Solid Waste Fund Debt Service





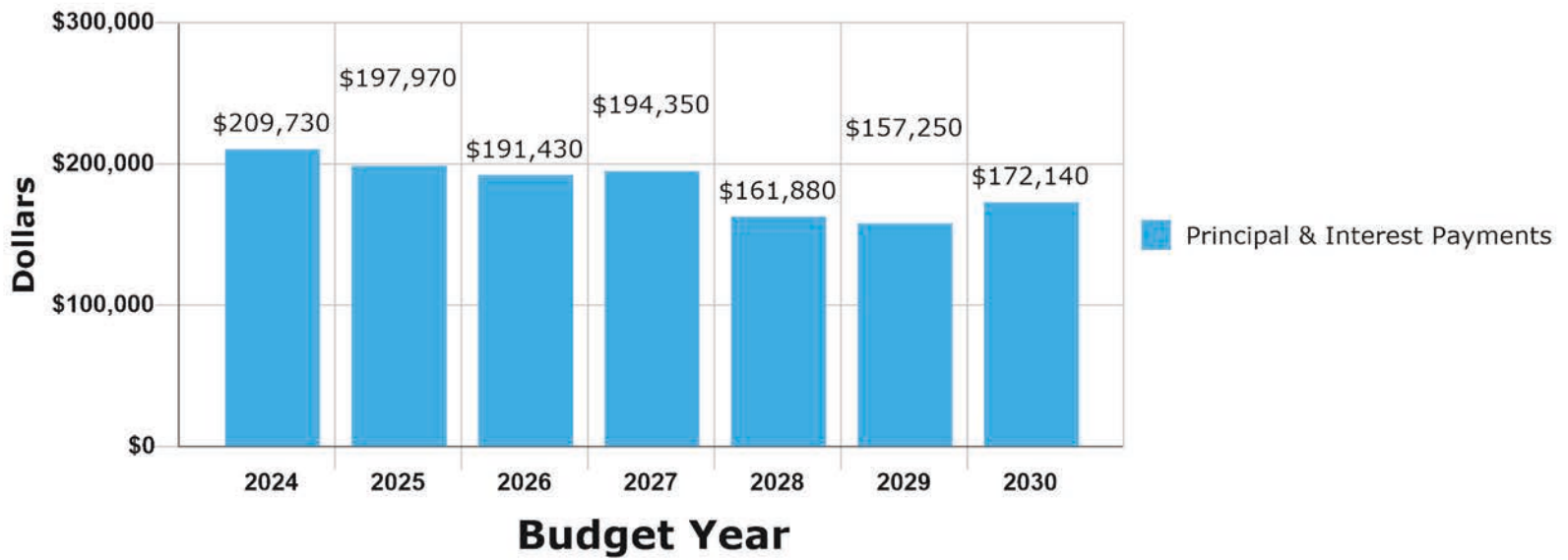
AIRPORT

General Fund Subsidy to Airport Fund

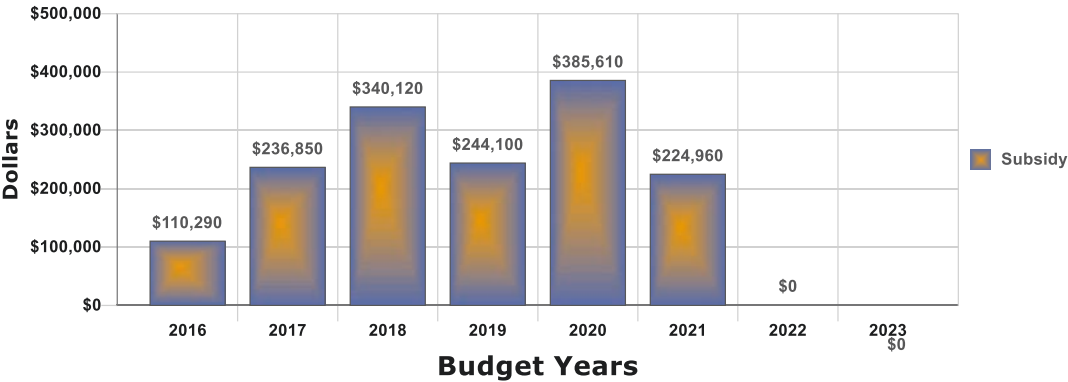
- ❖ General Fund Subsidy of the Airport Fund ended in 2021. COVID Relief Funds helped to offset airport operating and capital expenses.
- ❖ The Lebanon Airport-Tech Park TIF District debt which is charged to the Airport Fund has new development producing increment that was added to the 2024 tax assessment offsetting some of the cost of the debt service.
- ❖ Increases in airport revenue have further offset the need to provide subsidy from the General Fund.
- ❖ At present projections we do not anticipate General Fund subsidy.



Airport Fund Debt Service



General Fund Subsidy to the Airport Fund



**Agenda
Lebanon City Council
May 14, 2025**

New Business:

**2.C – Receive Guidance from the City Council
Regarding the 2026 Budget**

Background

City Charter Article VI, Section 6.05 requires the City Manager to submit a budget proposal to the City Council no later than October 31 each year. The City Council approves a budget for the ensuing year before the last day in December. If the City Council fails to approve a budget by this time the budget submitted by the City Manager becomes the ensuing year's budget. The City Council may choose to provide guidance to the City Manager relative to the budget. Such guidance is discretionary and not binding on the City Manager.

Action

The following motion is offered for City Council consideration:

MOVED, that the Lebanon City Council issues guidance to the City Manager requesting the following budget alternatives, (1) a level services budget that would provide the same or similar services provided in the 2025 Budget, (2) a budget with a tax rate impact that is consistent with the Consumer Price Index for the Northeast Region as of June 30th, 2025 averaged over the preceding 12 months, (3) a budget with a tax rate impact that is approximately midway between alternatives (1) and (2) above.