



**LEBANON HOUSING TASK FORCE
OCTOBER 21, 2024 - 8:15 AM
MEETING ROOM 1, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Call to Order

- A. To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 913 913 840#). If you have trouble accessing this meeting, please [email catheryn.hembree@lebanonnh.gov](mailto:catheryn.hembree@lebanonnh.gov).

2. Approval of Minutes

- A. September 25, 2024

3. Old Business

- A. None

4. New Business

- A. Lebanon Zoning Lesson
B. Housing Opportunity Planning Grant Scope of Work

5. Other Business

6. Future Agenda Items

7. Adjournment

The order of agenda items is subject to change.

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

If you have any questions, please contact the Planning and Development Department by sending an e-mail to planning@lebanonnh.gov, or by calling 603-448-1457, or by visiting the Planning and Development Office located in City Hall during regular work hours, Monday through Thursday, 7AM to 5PM. You can view the entire agenda packet on the City's website at [LebanonNH.gov/Agendas](https://lebanonnh.gov/Agendas).

DRAFT

**LEBANON HOUSING TASK FORCE
REGULAR MEETING AGENDA
Council Chambers, City Hall
SEPTEMBER 25, 2024
11:00AM**

MEMBERS PRESENT: Ryan Dube, Susan Almay, John D'Entremont, Andrew Faunce, Tia Winter, Ellen Ahern, Tracy Hutchins, and Tim McNamara

MEMBERS ABSENT: David Duncan

STAFF PRESENT: Nate Reichert, and Catheryn Hembree

GUESTS: None

1. CALL TO ORDER

Staff Catheryn Hembree called the meeting to order at 11:00AM. Mr. Reichert and Ms. Hembree gave a summary of the tasks of the Housing Task Force. The group talked about housing challenges in the community and realities that they have to work with while trying to create more housing and maintaining the diversity and high quality of life that is in Lebanon. Ms. Winter suggested starting a more tangible project as well as working on a future plan, such as a Rental Ordinance.

2. New Business

Introductions

The Lebanon Housing Task Force and Staff went around and introduced themselves and their relationship to housing and the taskforce. Some shared their housing stories. Due to timing, others will share during the upcoming meetings.

Organizational Set-up

After discussions the Lebanon Housing Task Force decided to hold their monthly meetings on the 3rd Monday of the month at 8:15 AM at City Hall.

Appointment of Chair and Vice-Chair

A MOTION was made by Tia Winter to appoint Tim McNamara as Chair of the Lebanon Housing Task Force. The Motion was seconded by Tracy Hutchins. The vote on the MOTION passed (7-0-1). Chair McNamara abstained.

A MOTION was made by _____ to appoint Andrew Faunce as Vice-Chair of the Lebanon Housing Task Force. The Motion was seconded by Tia Winter. The vote on the MOTION passed (7-0-1). Vice-Chair Faunce abstained.

Housing Opportunity Planning Grant

Staff went over the HOP grant and stated that hopefully, Lebanon will be awarded \$100,000 to hire a consultant to perform a Housing and Market Analysis and help write the new Housing Chapter of the Master Plan/Housing Plan for Lebanon. The City will hear about the award outcome in November. As part of the grant, the City is required to participate in a NH Housing Academy. Ms. Hembree is attending. Ms. Ahern, Mr. Dube, and Ms. Winter volunteered to attend as well. Mr. Faunce and Mr. D'Entremont stated they would like to participate in the virtual sessions. Mr. McNamara asked about the possibility of Lebanon hosting a site visit session. Ms. Hembree will follow up with Invest NH and UNH about that possibility.

4. Open to the Public

No members of the public were present.

5. Future Agenda Items

Staff stated it would be useful to go over current housing regulations the City has in place. Also, plan to finish up housing stories of those who wish to do so.

6. Adjournment

The meeting was adjourned at 1:00 PM.



LEBANON OPEN SPACE PLAN

a strategy for integrating and advancing efforts to conserve the city's ecological integrity



December 2021

CREDITS

This Open Space Plan is dedicated to the network of individuals, groups, and organizations that were inspired by their natural surroundings to engage in efforts to support and maintain the natural systems that are the lifeline for the ecological integrity of the natural landscape of Lebanon – an extensive list that includes:

- 🔄 Residents and private landowners who share, protect and maintain properties and trails;
- 🔄 Volunteers serving on various boards and committees;
- 🔄 Decision-makers who provide support;
- 🔄 Public and private organizations and entities whose primary mission is to support the stewardship of natural resources and conservation lands; and
- 🔄 Natural resource professionals.

Collectively, they provide **an impressive stewardship network that Lebanon is extremely fortunate to have.**



Photo: J Halstead
Cover Photo: Keith Garland

CONTENTS

EXECUTIVE SUMMARY	1
1. INTRODUCTION	2
Community Setting	2
Public Support for Open Space	2
Statement of Purpose	2
General Goals of the Open Space Plan	3
Vision Statement	3
Elements of the Open Space Plan	3
2. IMPORTANCE OF OPEN SPACE	4
What is open space?	4
What value does open space have?	4
Why be concerned about the loss of open space?	5
How much open space does a community need?	5
3. OPEN SPACE PRIORITIZATION	6
Historic Open Space Prioritization	6
How Much Open Space Should Be Preserved?	7
Prioritization Methodology – The Proposal for Lebanon	7
Methodology Summary	9
4. OPEN SPACE MANAGEMENT STRATEGIES	12
Public Education and Outreach	12
Regulatory Protection	13
Acquisition of Property or Property Rights	13
Summary	14
ADDENDUM: CITY OF LEBANON CONSERVATION PROPERTIES	15





OPEN SPACE is undeveloped land containing natural resource features that collectively interact to provide healthy and vibrant ecological systems that are worthy of conservation.



In every walk with Nature one receives far more than he seeks.

~John Muir

LEBANON OPEN SPACE PLAN

a strategy for integrating and advancing efforts to conserve the city’s ecological integrity

EXECUTIVE SUMMARY

Lebanon is – and has long been – engaging in actions to manage, conserve and preserve open space. These efforts include policy adoption, regulatory implementation, land acquisition and protection, and conservation property stewardship. Those efforts, combined with our goals and objectives for future actions, including implementation tools and resources, constitute the Lebanon Conservation Program (LCP). The LCP interacts with both the Lebanon Master Plan and the Lebanon Natural Resource Inventory.

The **purpose** of this Open Space Plan is to:

- ↻ Increase the visibility of the Lebanon Conservation Program;
- ↻ Articulate the city’s long-term vision for land conservation;
- ↻ Attract additional support for conservation efforts;
- ↻ Set open space benchmarks that can be used to measure progress; and
- ↻ Provide useful information on desirable open space characteristics, and on the tools and process for managing the ecological integrity of open space.

This Open Space Plan begins with a description of the community setting, a reference to the public support for open space, and the statement of purpose, goals, and a vision of this plan. Within Section Two, it further articulates the importance of open space, the value open space provides, and concerns regarding the loss of open space. Section Three proposes an open space prioritization methodology, with Section Four proposing strategies for future conservation efforts. The addendum includes maps and descriptive information for many of the existing conservation properties in Lebanon.

The City of Lebanon continues to benefit from a network of individuals, groups, and organizations who, inspired by their natural surroundings, engage in and support open space conservation efforts that help maintain the ecological integrity of the city’s natural landscape. These partners and supporters of open space protection include:

- ↻ Private landowners who are willing to share and often protect properties;
- ↻ Policy decision makers that provide support;
- ↻ Volunteers who collectively make up the various boards and committees tasked with policy development, oversight and management decisions;
- ↻ Private and public organizations and entities whose primary mission is to support the stewardship of natural resources and conservation lands;
- ↻ Professionals (foresters, ecologists, wetland scientists, botanists, biologists and others) who offer a wealth of knowledge; and
- ↻ Lebanon’s residents who serve in many roles (volunteering on boards, engaging in trail maintenance, supporting policy decisions, and more).

Collectively these partners and supporters provide a powerful stewardship network that Lebanon is extremely fortunate to have. This Open Space Plan prepared by the Lebanon City Planning and Development Office with assistance from PlaceSense was built upon that network’s local knowledge, professional expertise and commitment to conserving the city’s open space for future generations.



Photo: Deborah Baker

It is our task in our time and in our generation to hand down undiminished to those who come after us, as was handed down to us by those who went before, the natural wealth and beauty which is ours.

~John F. Kennedy, March 1961

1. INTRODUCTION

Community Setting

The City of Lebanon, New Hampshire is one of the core Upper Valley communities. It is located on the Mascoma and Connecticut Rivers, surrounded by traditional villages, beautiful rural areas and expanses of farmland and forests. The abundance and quality of natural resources in and around the city – clean air and water, open space, wildlife habitat, undeveloped natural vistas, and working farm and forest land – is one of its greatest assets. Much of Lebanon is characterized by scenic views and vistas of the rivers, unspoiled ridges and valleys, and woods interspersed with open fields. More than 80% of land in Lebanon remains undeveloped, with a significant portion enrolled in the New Hampshire Current Use Program. There are still two working farms in the city. From almost everywhere in Lebanon, one can still see and access considerable expanses of open land.

The City of Lebanon is a growing community. It is a regional hub and the principal employment and shopping destination for a federally-designated “micropolis” consisting of 25 towns stretching across two states. Because of its distinct role as the heart of the region’s economy, Lebanon has faced considerable development pressure for many years. New industries, offices and services have provided Lebanon residents with high-quality jobs and a wide variety of choices for shopping, dining, and other services. At the same time, these enterprises have attracted more people and traffic to the area, straining the city’s infrastructure and stimulating demand for still more development.

That demand has led to once open land, including some of the richest agricultural soils in the state, being converted to shopping centers, subdivisions and other types of development. Significant floodplains and wetlands were drained or filled before the advent of protective regulations, and development pressure continues to affect these resources. In the uplands, wooded ridges and hillsides are being fragmented by roads and rural residential development. Increasing vehicle emissions, road salt and other pollutants threaten air and water quality.

The City of Lebanon has reached a crossroads at which it must make significant decisions about the future of land development and conservation. How land is used shapes a community’s character and vitality for generations into the future. As Lebanon continues to grow and develop as a dynamic economic center, the city should take proactive measures through thoughtful planning and responsible environmental protection to ensure that important natural resources are conserved. Growth and change are inevitable and welcome, but it is imperative that Lebanon guide development in order to preserve open land and scenic resources. Without adequate forethought, future development could fray the fabric of the community by diminishing the natural resources that make Lebanon an attractive and healthy place to live and do business.

Public Support for Open Space

There is widespread public support for open space preservation in Lebanon. Residents have consistently identified preserving rural character – whether in terms of open space, regional traditions, smaller-scale and independently-owned businesses, etc. – as a critical factor in maintaining Lebanon’s quality of life and sense of place for more than 30 years. A common viewpoint is that the natural environment and open space – forests, agricultural land, water bodies, viewsheds, wildlife habitat, and ridgelines – must be protected to prevent irreversible damage that would change the community’s character. The open space preservation policies in the current plan have developed in response to such public comments and suggestions over the decades.

The 2012 City Master Plan repeatedly references the need for an open space plan to identify key open space resources, as well as strategies and techniques to maintain open space for future generations (page 5-6). It recommends that Lebanon develop an open space plan that:

“Sets priorities for acquiring or otherwise protecting privately-held land from willing sellers/owners, establishes incentives for landowners to voluntarily place conservation easements on their land, and includes recommendations on the use of City-owned parcels.
[Land Use Chapter Outcome 4, Action 1, page 2-25]

Will inventory natural and cultural features, and recommend green space corridors for continued wildlife habitat and for the benefit of residents.
[Natural Resources Chapter Outcome 1, Action 1, page 5-12]

Statement of Purpose

The overarching purpose of this Open Space Plan is to increase the visibility of the Lebanon Conservation Program (LCP), to attract additional support and to clearly articulate the city’s long term vision for open space protection. From an action or engagement perspective, this plan will help guide and inform the actions of local officials, boards and committees, and the general public. It provides a framework within which the community can focus its efforts and resources toward preserving important natural resources and open spaces.

This Lebanon Open Space Plan charts a course that will enable all interested parties to make the most of conservation opportunities as they arise. In particular, it:

- Identifies the value of preserving open space and natural resources.
- Identifies types of open spaces that are important to conserve.
- Prioritizes and optimizes open space conservation opportunities.
- Informs and advises anyone who might wish to conserve open space.



General Goals of the Open Space Plan

This plan establishes the following goals for open space conservation in Lebanon:

- 🕒 Protect the quality of surface and underground drinking water supplies;
- 🕒 Protect the quality of lakes, streams, and wetlands needed to sustain aquatic ecosystems and water-based recreation;
- 🕒 Preserve open space, particularly forest lands, to protect and enhance air quality, to absorb and store carbon, and to provide critical buffering against climatic extremes;
- 🕒 Protect habitat for the diversity of plant and animal species to ensure the protection of healthy, viable, and sustainable ecosystems, as well as the conservation and preservation of biological diversity within the city;
- 🕒 Protect habitats that sustain the traditional pastimes of hunting, fishing, and viewing fish and wildlife;
- 🕒 Maintain and encourage the important natural resource-based industries of farming, wood products, and tourism;
- 🕒 Protect and enhance those scenic, historic and cultural resources that are recognized as valued parts of the common heritage of Lebanon’s citizens;
- 🕒 Protect in-city open spaces for residents of more densely developed areas;
- 🕒 Provide places for education and research on ecological, environmental, and appropriate cultural resources to provide a better understanding of the systems from which they derive; and
- 🕒 Provide high quality outdoor recreation opportunities, on both land and water, accessible to all Lebanon’s citizens, regardless of where they live, their financial status, or their physical abilities.

Vision Statement

It is the community’s vision that:

“*The natural resources and open spaces that make the City of Lebanon a desirable place to live shall be conserved for future generations to enjoy and appreciate. This conservation shall occur in the context of a community that is also growing and changing.*

Those areas with high natural resource value and that are important to Lebanon, the State of New Hampshire, and to the nation will be subject to careful stewardship. These areas include places deemed of local importance as well as those of regional or statewide significance. Particular importance will be placed on lands whose development would have an undue, adverse effect on water quality, wildlife habitat, agricultural lands, and scenic areas.

Lebanon will protect and conserve working farm and forests, core habitat areas important to flora and fauna, and the corridors that link those core areas. Because personal connections with nature are important to maintaining Lebanon’s heritage and sense of community, low-impact recreational opportunities that do not alter natural areas will be encouraged. The city will strive to be a place of natural beauty and uninterrupted views.

Elements of the Open Space Plan

This Open Space Plan consists of four elements:

- 🕒 **Section 2** discusses the importance of open space within the community. It provides some historical context for open space preservation in Lebanon, as well as a summary of recent land use development and conservation trends in the city.
- 🕒 **Section 3** proposes a prioritization framework that establishes how much open space is needed and identifies lands that should be protected based on a 78:22 ratio of open space to developed land in the city.
- 🕒 **Section 4** provides a summary of key tools and techniques available for preserving the city’s natural resources and open space areas.
- 🕒 **Appendix A** inventories many of the existing city-owned conservation lands.

It is typical for an open space plan to include extensive description of the flora, fauna and general landscape characteristics of the community. This plan does not do that and instead cross-references the existing natural resource content included within the city’s 2010 Natural Resource Inventory and 2016 Wildlife Corridor Assessment. Collectively those documents and this Open Space Plan are intended to serve as the blueprint for the Lebanon Conservation Program.

Photo: Keith Garland

2. IMPORTANCE OF OPEN SPACE

This section of the Open Space Plan attempts to answer the following questions:

- What is open space?
- What value does open space have?
- Why should people be concerned about the loss of open space?
- How much open space does a community need?

The answers to these questions shape this plan and the implementing public policies. They provide a clear understanding of the public interest and benefit in policies such as land regulation or acquisition for open space protection.

What is open space?

Many people think of open space as land in its natural state, while acknowledging that natural forces and organisms – as dramatic as glaciers or as subtle as moss – continually shape the landscape. Others expand that to encompass land modified by human activity. Open space also includes water bodies such as lakes and rivers.

What is considered open space depends, in part, on its surroundings. A vacant lot or community garden may be considered open space in a developed neighborhood. A narrow corridor or pathway for walking or bicycling may be open space even though it is surrounded by development.

In the Lebanon Open Space Plan, open space is defined as undeveloped land areas containing natural resource features that collectively interact to provide healthy and vibrant ecological systems that are worthy of the following conservation measures:

- A municipal planning process with foundation principles grounded in natural resource oversight;
- Regulatory oversight and innovative land use planning techniques;
- Land protection measures such as conservation easements and open space requirements; and
- Simple sound property stewardship.

This definition of open space for conservation purposes acknowledges the symbiotic relationship with other forms of open space. This includes active open space like the town common (Colburn Park), recreation fields, and recreation paths. It also includes open space elements that are integrated into the built environment such as vegetated parking lot islands, rain gardens, and greenways. The Lebanon Open Space Plan focuses primarily on the open space resources outside of the built environment, while strongly endorsing the sound management of other forms of open space in accordance with the recommendations of various studies, reports, and planning documents such as the recreation master plan, development regulations and zoning ordinance.

What value does open space have?

Open space is an integral part of any healthy city. It is not just the leftover areas or land that is not yet economical to develop. Open space is as essential to a thriving community as neighborhoods, public utilities and transportation systems. Open space provides a combination of environmental, social and economic benefits that would be costly, if not impossible, to replicate by other means.

This Lebanon Open Space Plan focuses primarily on the ecological value of open space. Other benefits, including aesthetics and recreation, are considered secondary to the primary goals. However as articulated in the 2010 Wildlands and Woodlands—A Vision for the New England Landscape report (Harvard Forest, 2010):

“A well designed open space program will include a balance of lands that are protected from development and managed for forest products, water supply, wildlife habitat, recreation, aesthetics, and other objectives, as well as lands that are established as reserves subject to minimal human impact and shaped by natural processes.

Environmental Benefits

Open space helps provide the ability for natural processes to function and thrive, supporting the intricate natural resource web of flora and fauna, preserving biodiversity, and maintaining healthy natural systems. It acts as a circulatory system for natural processes such as wildlife movement and hydrological flows. Open space provides general environmental services such as erosion control, flood water retention, groundwater recharge, watershed protection, etc.

Open space also has ecological functions providing habitat for plant and animal life, and supporting biodiversity. The undeveloped landscape provides for important wildlife habitat and helps to maintain a diverse and healthy environment. There are approximately 1,900 species of plants and 17,000 species of animals in New Hampshire. While many of these species are considered common, it is estimated that 75% of the habitat for rare, threatened or endangered species remain unprotected and vulnerable to development.

Forested open space also provides an important source of renewable energy and carbon storage – key factors in slowing the rate of climate change. Open space is critical for supporting the adaptation that many species will face as habitats are impacted by climate change.

Social Benefits

Patches and corridors of open space interspersed throughout the built environment weave the fabric of the city together. Together they add natural beauty, character and uniqueness to the landscape. The larger open space patches typically found on the edge or beyond the built environment provide residents and visitors with places for outdoor recreation, including hunting, fishing and other traditional uses.

Open space offers opportunity for many different types of active and passive recreation, which has positive benefits for the health and well-being of residents.

It provides places for people to interact socially. Open space also allows people to increase their awareness of the natural environment through outdoor education and field research programs.

Open space offers scenic and aesthetic enjoyment. It also preserves the community's heritage by protecting historic and archaeological resources. These benefits help maintain the community's character, support tourism and enhance quality of life.

Economic Benefits

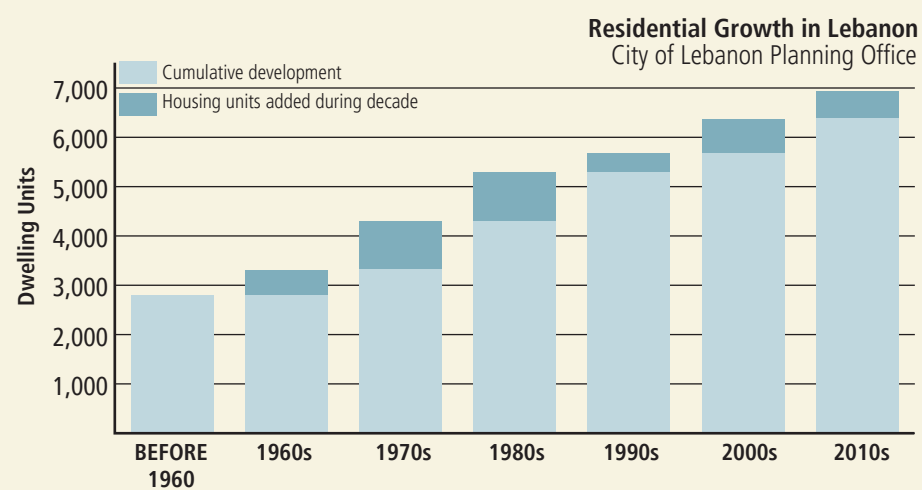
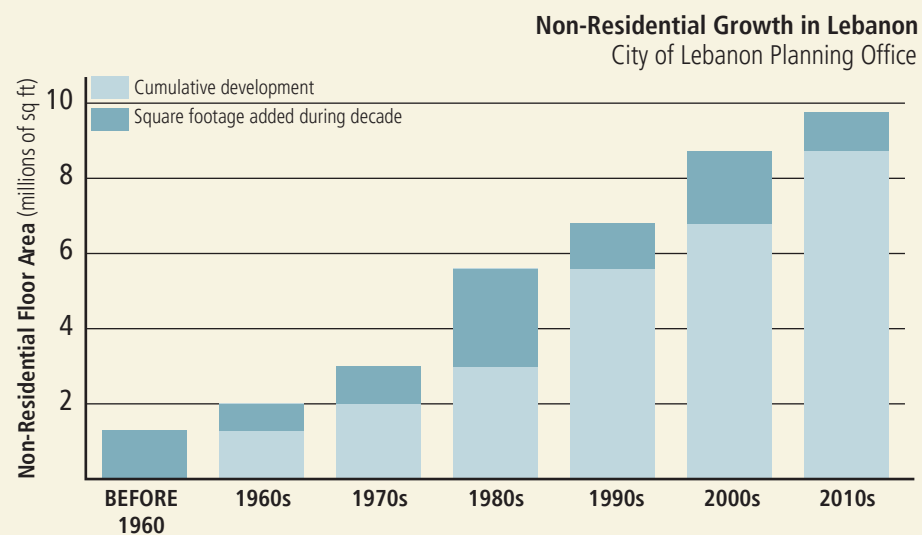
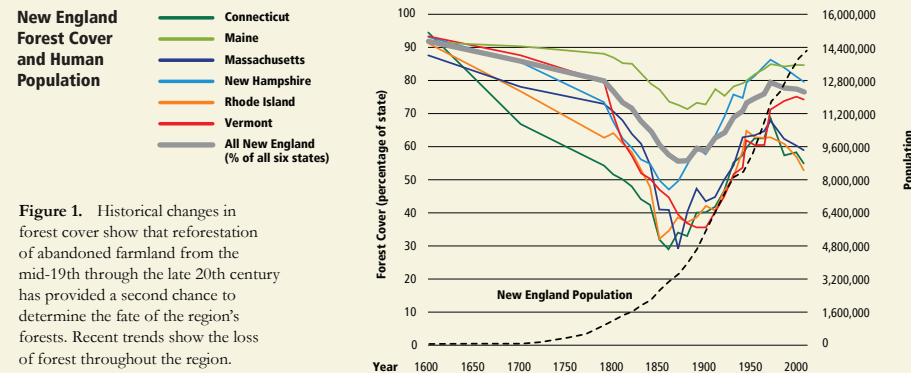
It is difficult to quantify many of the public benefits that open space provides in monetary terms. In some instances, it is possible to express the natural process values of open space in the dollar terms of traditional economic analysis. For example, there is the income derived from sustainable timber harvesting and local agricultural production on open space lands. An analysis completed for the Society for the Protection of New Hampshire Forests in the late 1990s found that more than \$3.6 billion dollars of income and more than 60,000 jobs were directly attributable to open space-based economic activities in New Hampshire at that time.

Another direct benefit are the avoided costs as a result of open space protection. An example of this would be the avoided cost of flood damage when open space land provides flood storage and reduces the extent of downstream damage. Or the avoided cost of replacing a public water supply when open space provides protection from contamination and groundwater recharge around a wellhead.

Open space also offers indirect economic benefits. It can positively impact surrounding property values and benefit local businesses by spurring economic activity within the surrounding area. According to the National Association of Home Builders (in the Business NH Magazine, October 1998), it is not uncommon for the value of building sites to be enhanced by 15 to 20% in the vicinity of park and recreation areas. The increased value to the landowner is also shared by the municipality, because as relative property values are higher, then assessed valuations and tax revenues will also be higher.

Communities increasingly consider the opportunity cost of losing open space to development, especially residential development. As detailed in the University of New Hampshire Cooperative Extension report “Does Open Space Pay?” (Auger 1996), open space land uses are often a net asset to communities, typically generating much more revenue than they cost in terms of services provided. Residential development, on the other hand, generally costs a community more in the way of services than it generates in tax revenues. While commercial and industrial land uses tend to result in a net gain in tax revenues, such development may provoke a need for more housing and increased loss of open space unless satisfied with infill and redevelopment.

Traditional arguments on the behalf of open space planning have not rested upon economic considerations. Rather, they have been founded upon the need for protecting environmentally sensitive lands, the need for public recreation facilities, and the attractiveness and ecological importance of green spaces.



Why be concerned about the loss of open space?

Undeveloped land in Lebanon will continue to be lost given the trends in population, housing and economic growth in the city and region. Now is the time for Lebanon to decide what open space is important to conserve and how best to achieve those goals.

Population and Housing Growth

The number of people living in Lebanon increases each year although the rate of population growth has slowed markedly over the past several decades. The city has been adding about 60 new residents annually this decade (2010s) – a population growth rate of less than 0.5% a year.

Lebanon has been adding housing units at a faster rate than residents in recent years as the average household size has been falling. On average, 70 housing units were created in the city annually during 2010s. Given the recognized shortage of housing in the region, it is anticipated that the demand for housing will remain strong in this decade. That demand is being driven by growth in the regional economy with much of the associated job creation occurring in Lebanon as described below.

The location of new residential development is the most important factor as it relates to impacts on open space. Compact housing development that occurs as infill or redevelopment within the urban core has far less impact than low-density suburban or rural residential development.

The statewide trend of increased footprint and land consumption for single-family homes does appear to be occurring for new homes located outside the urban boundary in Lebanon. However, that trend is being offset by the shift from single-family home development in rural areas to multi-family development within the city's urban core – serving as yet another compelling benefit of directing the housing growth to within the urban areas. With appropriate design measures such as provision of green infrastructure, the city can benefit from the vibrancy that new housing brings to existing neighborhoods and can avoid impacts to open space areas. For this reason, the city's Master Plan identifies compact and infill residential development in the urban core as the desired vision for the future.

Economic Growth

The city added 2.9 million square feet of non-residential space between 2000 and 2018. The city has approved more than 2 million square feet of non-residential development that has yet to be constructed. This suggests that the rate of non-residential development will remain strong for the foreseeable future.

Lebanon's topography, combined with the proximity to transportation, sewer and water infrastructure, has directed most non-residential growth to land within or in close proximity to the urban core – thus avoiding the adverse impacts of rural sprawl and fragmentation. However, the majority of recent non-residential development has occurred on previously undeveloped land (greenfield development), as opposed to redevelopment (brownfield development). The cumulative impacts of this pattern of development can degrade the quality of surrounding natural areas. The Centerra Business Park, Airport Business Park, DHMC campus, Etna Road light industrial uses, and commercial development along Route 12A are all located on former natural open space or agricultural land.

How much open space does a community need?

There are a number of factors to consider when determining the quantity, type and location of open space land appropriate for a community. A more diverse portfolio of protected lands (high elevation, forests, floodplains, wetlands, shorelines, agricultural lands, etc.) enhances the environmental, ecological and climate benefits of open space. Protecting land dispersed around the community will ensure that more residents have access to open space near their homes. Where there is a denser pattern of development, public open space becomes critical for quality of life – providing urban residents with places for outdoor recreation and enjoyment of nature. Further, there may be specific resources within the community of scenic, cultural or historic value that merit protection through open space conservation.

Historic Open Space Protection

Fortunately for Lebanon, there has been a pattern and trend of land conservation efforts occurring simultaneous with development over the past several decades. In 1980, there was about 100 acres of city-owned, permanently protected open space in Lebanon – 40 years later, there are nearly 2,000 acres.

Private land has also been protected by property owners either voluntarily placing conservation easements on their land or permanently setting aside land as conserved open space as part of a residential development. Approximately 1,200 acres of privately-owned open space was protected as of 2019.

The 3,221 acres of public and private open space protected from future development represents approximately 12% of Lebanon's total area. Geographically dispersed around the city, these open space lands include a variety of landforms and natural communities.

Future Open Space Protection

While Lebanon's open space protection efforts have been effective to-date, there remain significant resources vulnerable to future development. The 2010 Natural Resource Inventory and 2016 Wildlife Corridor Assessment include specific recommendations for further open space protection and other measures to retain or enhance the function and values of the city's diverse ecosystems.

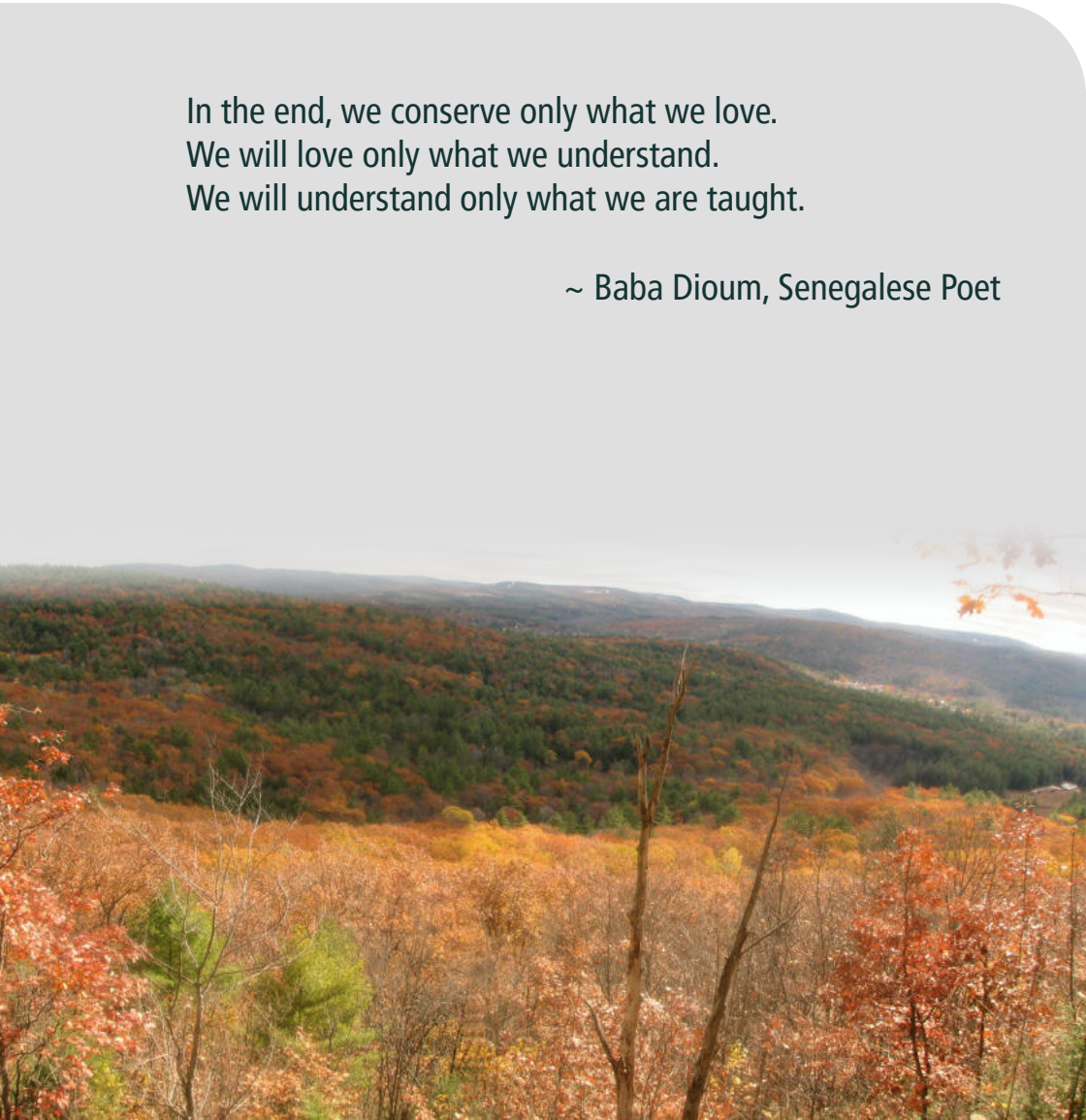
- The 2010 Natural Resource Inventory identifies 73 significant ecological areas (SEAs) that, due to their sensitive nature and unique set of natural resource characteristics, require special consideration. The SEAs represent less than 10% of the city. Nearly all the city's rare and endangered plant species are contained within these lands, and virtually all of the rare wildlife species depend upon them. The Inventory recommends that the SEAs be priorities for conservation due to their ecological integrity and ecosystem services. Currently, 28% of the SEAs are within protected open space areas.
- The 2016 Wildlife Corridor Assessment focused on 17 priority wildlife crossing areas. It found that recent development has reduced potential crossing areas. Unfragmented blocks of habitat are becoming isolated as development along the road networks have built up physical barriers to wildlife. To preserve

ecological values and functions, the Assessment recommends that protected open space areas be linked by greenbelts that allow for the movement of wildlife. Only two of the priority crossing areas currently connect through protected open space lands.

The guidance that follows in Section Three for establishing goals, benchmarks and a methodology for prioritizing the city’s open space protection efforts builds upon the recommendations from the Natural Resource Inventory and the Wildlife Corridor Assessment. It is also consistent with the land use goals of city’s Master Plan, which call for most future growth to occur in the urban core.

In the end, we conserve only what we love.
We will love only what we understand.
We will understand only what we are taught.

~ Baba Dioum, Senegalese Poet



3. OPEN SPACE PRIORITIZATION

The Conservation Commission has recommended that the City identify, prioritize, and actively work to conserve land with high-value natural resources that are currently unprotected. This section briefly describes previous efforts to prioritize open space for conservation. It then proposes a new prioritization framework that is grounded in the concept of **how much** open space is needed, and **where** are the currently undeveloped lands located that should be prioritized for conservation.

Historic Open Space Prioritization

The historic open space prioritization efforts described below are testament to the desire of Lebanon residents to maintain the special open space and conservation qualities that are part of the fabric of this community. The information and recommendations they contain continue to guide present day conservation endeavors. Grounded in a fundamental bio-diversity conservation planning framework, Lebanon is positioned to use this information to engage in a very progressive, forward thinking approach to preserving the functions and values of its existing open space lands, and maintaining the desired community character.

1996 Conservation Commission Approach

In 1996, the Conservation Commission developed an approach in which they identified generic land types that were desirable locations for open space preservation. These were not parcel-specific recommendations, but rather a listing of generic attributes that were recommended for preservation. The list included:

- ↻ Mascoma Lake Shore Lands
- ↻ Connecticut River Shore Lands
- ↻ Mascoma River Shore Lands
- ↻ Flood Plain Wetlands
- ↻ Prime Wetlands
- ↻ Other Wetlands
- ↻ Unique Geologic Features
- ↻ Mountain Tops & Ridgelines
- ↻ Old Farms and Fields
- ↻ Wildlife Habitat and Corridors
- ↻ Aquifer Areas
- ↻ Mixed and Old Growth Forest
- ↻ Land Contiguous to Existing Conservation Land
- ↻ Rare and Endangered Flora Habitat

Around the same time, students from the Lebanon High School Environmental Science class and Students for a Sustainable Future (SFF) teamed up with the Lebanon Conservation Commission to conduct a poster ballot project. The project sought input from the community about open spaces in Lebanon. The vote from participating residents included the following results, listed from most popular to least:

1. The Mascoma River Shorelands
2. The Connecticut River Shorelands
3. Mascoma Lake shorelands
4. The Landmark Lands
5. Farms
6. Mt. Support and Rix Ledges
7. Blueberry Hill and Hardy Hill areas
8. Daisy Hill area
9. Quarry Hill
10. Class VI Roads
11. Corridors in the City of Lebanon
12. Route 4/Eastman Hill intersection

One of the mutual highlights between these two efforts was that undeveloped shoreline is both valued, as well as in need of protection as it is often equally prized for its development potential.

Conservation Commission Periodic Review

The Conservation Commission undertakes a periodic review of City of Lebanon owned parcels. This exercise occurred in 1993, 2006, 2011, and most recently in 2017. The list of City owned properties changes over time as privately owned parcels transfer to City ownership, the result of a failure to pay taxes, gifting to the City, etc.

The results of the 2017 analysis revealed that there are very few, if any, additional protection opportunities for City owned properties, as many of the properties with valuable natural resource characteristics are already under some form of protection or are simply undevelopable. Or the properties are currently developed, typically providing some sort of infrastructure support to the City, such as the City Landfill, the Wastewater Treatment Plant, recreation fields, etc.

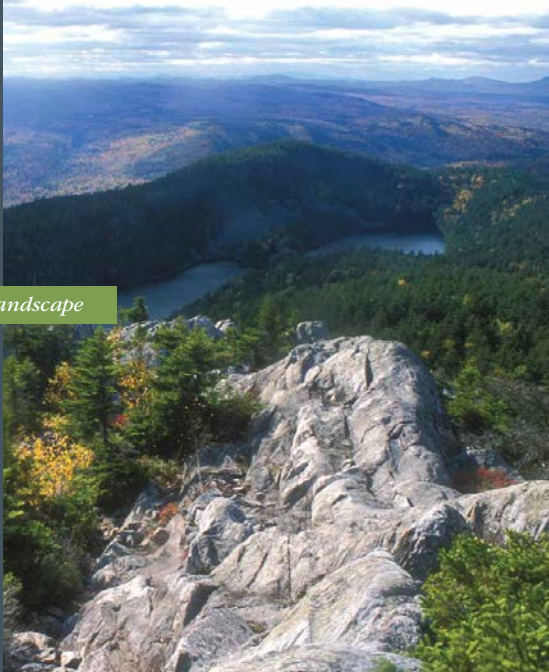
2010 Natural Lebanon

The 2010 Natural Lebanon – Natural Resource Inventory (NRI) report was completed to serve as a “framework” planning document, providing extensive descriptive information associated with the undeveloped natural open space areas within Lebanon. It is impressively robust as to the level of detail contained within the report, including the following: a wetland assessment and prioritization; identification of existing and potential vernal pools; species and habitat types occurring within Lebanon including rare plants, rare animals, and target species of special concern. It provides valuable prioritization input, including highlighting priority conservation sites, priority wetland complexes, and highlighting areas deemed as “Significant Ecological Areas” (SEAs), as well as Co-Occurrence areas. The proposed prioritization methodology detailed later within this section includes this information as the core component.



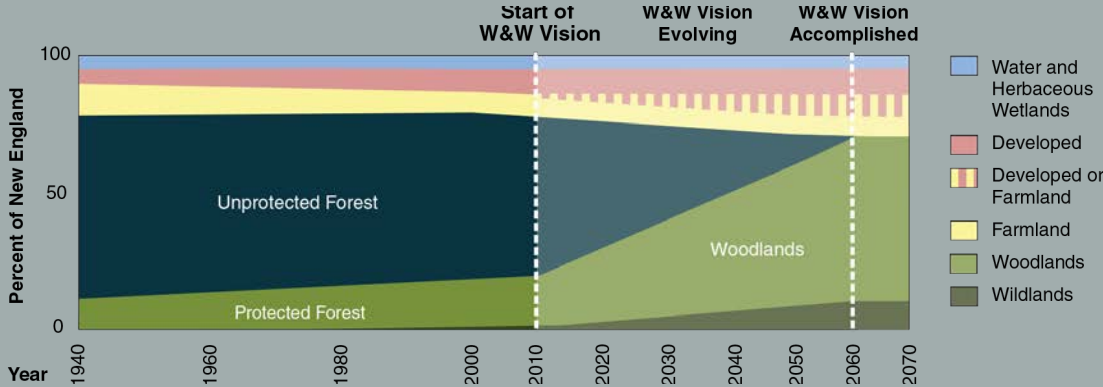
Wildlands and Woodlands

A Vision for the New England Landscape



New England Land Cover: Past, Present, and Future

Figure 3. Projections for the implementation of Wildlands and Woodlands demonstrate that roughly a doubling in the rate of forest conservation over current levels is needed to achieve the vision within 50 years.



Lebanon Master Plan

The Lebanon Master Plan – “Lebanon 2030” provides guidance as to recognizing the role of open space within the community, including highlighting a desirable future development pattern that emphasizes development within the existing urban cores, particularly infill development, and avoiding urban sprawl into the rural undeveloped areas of Lebanon. Chapter 5 (Natural Resources) includes the following key points:

- Recognize that conservation of the natural environment is essential to maintaining the City’s quality of life and economic vitality
- Conserve open space and maintain the functions of natural systems while respecting the rights of property owners
- Establish a connected network of open spaces, conservation lands, greenbelts, and working farm and forest land that is accessible to City residents

How Much Open Space Should Be Preserved?

When considering an Open Space plan and conservation recommendations, one question that inevitably arises is: How much land is enough? Answering the question of “how much” can be challenging to provide in the form of a finite figure, as open space and conservation planning is often as much an art as it is science. However, there is significant value in setting benchmark for conservation goals as a means to both evaluate progress and celebrate successes.

- The Society for the Protection of New Hampshire Forests challenged municipalities to conserve “at least 25% of its lands for a network of trails, parks, farms, and forests where people can connect with the natural world.”
- Keene, NH set a goal within their master plan of 50% protected land.
- Burlington, Vermont has established a goal of retaining a 20% ratio of developed land-to-protected natural areas in an effort to ensure that natural areas are preserved as other land is developed. Their policy states that “for each four acres of new development, one acre should be set aside by the developer as a natural area.”

The EPA encourages an approach that includes targeted percentages of developed to undeveloped land that is grounded in scientific rationale associated with water quality protection.

Prioritization Methodology – The Proposal for Lebanon

The prioritization methodology proposed for Lebanon is framed by the “how much” open space and the “location” of currently undeveloped lands. This plan recommends a metric that is a ratio of developed to undeveloped land. Additionally, it is intended that within this undeveloped, open space mosaic will be a portfolio of natural resource characteristics that collectively represent and support biodiversity at both a local and regional scale.

The proposed “how much” is informed by benchmarks proposed within the Wildlands and Woodlands – A Vision for the New England Landscape report (Harvard Forest, 2010), including differentiating between working woodlands and preserved wildlands. The proposed identification as to the “location” of such lands is shaped by historic prioritization efforts, the 2010 Natural Resource Inventory, the 2016 Wildlife Corridor Assessment, the Lebanon 2030 Master Plan, and enhanced by the integration of, “The Spatial Solution Methodology” (Forman, Richard, 1996), to create a proposed blueprint for open space conservation grounded in science and embracing the concept of biodiversity protection.

The “How Much”

The Wildlands and Woodlands report articulates a vision for the New England Landscape, including establishing measurable benchmark associated with the overall goals. It was authored by more than 20 natural resource professionals, including foresters, forestry professors, natural resource scientist, etc. A review of this document highlights the similarities between the existing forest to developed area ratio within the New England landscape and that of Lebanon. The report’s objectives additionally align with the vision expressed within the Lebanon Master Plan, including: avoiding sprawl, encouraging infill, and preserving the natural landscape. And perhaps most

encouraging, the reports vision and goals appear to align with an opportunity that still exists within the Lebanon community.

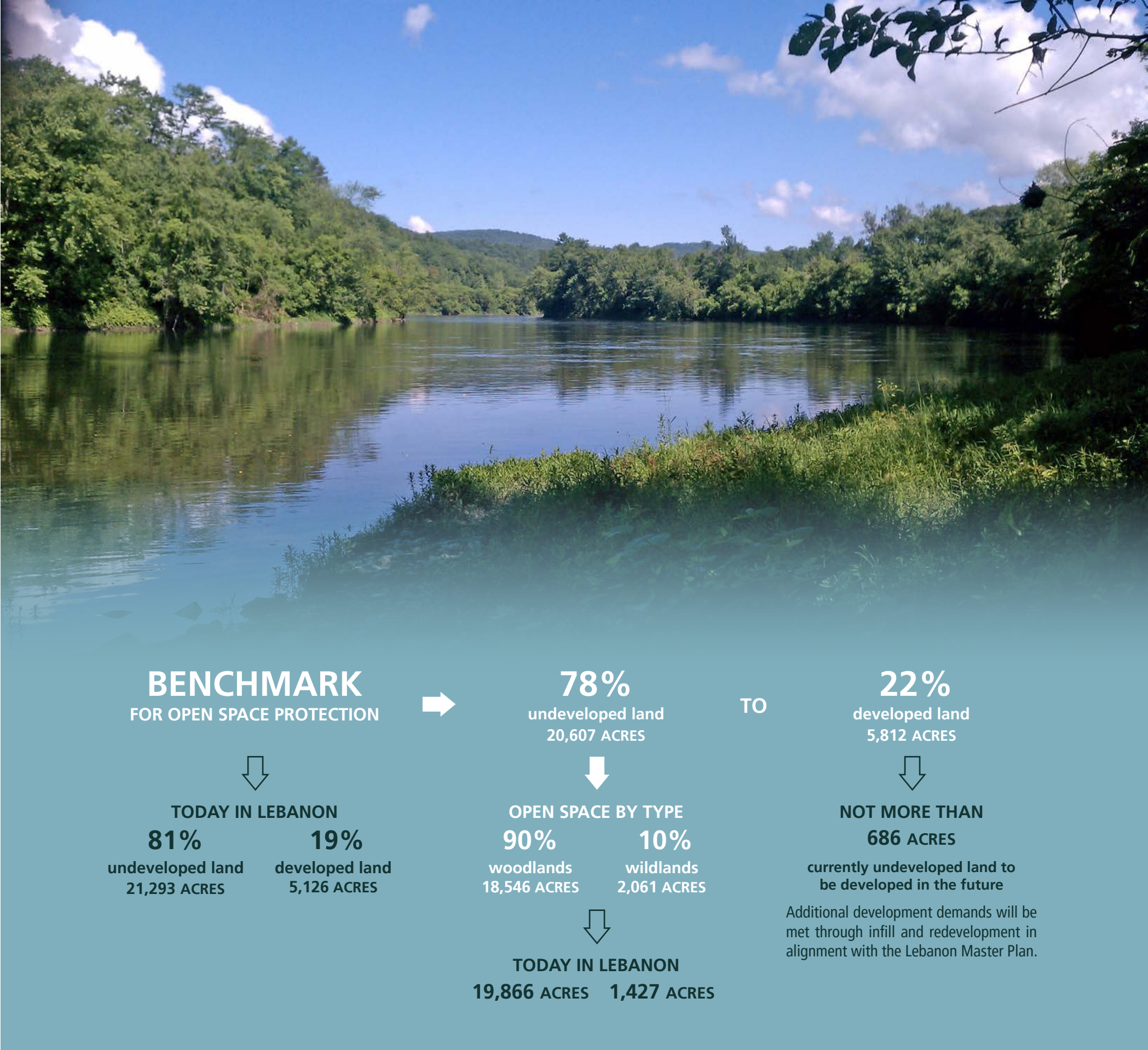
The Wildlands and Woodlands vision builds on decades of planning and leaves room for continued growth and development. It:

- ◉ Calls for a long-term conservation effort to retain at least 70% of the region in forestland, permanently free from development. This would be achieved through easements from willing private land owners guided with strategic conservation acquisitions and enhanced economic incentives to retain forestland. This forested land would be punctuated only by waters, wetlands, and farmland.
- ◉ Strikes a balance between active, long-term forest management and preservation. Ninety percent of forestland would be expansive “Woodlands” that are voluntarily protected from development and managed for forest products, water supply, wildlife habitat, recreation, aesthetics, and other objectives. Ten percent of forestland (or 7% of the community) would be “Wildlands” that are established as large landscape preserves subject to minimal human impact and shaped by natural processes.

Applying the Wildlands and Woodlands vision to Lebanon that aligns with desires expressed by the community, it would propose that the amount of undeveloped to developed land within the community not exceed a 78:22 ratio. Furthermore, of the 78% of undeveloped land (20,607 acres), a minimum of 10% (2,061 acres) would be protected open space managed as “wildlands.” Lebanon’s Farnum Hill property currently provides 820 acres that would qualify as “wildlands” where logging is prohibited, mountain bikes and other uses are excluded, and the existing foot trail network will not expand. Rix Ledges is another 250-acre natural area that could be managed as “wildlands.” Together these two existing city-owned properties account for 41% of the fully realized “wildlands” aspired to within the plan.

Lebanon is currently at a 81% undeveloped to 19% developed land ratio. The 78:22 ratio benchmark could accommodate existing development projects currently underway, as well as provide an opportunity for a small amount of continued development in the more rural undeveloped areas into the foreseeable future. However, it would require the vast majority of future development projects to be urban core infill and redevelopment, which is the form and pattern of development called for in the city’s Master Plan.

The proposed approach for categorizing the Lebanon landscape (e.g. developed, undeveloped open space, and wildlands) and setting benchmarks for each, serves to create a portfolio of the various land categories, as well as desired units of measurement or “metrics” for each. It aligns a local vision with a broader regional vision that is espoused by forest professionals and grounded in science. It is in concert with the Lebanon Master Plan’s Future Land Use map, adopted by both the Lebanon Planning Board and Lebanon City Council. This vision focuses on the preference for “brownfield” development and establishing a benchmark limit on “greenfield” development. This vision does not attempt to address the desired or optimal level of growth within the existing developed areas, opting to simply encourage the Planning



Board and City Council to periodically engage in that assessment, as informed by the residents of Lebanon and the capacity of existing infrastructure.

This approach represents an achievable, realistic scenario for Lebanon, supported by continued conservation efforts, and a continued trajectory of redirecting growth to the urban cores. It mimics the desires repeatedly expressed by Lebanon residents of promoting vibrant development centers while keeping the surrounding natural lands in their existing state.

The Where or What Open Space Lands

If the 78:22 ratio benchmark is to be realized, it would be logical to engage in an assessment of the natural resource value and ecological richness of existing undeveloped lands to identify the lands best suited to being designated, and potentially protected as, woodlands or wildlands. The descriptive information contained within the Lebanon NRI and Wildlife Corridor reports can inform this assessment and provide a decision-making model that is grounded in ecological principles.

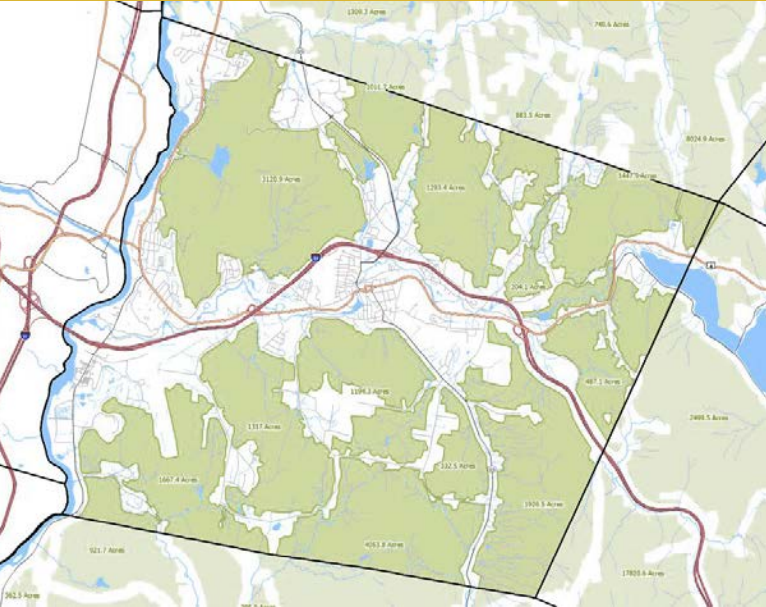
The Spatial Solution Methodology. To describe the prioritization methodology in a “science based” narrative, one could simply state the goal is to preserve the existing biodiversity of the community. To apply the concept of biodiversity in a conservation planning context, Landscape Ecologist, Richard Forman of Harvard University has shown that “there are spatial land-use patterns that make good ecological sense and that will conserve the bulk of nature and natural processes in any landscape or major portion thereof. These patterns will not protect every species, every soil particle, every nutrient concentration or every portion of water bodies, but the spatial pattern will conserve the bulk of the attributes, as well as the most important ones.”

Forman’s Spatial Solution to Conservation Biodiversity describes both indispensable patterns that occur within a landscape, as well as strategic points. The following section will provide a description of the indispensable patterns and strategic points, as well as provide the specific examples of such occurring within the Lebanon landscape, as gleaned from the NRI report. The intent is to utilize this framework, in addition to the information contained within the NRI and Wildlife Corridor report to guide conservation planning efforts.

Methodology Summary

To summarize, the proposed approach for maintaining the existing, vibrant, undeveloped open space landscape within Lebanon, includes achieving a desired ratio between developed and undeveloped lands, as well as utilizing a landscape scale framework approach for general guidance, and existing detailed natural resource information for more direct action as part of the general planning process. For the proposed approach to work, it is essential that the Lebanon community embrace the overall value of achieving the stated conservation vision and engage in a “planning” process that is far more inclusive and innovative than simply relying on the traditional techniques of deploying regulation or purchasing properties as a means to preserve open space. [continued on page 11]

LARGE PATCHES



The large patches of natural areas in Lebanon are bounded by roadways or other forms of development. The quality of the natural habitat provided increases with distance from the edge effects of traffic and other human impacts. The interior or core areas of the large patches are particularly noteworthy, as documented in the NRI report. Fragmentation of large patches is considered a serious threat to regional biodiversity and a leading cause of species extinction.

An assessment of Lebanon’s large patches has included an edge to perimeter ratio, as well as core area assessment. The concept being that a large patch providing significant core area with low edge to perimeter ratio is one that offers more “buffering” from edge disturbance. For example, the scarlet tanager is an interior nesting bird and as such, seeks habitat within the interior core area of a forest. Predation is an edge effect that is decreased as the distance is increased from the edge. “Umbrella species” such as bobcat, bear, or moose, require large patch habitats, and by maintaining these species habitat requirements, habitat is provided to multitudes of species with smaller habitat requirements, hence the concept of an umbrella species.

The Landmark Lands, Rix Ledges, Greater Bass Hill, Mt. Tug, and Hibbard Brook Headwaters provide some of the most notable large natural area patches within Lebanon. It is important to note that many of these extend into the neighboring communities, highlighting their role and value at a landscape scale.

The interior portions of large patches are logically good candidates for the wildland category of natural open space, in which human disturbance is avoided to the greatest extent possible.

VEGETATED CORRIDORS



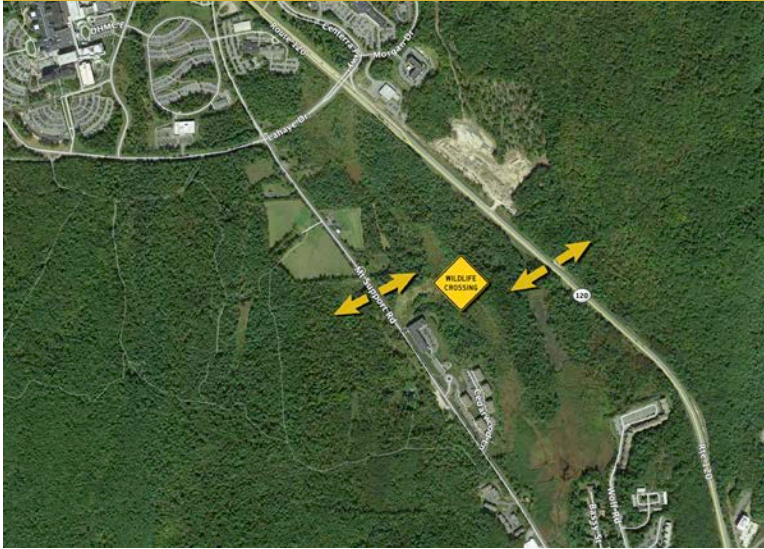
Vegetated corridors occur along major streams and rivers (e.g. riparian corridors), providing hydrologic and ecologic benefits such as:

- Controlling streambank erosion;
- Reducing mineral nutrient and other substance inputs to streams;
- Providing shade and fallen branches for fish habitat;
- Providing leaves and branches as the base of aquatic food chains; and
- Protecting conduits for species moving along the dendritic system (Binford and Buchenau, 1993; Malanson, 1993).

Both width and connectivity appear to be key variables determining the effectiveness of stream corridors.

Lebanon’s undeveloped riparian corridors are identified as a top priority within the NRI, due to the functions and values they provide and the development pressure or general disturbance they experience. Lebanon has adopted a local riverbank protection district as a regulatory approach to conserving the integrity of these features, but additional conservation measures are likely needed to maintain the full spectrum of habitat functionality provided.

CONNECTIVITY BETWEEN LARGE PATCHES



Wide connected corridors or, in some locations, a scatter of small patches are keys to effective movement of species between large natural-vegetation patches (Harris and Gallagher, 1989; Saunders and Hobbs, 1991; Noss, 1993a; Forman, 1995). The movement of species among large patches enhances recolonization following local extinction, reduces the probability of inbreeding depression and decreased genetic variability, and spreads risk in case of severe disturbance to a patch.

The NRI report identifies 65 wildlife crossing sites occurring within Lebanon. Of these, 17 were selected for additional habitat availability assessment as they had one or more of the following attributes:

- 🕒 They were identified as a wildlife crossing area in the 2008-2010 NRI
- 🕒 They had a high spatial or temporal species crossing frequency as determined in the field during the wildlife assessment portion of the NRI
- 🕒 They abutted at least one unfragmented area of at least 500 acres
- 🕒 They included 'pinch points' along roadways subject to potential development

The 2016 Wildlife Corridor Report details the descriptive assessment of the seventeen, including: the general direction of travel for the crossing animals, the width and type of crossing, the traffic volume of the roadway, the primary species using the crossing site, and the unfragmented landscapes they are moving between. Detailed recommendations for improving each crossing area are provided, as well as the additional prioritization that includes categorization as either "major" or "best."

The Mt. Support wildlife corridor highlights the challenges to preserving the viability of these features. The area is appropriately zoned as a high-density residential district due to its close proximity to a major employment center and it is experiencing significant development pressure that has the potential to adversely affect wildlife movement. The opportunity does exist to combine a coordinated development review process, with desired site design, to provide an opportunity for both needed housing and the continued viability of this existing wildlife crossing.

BITS OF NATURE ACROSS THE MATRIX



Where the surrounding matrix is ecologically unsuitable or less suitable than the large patches, small patches and/or corridors scattered over the area provide several key ecological benefits. These include:

- 🕒 Protecting rare habitats and species outside the large patches;
- 🕒 Providing stepping stones for species movement in all directions;
- 🕒 Breaking up extensive stretches of matrix to reduce wind or water erosion; and
- 🕒 Providing heterogeneous conditions throughout the landscape as a hedge against disturbance.

These features likely require the greatest oversight and active management as they won't have the recognition to generate the level of awareness and response the more easily identified large patches or prominent vegetated riparian corridors experience. Lebanon's requirement that large subdivisions provide 50% open space area, as is generally described as a conservation development design approach, is one planning tool that could be utilized to conserve the "bits of nature." Transitioning from large subdivisions occurring within existing natural open space areas, to infill or redevelopment would be even more effective.

STRATEGIC POINTS IN A LANDSCAPE



Strategic points in a landscape are those locations whose ecological importance is exceptional and long term. Examples include:

- 🕒 Content of location, including the only vegetated patch, or perhaps the only high elevation undeveloped ridgeline point within a urban setting.
- 🕒 Flux centers where movements or flows are concentrated, such as a migration route, or intersection of a network
- 🕒 An especially sensitive habitat or location that if altered, has a long recovery time

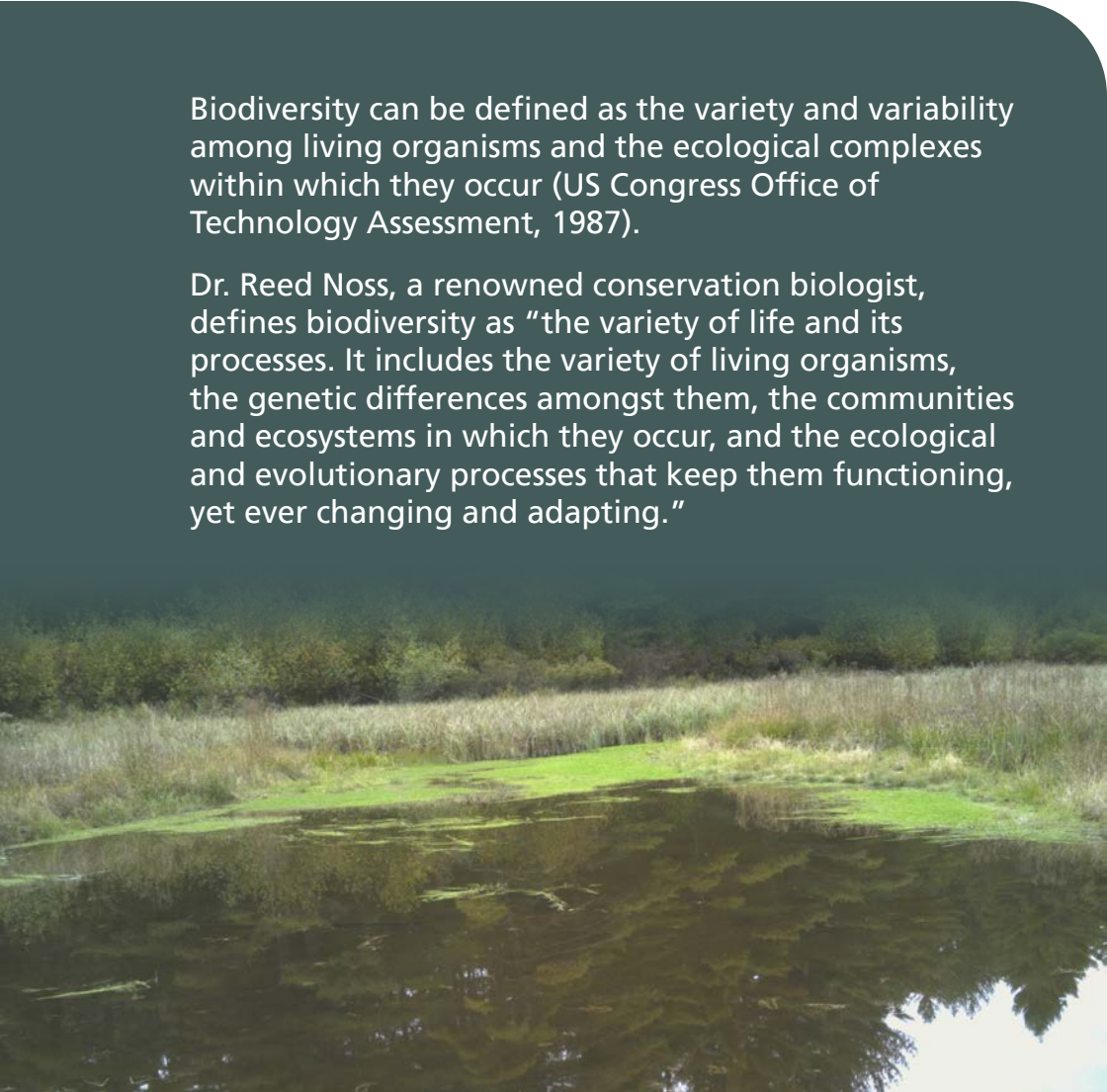
Examples of Lebanon's strategic points, as highlighted in the NRI report, would include rare, threatened, and endangered species; critical or "best" wildlife crossings; high value wetlands and vernal pools; exemplary natural communities; prime farmland soils and soils of importance; surface and ground water; flood plain forest and other high value natural community types; and Significant Ecological Areas (SEAs). SEAs are "those sites that, because of their sensitive nature and unique resource characteristics, require special treatment in terms of long-term conservation and/or protection from human impacts." SEA's are significant because they represent land that contains the highest value natural resource aspect of a given area. Within the boundary of an SEA is one or more valuable elements that exist only by virtue of a unique combination of environmental conditions.

The co-occurrence layer generated for the NRI combines important species, habitats, and natural resources together, yielding a "snapshot view" of locations where these attributes overlap. This information presents an additional opportunity for the identification of strategic points.

The traditional planning process reacting to demands of growth and resultant adverse impacts on open space are evident up and down the East Coast, from New Jersey, to the communities in Southeastern New Hampshire. Sprawling subdivisions, filled wetlands, forest fragmentation, increased impervious pavement, and roadway construction, has devastating impacts on the natural systems within communities. With the wealth of knowledge existing within the current day planning profession, and the conservation/planning tools that are available, there is a real opportunity for Lebanon to secure a different outcome. Directing future growth to within the urban core areas and the redevelopment of existing properties, combined with and a continued recognition of the value provided by maintaining the natural open space areas, including sound management decisions, affords the ability to achieve a healthy balance between development and conservation. The following section provides strategies to be utilized to achieve such.

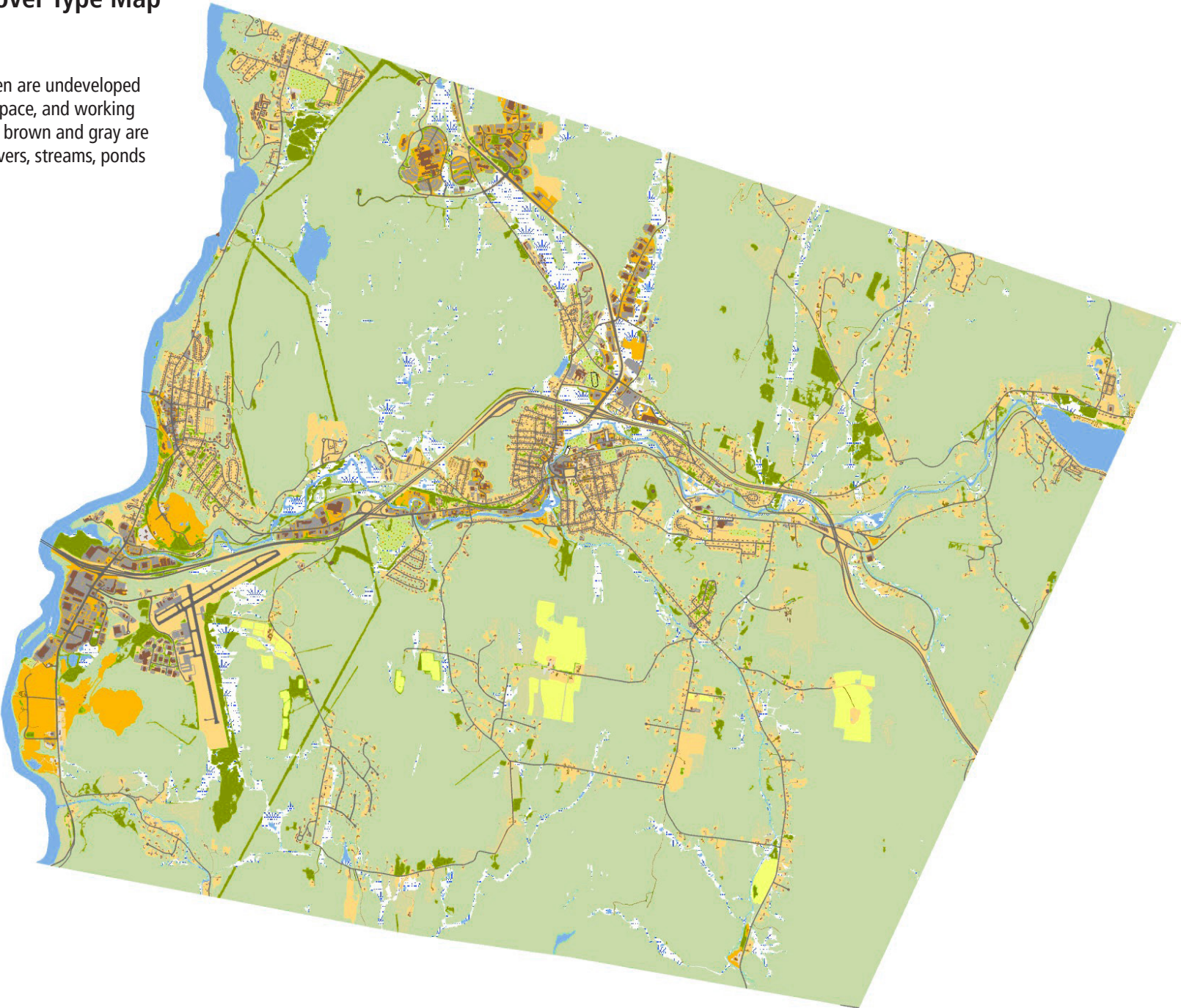
Biodiversity can be defined as the variety and variability among living organisms and the ecological complexes within which they occur (US Congress Office of Technology Assessment, 1987).

Dr. Reed Noss, a renowned conservation biologist, defines biodiversity as “the variety of life and its processes. It includes the variety of living organisms, the genetic differences amongst them, the communities and ecosystems in which they occur, and the ecological and evolutionary processes that keep them functioning, yet ever changing and adapting.”



Land Use / Land Cover Type Map
LebanonGIS

Areas colored yellow to green are undeveloped forestland, protected open space, and working lands. Areas colored orange, brown and gray are developed. Blue areas are rivers, streams, ponds and wetlands.



4. OPEN SPACE MANAGEMENT STRATEGIES

Meeting Lebanon’s benchmark of 78% open space to 22% developed area will require the continued use of standard conservation measures and implementation of the planning practices espoused in the Lebanon Master Plan. If the community is to continue to grow, it is imperative that infill and redevelopment be the guiding principles for future development. The 78-22 benchmark accommodates a limited amount of residential development outside Lebanon’s core areas. The remainder of the development, including non-residential growth, should occur within the core areas. That is sensible not only to meet the objectives of this plan, but for prudent fiscal reasons such as limiting the cost of municipal operations and infrastructure construction.

Businesses initially locate, expand, and thrive in Lebanon for the community’s quality of life, which includes the natural landscape surrounding the existing built environment. That growth drives demand for more housing and services. Paradoxically if that growth continues to convert undeveloped land to developed land, it can undermine the quality of life that made the community attractive to employers and residents in the first place. Lebanon can have both a vibrant economy and open space preservation if the city’s planning and development process is successful in directing growth to appropriate locations within the community.

Beyond promoting infill and redevelopment over sprawl or greenfield development, Section 3 detailed a methodology for identifying and prioritizing undeveloped land in the city for protection based on its ecological functions and values. It recommends that the city’s open space include both working woodlands and wildlands – areas established as landscape preserves subject to minimal impact and shaped by natural processes. Further, Lebanon will consider worthy land conservation efforts in all its sections and neighborhoods. Widely-dispersed conservation lands will help maintain wildlife corridors and will provide immediate access to open space for city residents.

This plan recommends the following general strategies to achieve Lebanon’s open space objectives.

Public Education and Outreach

Educating residents about the value of Lebanon’s open space resources and how those resources improve the quality of life in the community is essential to build and sustain support for land conservation efforts. City residents must have opportunities to become better aware of and informed about the beautiful places and important resources found in Lebanon, and how those resources contribute to quality of life, environment, and the economy. With this knowledge and insight, residents will better appreciate the diversity of the city’s landscape and understand the importance of long-term protection.

Partnerships

Public education is partly the responsibility of the Lebanon Conservation Commission. However, every effort must be made to work in partnership with the Lebanon

Planning Board and City Council, as well as the many state and local agencies, non-governmental and education organizations that share an interest in land conservation and stewardship. Partnerships help to spread the workload, cost, and message to a broader constituent base. The Conservation Commission may also be able to draw upon citizens with specific interests, talents and skills, who are willing to volunteer their time to broaden the Commission’s capability and capacity in this regard.

Programs

The Conservation Commission has a solid history of organizing on-going education programs concerning the City’s natural areas. The “Wild About Lebanon” guided walks and hikes provide people with an opportunity to experience first-hand the rich diversity of scenic and rare resources available in the City. The Conservation Commission is interested in developing additional programs, such as an annual amphibian crossing project, a volunteer trail stewardship program, and a range of workshops and educational events designed to engage the public and improve the stewardship of both public and private open space properties. Other potential opportunities to educate the public include creating education programs through the local schools and developing or expanding collaborative working relationships with other organizations dedicated to conservation education.

Mapping and Signage

While the city already provides trail maps for the public open space properties, the information about those properties on the City web page could be expanded and enhanced. Continuing to install kiosks at trailheads and trail markers/signage can enhance the experience of exploring these properties, as well as attracting additional users.

Property Owner Outreach and Recognition

Land conservation is often a reactive process; individuals and institutions marshal effort and money to protect property when it is placed on the open market for sale or development appears imminent. A more effective and coordinated approach would be for the Conservation Commission to proactively reach out to landowners whose properties fall within the City’s natural resource priorities before they decide to sell or develop their land.

This outreach can take the form of both education to encourage private conservation efforts and information about sound land-management practices. Information about the many conservation strategies currently available and the organizations that practice them can help large landowners plan for a future that will both meet their own economic needs and protect the City’s natural heritage. If landowners have this information in advance, they are more likely to practice responsible land management and to be receptive to conservation-minded alternatives to conventional development options.

As part of the City’s outreach activities, the owners of properties that possess important conservation value should be identified and informed about the important



resources on their property, the benefit those resources provide to the community, and things they can do as stewards of these resources to maintain or enhance these assets. These options could range from limiting development on the property (conservation easements, transfer of development rights) to preserving a buffer space around sensitive areas or educating landowners about land use impacts, such as mowing or “brush-hogging”, on particular species. These owners could also be made aware of the opportunities provided by Lebanon’s Open Space Trust Fund. The Conservation Commission should build funding for these activities into their annual budget.

There are numerous property owners in Lebanon who have been responsible stewards of important resources – some for multiple generations – and can serve as examples. To the extent possible, the City should seek ways to recognize these private stewards for the service they are providing the community.



Regulatory Protection

Regulatory measures are a cost-efficient means of land preservation, and can be extremely effective in curbing sprawl and protecting land if implemented in accordance with the City’s open space priorities. Lebanon’s Zoning Ordinance, Site Plan Review and Subdivision Regulations, and the Capital Improvements Program can all be utilized to influence the location and intensity of development within the City.

Planned Unit Development

The current Zoning Ordinance already contains provisions for Planned Unit Developments or Cluster Subdivisions that are intended to preserve significant natural land features and/or open space by providing greater development flexibility. In return for setting aside a percentage of the land as permanent open space, the landowner can still receive the allowed density for the entire parcel and may also benefit from reduced development costs. The City requires such conservation developments under certain circumstances to ensure that open space is preserved at the same time as development is approved.

Dimensional Standards and Parking

The current Zoning Ordinance also provides for dimensional requirements, including minimum lot size, minimum yard requirements, maximum building coverage limitations, and even minimum parking requirements. The City should consider developing and incorporating a Maximum Lot Coverage limitation to ensure that a portion of all lots remains as greenspace. In addition, because a significant amount of lot coverage is typically associated with parking, the City should develop Maximum Parking Requirements and allow for reductions in parking provided on site. Encouraging adjoining properties to share parking may also help reduce impervious surface in the City.

Increasing the maximum height of buildings should be evaluated and incorporated within appropriate zoning districts as that measure could support reducing the overall footprint of development projects. The high density Residential One (R-1) district, as well as the CBD, LDD, and Industrial districts are likely the most logical places to increase building height.

Innovative Land Use Planning Techniques

Incorporating additional innovative land use planning techniques, such as those promoted by the New Hampshire Department of Environmental Services, the NH Association of Regional Planning Commissions, NH Office of Strategic Initiatives, and the NH Local Government Center should be assessed and adopted as deemed appropriate. Examples would include lot size averaging, density transfer credit, urban service districts, etc.

Overlay Districts

The current Zoning Ordinance contains several Overlay Districts, which are intended to provide an additional layer of review and protection for certain natural or cultural resources, including wetlands and flood plain areas. The City should review the advisability of incorporating additional Overlay Districts, where warranted, to protect

additional resources deemed important by the community. Examples include a steep slope, a source water, aquifer, and ridgeline overlay protection district.

Road and Driveway Standards

Regulating the length as well as the design of private roads or driveways would significantly reduce the fragmentation effects on open space areas. For generations, interior forest areas as well as ridgeline areas remained in a natural state as it was simply cost prohibitive to construct roadways to access these areas. In recent years, there has been an emerging trend to locate homes in such locations for the privacy and views they may afford throughout the Upper Valley. The edge effects of development in interior forest areas will contribute to the degradation of some of the highest value open space areas in the city and region.

Acquisition of Property or Property Rights

Some undeveloped lands that offer high-quality natural resources must be permanently protected. Without such protection, there is no guarantee that existing open spaces will remain in their current state. Indeed, there is much evidence indicating that unprotected lands will ultimately be converted into residential and commercial development. The acquisition of easements, which are legal rights in land that may restrict development, preserve a view, etc., can be used to protect natural resources. Easements are attractive when the owner of a property wishes to continue some level of activity or use of that property, such as when a farmer continues to grow crops on farmland. Easements also allow property to remain in private ownership and, therefore, they allow families to transfer conserved property from generation to generation. Alternatively, conservation can be achieved by “fee simple” purchase, which transfers ownership of the entire parcel to a municipality or land trust with the placement of an easement occurring subsequently.

When high-value open space lands are available for purchase from a willing seller, the City and its partners should make a reasonable effort to conserve these lands through direct acquisition, easement, or another established protection mechanism. Undeveloped parcels containing high-value resources should be a conservation priority for the City. This policy will simultaneously maximize conservation funds and natural-resource benefits.

However, it is important to reiterate that the focus on high-value lands does not preclude conservation of lesser-value properties. For example, the prioritization of large, contiguous parcels does not mean that small properties should be eliminated from consideration. Some flexibility can be maintained by introducing weighting factors into the resource analysis where the community feels that certain natural features or functions are particularly sensitive and significant. With this flexibility, parcels containing an especially rare or valuable resource, but which lack the co-occurrence of other resources, can still receive a relatively high priority ranking by the City.

The legal cost associated with creating an easement, as well as associated endowment fees, could be a barrier to a willing landowner. The City or other partners may be able to provide financial assistance as needed to cover the cost incurred by a property owner when placing an easement on their property. The Conservation Commission

has recently initiated a campaign to inform landowners of this proposed partnership concept.

To facilitate the acquisition of properties, as well as the partnership funding concept for the placement of easements on private property when deemed appropriate, the City should continue to support the funding of Lebanon Open Space Trust (L.O.S.T.) fund. These funds should be used to leverage other sources of funding, including state and federal grants and appropriations, and private donations. In addition, the City should develop and maintain a reference list of private, state, and federal funding sources to support acquisition, planning, and management activities.

The City should continue and enhance its marketing and outreach strategy to connect with interested landowners. These outreach strategies should encourage the voluntary donation of land or easements. The City should develop informational and educational materials concerning the potential benefits of donations and work closely with other existing entities engaged in land preservation.

Summary

Areas of open space are an essential element of every successful community. As noted in the previous sections, open and green spaces offer a host of environmental, social, and financial benefits. Protection of open space has been an interest and objective of the City for many years. Pressure to develop existing open space and sensitive areas will continue to mount as Lebanon becomes built-out and development seeks out increasingly sensitive and marginal sites.

While Lebanon welcomes new development, it must be guided into areas that are best suited and desirable – not just those sites that remain undeveloped. For this to be effective, the City should approach this challenge from two fronts:

- Identifying those areas where new and more intensive development is welcome and encouraged; and
- Identifying those areas that should be protected over the long term - the purpose of this plan.

Open space protection in Lebanon embraces the reality that not all lands can or even should be protected from development. As a regional growth center, Lebanon must find a balance between conservation and continued development that addresses the needs of the City’s diverse population – present and future.

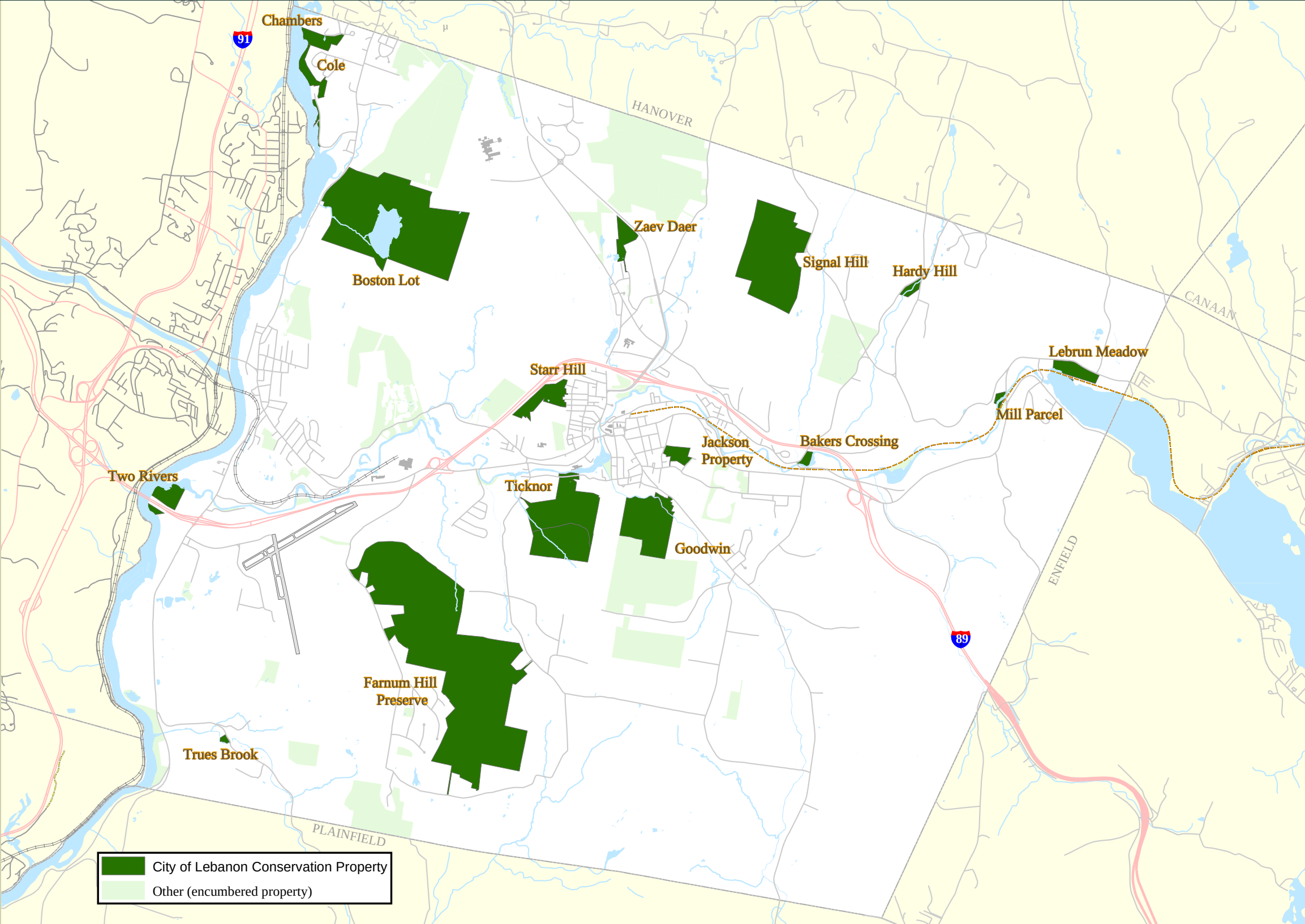
Lebanon’s plans for the future must encourage the continued revitalization of areas within the built-up core areas of Lebanon and West Lebanon. Furthermore, by encouraging and accommodating more development, and at higher densities than in surrounding communities, Lebanon will also play a very important role in protecting open space and working lands throughout the region.



Photo: Keith Garland

ADDENDUM: CITY OF LEBANON CONSERVATION PROPERTIES

More information about the city’s conservation properties, including trail maps, is available on the [city website](#).



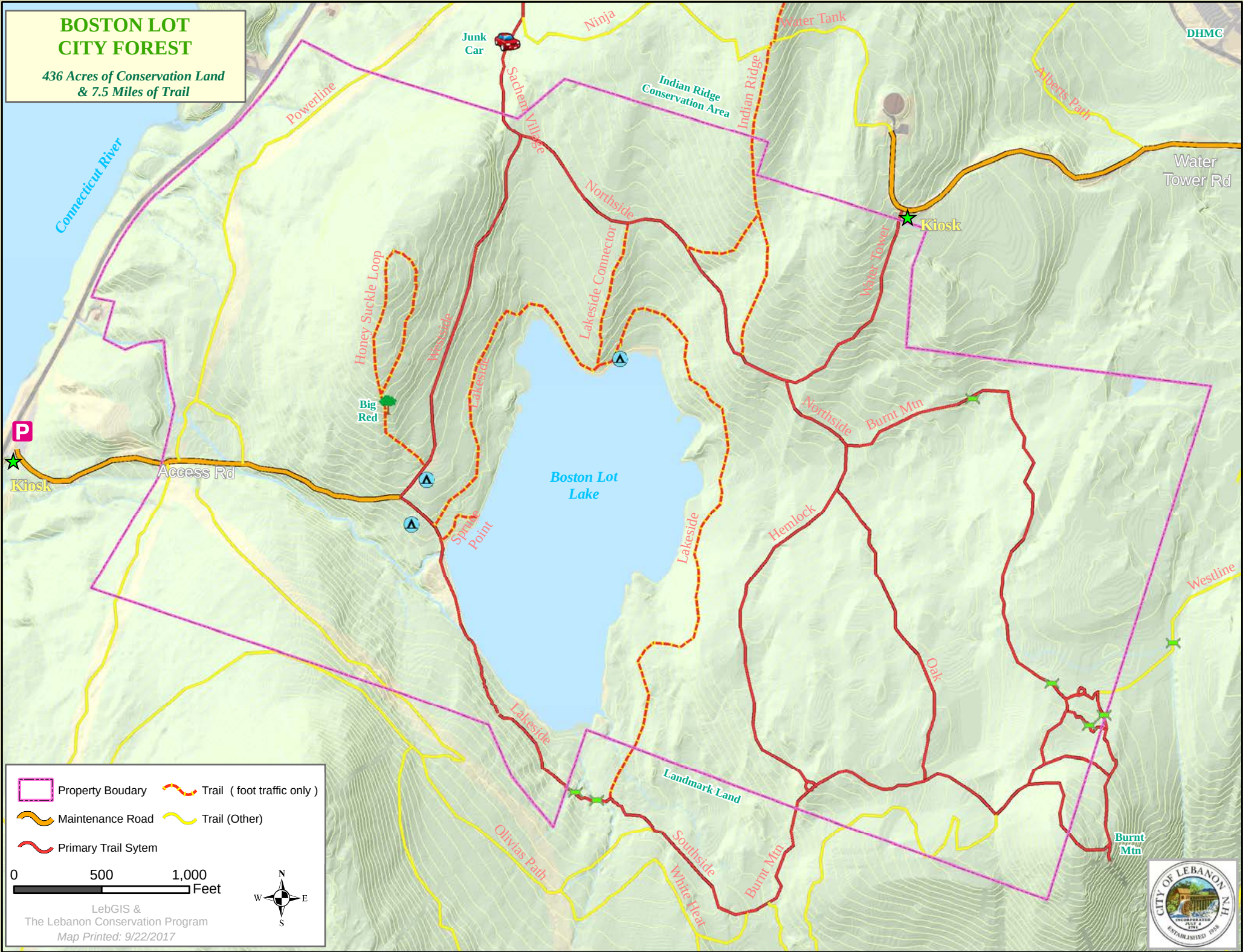
BOSTON LOT CITY FOREST

436 acres | 7.5 miles of trails

Boston Lot Lake, the centerpiece of this property, was formed in the early 20th century when a dam was built to create a 45-acre reservoir that served as the water supply for West Lebanon until the early 1960s. The lake sits at the bottom of a bowl ringed by forested ridges, which lends the site a ‘back country’ feeling despite its proximity to the Route 10 corridor and Dartmouth Hitchcock Medical Center (DHMC). Several small streams flow into the lake and it discharges from the dam spillway through a stream to the Connecticut River. Outcrops of bedrock (primarily Lebanon granite), large glacial boulders and steep ledges are common.

The property’s original 330 acres were permanently protected in 1996 through a conservation easement held by the Society for Protection of New Hampshire Forests. Dartmouth College gifted the city an additional 108 acres in 2009 that expanded the property to the west towards Route 10. The property and its network of trails is accessible from the parking area adjacent to the Wilder Dam on the east side of Route 10, the water tower access road west of DHMC, the Indian Ridge trail, the Sachem Village trail, Dartmouth College’s Landmark property trails, and several other trails on private property.

The Boston Lot is forested with sugar maple, beech, red oak, hemlock and white pine predominating. Several large ‘specimen’ trees that have survived past logging remain. Wildflowers and ferns abound. The woods are abundant with wildlife including migrating and resident birds, and the lake contains a variety of fish species including perch and bass. More detailed information about the natural resources found on the property is available in [Natural Lebanon](#).



FARNUM HILL RESERVE

820 acres

This upland forestland on Farnum Hill, historically part of a large farm, was preserved as a natural reserve largely through the efforts of the Dr. W. Myric Wood, Jr. family. The land was transferred to the city in 1982 with support from multiple funding sources.

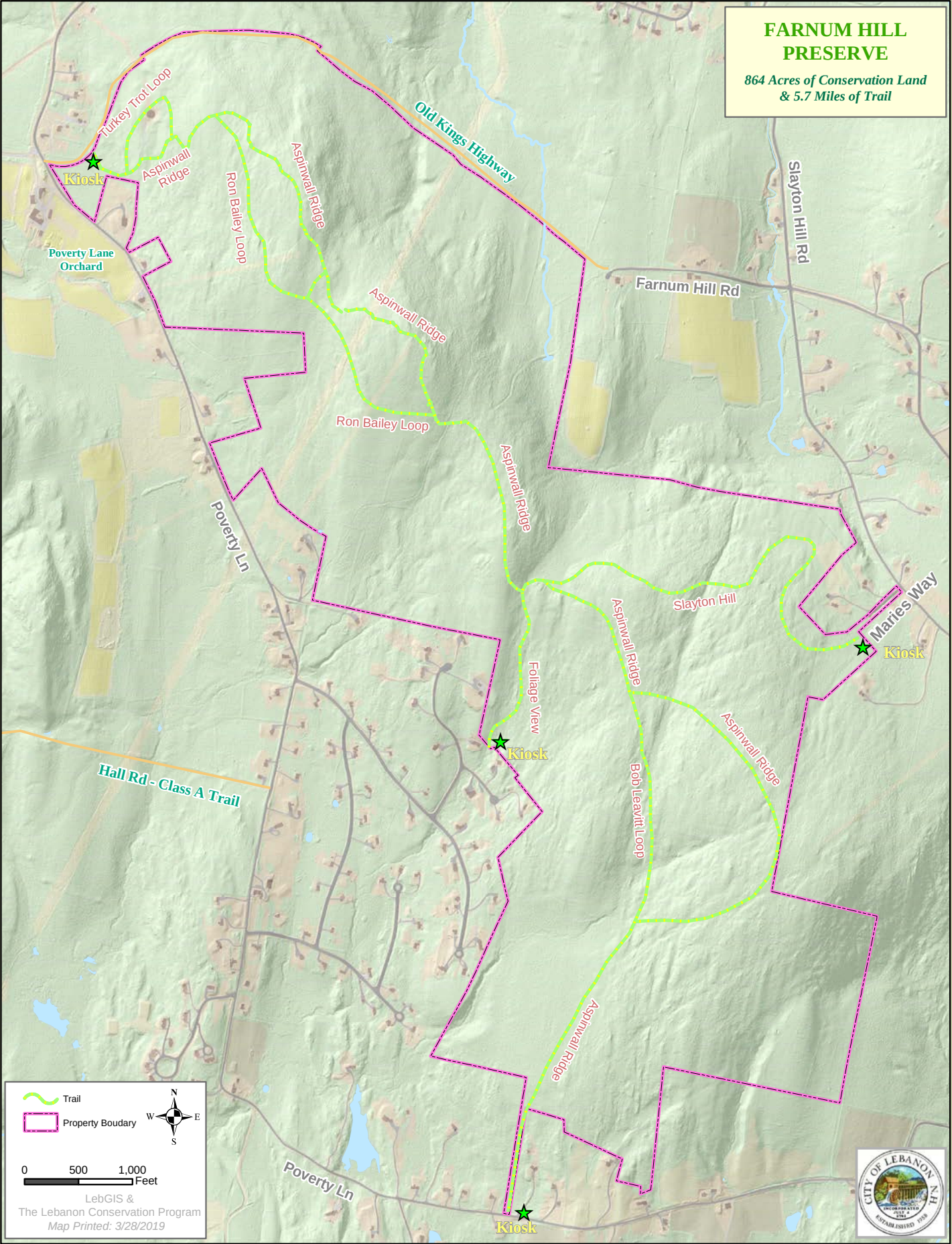
Farnum Hill is a north-south ridge with three distinct summits – South Peak being the highest point at 1,336 feet. Trails climb steep terrain and run along the rocky ridge. There are magnificent views in all directions from numerous points along the ridge. The terrain varies from gentle slopes to steep ledges. Several small streams flow intermittently from the ridge to lower elevations. Boulders carried by glaciers from the Quarry Hill – Boston Lot area, mainly granite and some the size of cars, are found throughout the reserve.

The area around Farnum Hill is rich in early Lebanon History. King’s Highway, the first planned colonial road in Lebanon, is now a class A trail running along the north boundary of the reserve. During the 1800s and the early part of the 1900s, most of this area was pasture. Old fence lines and stone walls abound. Some old fence boundaries represent abrupt changes in the stages of forest regrowth. Recent tree harvesting has also altered uniform growth patterns.

Most of the reserve is forested by typical upland forest stands of mixed hardwoods and hemlock. There are pure stands of white pine, red oak and hemlock. The hemlock stands provide deer with winter yarding areas. Native wildflowers such as trout lily, bunchberry, wintergreen, pyrola, Pointed-leaved tick-trefoil, yellow violets and Canadian mayflowers may be found in the reserve. Wildlife species are diverse and abundant. These include white-tailed deer, bobcat, rabbit, fisher cat, red fox, raccoon, ruffed grouse, woodcock, several kinds of woodpeckers, hawks, barred owls, and many songbird species.



Photo: Michael Tsai



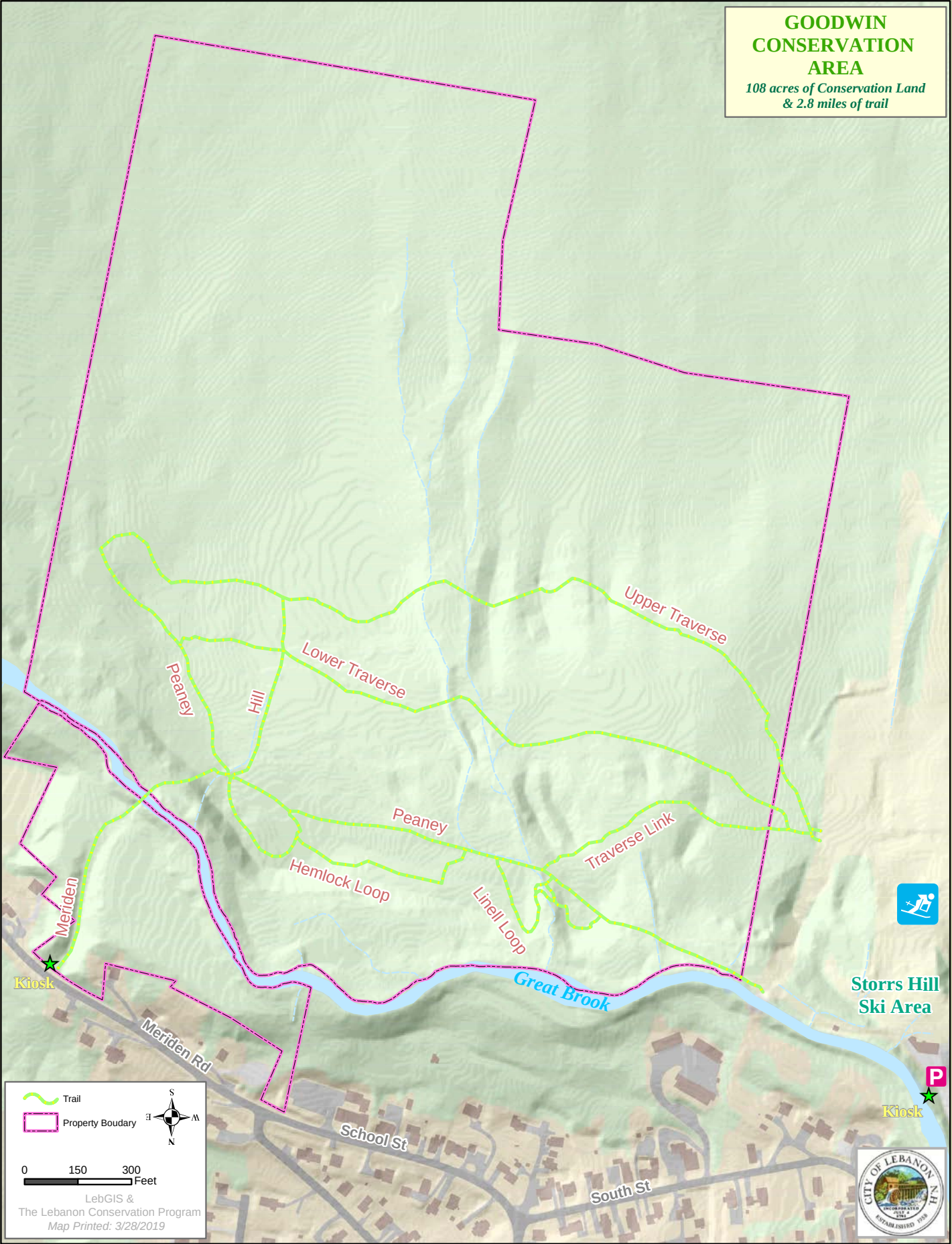
GOODWIN CONSERVATION AREA

108 acres

Goodwin Conservation Area abuts Storr’s Hill Ski Area and offers recreational opportunities year-round. The popular Exercise Trail with 17 exercise stations follows Great Brook and opened in 1980. In the winter months, cross-country ski trails loop along the hillside. Edmund and Dorothy Goodwin donated the 108-acre property to the City of Lebanon in 1974 to be used solely for recreation purposes.

The park is located on the north slope of Storr’s Hill, extending from Great Brook to the Townsend property. Many small boulders accent the hillside; most soils are well drained. Small springs and several intermittent streams are located on the hillside. Running along the base of the hill, Great Brook has several erosional features. Small waterfalls and many potholes - some the size of bathtubs – are located near the bridge at the school street access. Potholes are formed in the rock streambed by the abrasive action of rocks, pebbles and sand in the swirling water. Several good – sized wading pools are located along the stream with “Scrape Bottom” being one of the most popular on hot summer days. Stream flow is usually sufficient to maintain pool levels throughout the summer.

The forested slope is dominated by young to medium aged northern hardwoods and hemlock with areas of thick vegetation and slash, the result of recent logging. The hardwood vegetation is particularly well-developed upslope. Hemlock becomes especially prominent down along the brook at the base of the hill. Wintergreen, trailing arbutus, and pipsissewa are also found near the brook. By contrast, many of the interesting spring herbs are best developed under hardwoods: trout lily, red trillium, wild leek, blue cohosh, wild ginger, toothwort, avens, jack-in-the-pulpit, wood anemone, liverwort, pink ladyslippers and sharp-leaved hepatica. Storr’s Hill is also of botanical interest and harbors a number of rare plants and several concentrations of spring wildflowers.



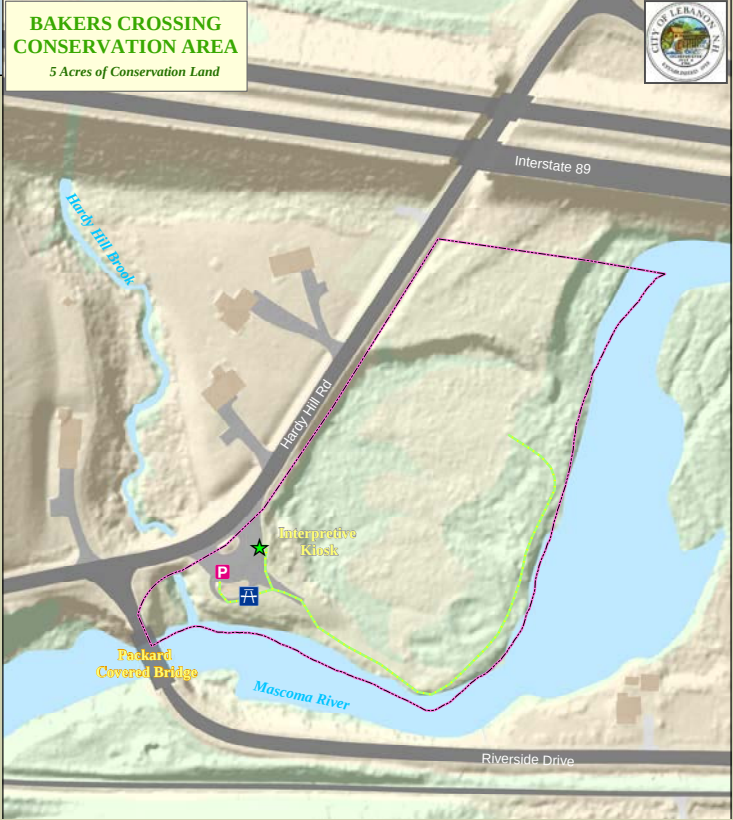
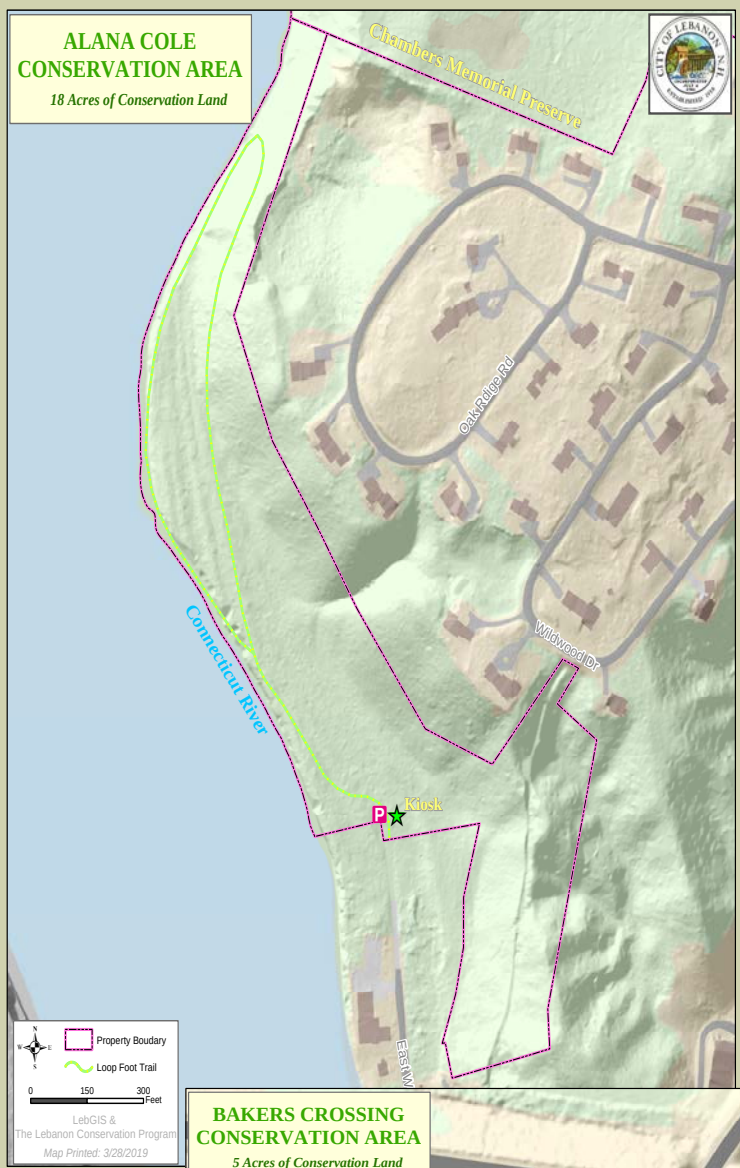
ALANA COLE CONSERVATION AREA

16 acres | 0.5 miles of trails

This unmanaged forestland property is located along the Connecticut River adjoining the Chambers Memorial Preserve property (together they protect nearly one mile of river frontage). Access is from East Wilder Road from a small parking area with a kiosk just north of the road terminus. The trail along the river is relatively flat, providing an easy stroll for viewing the river. A visible segment of the historic "Old Horse Trail" is located near the eastern boundary of the property, connecting with present day Wildwood Road.

The property features a variety of geomorphic features of glacial origin. The wooded ridge along the Connecticut River is an esker, formed by glacial debris, after the last glacier receded. The property is comprised of three distinct wildlife habitats: shoreline habitat; riverbank floodplain forest consisting of white and red oak species; and hemlock-hardwood-pine forest along the eastern edge of the property where the topography slopes on the esker. Dogwoods are found in the moist soils near the river and the woods are home to numerous wildflowers including fringed polygala, wild sarsaparilla and pink ladyslippers. The property also overlays a high-yield aquifer and its conservation has protected the quality of the groundwater.

The city bought the property in 1989 from Alana Cole with multiple public and private funding sources including the proceeds from the sale of timber off the Boston Lot. A conservation easement held by the Society for Protection of New Hampshire Forests permanently protects the property.



BAKERS CROSSING CONSERVATION AREA

5 acres

The property is located along the Mascoma River near the intersection of Hardy Hill Road and Riverside Drive. The small parking area provides access to the riverwalk trail head as well as a scenic view of the Packard Covered Bridge and Mascoma River. The Lebanon Rotary club has been actively managing the parking area for several years, including the maintenance of planters as well as general clean-up tasks.

The scrub/shrub field as well as the floodplain forest along the river's edge provide valuable habitat for migratory birds, butterflies, and other small animal species. The property offers access for fly-fishing and is a favorite location for bird-watchers.

The property was transferred to the city by Harold and Lorraine Slack in 1992 as part of a subdivision open space agreement.



Photos: Shadab Khan



Photo: James Walsh

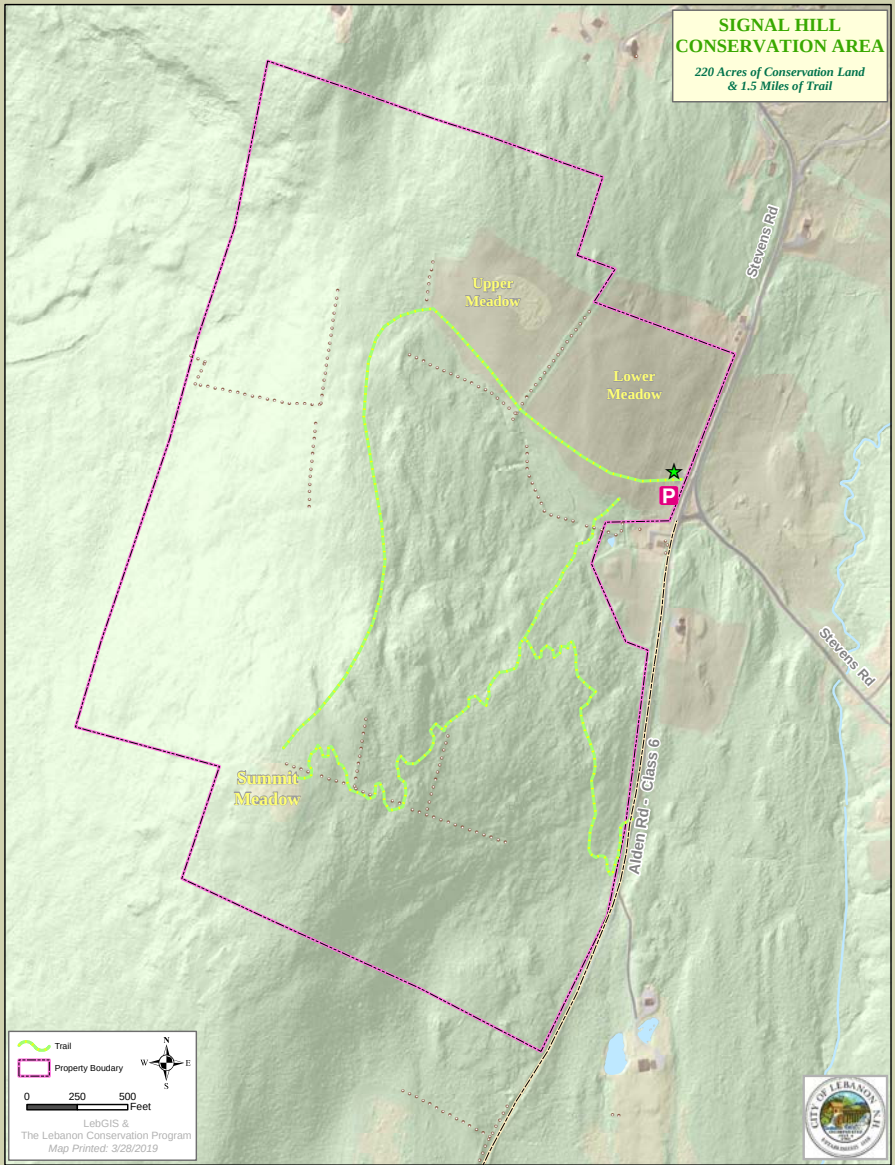
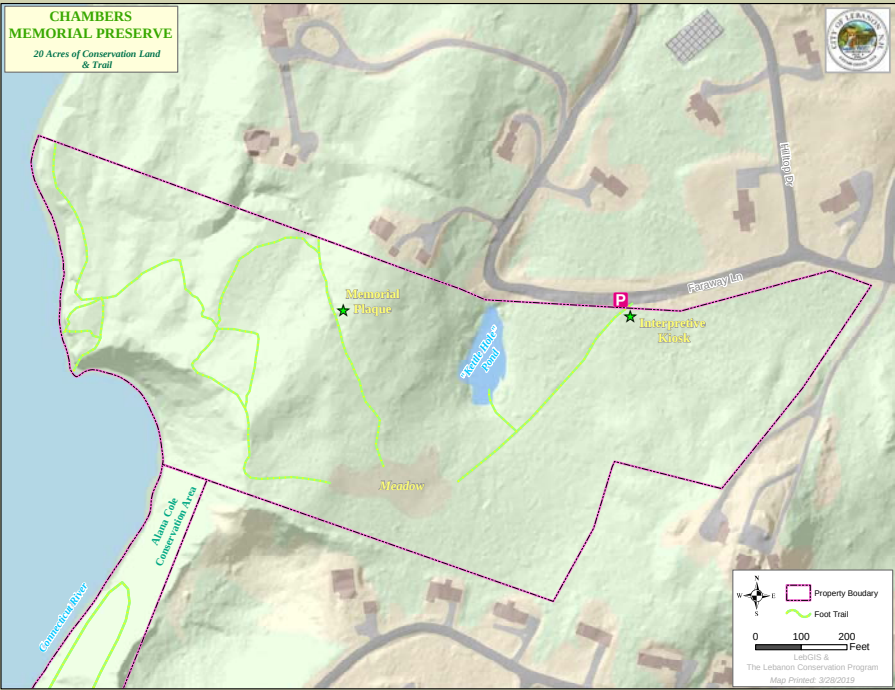
CHAMBERS MEMORIAL PRESERVE

19 acres

Chambers Memorial Preserve is a 19-acre park accessed via Wyeth Road to Faraway Lane. Trails pass by a kettle pond, through a wildflower meadow, and go down to the Connecticut River. The park was dedicated in 1973 to the memory of William Chambers, MD, a respected physician and naturalist. The Connecticut River Watershed Council transferred ownership of the property to the City of Lebanon and gave a conservation easement to the Society for the Protection of New Hampshire Forests in 1997.

The property features a variety of geomorphic features of glacial origin. The wooded ridge along the Connecticut River is an esker, formed by glacial debris, after the last glacier receded. The small pond near the entrance to the park is an example of a glacial feature common throughout New England – a kettle hole pond – which was created when a block of ice surrounded by debris melted away, leaving a depression that filled with water.

Varied habitats support a wide array of plants and animals. The park is home to chipmunks, foxes, frogs, waterfowl and songbirds. White pine, hemlock and white oak dominate the forest, while dogwoods are found in the moist soils around the pond. The meadow and woods are home to numerous wildflowers including fringed polygala, white and purple violets, wild strawberries, hawkweed, pinks, yellow rattle and pink ladyslippers.



SIGNAL HILL

220 acres

Signal Hill is so named because it was part of a chain of hills and mountains where colonists would signal using semaphore arms in daylight and fires at night during the Revolutionary War period to warn residents of approaching British forces. The property was later home to several small-scale kyanite and copper mines, and then was farmed.

Old logging trails travel uphill with beautiful overlooks through two large fields and dense pine woods to a small clearing affording views of Croydon Mountain, Mount Ascutney and Blueberry Hill.

The large amount of edge habitat supports a variety of plant and animal life. Plants include Bird's eye speedwell, blue-eyed grasses, blackberry and blueberry bushes, goldenrod, Canada mayflowers, clintonia, wild strawberries, purple violets, and wild sarsaparilla. The park is also home to deer, bear, red-tailed hawks, chipmunks, squirrels, foxes, woodcock, and songbirds.

The park was acquired by the City of Lebanon Conservation Commission in cooperation with the Upper Valley Land Trust.

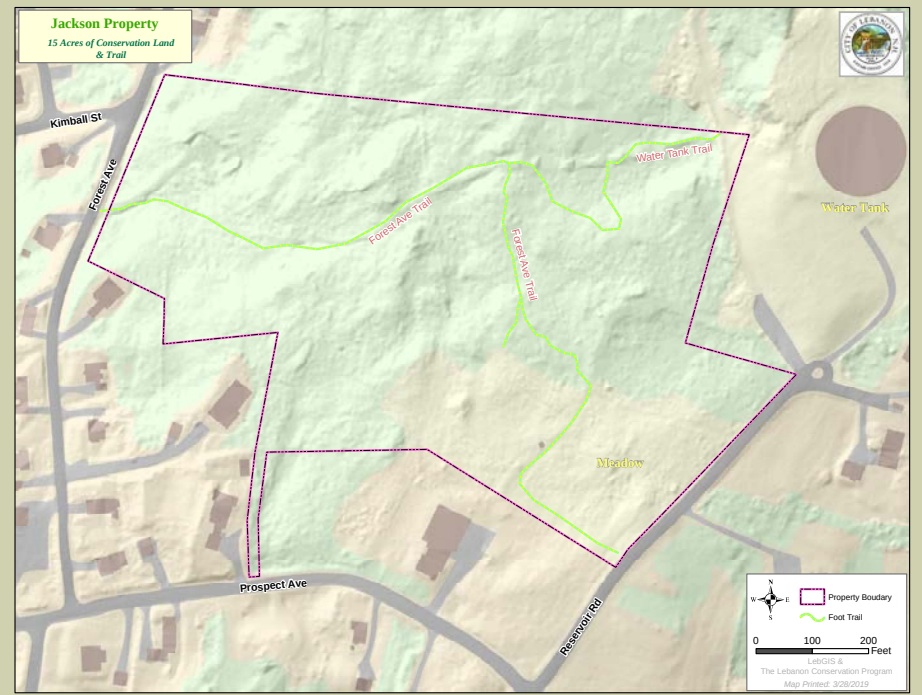
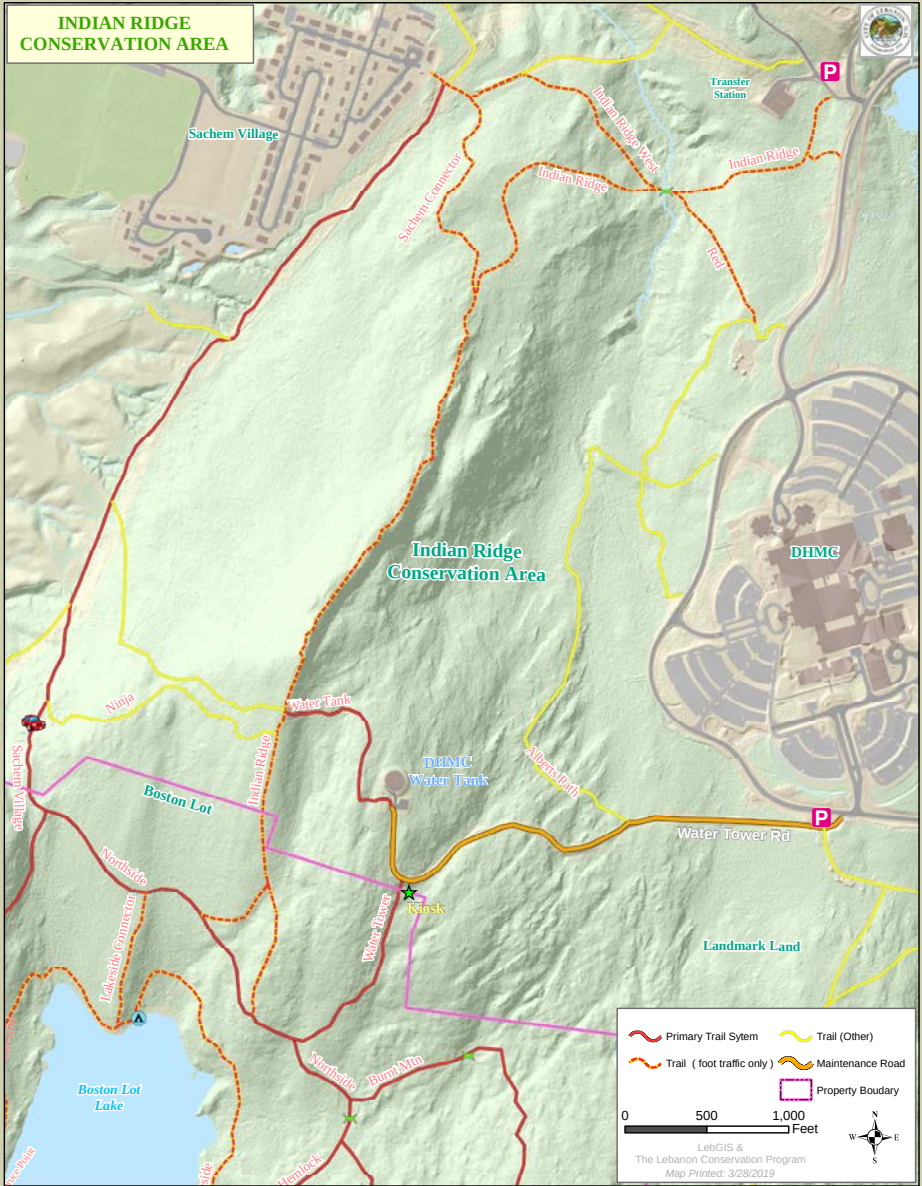


Photo: David Jorgensen

INDIAN RIDGE

237 acres

The approximately 237 acres of conserved land are part of a larger parcel owned by Dartmouth College. The existing property easement was generated as part of an agreement between Dartmouth College and the Town of Hanover. The trails on this property connect to the DHMC trail system, the Boston Lot trail system, as well as to the Sachem Village neighborhood. The views from the ridge include various Vermont peaks, as well as Dartmouth’s Baker Tower.



JACKSON PROPERTY

15 acres

The property is located along the eastern edge of the Central Lebanon city limits. The original property was subdivided to allow the City of Lebanon to purchase and conserve the undeveloped portion of the land as a natural area. The 15+ acres was purchased and protected using the Lebanon Open Space Trust fund.

The property is primarily forested, with species including red oak, white pine, eastern hemlock, red maple, and to a lesser extent, sugar maple, white ash, yellow birch and hop hornbeam. A small red pine plantation exists near the end of Reservoir Road. The eastern hemlock along the northern boundary offer great wintering area for deer. There are also approximately 3 acres of open fields.



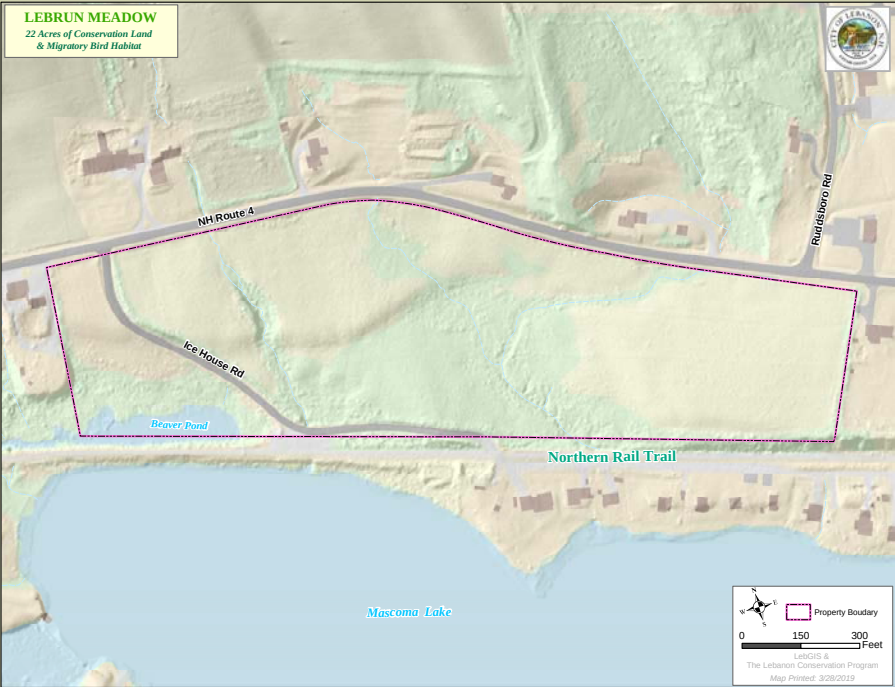
STARR HILL CONSERVATION AREA

36 acres

Starr Hill, named for the family that farmed this land, is located centrally in the city of Lebanon, southerly of the Interstate 89 corridor, and northerly of the Alice Peck Day Hospital. The history of the protection effort for this property extends back to 1991 when the first two parcels(15.2± acres in total) were conserved as part of a neighborhood initiative, led primarily by Laurel and Sid Letter. Present day protected acreage includes 36 acres.

The forested hill top property includes many interesting ecological and geological features, including vernal pools, small palustrine wetlands, large boulders, forest seeps, and a diverse mixed forest of both coniferous and hardwood species including some incredible hemlock, red oak and sugar maple legacy trees.

Trail access is found at the ends of Wheatley Street (a parking area and kiosk is located here) and Eldridge Street The Laurel Letter Loop Trail provides access to most of the property, including a section along the top of the ledges. Along the western edge of the property is an access point to the extensive trail system on the APD/Woodlands property.



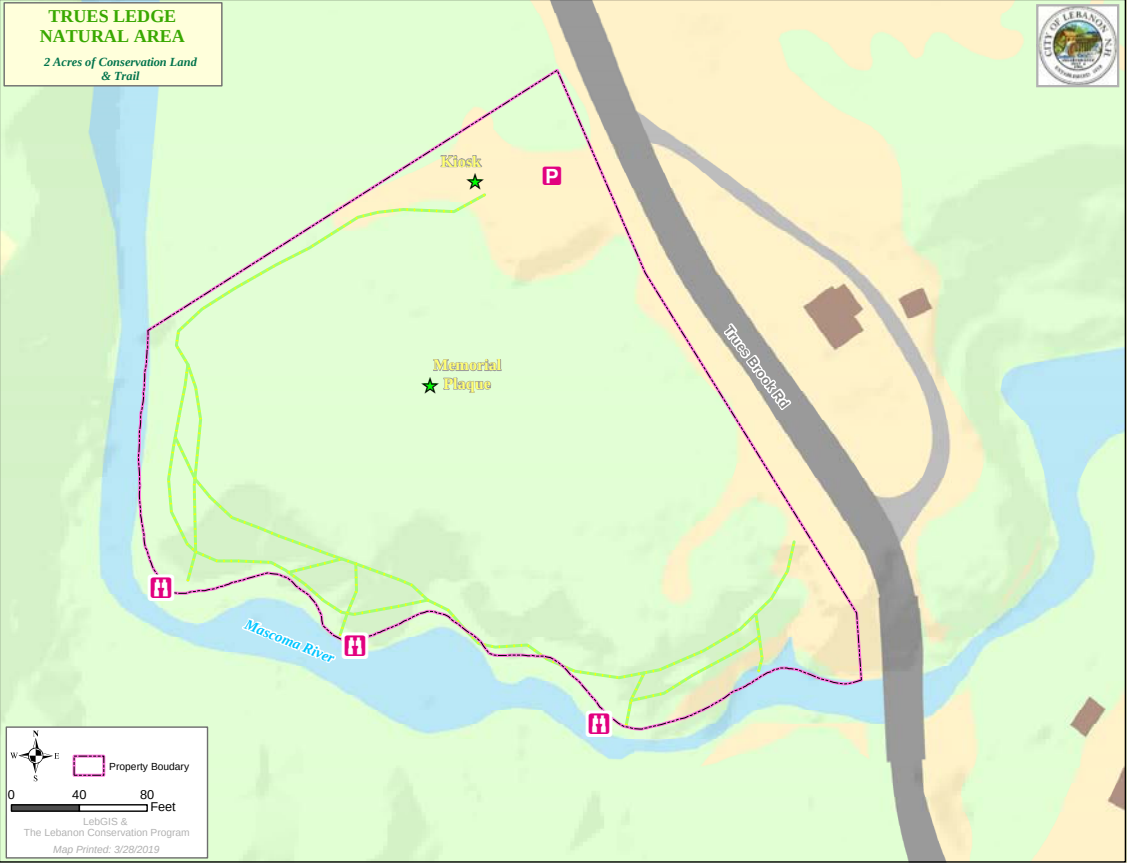
LEBRUN MEADOW

22 acres

The Lebrun Meadow property was purchased by the City of Lebanon from the Eugene D. and Valma M. Lebrun Trusts using the City's conservation funds (Lebanon Open Space Trust). The City was awarded a grant from the State of New Hampshire's Water Supply Land Grant Program to offset the purchase and conservation of the property. The parcel extends in an east-westerly direction between Dartmouth College Highway / NH Route 4 and the northwestern edge of Mascoma Lake.

The open fields on the property were historically hayed by a local farmer but are now on a four year brush-hog rotation so as to maximize the wildlife habitat diversity. Recreational users of the adjacent Northern Rail Trail can enjoy the sounds of birds as the property provides a buffer from the noise from traffic on Rte. 4. The protection of this property provides valuable water quality protection to Mascoma Lake.





TRUES BROOK

2 acres

In 1998, local efforts succeeded in the City’s acquisition of this parcel, and in turn being permanently conserved via an easement with the Upper Valley Land Trust. The property contains a nondescript trail that descends through the woods to the dramatic True’s Brook, which drains much of southwest Lebanon.

The True’s Brook gorge drops some 50 feet in elevation along 700 linear feet of shoreline, including three dramatic overlooks, and a long popular local swimming hole. There is a variety of aquatic, riparian, and upland species sharing this relatively small area.



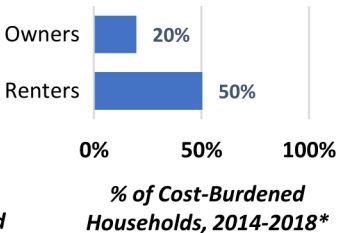
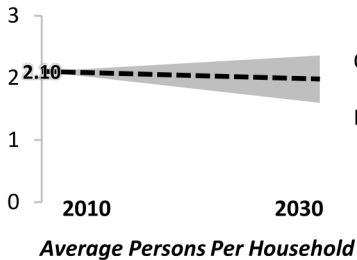
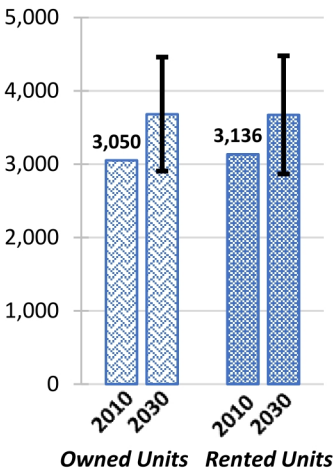
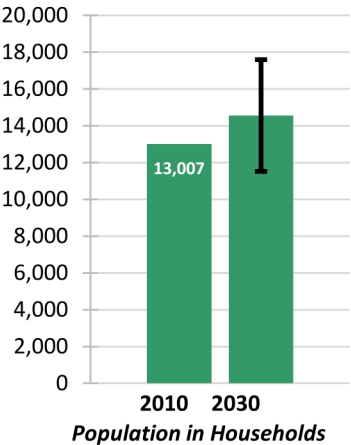
TWO RIVERS

24 acres

This parcel’s earlier use as sand/gravel pit and construction dump belies natural community on the rebound. It was acquired by Upper Valley Land Trust in 1989 and transferred to city of Lebanon in 1990. Trails provide access to both the Connecticut and Mascoma River, including their confluence. The functioning floodplain forest contains species such as basswood, aspen, and white oak, as well as the recent plantings of elm trees with assistance by the Nature Conservancy. Wildlife on this property include mink, fox, beaver, and deer.



Lebanon, NH 2030 Housing Needs Forecast



Model Notes

2010 = Baseline year (actual);
2030 = Future projection range

% Cost-Burdened Households = % of residents paying > 30% of household income towards housing costs.

Data Sources:

2010 Decennial Census; Census Population Estimates; VT Agency of Commerce and Community Development; 2018 American Communities Survey 5 Year Estimates

NEW HAMPSHIRE'S WORKFORCE HOUSING LAW

RSA 674:58 through 61

THE LAW'S CORE MEANING

- All municipalities must provide reasonable and realistic opportunities for the development of workforce housing, including rental and multi-family housing.
- The collective impact of all local land use regulations adopted under RSA 674 shall be considered to determine if such opportunities exist (a facial test).
- Workforce housing of some type must be allowed in a majority of land area where residential uses are permitted (but not necessarily multi-family in a majority of such areas).
- Existing housing stock shall be accounted for to determine if a municipality is providing its “fair share” of current and reasonably foreseeable regional need for workforce housing.
- Reasonable restrictions may be imposed for environmental protection, water supply, sanitary disposal, traffic safety, and fire and life safety protection.

LAND USE BOARD PROCESS

- As part of the application, the developer must notify the board in writing that a workforce housing development is being proposed—the applicant must invoke the statute.
- Planning board RSA 676:4 plat review (or other process) proceeds as normal, but discussions of cost should be part of this.
- Upon approval with conditions, the board notifies the applicant of the conditions, who then has at least 30 days to identify the cost impact of the conditions upon the economic viability of the project. The board may then modify its conditions accordingly.

APPEALS

- To superior court if application is denied or has conditions that have a substantial adverse effect on the project's viability. Burden is on developer to show how the municipality's actions violated the Workforce Housing statute (an as-applied test).
- Hearing on the merits within 6 months; compulsory appointment of a qualified referee if the court is too busy
- “Builder's Remedy” shall include affordability restrictions on workforce housing units, as determined by negotiation between the parties, or by the court if an impasse is reached.

DEFINITIONS

- Workforce housing—housing that's “affordable” for
 - Renter family of 3 making 60% of Area Median Income.
 - Owner family of 4 making 100% of Area Median Income.
 - Does not include age-restricted housing.
 - Does not include developments with >50% of units having less than 2 bedrooms.
- Affordable—no more than 30% of income should be spent on housing (rent + utilities; or mortgage principal and interest, taxes, and insurance).
- Reasonable and realistic opportunities
 - Economically viable workforce housing.
 - Collective impact of land use ordinances and regulations.
 - Natural features and market considerations may be beyond the control of a municipality.
- Multi-family housing—5 or more dwelling units.

Effective Date: January 1, 2010 (extended from July 1, 2009 by Chapter 157, Laws of 2009)

5.2019



NEW HAMPSHIRE

STATE-WIDE ANALYSIS



URBAN3

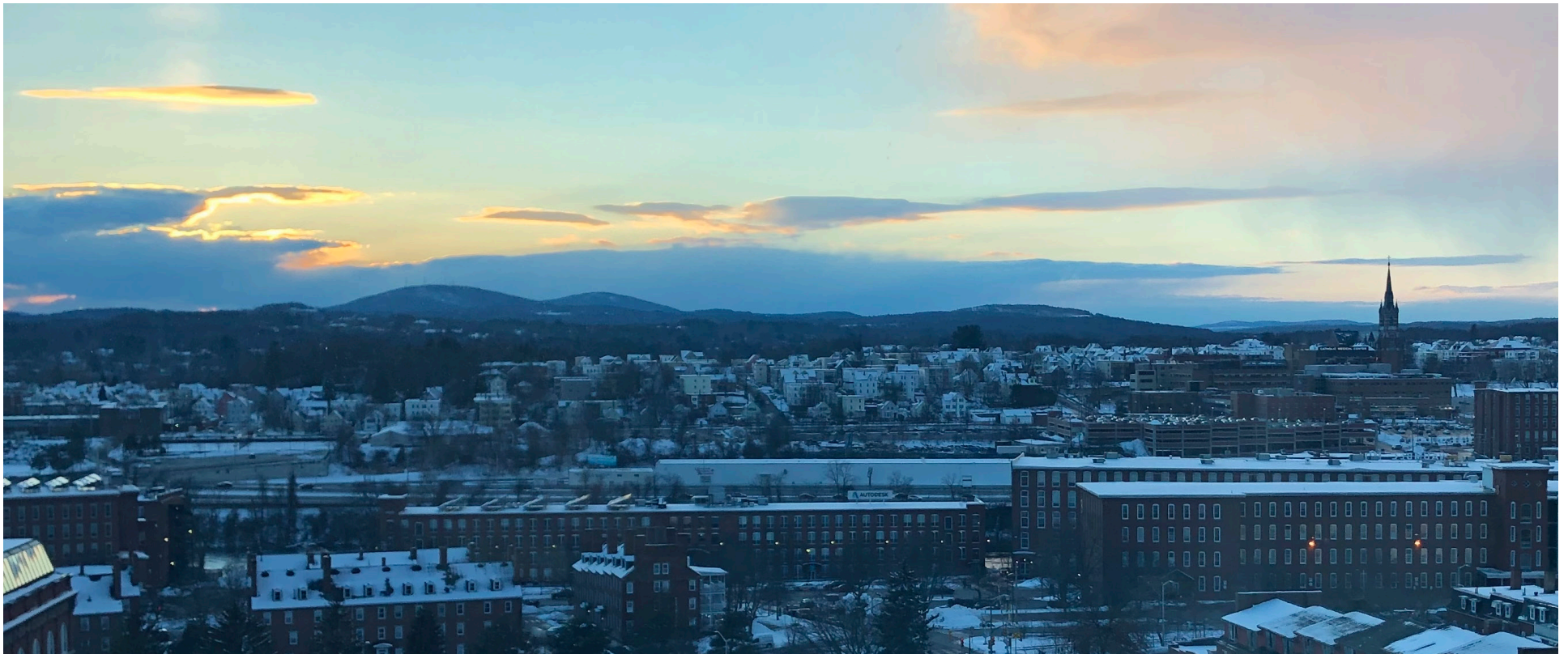
TABLE OF CONTENTS

INTRODUCTION	3	PETERBOROUGH	42
TAX SYSTEM TIPS	4	BERLIN	45
WHY VALUE PER ACRE	5	CONCORD	48
STATE-WIDE ANALYSIS	6	NASHUA	51
ROCHESTER	9	COMPARISON CITIES	54
DOVER	12	SEACOAST	55
PORTSMOUTH	15	ACADEMIC TOWN	56
HANOVER	18	POTENTIAL CORE FOCUS	57
KEENE	21	DOWNTOWN FOCUS	58
EXETER	24	LARGE CITIES	59
HUDSON	27	CONCLUSIONS	60
PELHAM	30	DATA SOURCES AND WORKS CONSULTED	
LACONIA	33		
CLAREMONT	36		
LEBANON	39		

Data from 2019 | Report produced 2020
New Hampshire Housing Finance Authority
New Hampshire Department of Revenue Administration
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Esri

INTRODUCTION

Once the domain of the Abenaki Nation, the State of New Hampshire has a history of making the most of its available resources and reinventing itself. In the late 1800s booming textile and manufacturing industries flourished in the south while lumber milling reigned in the north. The Great Depression proved too great an obstacle for most industries and production waned. Old textile mills were taken over by modern manufacturing operations, but by the 1960s New Hampshire, along with the rest of the United States, experienced the steep decline of heavy industry. More recently, technology and innovation companies have grown in downtowns, especially in larger cities. Smaller towns have used their resources to build real estate and tourism enterprises that welcome millions of visitors every year. Part of what helps New Hampshire grow are decisions to adapt to change and use land more efficiently. Land is a finite resource and its use can either produce high enough property tax revenues to support resident needs, or drain city funds for infrastructure upkeep. In this report we look at how community wealth and development are connected, from the Seacoast to the North Country.

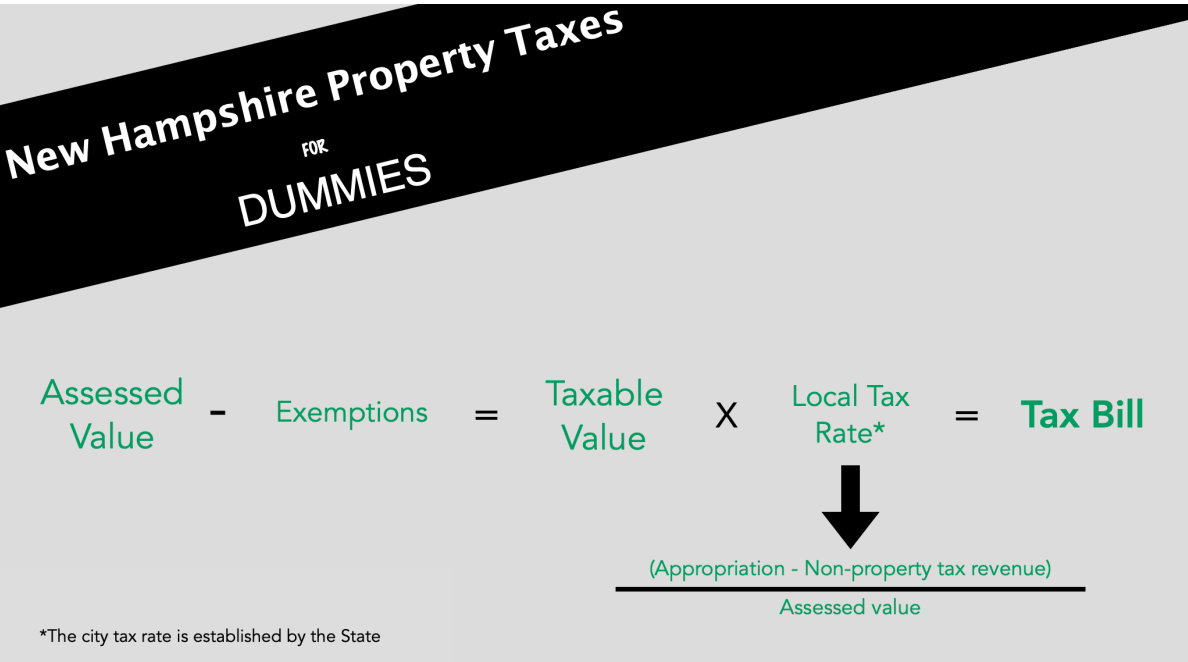


NEW HAMPSHIRE

TAX SYSTEM TIPS

Property taxes are a key revenue source for many local governments in the United States. New Hampshire is one of the most property revenue-dependent states. The formula for calculating a property tax bill in New Hampshire is shown below. The New Hampshire Department of Revenue Administration is responsible for completing the equalization process in which property value is adjusted to account for differences in valuation years to ensure fair taxation across jurisdictions. However, because equalization changes year to year, it can distract from the message that the underlying value of buildings and land is fairly stable over time. To focus on the study goal of evaluating the productivity across development patterns, equalization values were not included in the numbers shown. Within a community, values remain relative to each other regardless of equalization. The meaningful comparison between communities is not of exact values, but the overall shape of the model, which reveals the relative productivity of land use patterns.

Mapping property tax production is tantamount to mapping how cities and towns pay for municipal services, like police and fire protection, the school system, and infrastructure. When property value varies geographically, we can make comparisons between other spatially relevant factors such as patterns of development, demographics, and public investment. Put simply, how land is used directly affects its tax productivity. As such, analyzing the value that is the source of government revenues is critical to planning a strong financial future.



2019 TAX RATES	PER \$1000
Berlin.....	\$39.82
Claremont.....	\$40.26
Concord.....	\$27.78
Dover.....	\$25.19
Exeter.....	\$23.27
Hanover.....	\$18.45
Hudson.....	\$20.28
Keene.....	\$37.60
Laconia.....	\$20.59
Lebanon.....	\$30.37
Nashua.....	\$21.76
Pelham.....	\$19.04
Peterborough.....	\$29.75
Portsmouth.....	\$14.86
Rochester.....	\$12.22

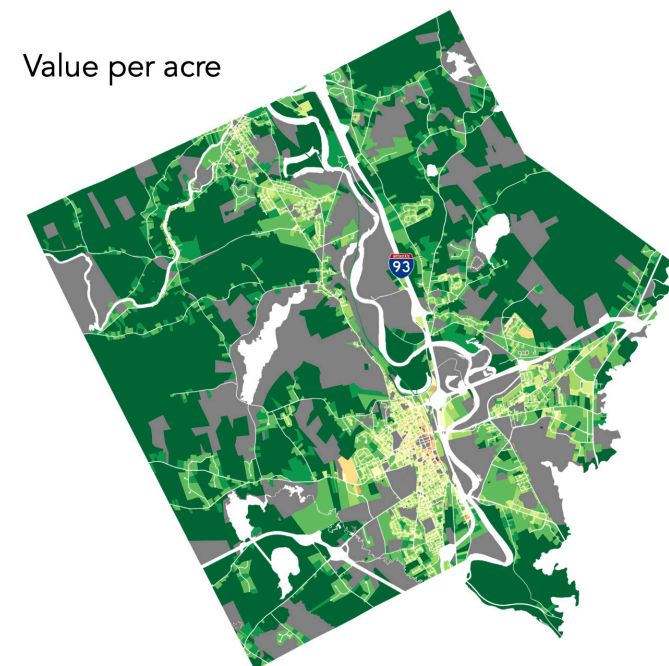
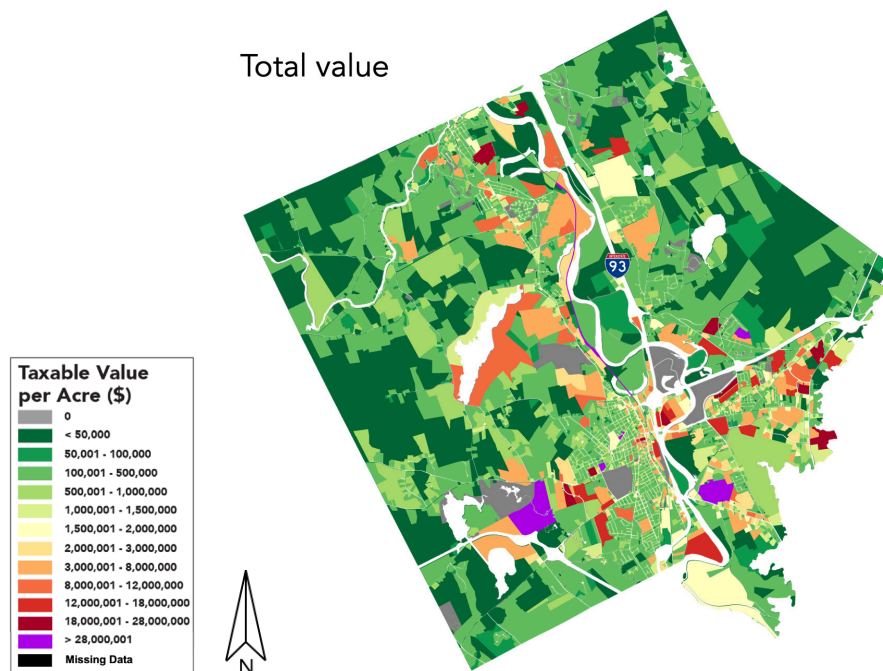
NEW HAMPSHIRE

WHY VALUE PER ACRE

Urban3's analysis focuses on the "per acre" metric as a unit of productivity. After all, cities and counties are, at their simplest, finite areas of land, and how that land is used has a direct effect on municipal coffers. This metric normalizes total revenues and tax values into a direct "apples-to-apples" comparison, utilizing land consumed as a unit of productivity. Put another way, different cars have differently-sized gas tanks, so the gallon is used as the standard measure, not the tank. Therefore, "miles per gallon", not "miles per tank" is common practice to gauge efficiency. We apply the same principle to measure the financial productivity of various development types across a community.

Expansive developments with large footprints (like a sprawling subdivision) are typically more expensive to service with public utilities (streets, water and sewer). Thus, examining a development's total tax production overlooks the amount of land and other public resources consumed in order to produce revenue. Nevertheless, many cities use a total value map, like the one to the left of Concord, NH, to inform land use decisions.

In contrast, the map to the right illustrates how dividing total value by total acreage identifies the lower-efficiency areas (dark green) near the periphery and the concentrations of higher-efficiency parcels (dark red and purple), typically near historic centers and traditional, non-interstate corridors. This metric more accurately measures how well a city or county uses its chief finite resource: land.



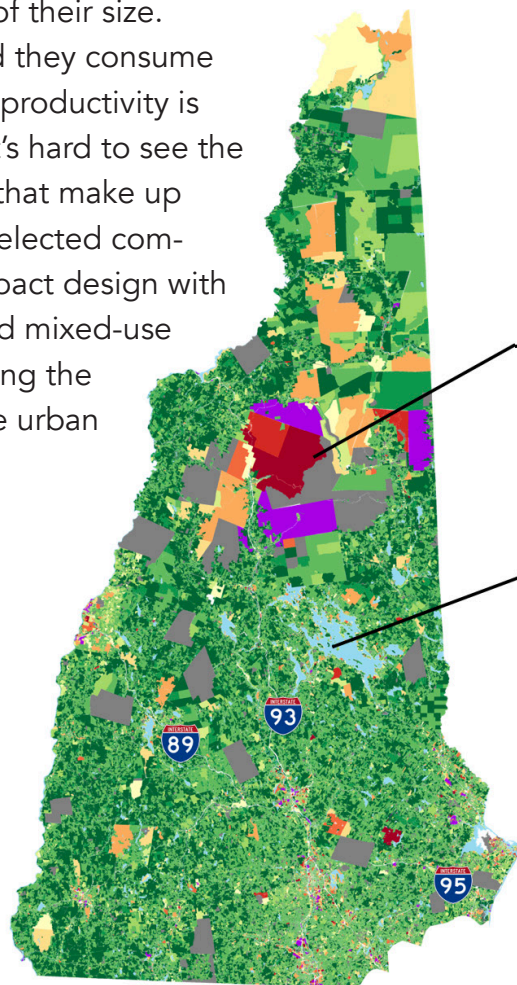
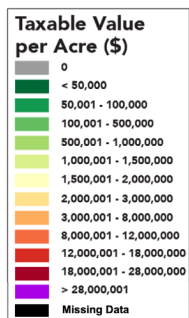
NEW HAMPSHIRE

STATE-WIDE ANALYSIS

The total value map for New Hampshire shows large parcels in the northern half of the state and a trail of commercial properties along I-93 as highly valuable and in shades of orange, red, and purple. When mapped by value per acre, these large, undeveloped parcels fade to green, or turn gray because of their nontaxable status. The more urban areas in the southeast change to warmer shades like yellow and orange. Large parcels often appear valuable because of their size. However, when the land they consume is considered, their low productivity is revealed. At this scale it's hard to see the tiny productive parcels that make up the downtowns of the selected communities, but their compact design with multi-story buildings and mixed-use are effective at generating the value that's visible in the urban southeast.

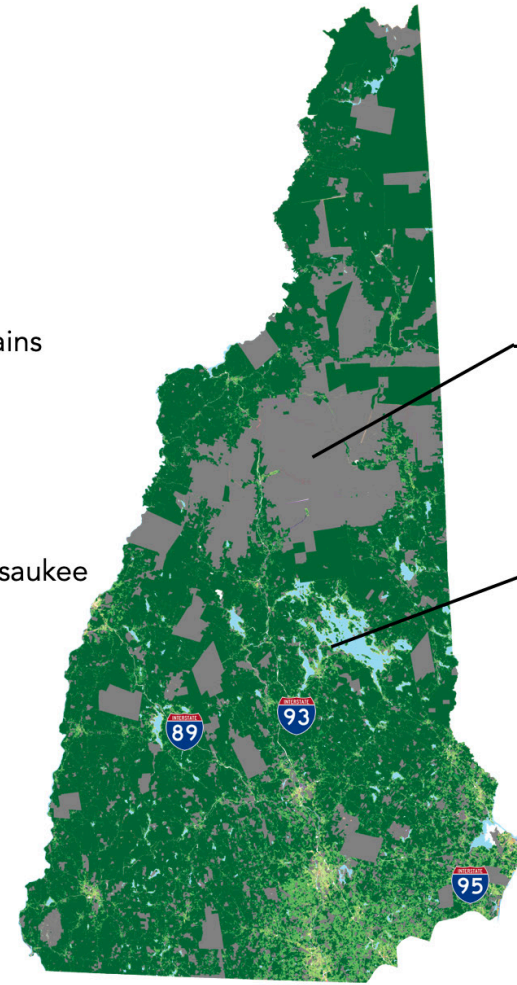
Total value

Value per acre



White Mountains

Lake Winnepesaukee



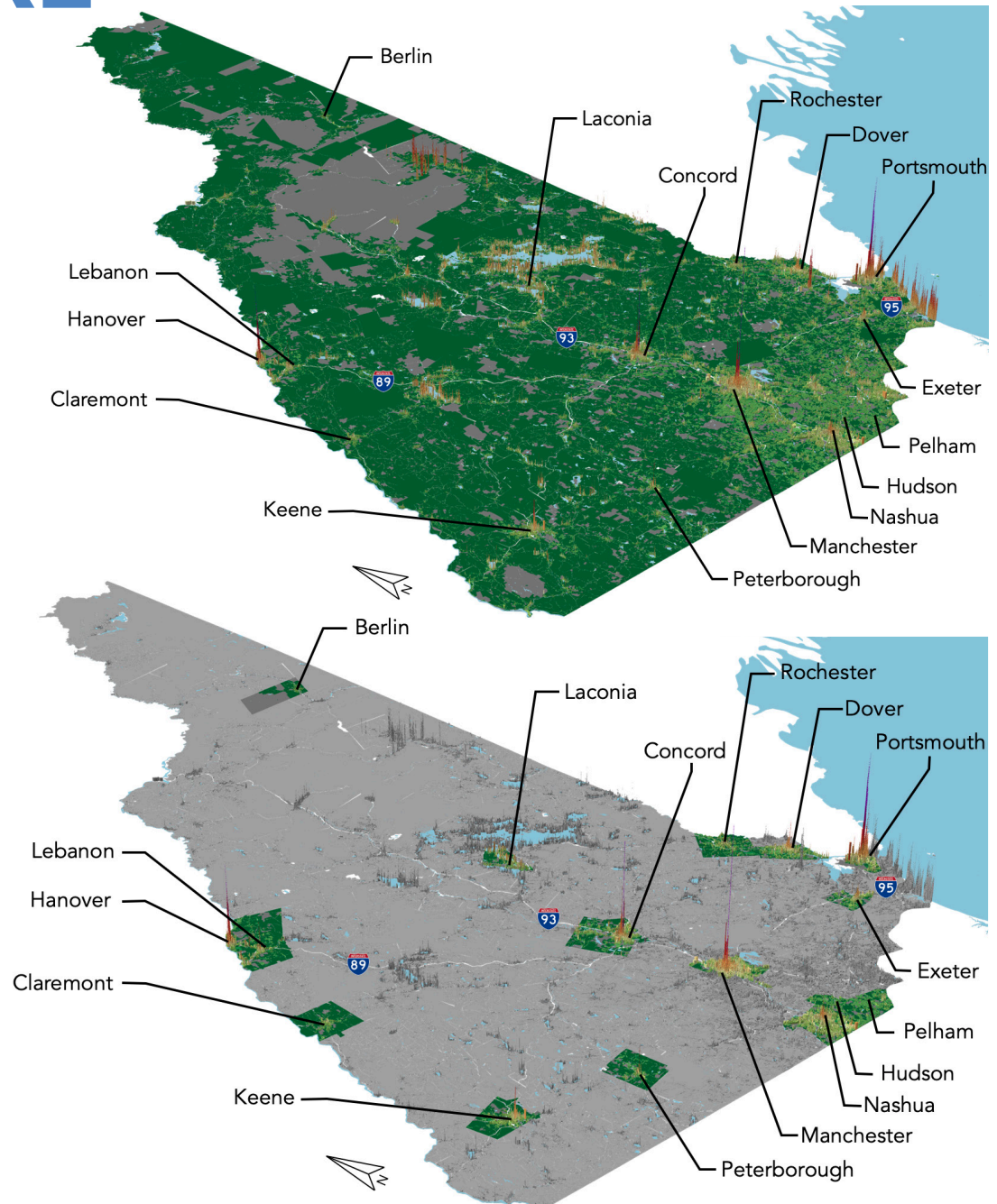
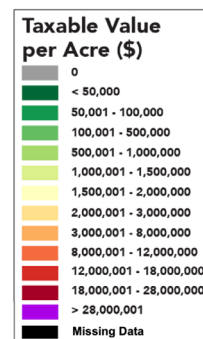
White Mountains

Lake Winnepesaukee

NEW HAMPSHIRE

STATE-WIDE ANALYSIS

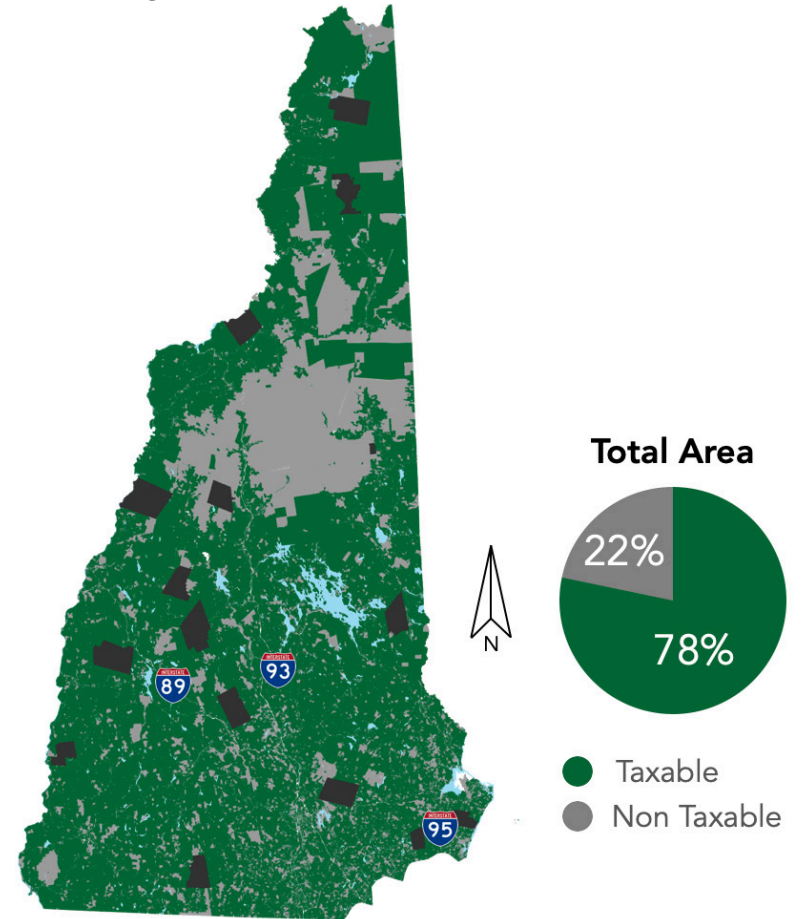
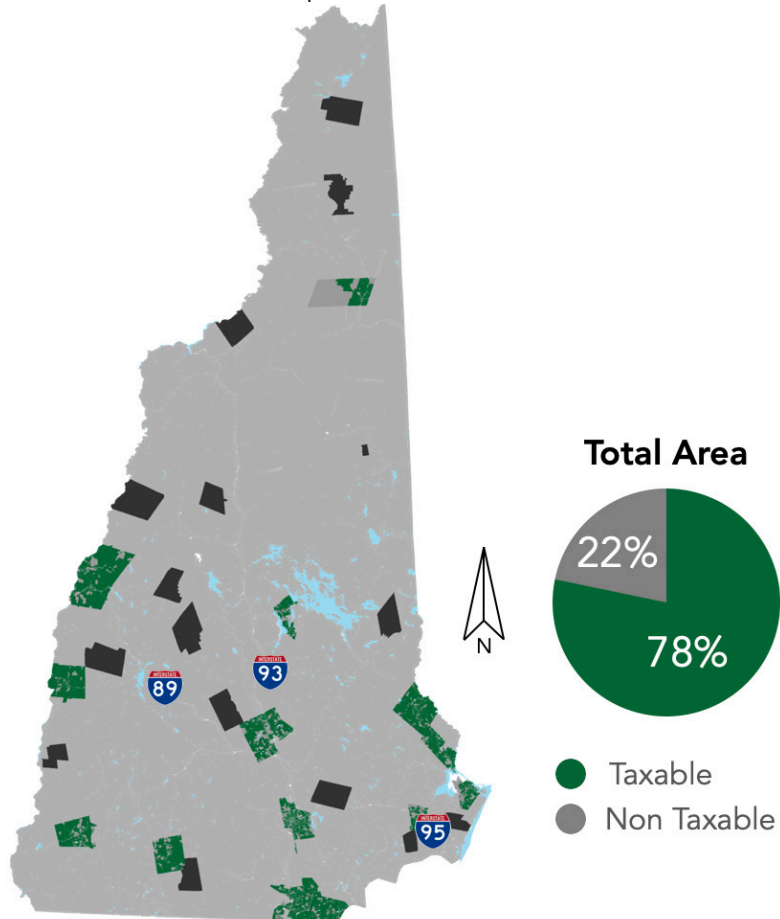
In 3D the differences in productivity among the selected communities becomes more apparent. Portsmouth has the highest peak VPA and a very productive downtown. Communities that follow I-93 north like Nashua, Manchester, and Concord also have strong downtowns. Other cities and towns that are more isolated, like Keene, have a visibly productive downtown, but lack the magnitude of their more developed counterparts. Smaller towns that have potential for a stronger downtown lack spikes in the model, but have opportunities to grow. New Hampshire is a fairly rural state with lots of land reserved in national forests and state parks. Existing urban development must serve as the foundation for intensifying land use and increasing revenue.



NEW HAMPSHIRE

STATE-WIDE ANALYSIS

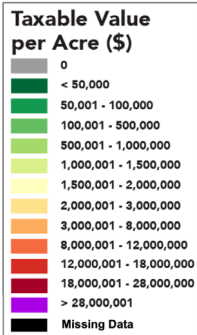
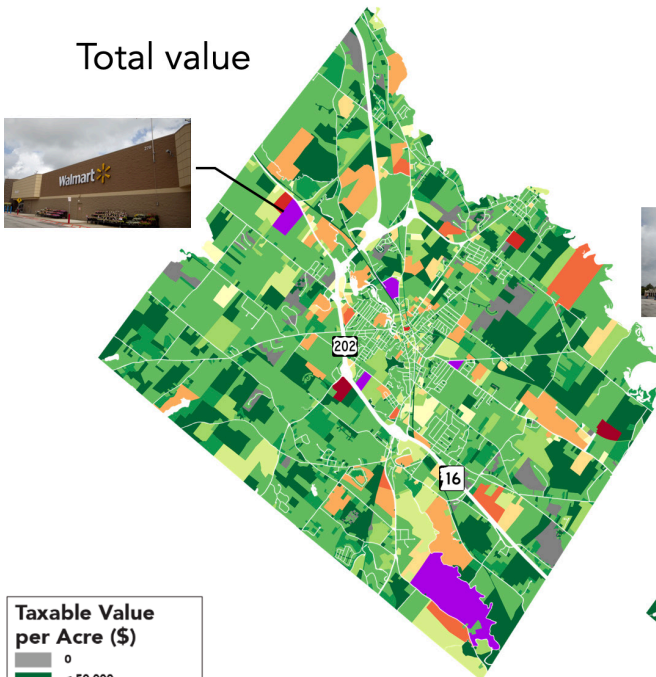
Our state-wide data for mapping did not include the data for several smaller communities in dark gray in the map to the left. None of these towns were selected for the study, but it's important to note that the properties are there and paying taxes, but were unable to be mapped, and thus skew state-wide stats to a degree. The missing data accounts for 5.25% of New Hampshire's total land area. The map to the right shows the distribution of taxable land (green) and nontaxable land (gray) in New Hampshire. 78% of the land within New Hampshire is taxable and 22% is nontaxable. This balance gives the community a considerable amount of land to work with, but development should be focused on building density in downtowns. Considering the balance of taxable and nontaxable land is important when it comes to development decisions that affect how much land is available to generate revenue.



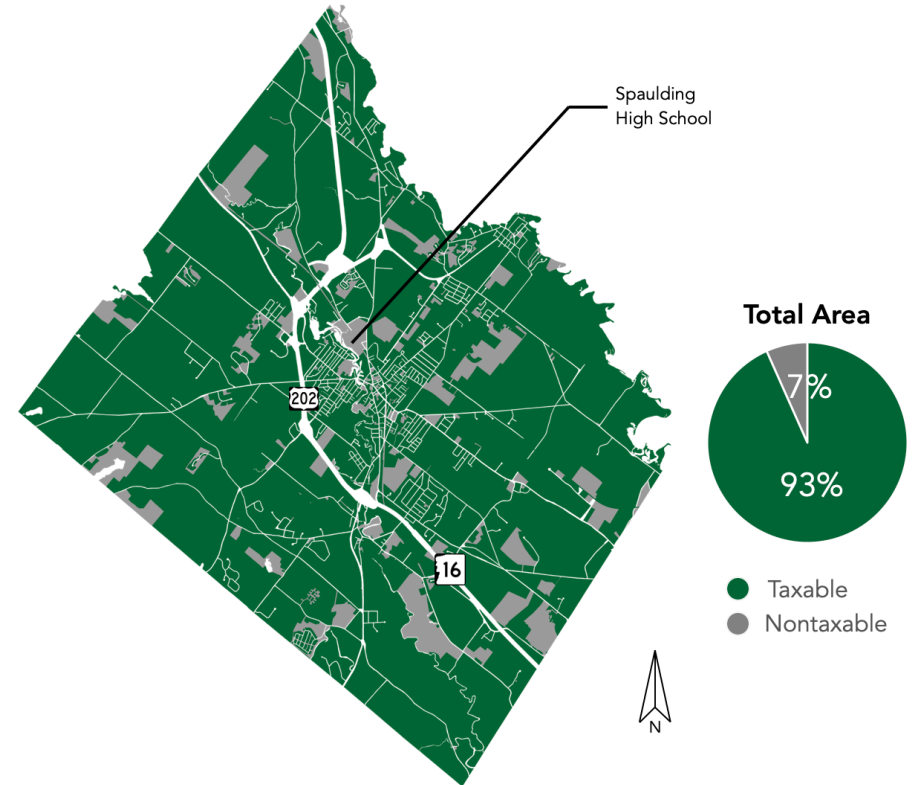
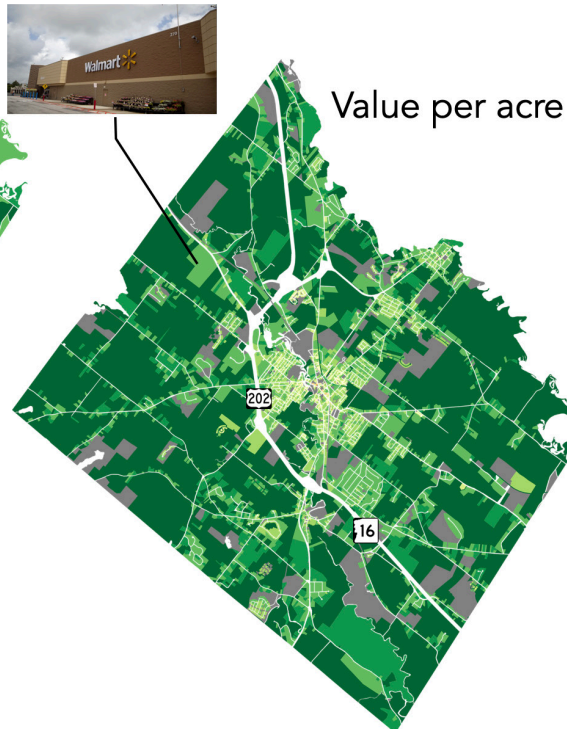
ROCHESTER

The total value map for Rochester shows large big-box properties northwest of U.S. Rte 202, like Walmart, as high value and in red and purple. However, when mapped by value per acre, the big-box store properties are revealed to be low productivity and fade to green while downtown Rochester changes to warm colors. Vast parking lots and inexpensive building materials contribute to the low productivity of a typical big-box store.

Total value

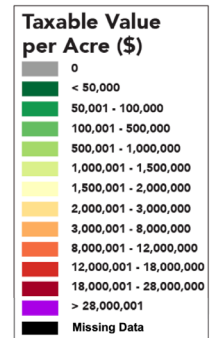
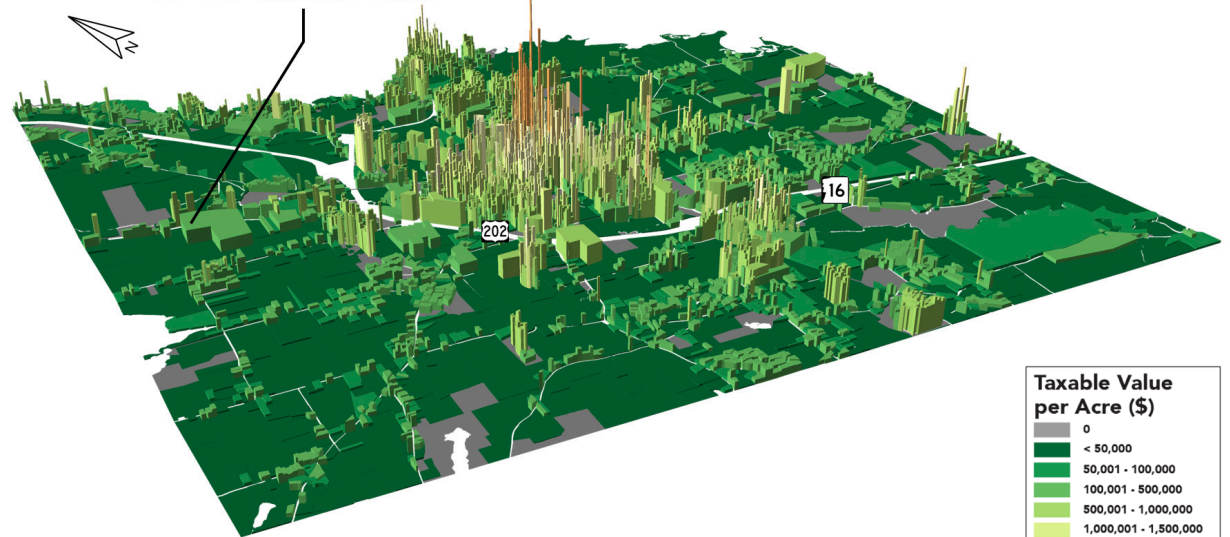


Value per acre



The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Rochester. 93% of the land within Rochester is taxable and 7% is nontaxable. This balance gives the community a considerable amount of land to work with when it comes to working on projects that intensify land use and build density. Considering the balance of taxable and nontaxable land is important when it comes to development decisions that affect how much land is available to generate revenue, particularly in the downtown area.

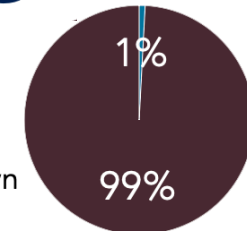
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Rochester uses 1% of Rochester's land to generate 8% of Rochester's value. This 1:10 ratio means that, relative to its size, downtown Rochester is 10 times more productive than all of Rochester. This ratio is a sign of a healthy downtown, but there is always room to improve. Refurbishing historic mixed-use buildings and transforming large surface parking lots in downtown into new development would create new spikes of value in the 3D model.



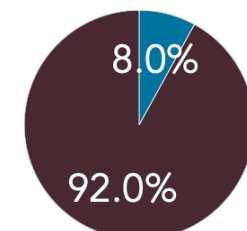
1:10

DTown
City

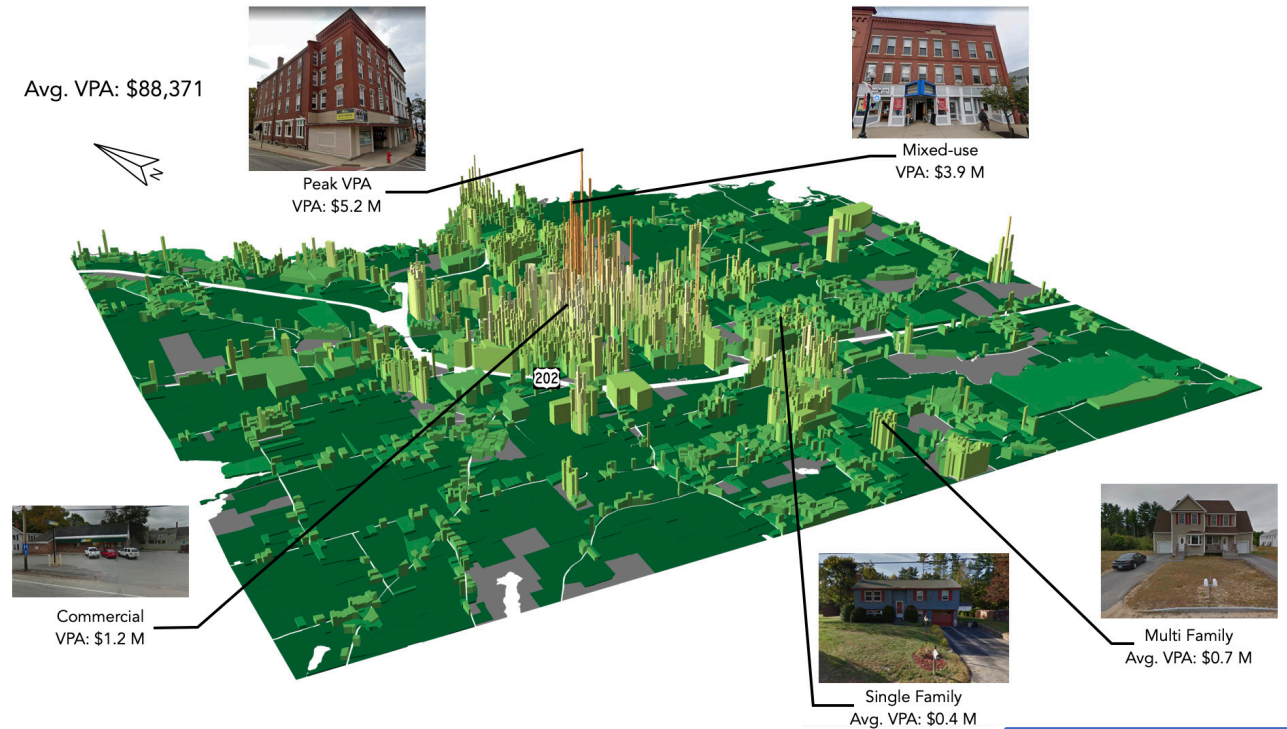
Area



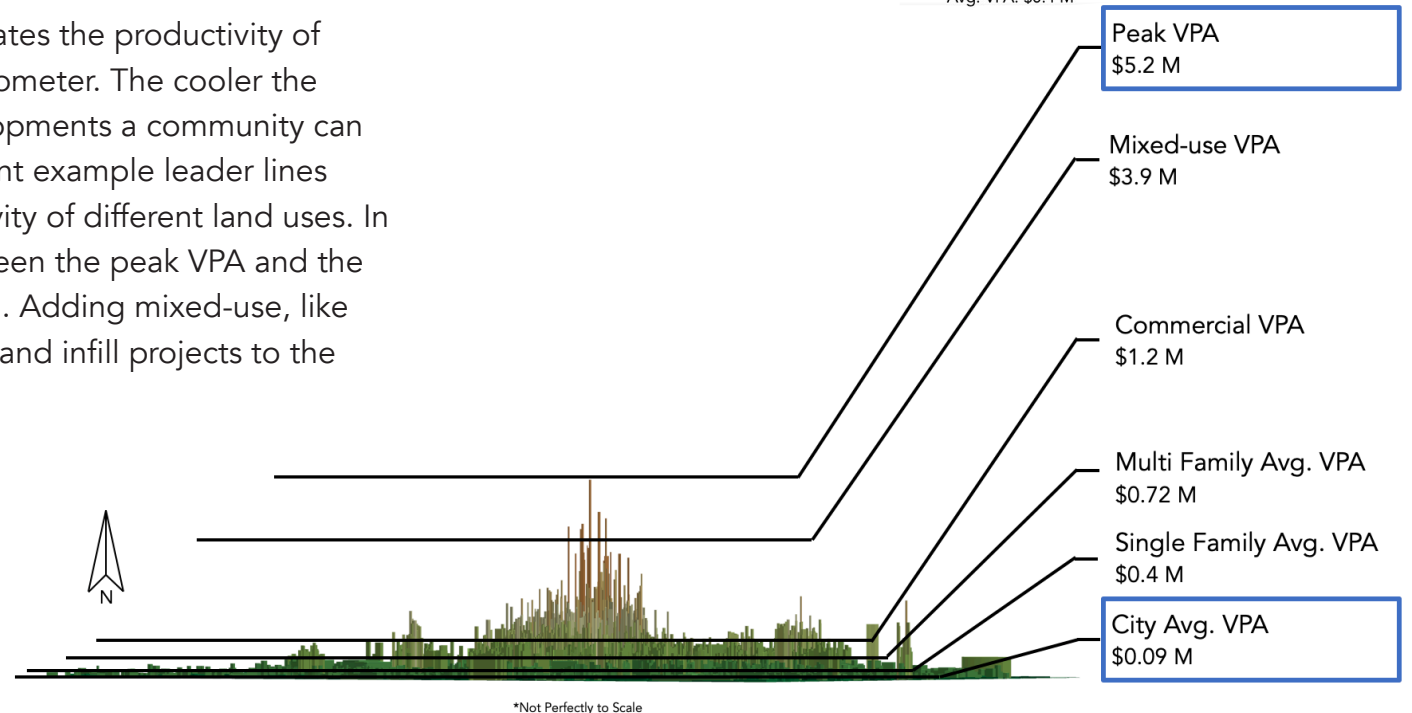
Value



The map to the right highlights examples of typical buildings and developments in Rochester that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The VPA of a typical mixed-use example is nearly three times the VPA of a typical solely commercial property. Adding a residential component to a building increases value.

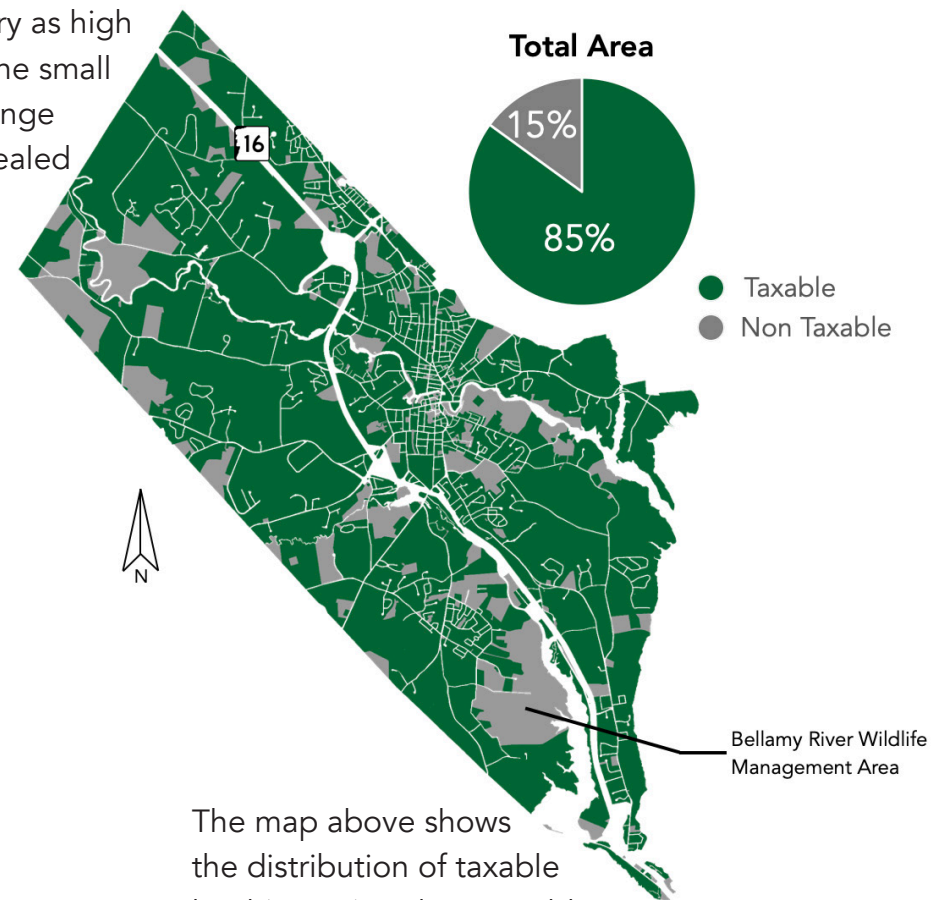
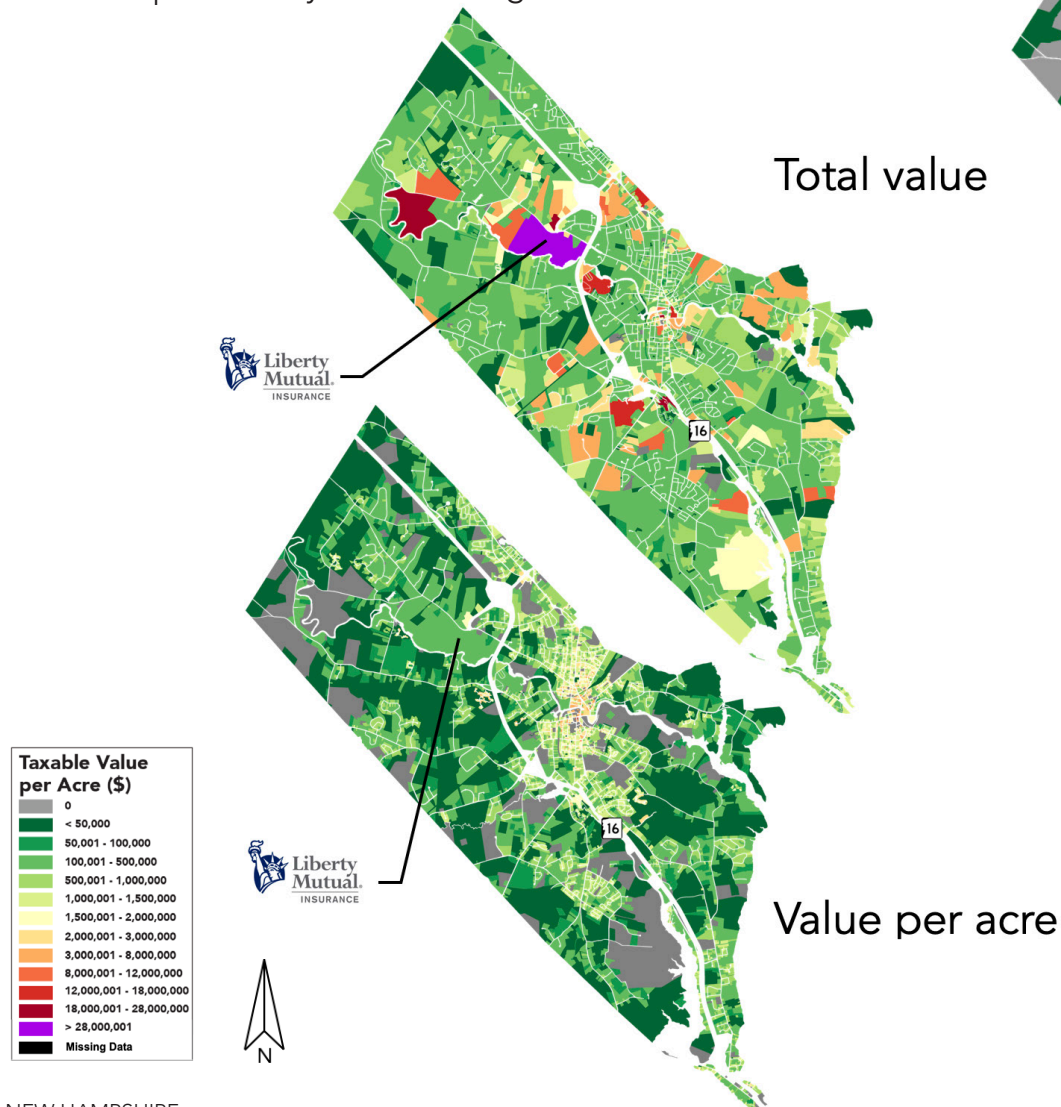


The diagram to the right demonstrates the productivity of Rochester as a metaphorical thermometer. The cooler the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Rochester, the range of value between the peak VPA and the city's average VPA is relatively small. Adding mixed-use, like the Salinger Block redevelopment, and infill projects to the downtown would increase value.



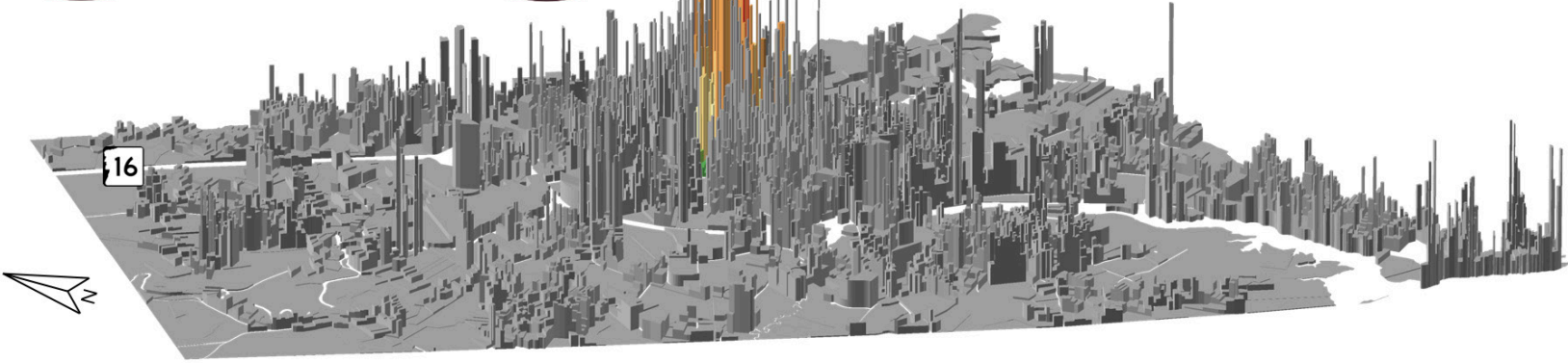
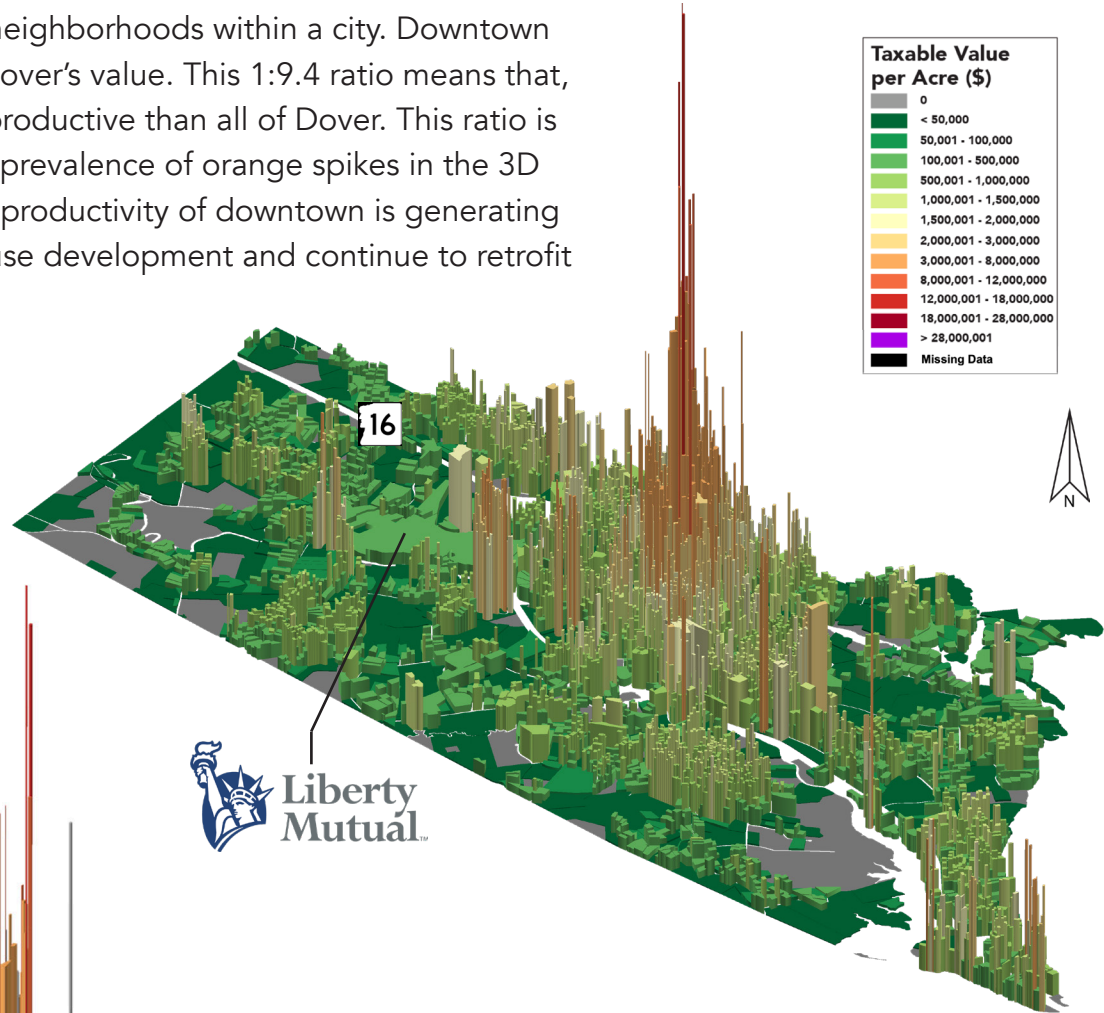
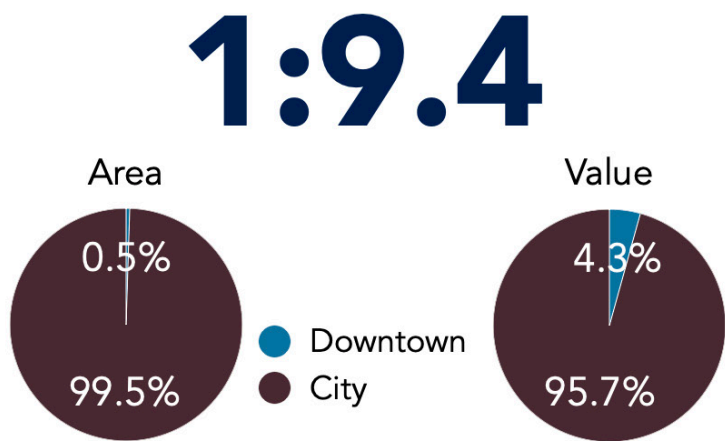
DOVER

The total value map for Dover shows large properties on the periphery as high value in purple and red. However, when mapped by value per acre, the small highly productive properties along Main Street appear in red and orange and the larger parcels, like the prominent Liberty Mutual site, are revealed to be low productivity and fade to green.

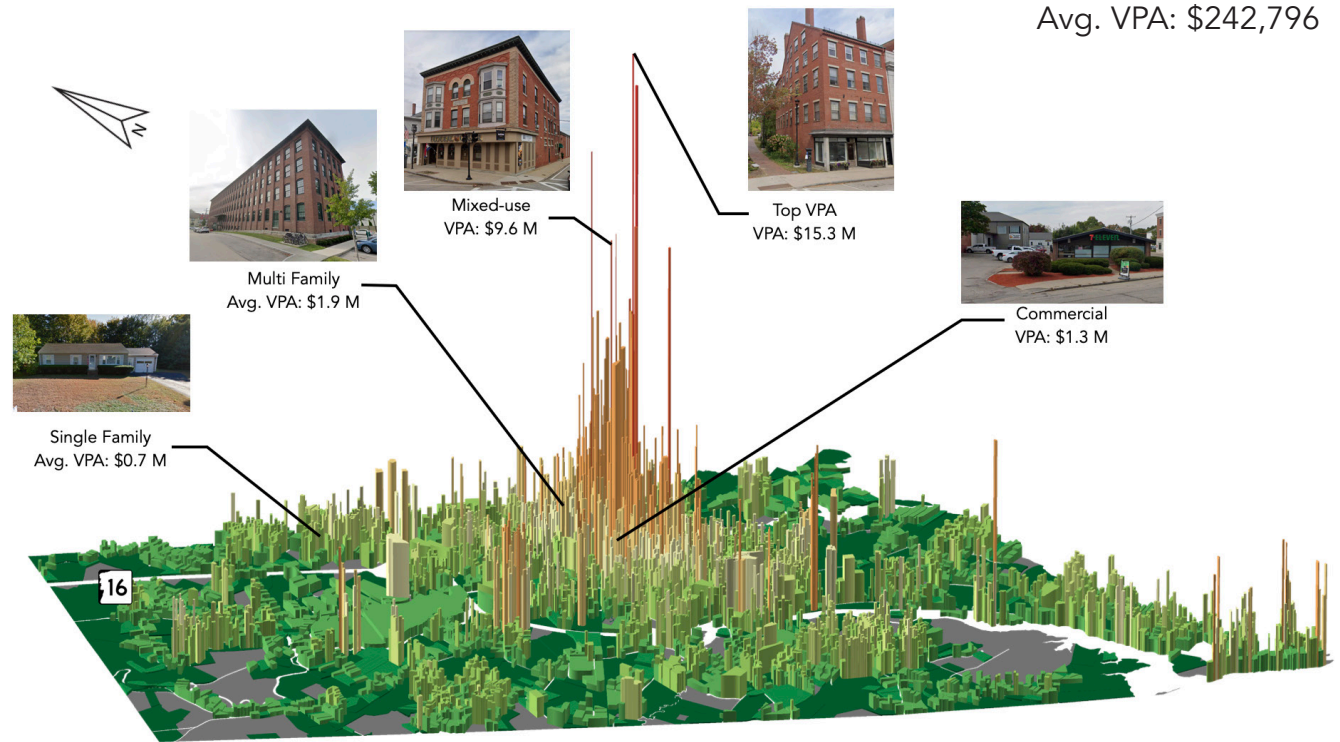


The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Dover. The balance of taxable and nontaxable land is important when considering the proportion of revenue-producing land to the tax-exempt land that uses city services without generating revenue. 85% of the land within Dover is taxable and 15% is nontaxable.

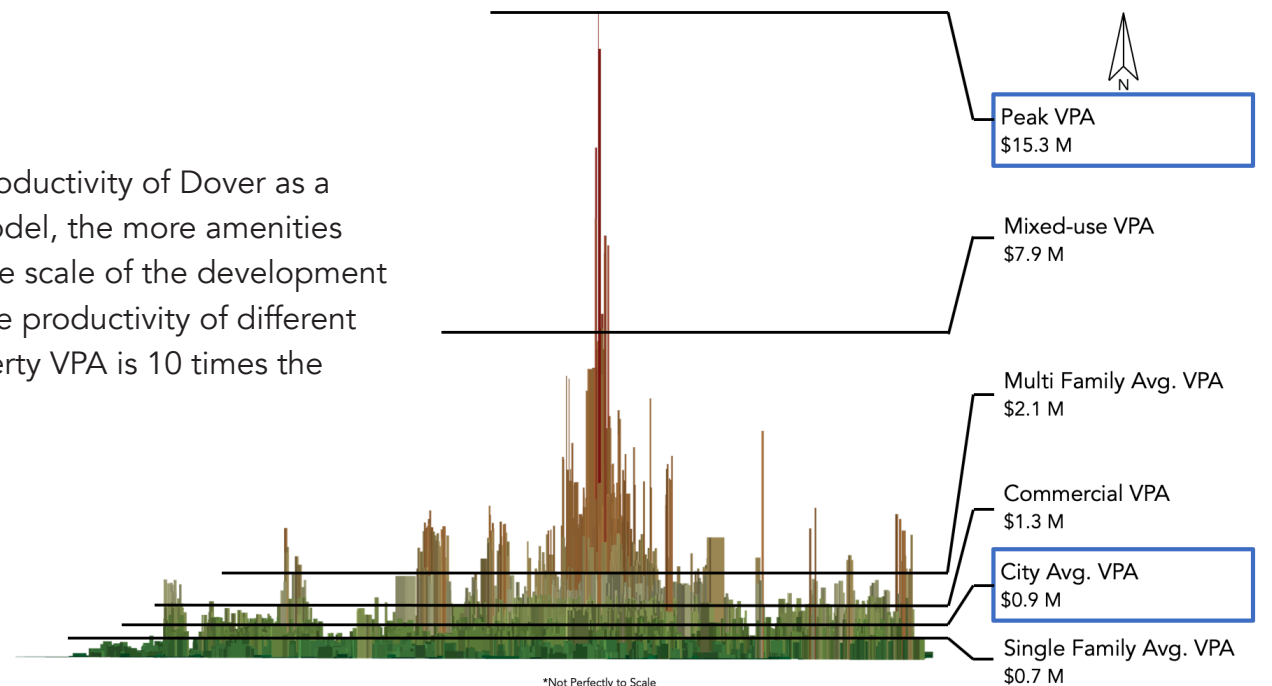
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Dover uses 0.5% of Dover's land to generate 4.3% of Dover's value. This 1:9.4 ratio means that, relative to its size, downtown Dover is 9.4 times more productive than all of Dover. This ratio is above the typical 1:6 ratio for healthy downtowns. The prevalence of orange spikes in the 3D model indicates that while Dover has some sprawl, the productivity of downtown is generating an abundance of value. Dover could add more mixed-use development and continue to retrofit old mill buildings to further boost its productivity.



The map to the right highlights examples of typical buildings and developments in Dover that help us understand how patterns of land use choices affect value per acre. As buildings grow more valuable and use their land more intensely, they appear taller in the model. The VPA of the single-family example is less than 5% of the peak VPA. Single-family housing parcels often have large yards with inexpensive construction. Together, these factors diminish productivity.

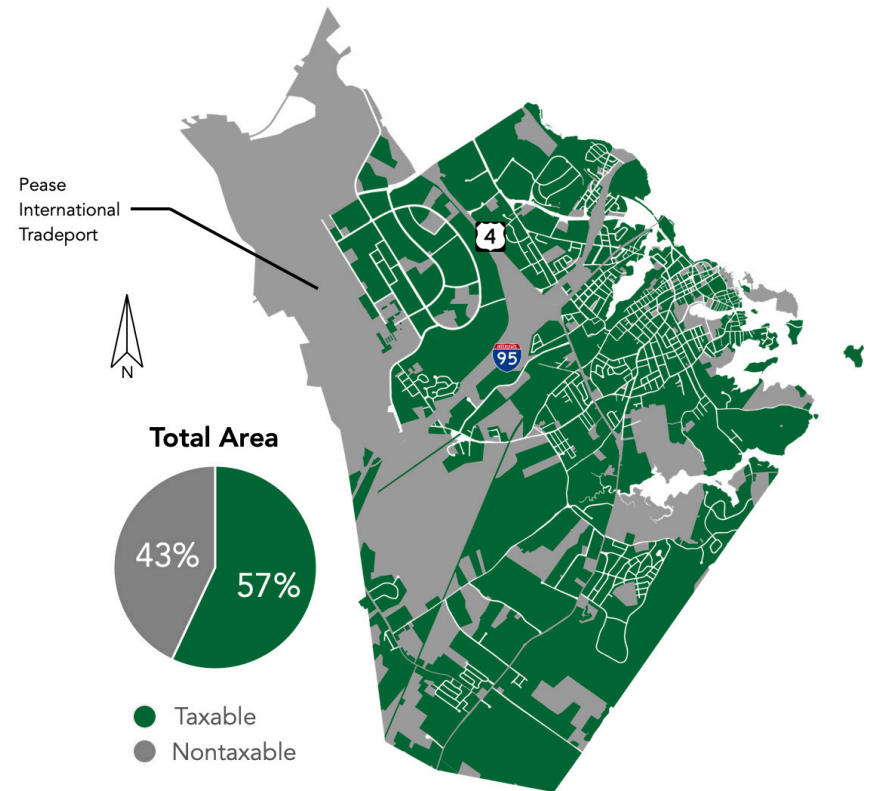
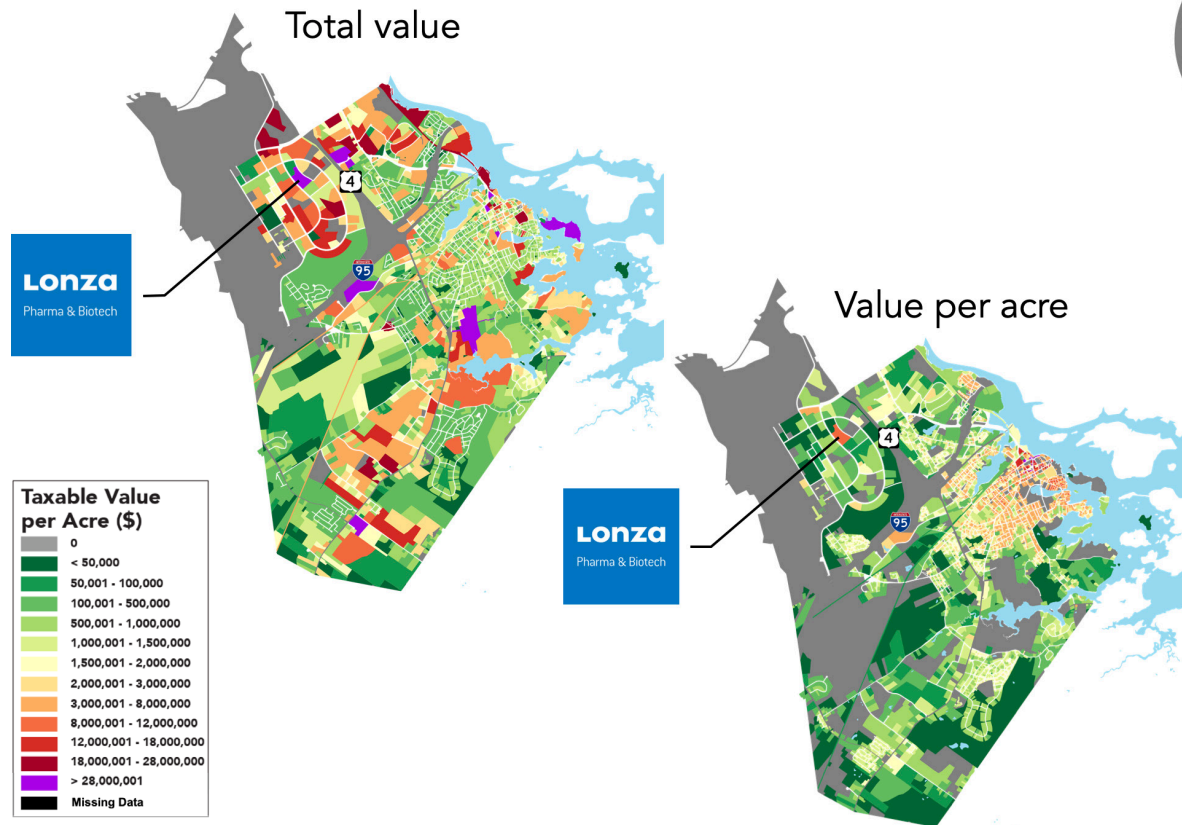


The diagram to the right demonstrates the productivity of Dover as a metaphorical thermometer. The hotter the model, the more amenities and development a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Dover, a typical mixed-use property VPA is 10 times the average single-family VPA.



PORTSMOUTH

The total value map for Portsmouth shows a collection of larger industrial properties just east of the Pease International Tradeport in high-value red and purple. However, when mapped by value per acre, these medium-sized parcels faded to green, except for the Lonza Biologics property. Unlike nearby neighbors, the Lonza property has a large building with minimal parking. The productivity of downtown Portsmouth is also evident in the value per acre map.



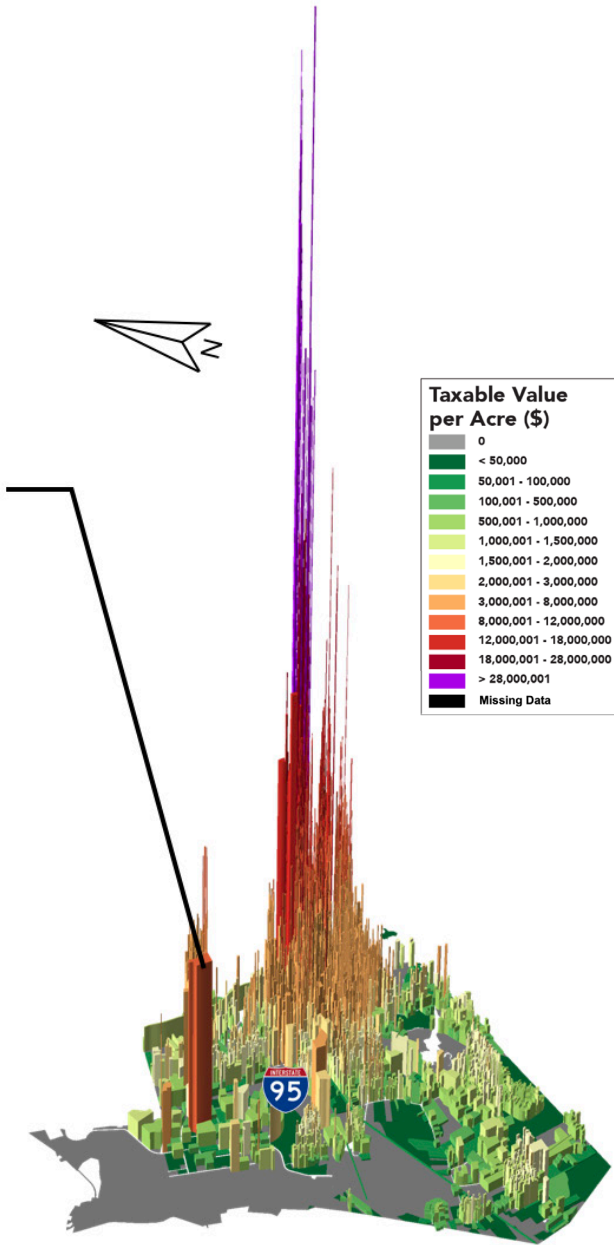
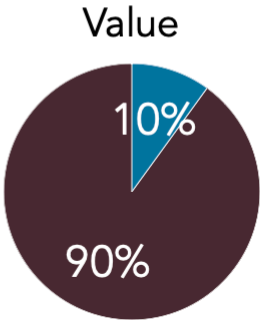
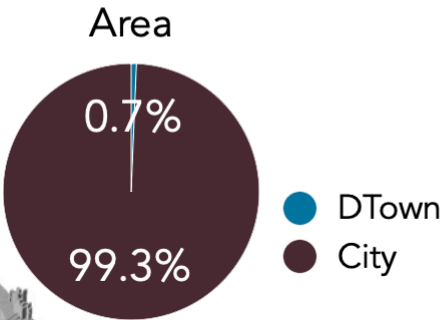
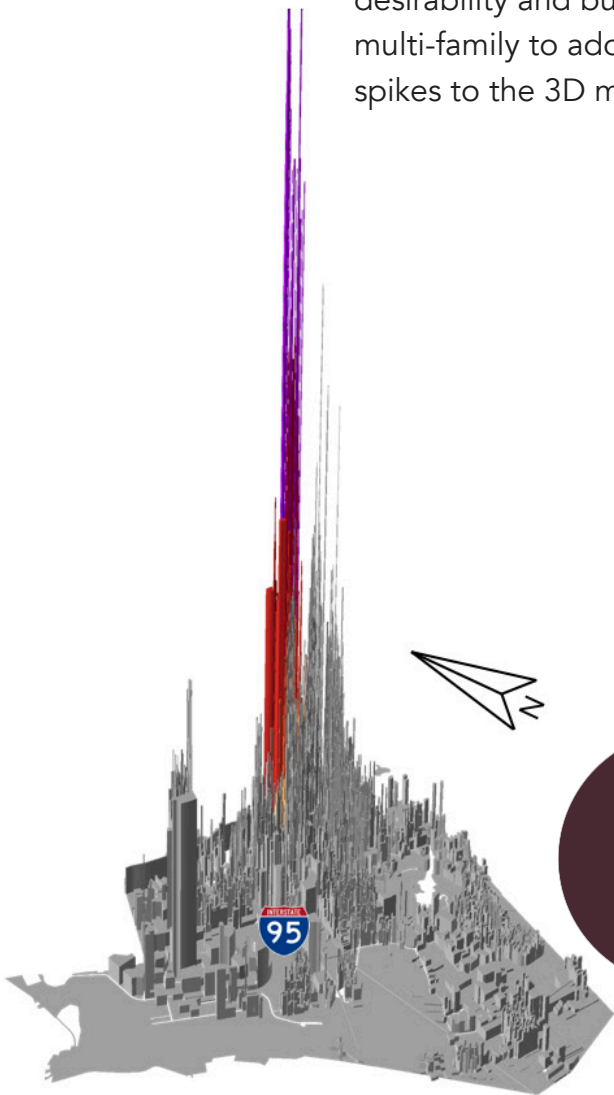
The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Portsmouth. 57% of the land within Portsmouth is taxable and 43% is nontaxable. The tradeport makes up a considerable portion of the nontaxable land. However, it doesn't overwhelm the city and significantly limit potential development, especially when we consider that the best opportunity for increasing productivity lies within and around downtown Portsmouth.

The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Portsmouth uses 0.7% of Portsmouth's land to generate 10% of Portsmouth's value. This 1:15.6 ratio means that, relative to its size, downtown Portsmouth is 15 times as productive as all of Portsmouth. This ratio is more than double the typical 1:6 ratio of a healthy downtown. Portsmouth could capitalize on its clear

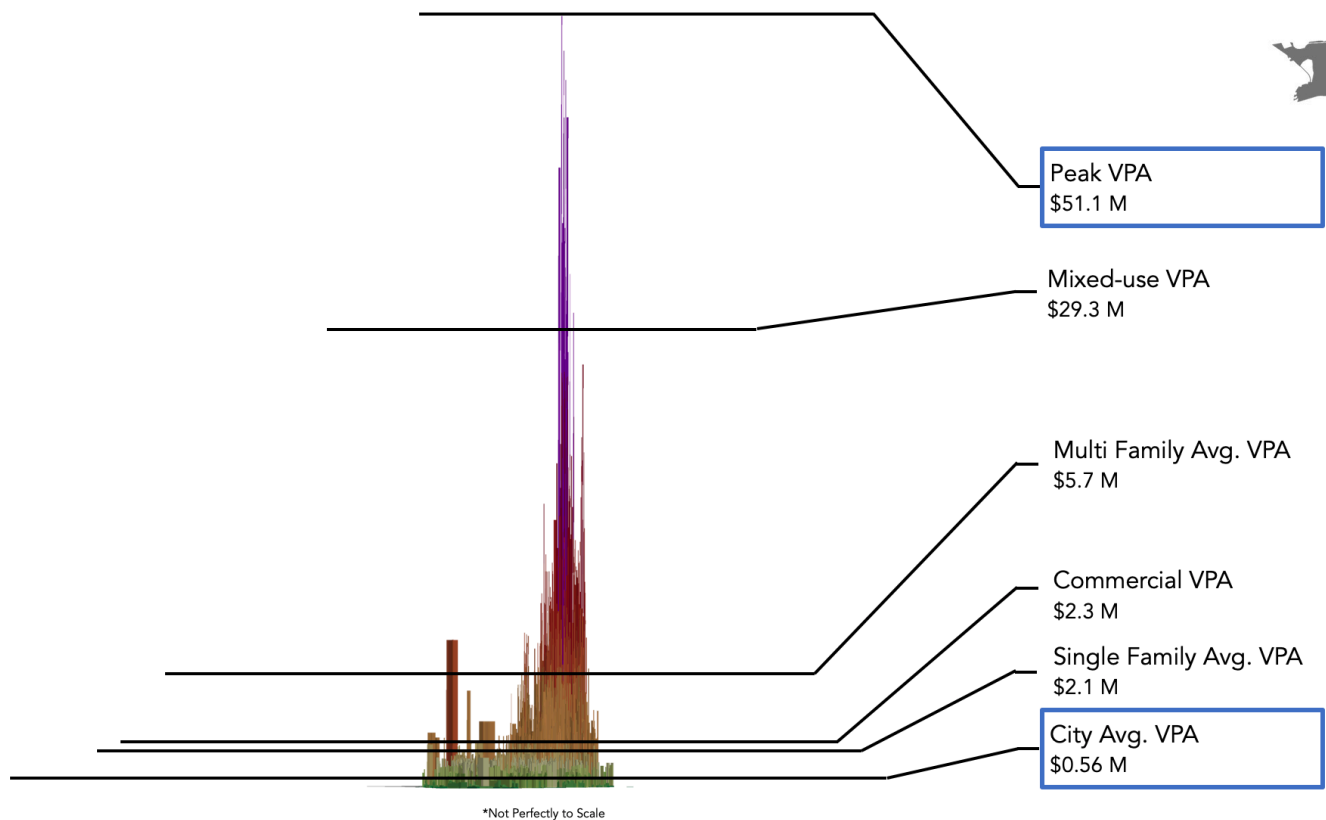
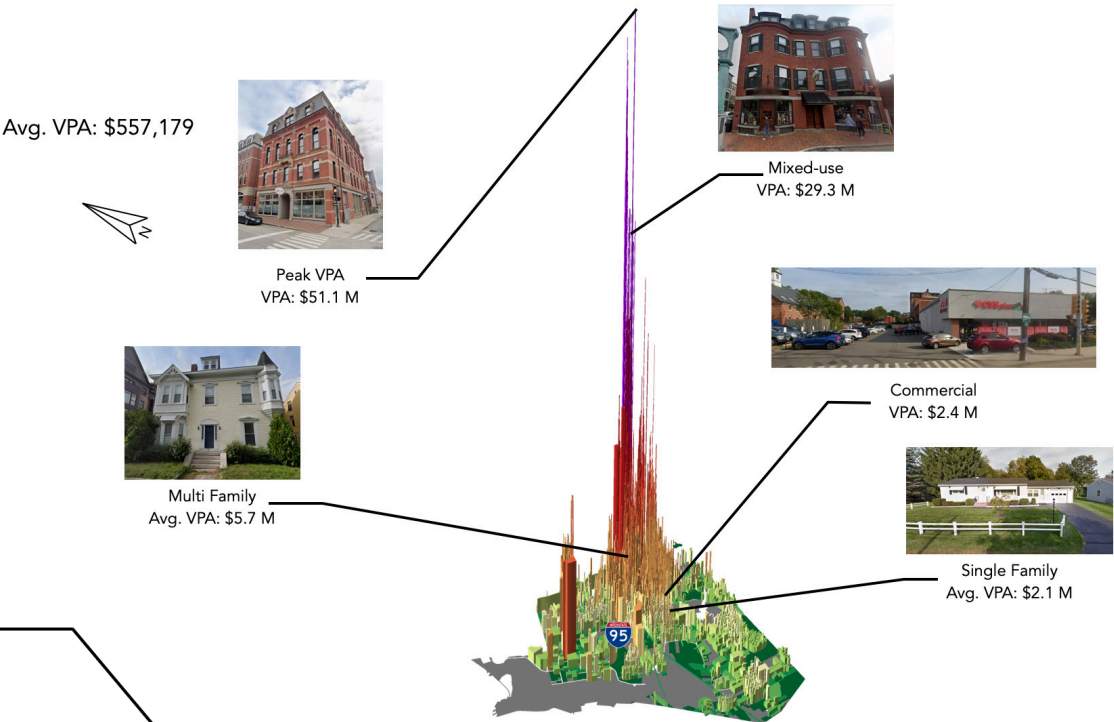
desirability and build more mixed-use and multi-family to add more red and purple spikes to the 3D model.



1:15.6



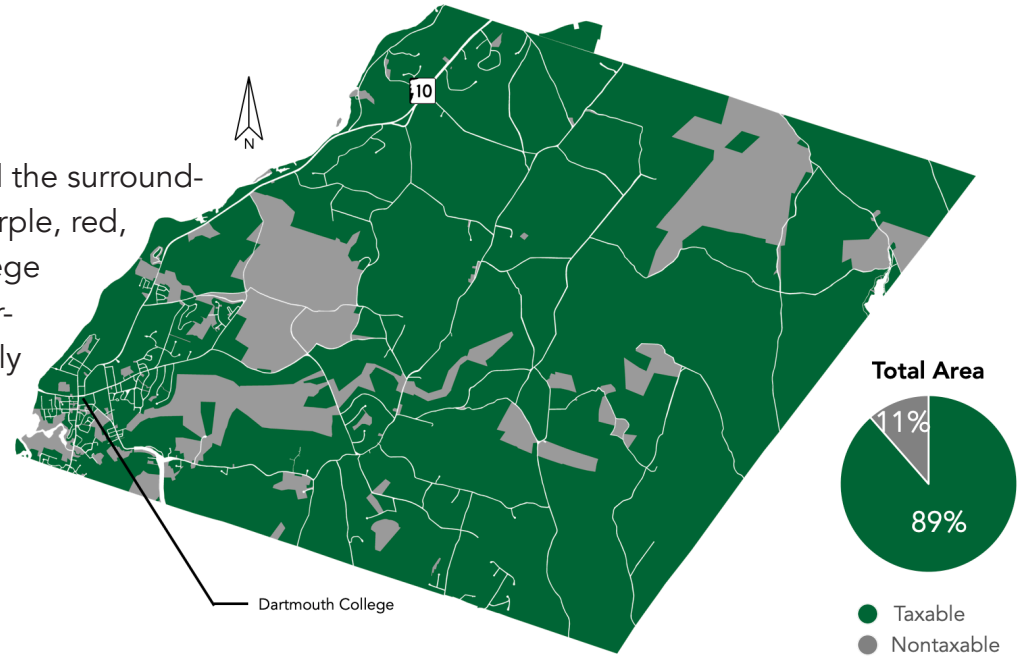
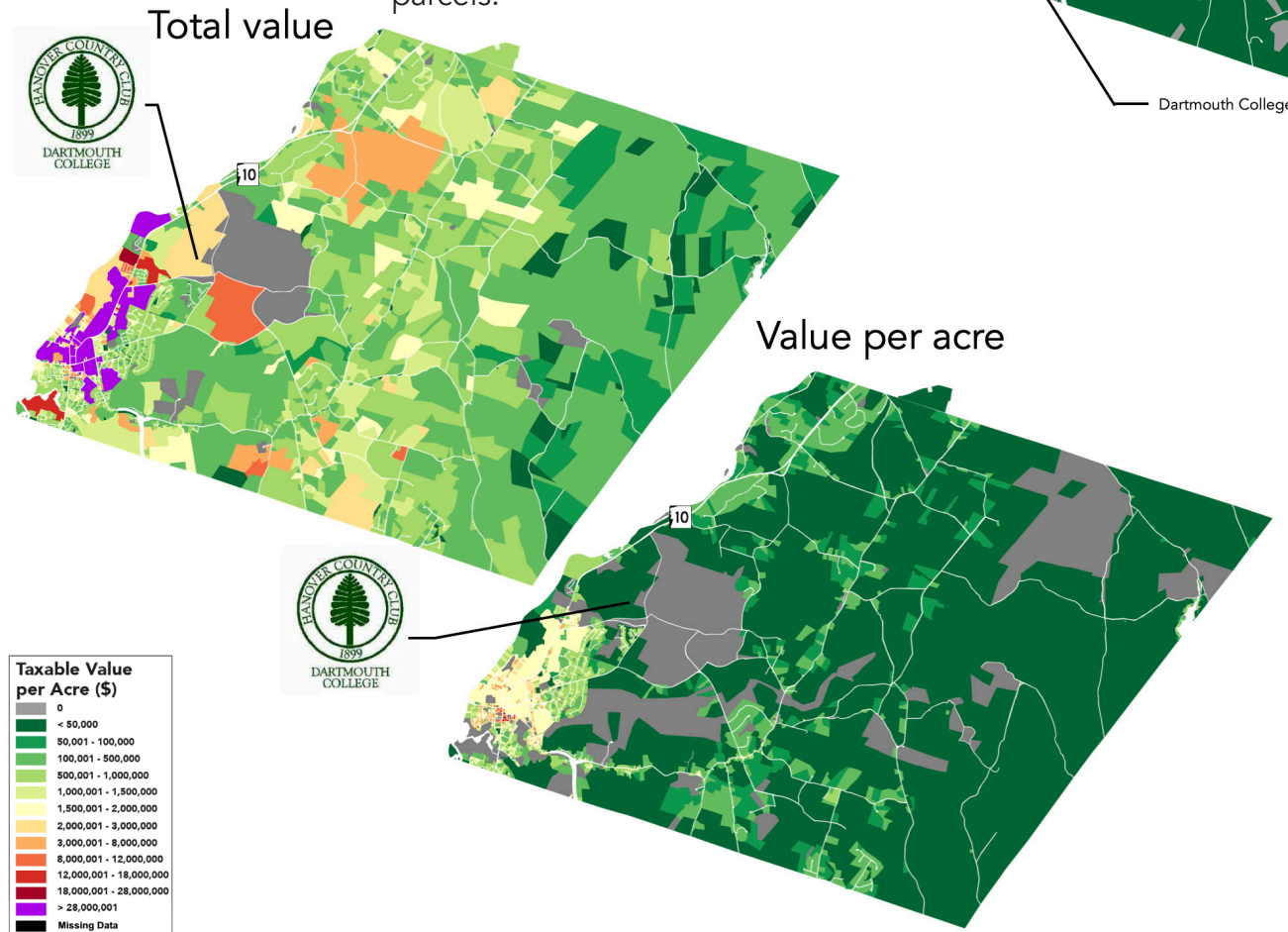
The map to the right highlights examples of typical buildings and developments in Portsmouth that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The peak VPA is impressive at \$51.1 M, but even more impressive is the large assortment of mixed-use purple spikes around \$29 M that surround the peak.



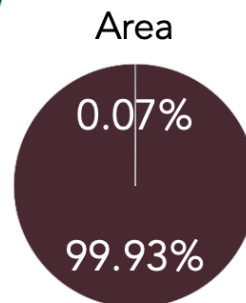
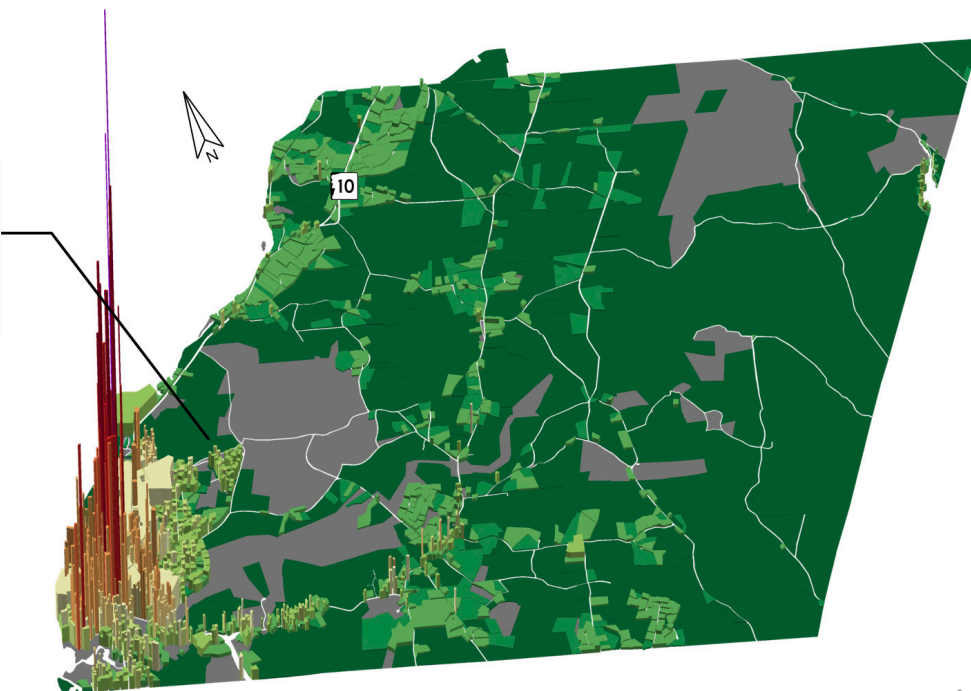
The diagram to the left demonstrates the productivity of Portsmouth as a metaphorical thermometer. The cooler the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Portsmouth, the thermometer is hotter than all other selected communities. The city's strong urban form and proximity to the ocean contribute to its remarkable height and warmth.

HANOVER

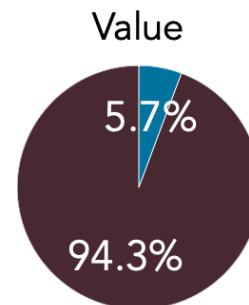
The total value map for Hanover shows Dartmouth College and the surrounding areas, as well as undeveloped rural land as high value in purple, red, and orange. When mapped by value per acre, Dartmouth College falls back to mid-range productivity in yellow, and wide-open areas, like the Hanover Country Club, turn green. The small, highly productive properties along Main Street in downtown Hanover become a concentration of red and orange high productivity parcels.



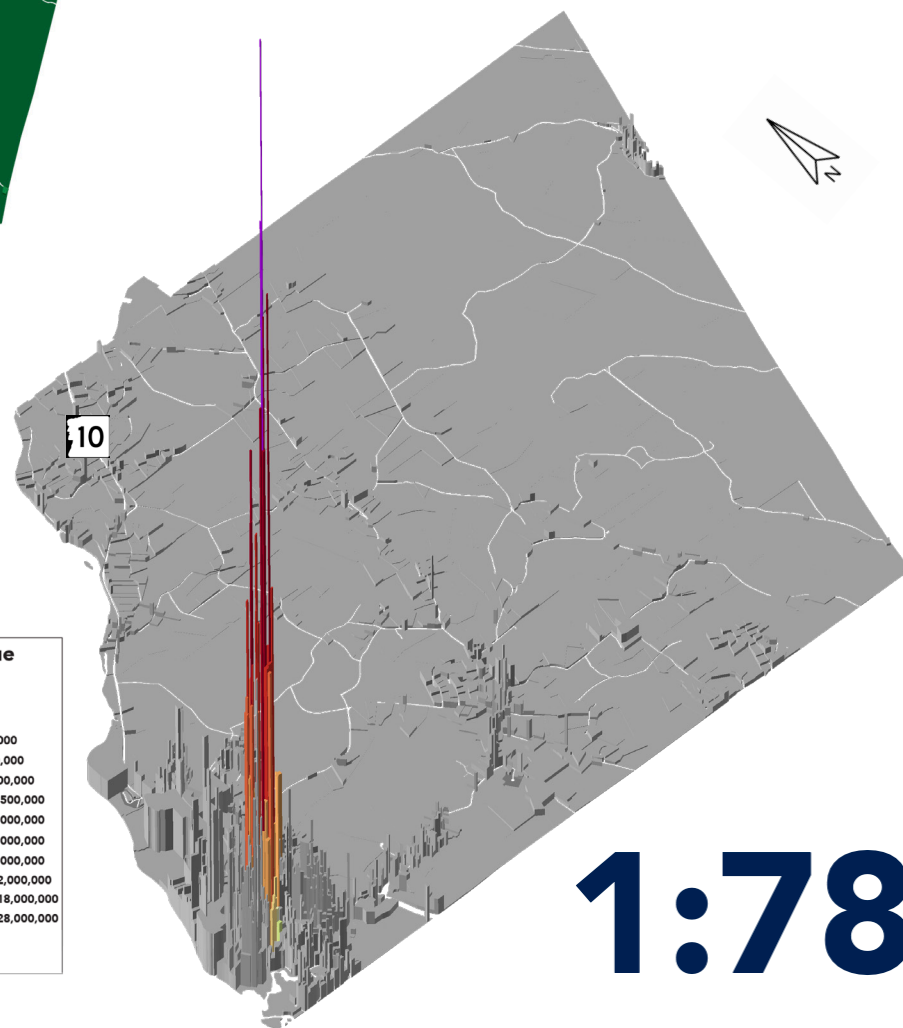
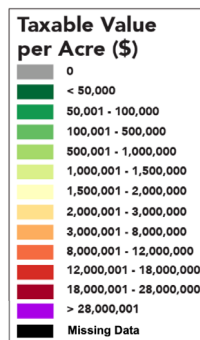
The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Hanover. 89% of the land within Hanover is taxable and 11% is nontaxable. Hanover is home to Dartmouth College, a nonprofit institution. While the college isn't necessarily taxable, the type of land use that takes place on parts of its campus are taxable operations. Rather than overlook the mix of uses and map the campus as gray and nontaxable, Urban3 decided to include the value that Dartmouth contributes.



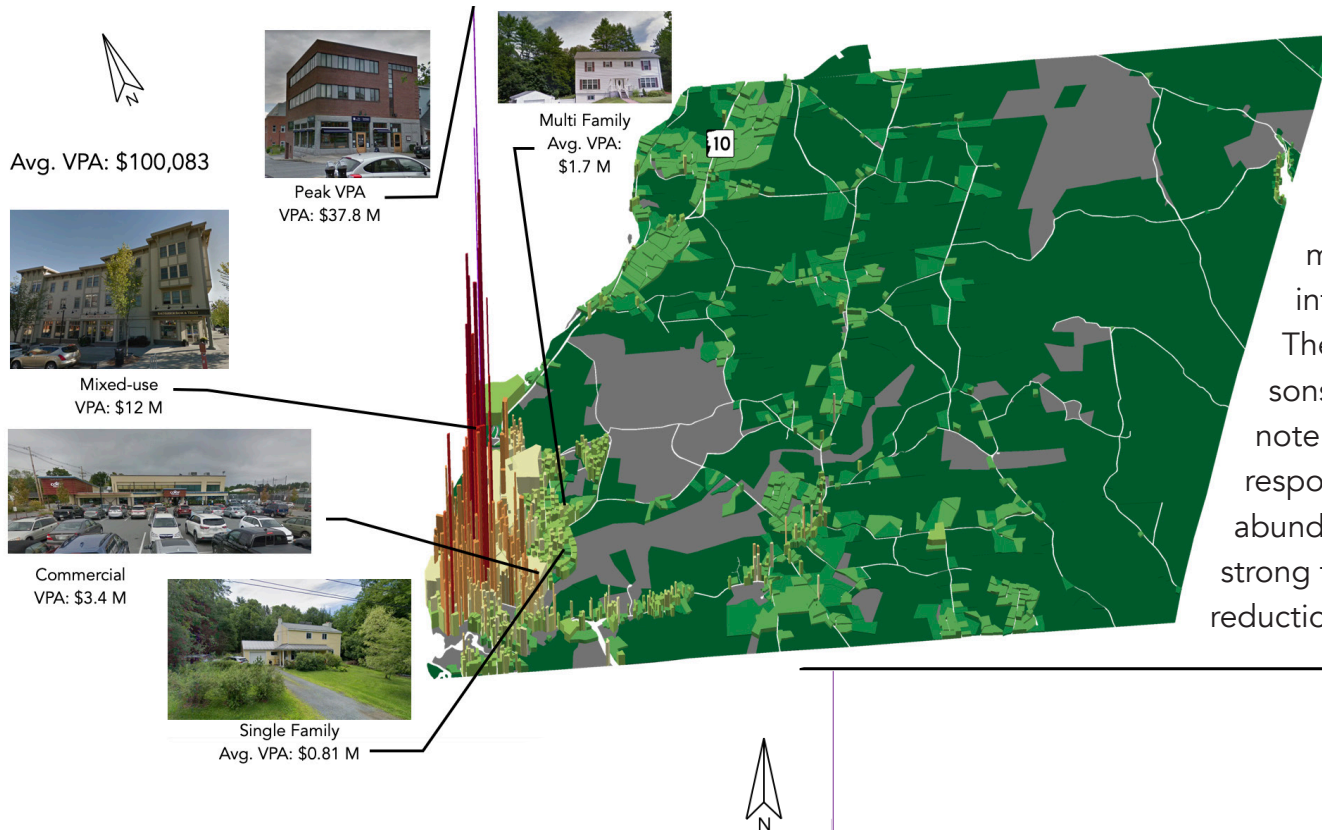
● Downtown
● City



The value per acre metric allows us to compare entire neighborhoods within a community. Downtown Hanover uses 0.07% of Hanover's land to generate 5.7% of Hanover's value. This 1:78 ratio means that, relative to its size, downtown Hanover is 78 times more productive than all of Hanover. This incredible ratio transcends the typical 1:6 ratio of a healthy downtown. The cluster of red and purple spikes in the 3D model indicates that downtown Hanover is flourishing and that Hanover overall has avoided costly sprawl development. Hanover could continue to contain parking within parking structures, add more mixed-use to the downtown and refrain from building far-flung single-family neighborhoods.

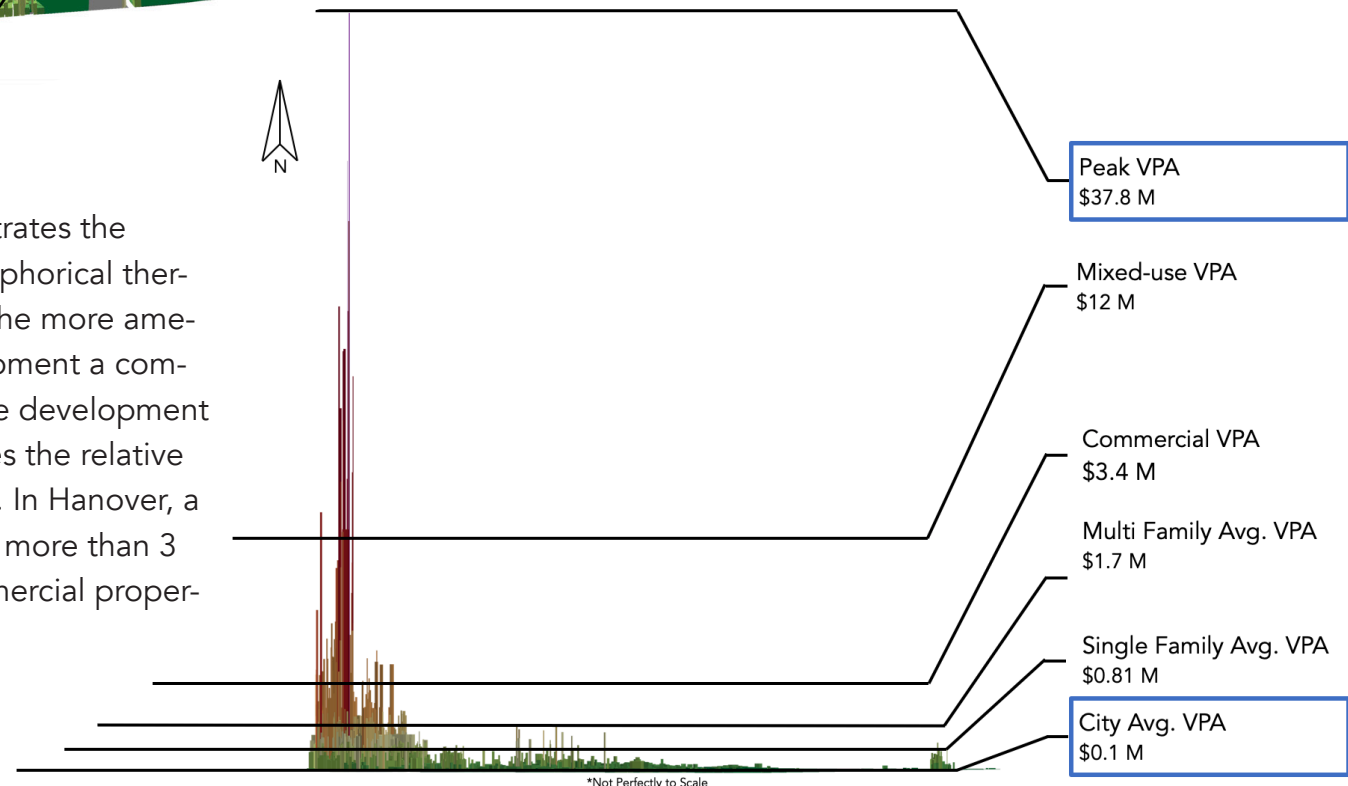


1:78



The map to the left highlights examples of typical buildings and developments in Hanover that help us understand how patterns of land use choices affect value per acre. As buildings grow more valuable and use their land more intensely, they appear taller in the model. The impressive peak VPA is the Four Seasons Sotheby's Realty office. It's important to note that the peak VPA property is not solely responsible for Hanover's high productivity. The abundance of mixed-use properties provide a strong foundation and limited sprawl prevents a reduction in productivity.

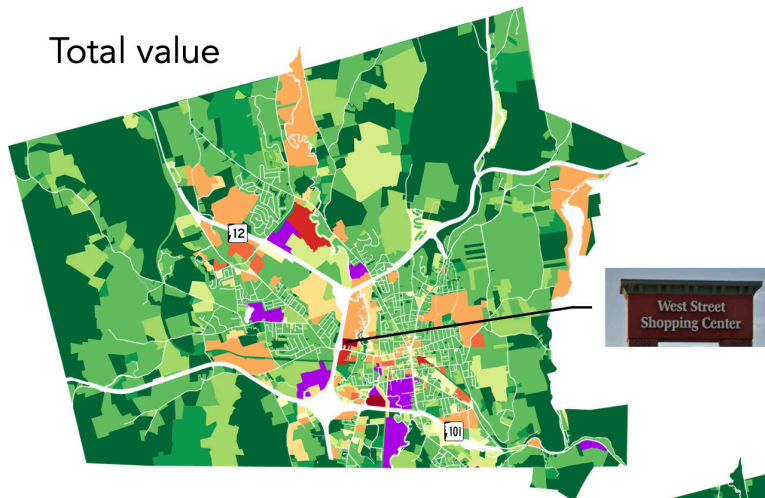
The diagram to the right demonstrates the productivity of Hanover as a metaphorical thermometer. The hotter the model, the more amenities and less-productive development a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Hanover, a typical mixed-use property VPA is more than 3 times the typical exclusively commercial property VPA. Adding uses grows value.



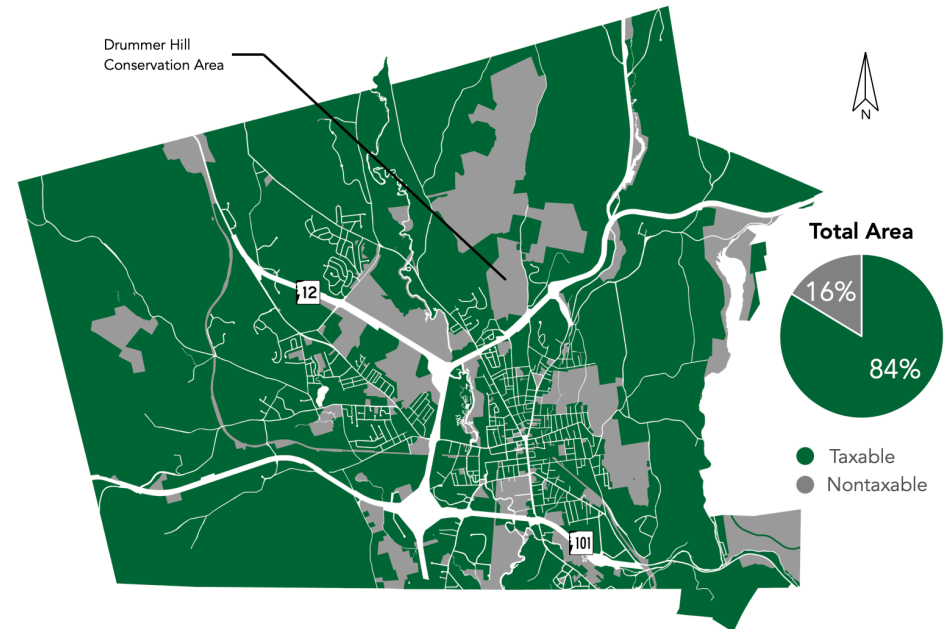
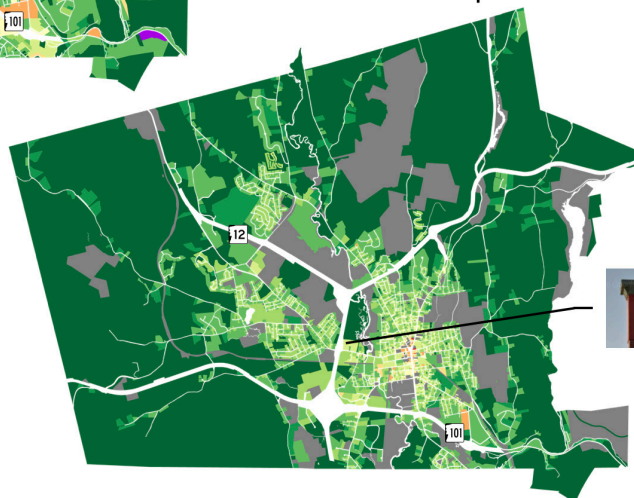
KEENE

The total value map for Keene shows large commercial properties between NH Rte 12 and 101 east of downtown, including the West Street Shopping Center in high value shades of orange and red. However, when mapped by value per acre, the parcels along this commercial corridor fade to green and downtown Keene appears in red and orange. Vast parking lots and inexpensive building materials contribute to the low productivity of big-box development.

Total value

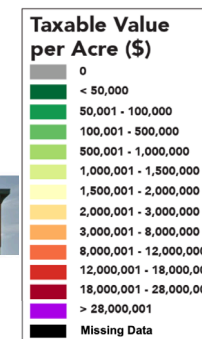


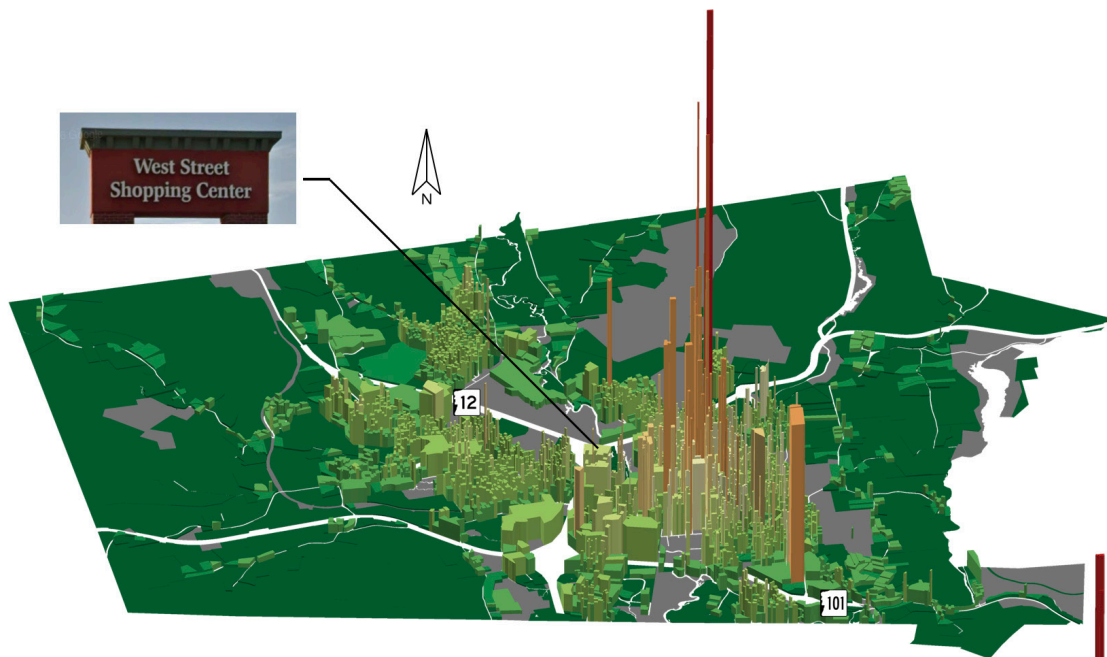
Value per acre



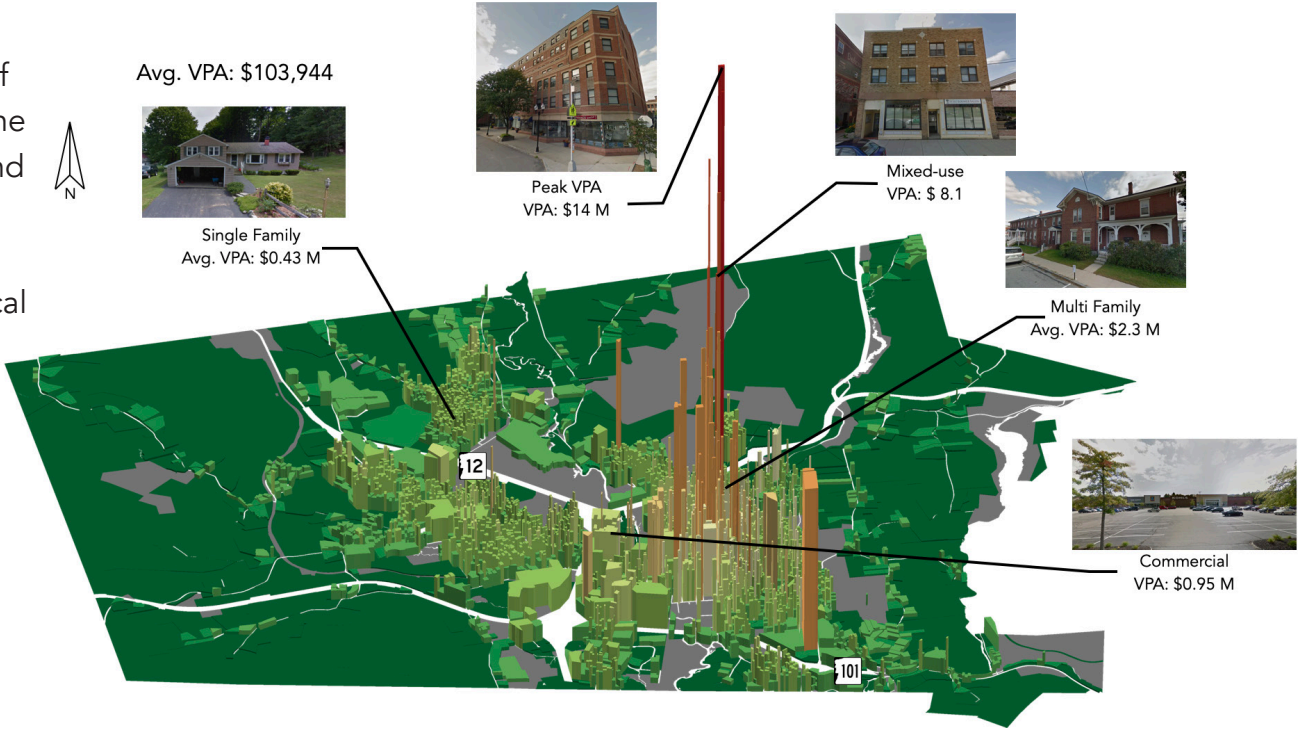
The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Keene. 84% of the land within Keene is taxable and 16% is nontaxable. The fact that Keene is home to Keene State College changes what might otherwise be a typical balance of taxable and non-

taxable land. However, the best opportunity for increasing productivity lies within downtown Keene. Focusing on projects that capitalize on the proximity of the school and adding mixed-use buildings nearby could compensate for the nontaxable campus.

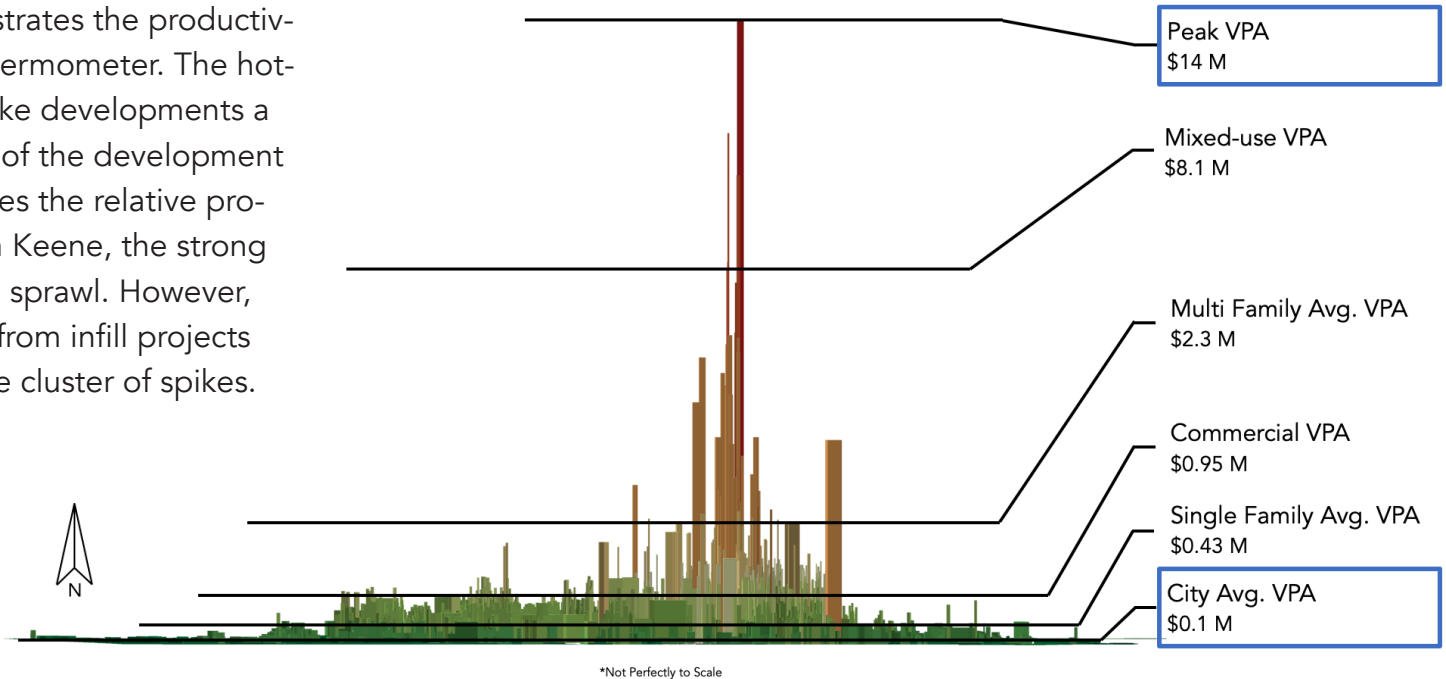




The map to the right highlights examples of typical buildings and developments in Keene that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. In Keene, the typical mixed-use VPA is more than 8 times the typical VPA of a solely commercial property. Adding residential use to a commercial venture improves productivity.



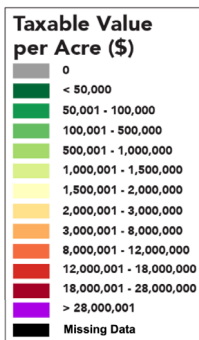
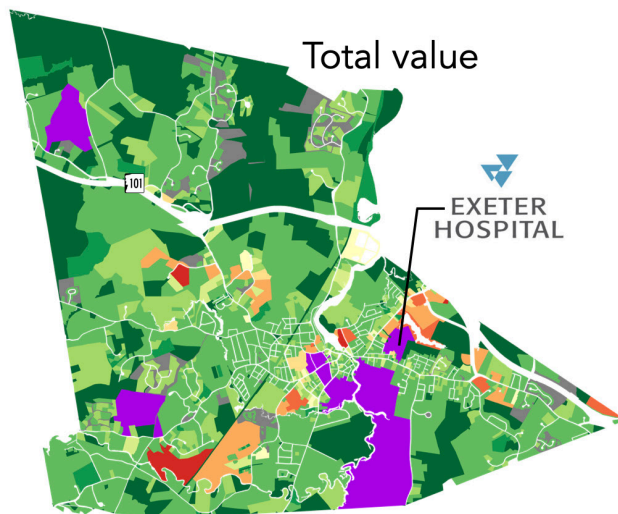
The diagram to the right demonstrates the productivity of Keene as a metaphorical thermometer. The hotter the model, the more sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Keene, the strong downtown surpasses the existing sprawl. However, downtown Keene would benefit from infill projects that would thicken the urban core cluster of spikes.



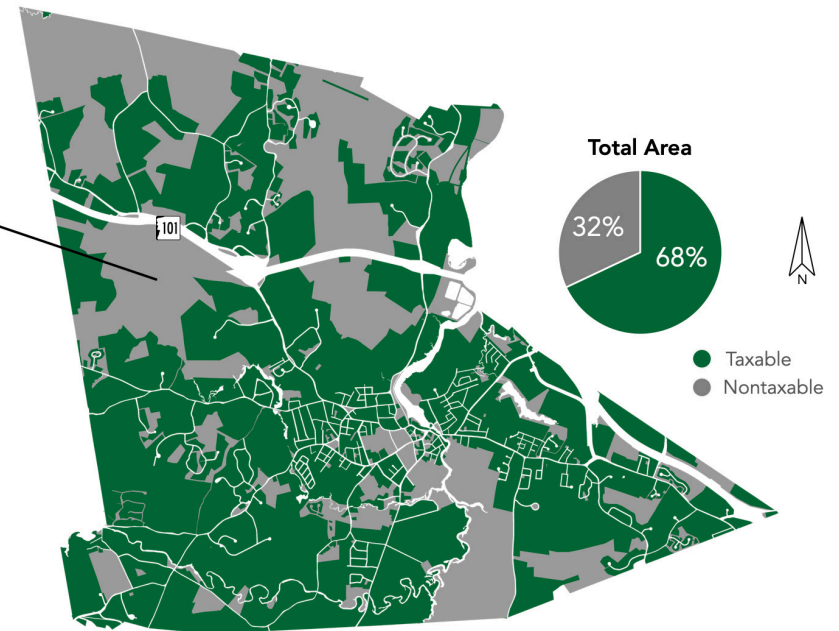
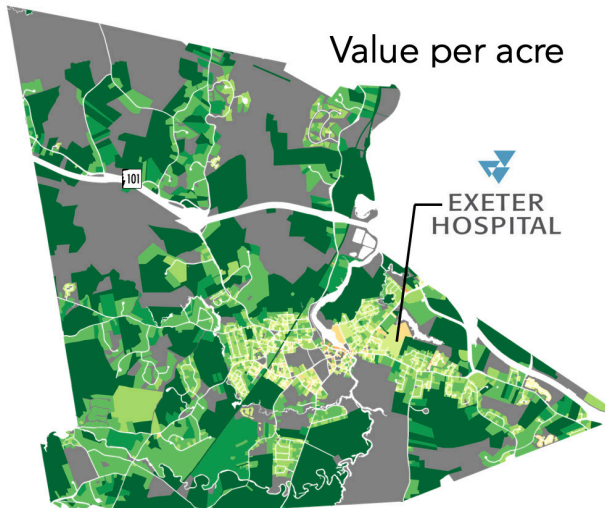
EXETER

The total value map for Exeter shows large commercial properties east of downtown around Exeter hospital in high value shades of orange and purple. However, when mapped by value per acre, the parcels along this commercial corridor turn green and Exeter Hospital fades to mid-range productivity orange. Vast parking lots around auto-oriented stores and the hospital contribute to the low productivity.

Little River
Conservation Area

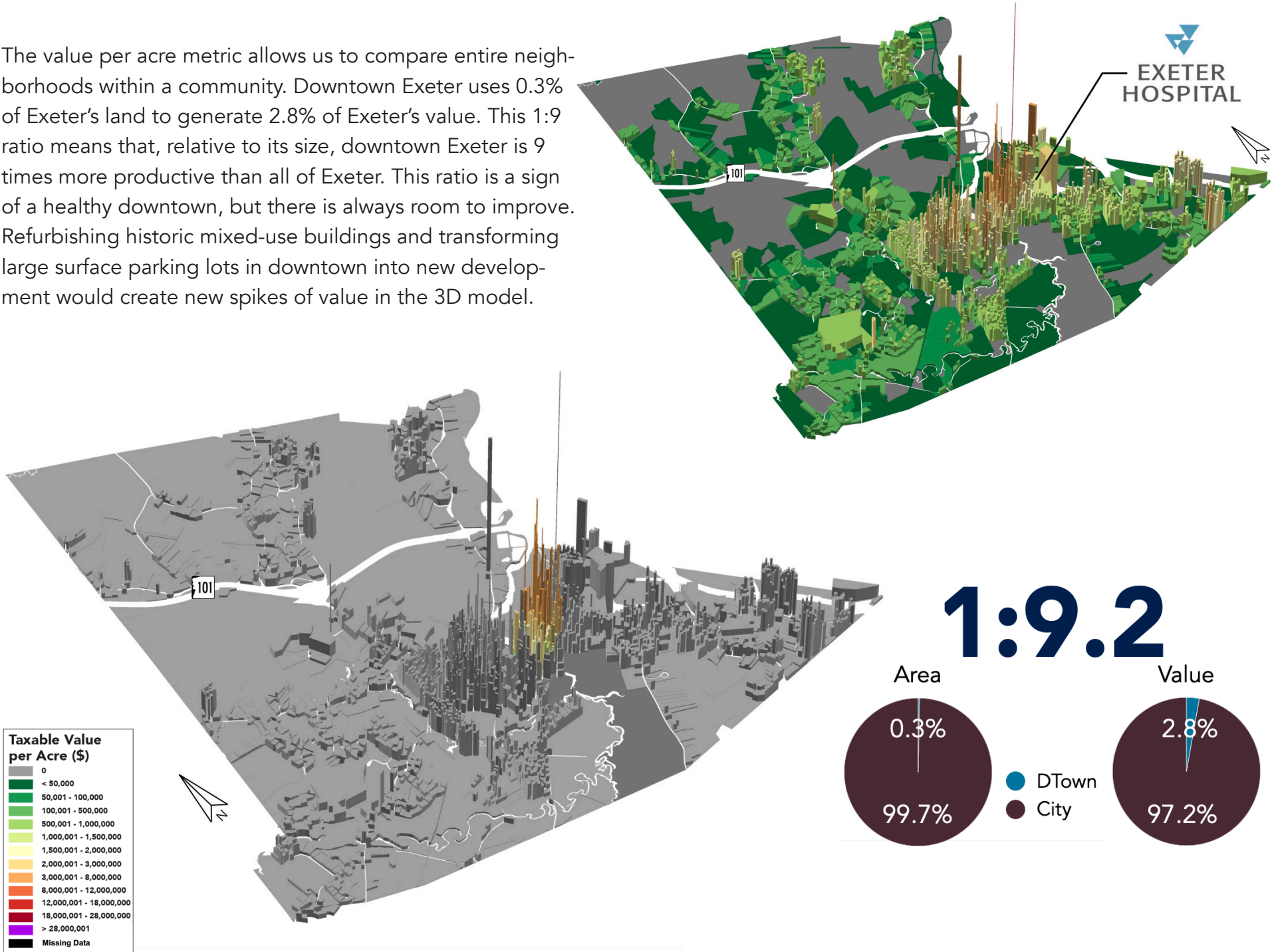


Value per acre



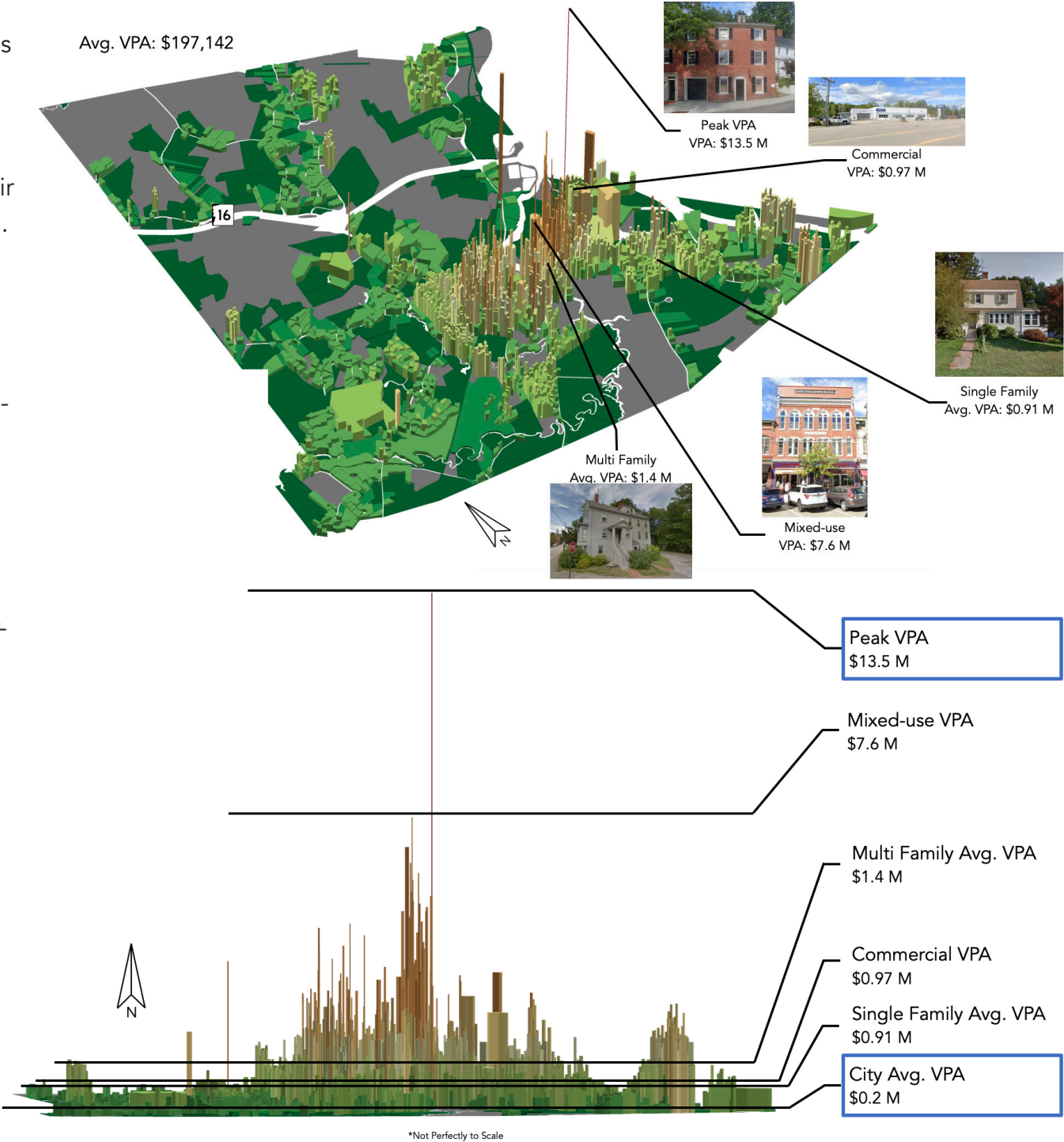
The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Exeter. 68% of the land within Exeter is taxable and 32% is nontaxable. The fact that Exeter is home to Phillips Exeter Academy changes what might otherwise be a typical balance of taxable and nontaxable land. The best opportunity for increasing productivity lies within downtown Exeter. Focusing on projects that capitalize on the proximity of the school and adding mixed-use buildings nearby could compensate for the nontaxable campus.

The value per acre metric allows us to compare entire neighborhoods within a community. Downtown Exeter uses 0.3% of Exeter's land to generate 2.8% of Exeter's value. This 1:9 ratio means that, relative to its size, downtown Exeter is 9 times more productive than all of Exeter. This ratio is a sign of a healthy downtown, but there is always room to improve. Refurbishing historic mixed-use buildings and transforming large surface parking lots in downtown into new development would create new spikes of value in the 3D model.



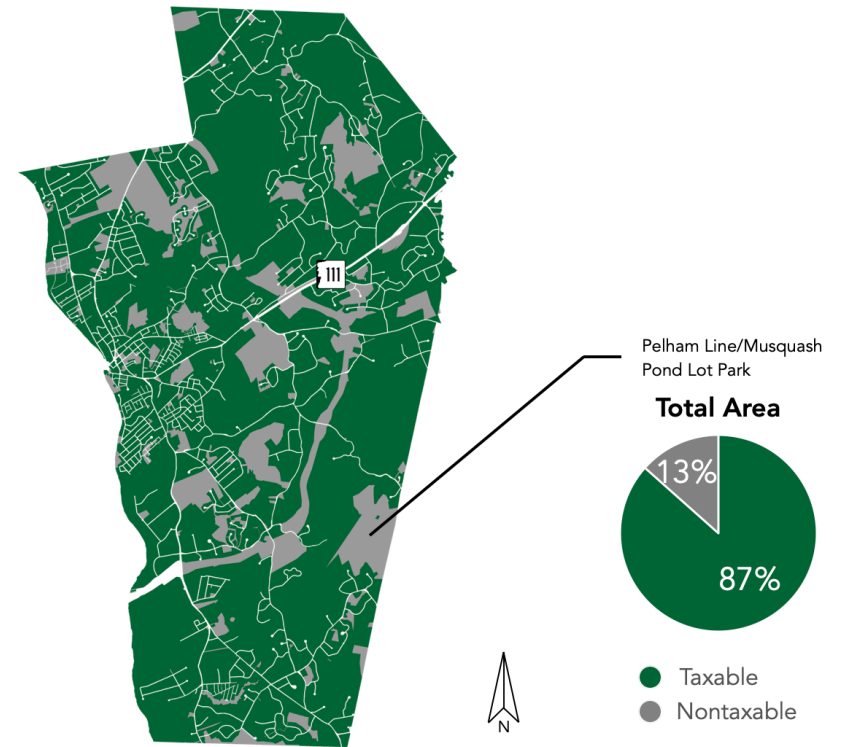
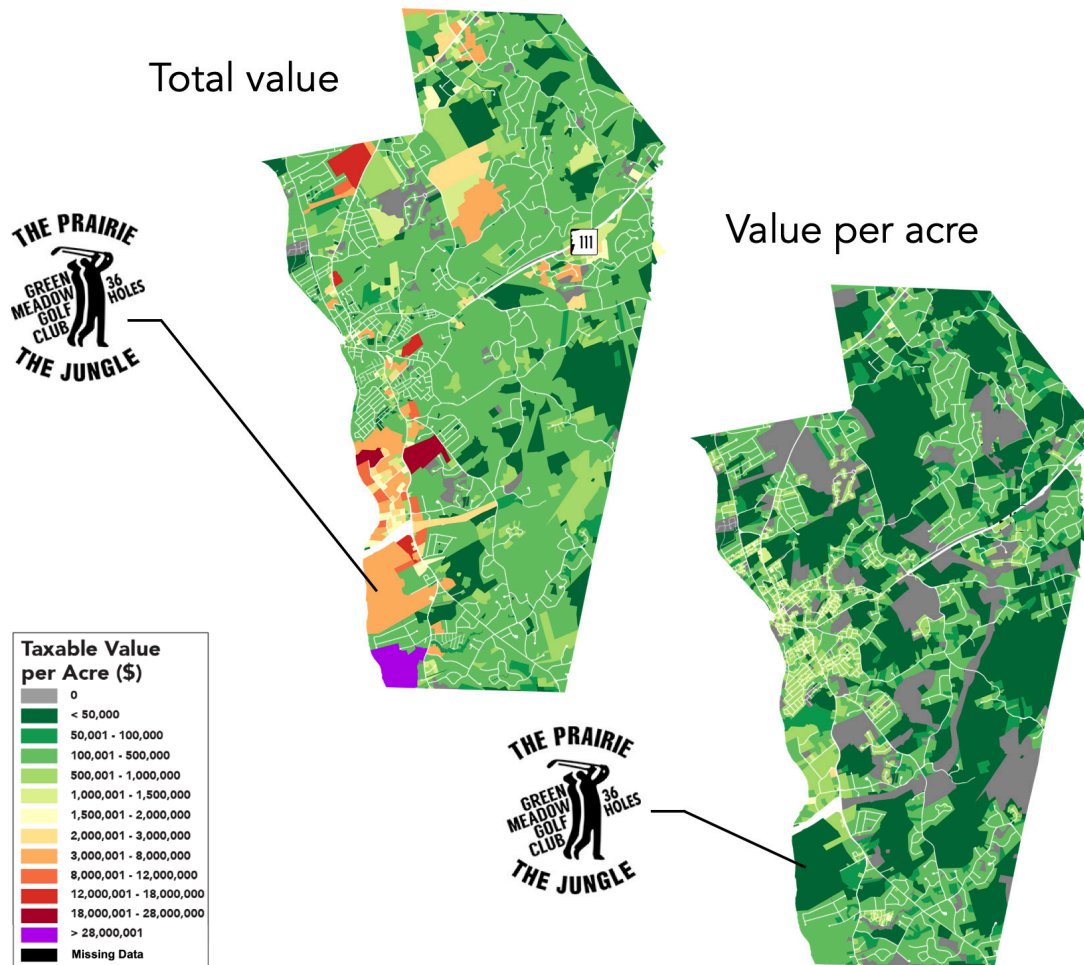
The map to the right highlights examples of typical buildings and developments in Exeter that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. In Exeter, the average multi-family VPA is nearly twice the average single-family VPA. Adding smaller multi-family buildings in and around downtown increases productivity while also addressing affordable housing issues.

The diagram to the right demonstrates the productivity of Exeter as a metaphorical thermometer. The cooler the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Exeter, the abundance of single-family homes and auto-oriented stores create a plateau of lower value around the more productive downtown.



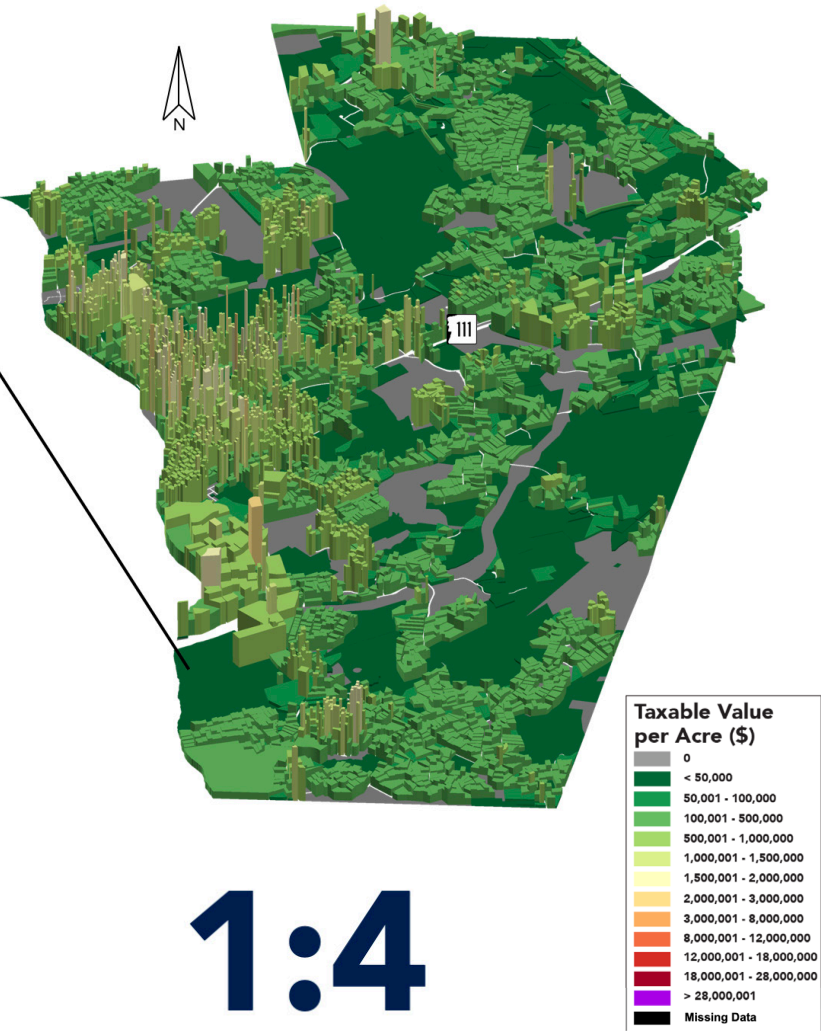
HUDSON

The total value map for Hudson shows a cluster of industrial properties, and the Green Meadows Golf Club in the southwest in valuable shades of orange and red. However, when mapped by value per acre, these large parcels with a lot of land and not much building turn green, and the small downtown node just to the north changes to a more productive shade of light green.

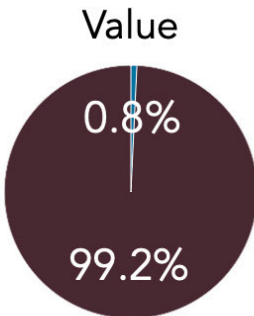
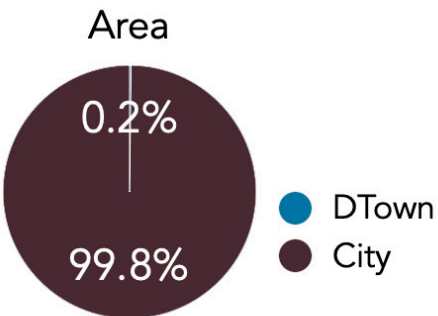


The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Hudson. 87% of the land within Hudson is taxable and 13% is nontaxable. This balance gives the community a considerable amount of land to work with when it comes to working on projects that intensify land use. However, development should be focused on building value in downtown and not adding to the existing sprawl created by extensive single-family neighborhoods.

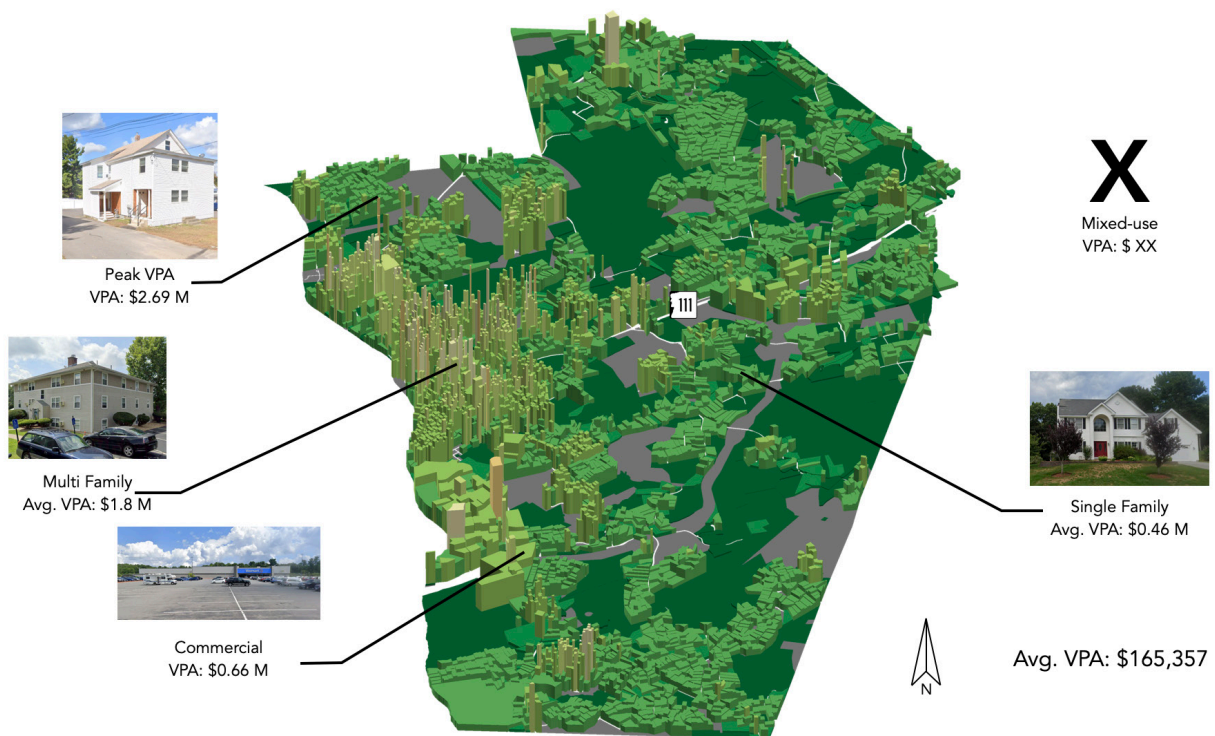
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Hudson uses 0.2% of Hudson's land to generate 0.8% of Hudson's value. This 1:4 ratio means that, relative to its size, downtown Hudson is 4 times more productive than all of Hudson. This ratio is a sign that the downtown has not yet reached its full potential. Downtown Hudson grew up relying on Nashua for many commercial services, but as the 10th largest community in NH, a real opportunity to build an independent downtown node in the 3D model exists.



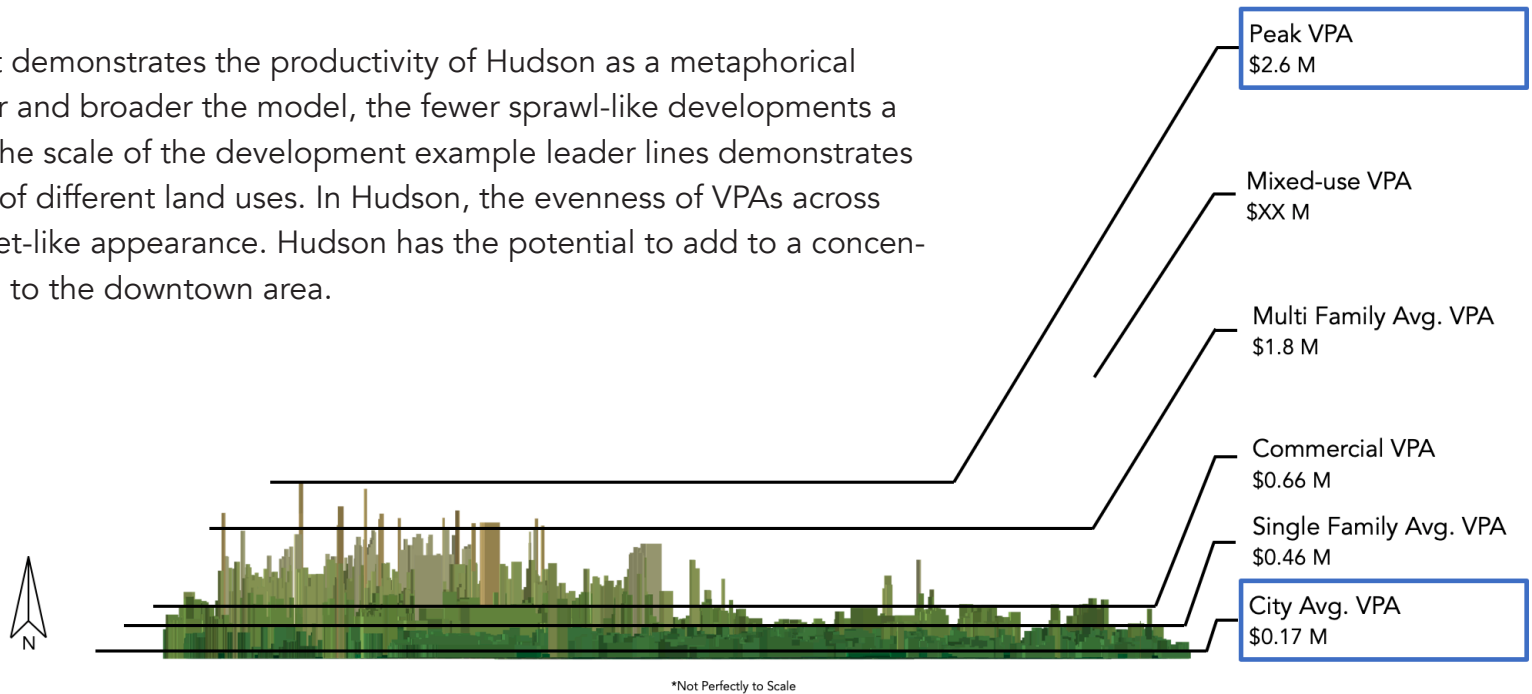
1:4



The map to the right highlights examples of typical buildings and developments in Hudson that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely are taller in the model. Hudson does not yet appear to have any mixed-use properties. The peak VPA in Hudson is a multi-family property. The average multi-family VPA is more than double the VPA of the typical commercial and average single-family VPAs.

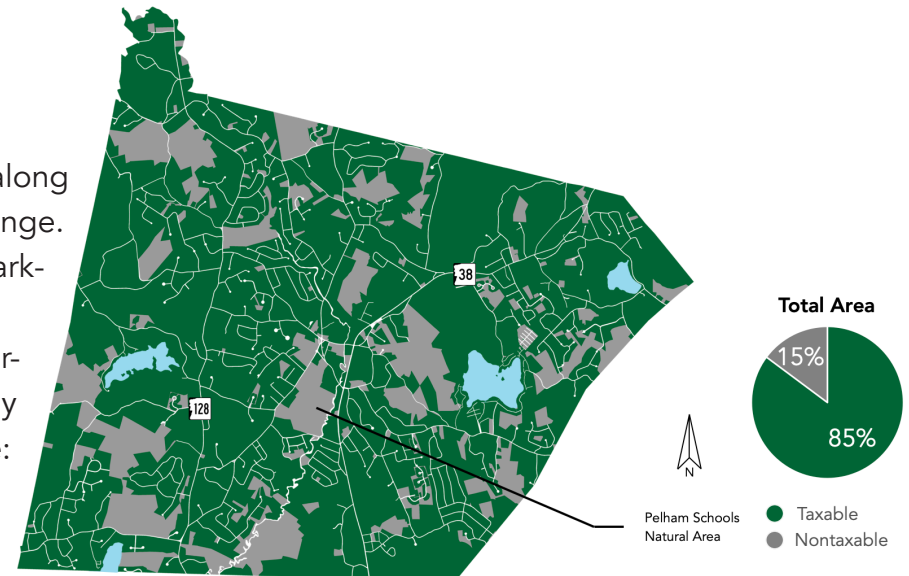
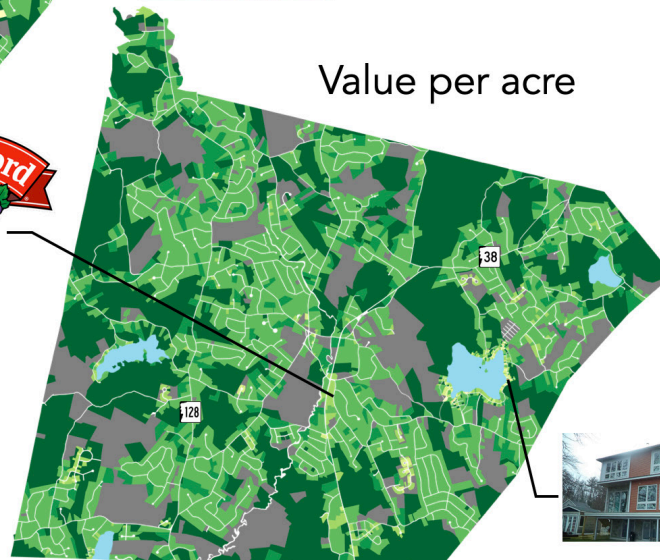
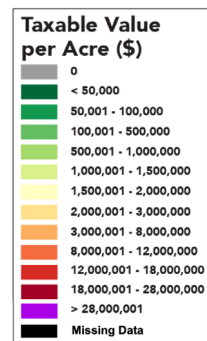
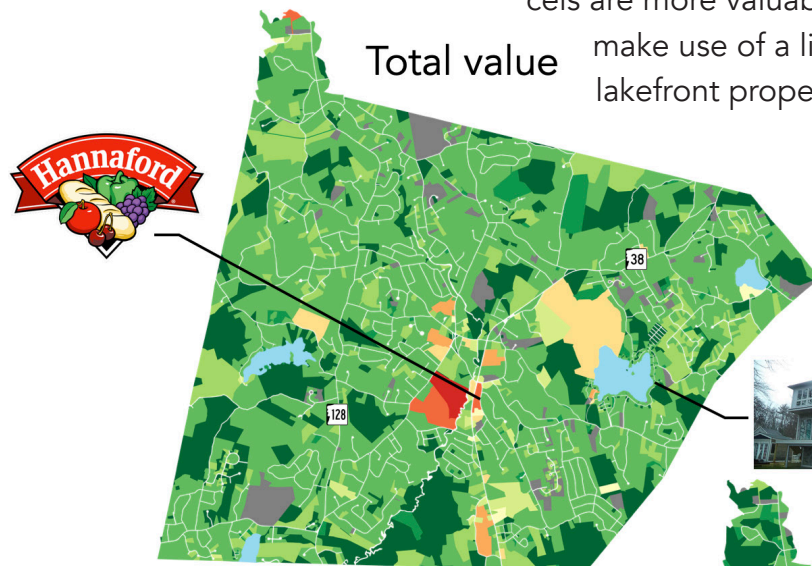


The diagram to the right demonstrates the productivity of Hudson as a metaphorical thermometer. The cooler and broader the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Hudson, the evenness of VPAs across land uses creates a carpet-like appearance. Hudson has the potential to add to a concentration of spikes of value to the downtown area.



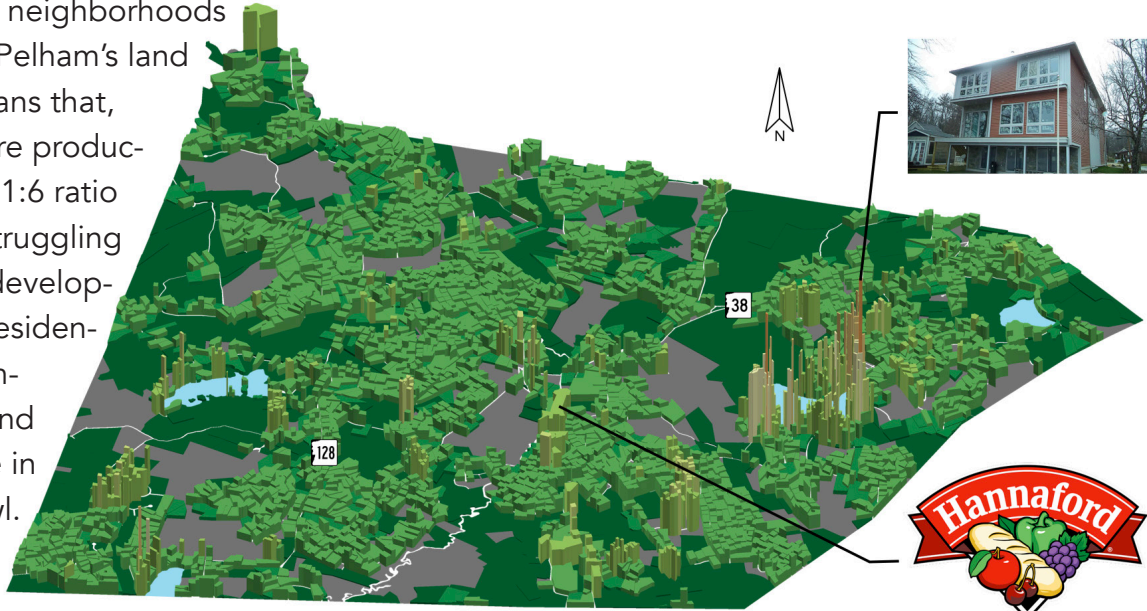
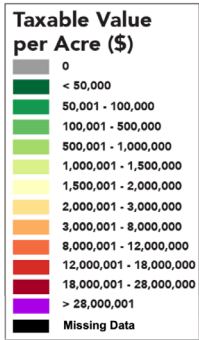
PELHAM

The total value map for Pelham shows a row of commercial properties along NH Rte 38, including Hannaford supermarket, in valuable shades of orange. When mapped by value per acre, these commercial parcels with vast parking lots turn green, and the single-family properties around Little Island Pond appear in shades of mildly productive green. These residential parcels are more valuable because they make use of a limited resource: lakefront property.



The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Pelham. 85% of the land within Pelham is taxable and 15% is nontaxable. This balance gives the community a considerable amount of land to work with when it comes to working on projects that intensify land use. However, development should be focused on building a more distinct downtown. The intersection at Main St. and Marsh Rd. has potential for incremental mixed-use projects that don't contribute to sprawl development.

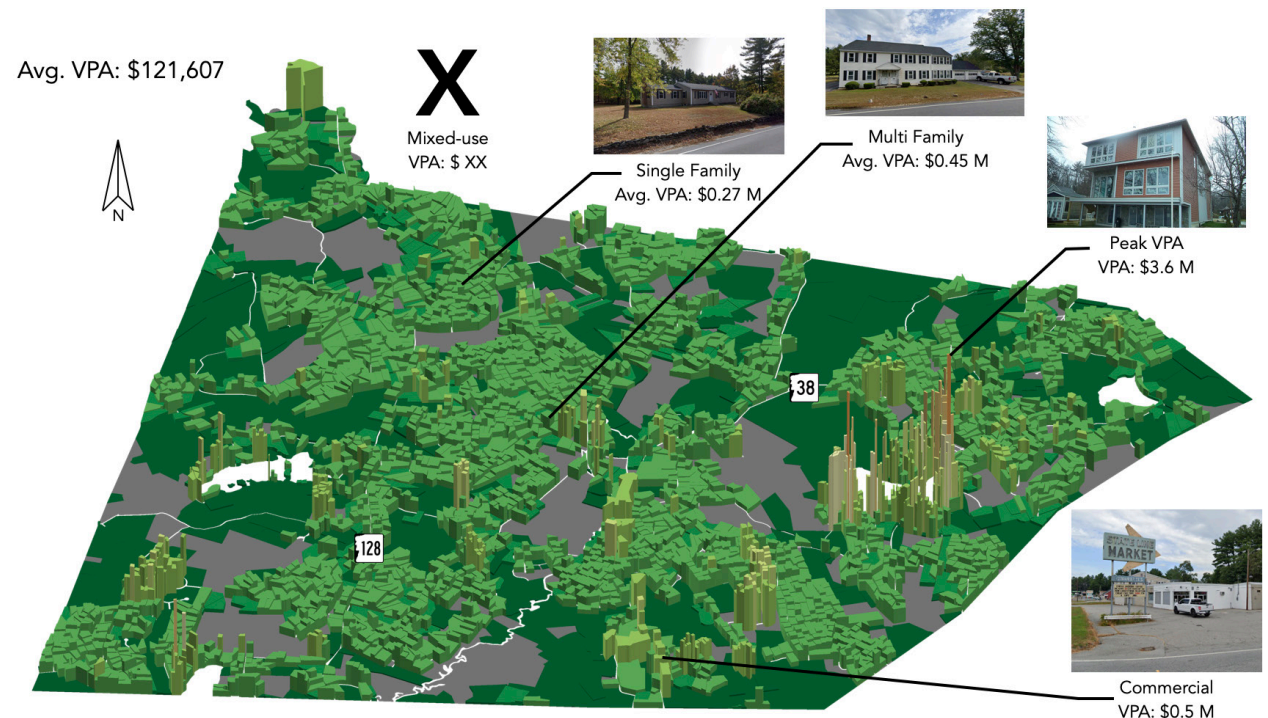
The value per acre metric allows us to compare entire neighborhoods within a community. Downtown Pelham uses 0.4% of Pelham's land to generate 0.8% of Pelham's value. This 1:2 ratio means that, relative to its size, downtown Pelham is two times more productive than all of Pelham. This ratio is less than a typical 1:6 ratio of a healthy downtown and is a sign of a downtown struggling to generate enough value to compensate for sprawl development. Downtown Pelham is at the center of a highly residential area and has the potential to build alternative commercial and residential options. Adding multi-family and mixed-use buildings would create new spikes of value in the 3D model that would help cover the cost of sprawl.



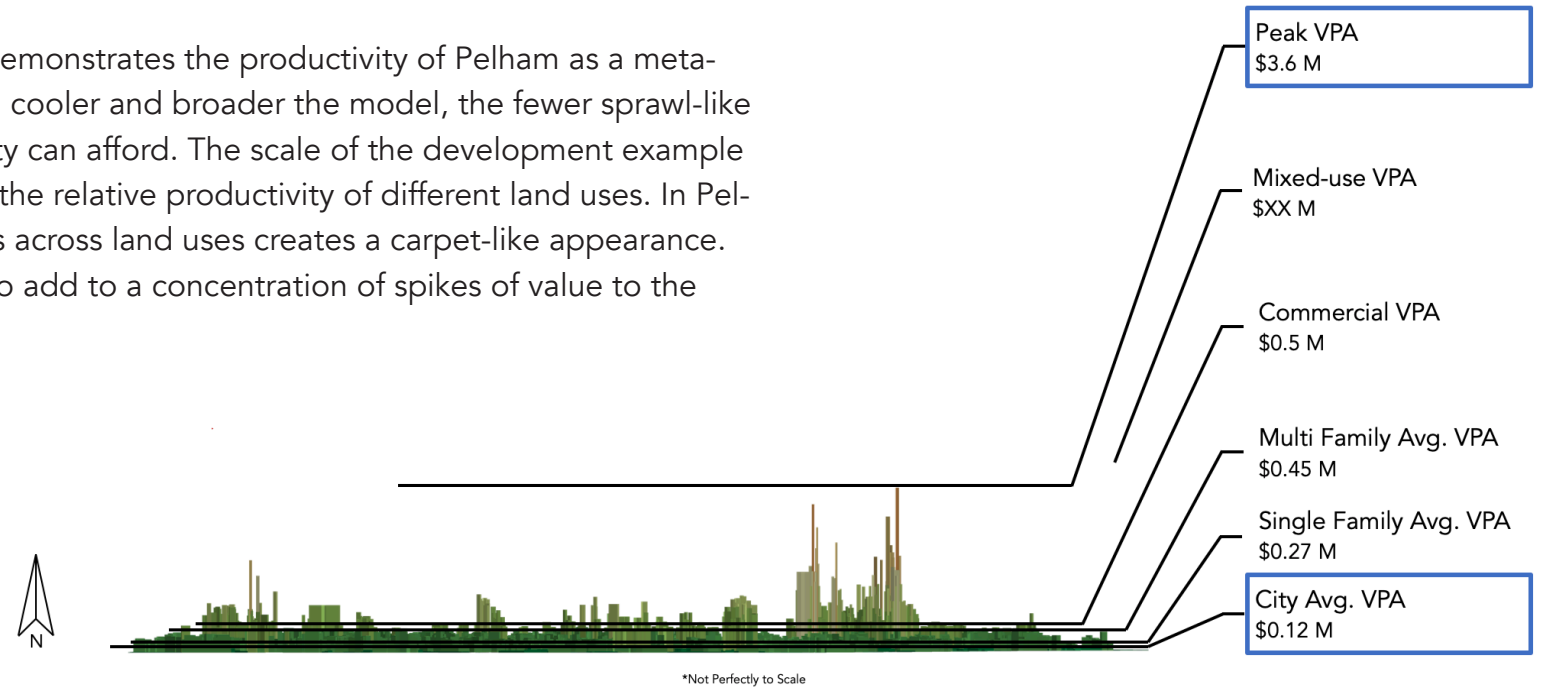
1:2.1



The map to the right highlights examples of typical buildings and developments in Pelham that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely are taller in the model. Pelham does not yet appear to have any mixed-use properties. The peak VPA in Pelham is a single-family property. Outside of the peak VPA and a few other lakefront properties, the typical VPAs of mixed-use, residential, and commercial properties are relatively analogous.



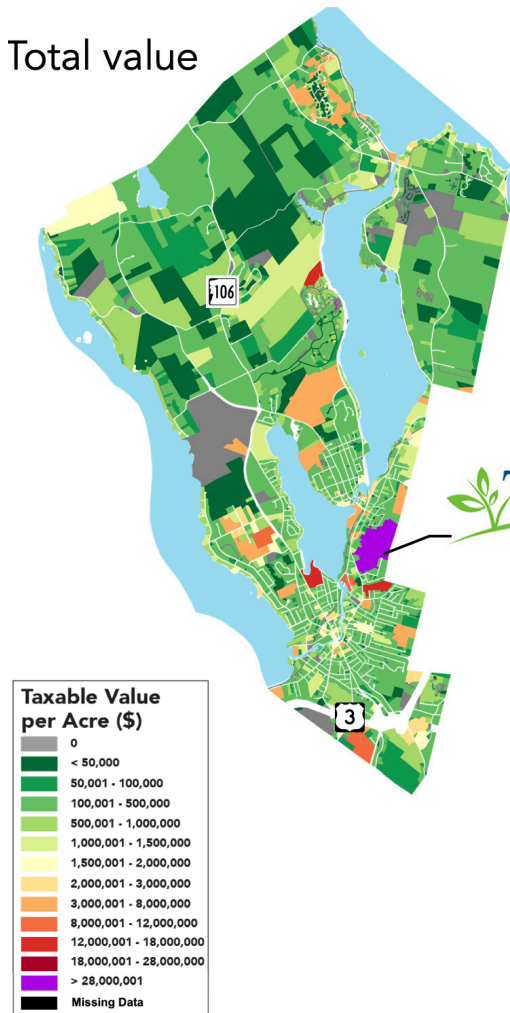
The diagram to the right demonstrates the productivity of Pelham as a metaphorical thermometer. The cooler and broader the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Pelham, the evenness of VPAs across land uses creates a carpet-like appearance. Pelham has the potential to add to a concentration of spikes of value to the downtown area.



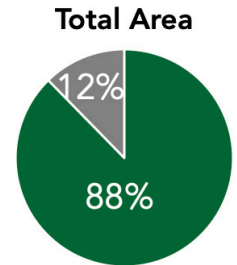
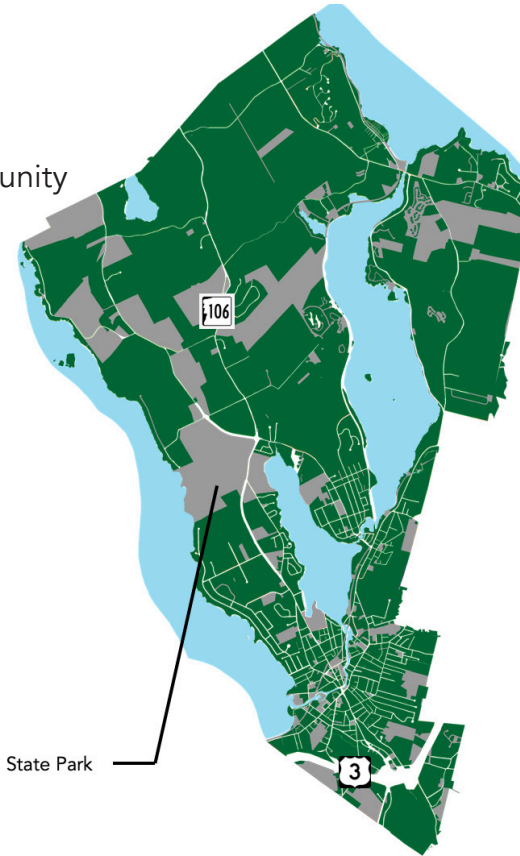
LACONIA

The total value map for Laconia shows a golf course and a few residential community properties, like the Taylor retirement community, as high value and in shades of orange and purple. However, when mapped by value per acre, these large parcels with a lot of land and not much building turn green, and the small lakefront properties experience a “lake effect” and change to yellow and orange.

Total value



Value per acre

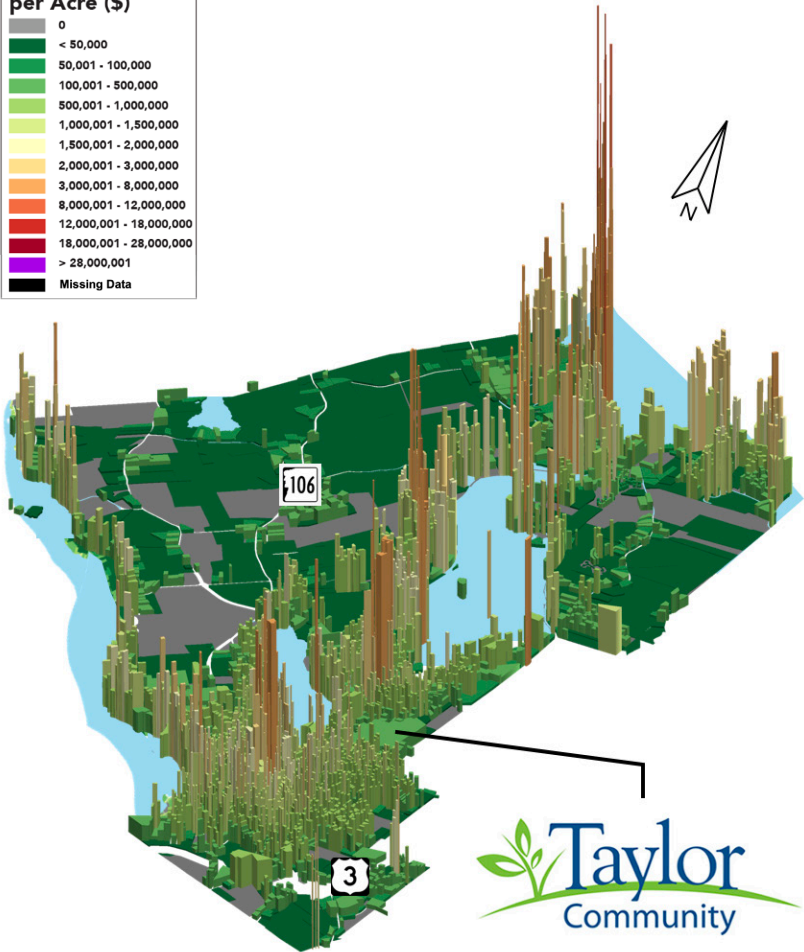
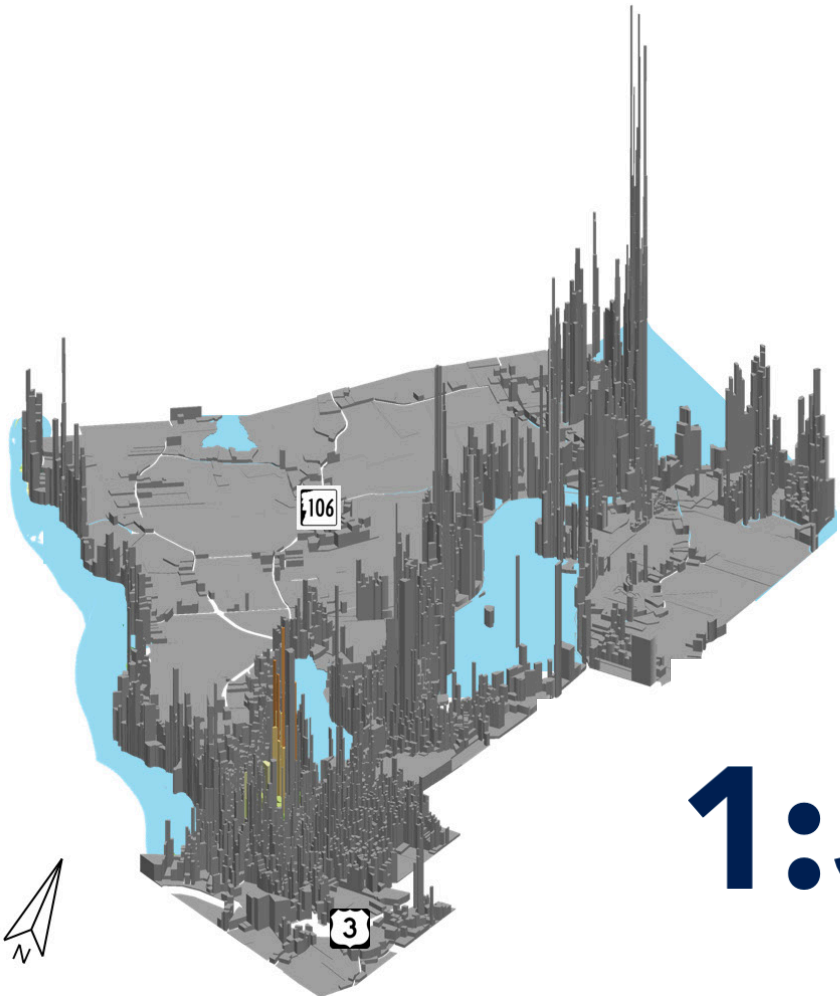
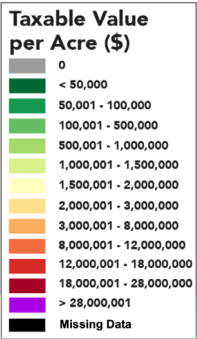


● Taxable
● Nontaxable

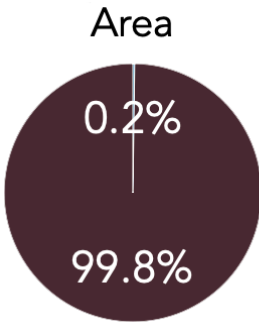


The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Laconia. 88% of the land within Laconia is taxable and 12% is nontaxable. This balance gives the community a considerable amount of land to work with when it comes to working on projects that intensify land use. The amount of nontaxable land dedicated to parking in downtown Laconia provides an opportunity to add density with new projects that still include parking, but make more efficient use of the land.

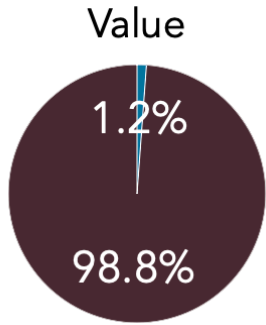
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Laconia uses 0.2% of Laconia’s land to generate 1.2% of Laconia’s value. This 1:5 ratio means that, relative to its size, downtown Laconia is 5 times more productive than all of Laconia. This ratio is a sign that the downtown has not yet reached its full potential. Downtown Laconia is competing with high value lake effect properties, but the concentration of mixed-use buildings and for-rent commercial space has the potential to far outperform valuable single-family parcels. Refurbishing historic mixed-use buildings and transforming large surface parking lots in downtown into new development would create new spikes of value in the 3D model.



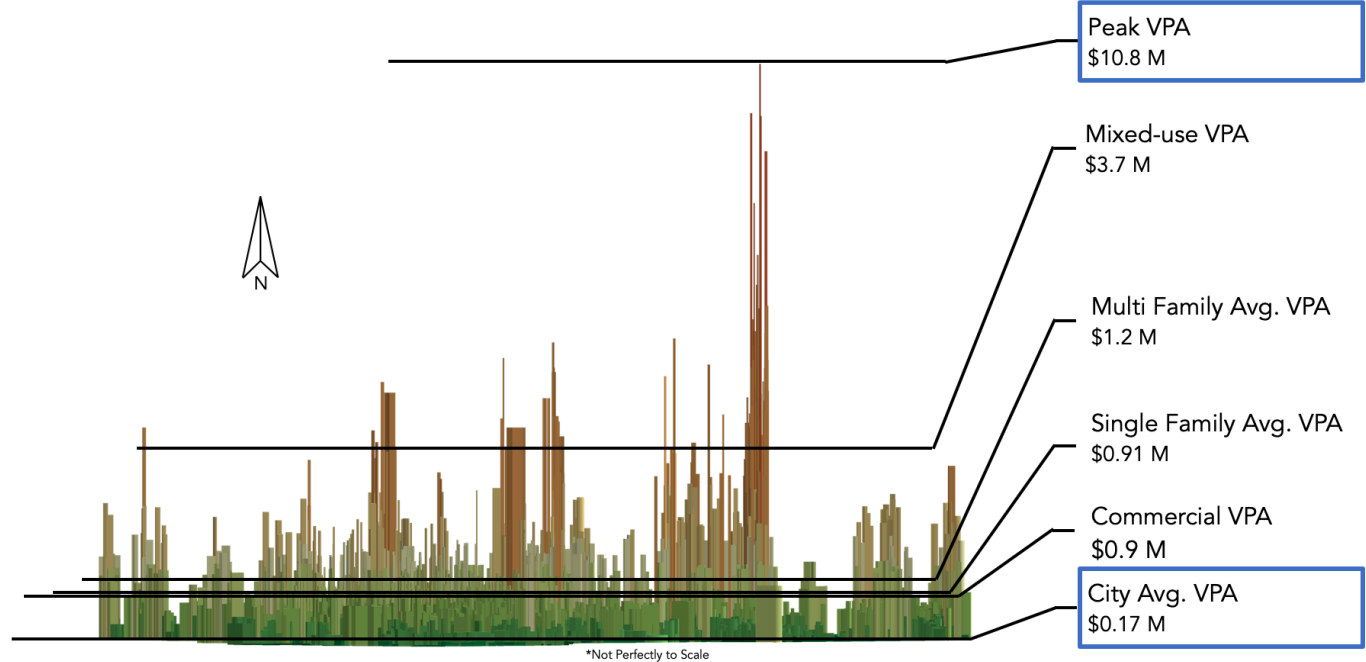
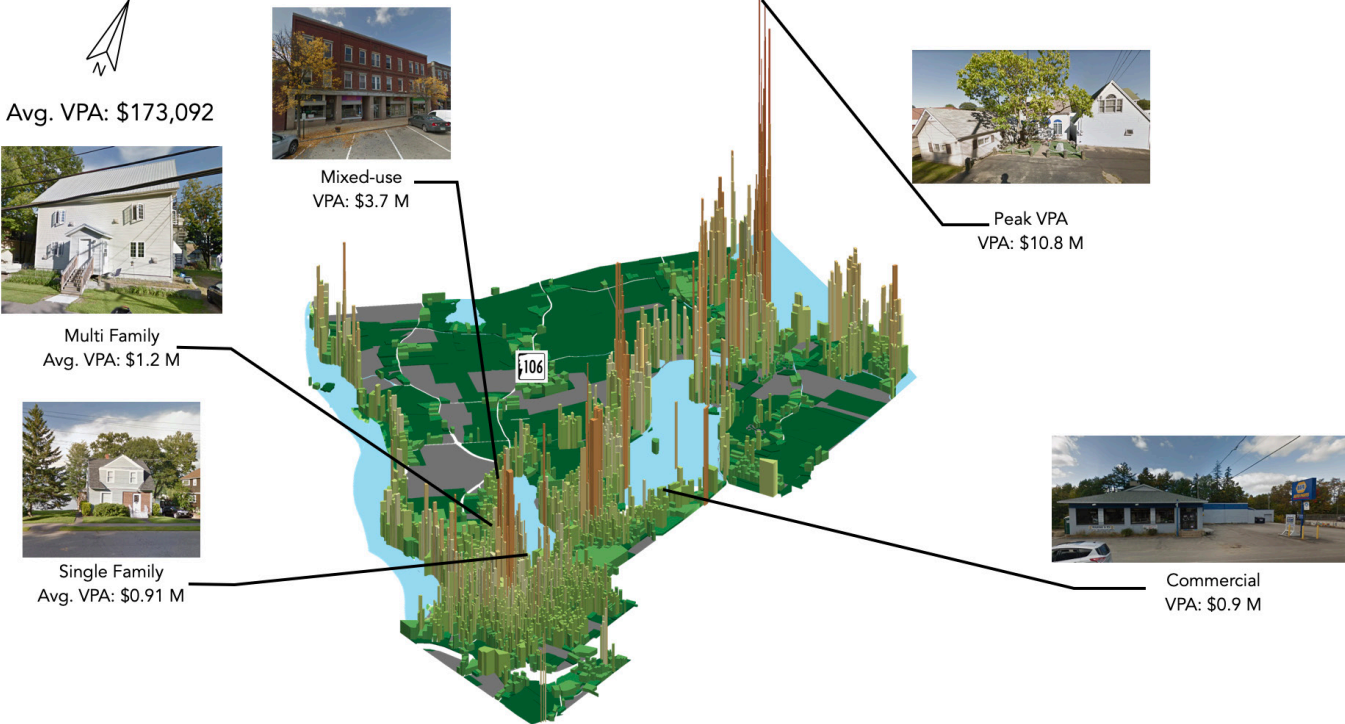
1:5



● Downtown
● City



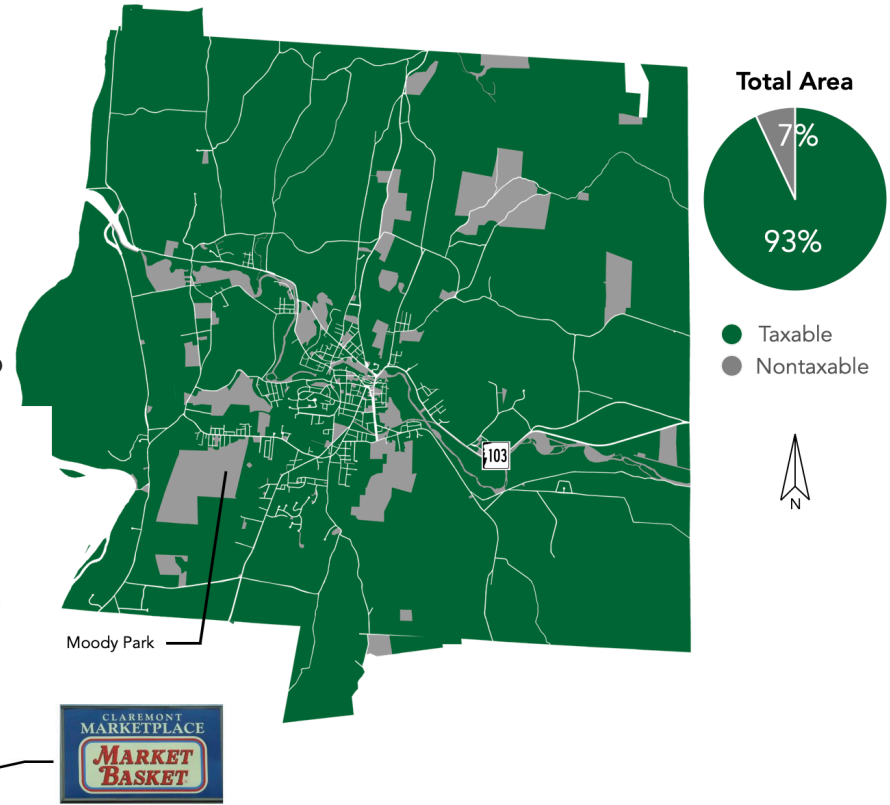
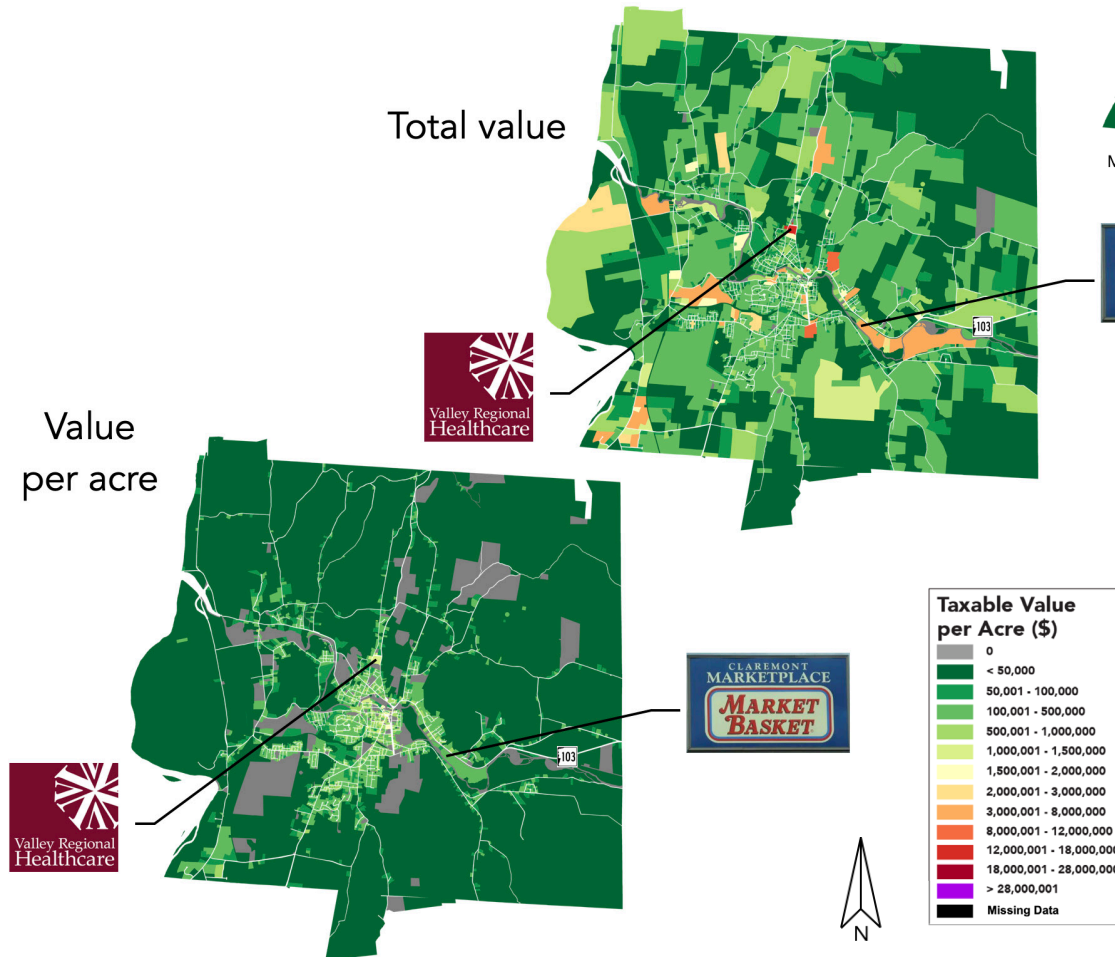
The map to the right highlights examples of typical buildings and developments in Laconia that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The peak VPA in Laconia is a single-family, lakefront property with a dock. Outside of the peak VPA and a few other lakefront properties, the typical VPAs of mixed-use, residential, and commercial properties are relatively analogous.



The diagram to the left demonstrates the productivity of Laconia as a metaphorical thermometer. The cooler and broader the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Laconia, the evenness of VPAs across land uses creates a carpet-like appearance. Laconia has the potential to add to a concentration of spikes of value to the downtown area.

CLAREMONT

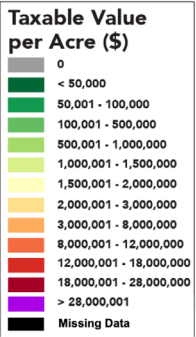
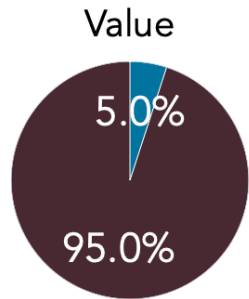
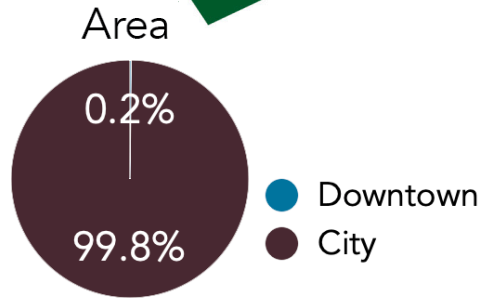
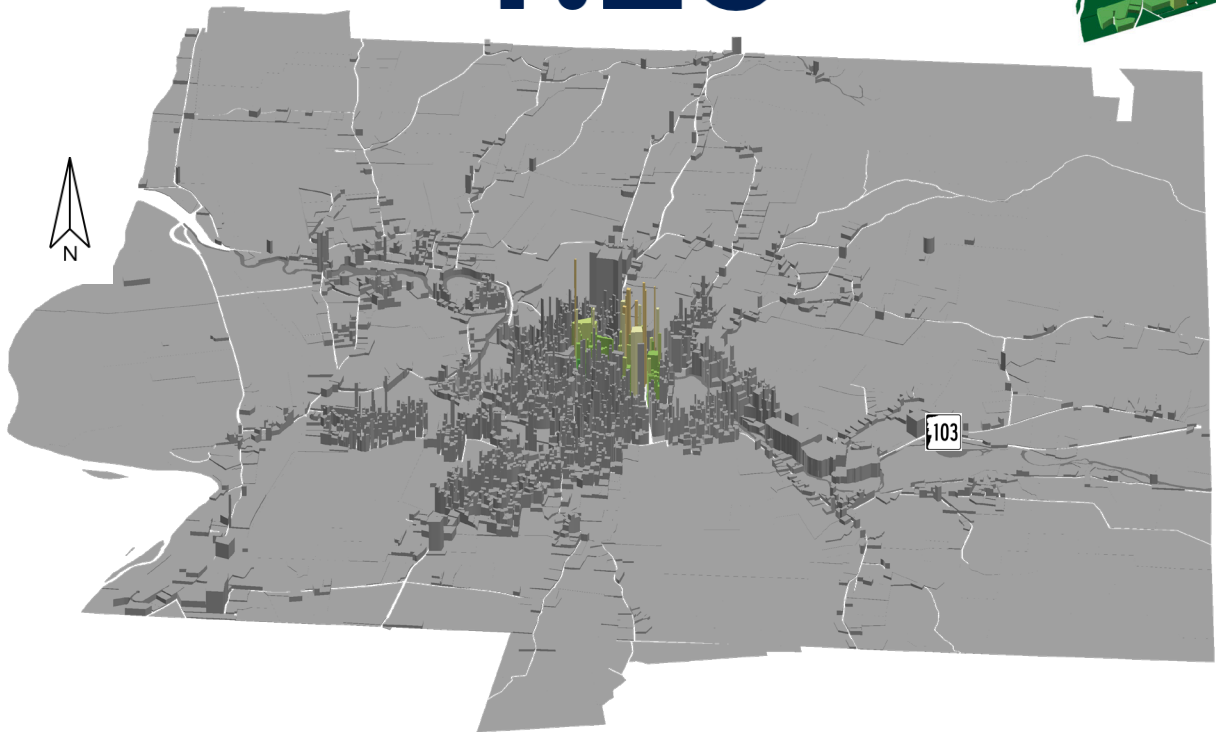
The total value map for Claremont shows large properties along the NH Rte 103 commercial corridor, like Market Basket, as high value and in shades of orange. However, when mapped by value per acre, the big-box store properties are revealed to be low productivity and fade to green. Vast parking lots and inexpensive building materials contribute to the low productivity of a typical big-box store.



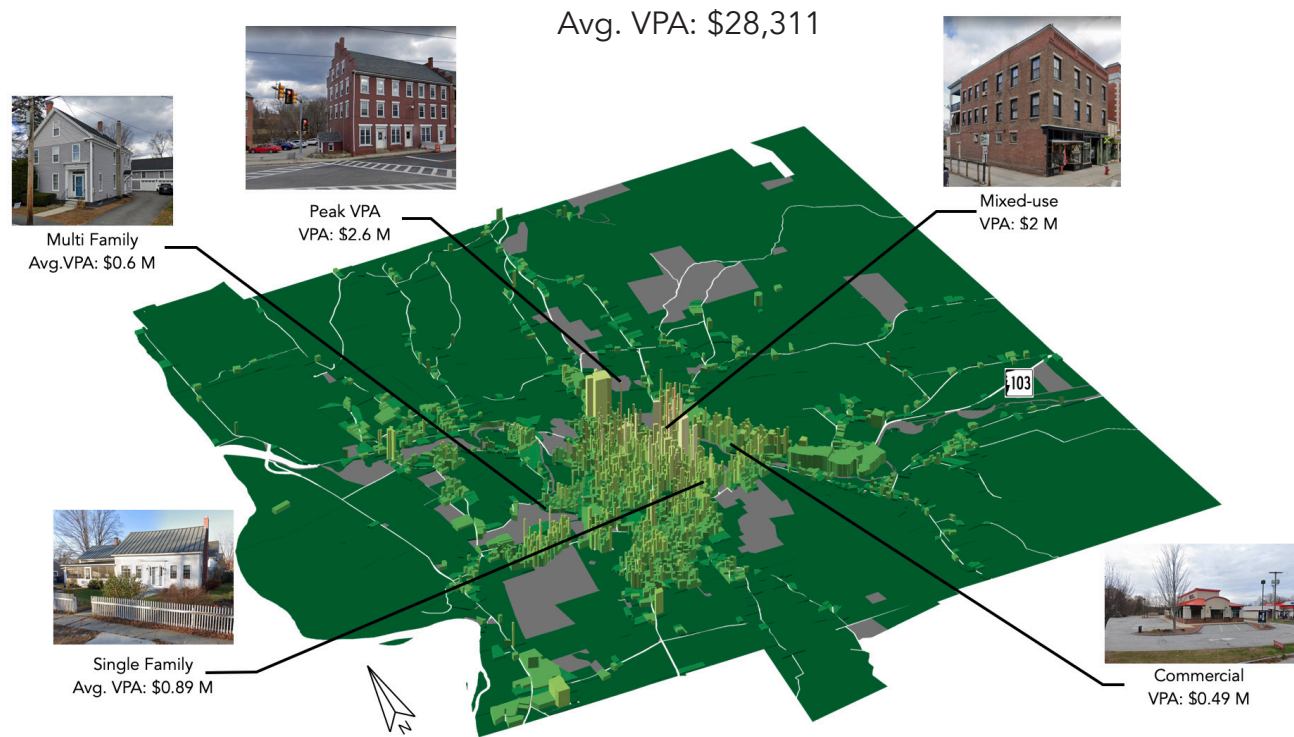
The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Claremont. 93% of the land within Claremont is taxable and 7% is nontaxable. This balance gives the community a considerable amount of land to work with when it comes to working on projects that intensify land use and build density. Considering the balance of taxable and nontaxable land is important when it comes to development decisions that affect how much land is available to generate revenue.

The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Claremont uses 0.2% of Claremont's land to generate 5% of Claremont's value. This 1:26 ratio means that, relative to its size, downtown Claremont is 26 times more productive than all of Claremont. This ratio is a sign of a healthy downtown. However, the land outside of downtown is very unproductive, and completely undeveloped in some areas. This dynamic exaggerates the productivity of downtown to a degree. Claremont could make use of its empty historic buildings. Newly refurbished mixed-use buildings, like the Goddard Block, would create new spikes of value in the 3D model.

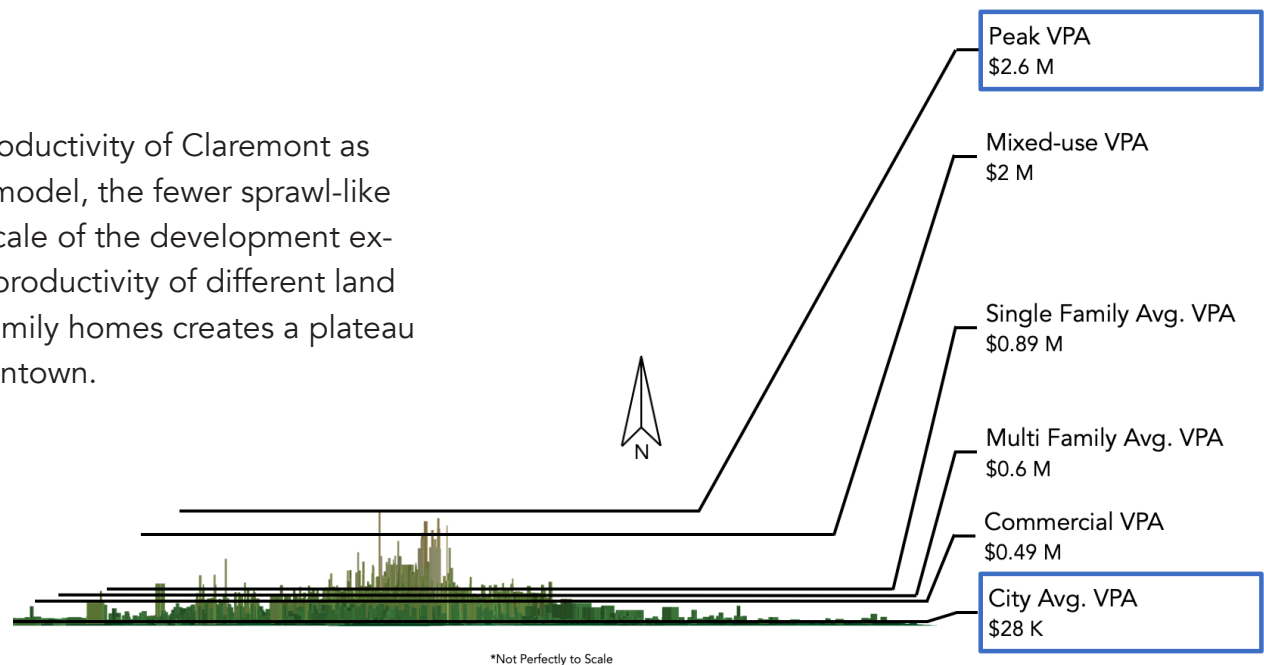
1:26



The map to the right highlights examples of typical buildings and developments in Claremont that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The VPA of the single-family example is nearly double the VPA of a typical commercial property. Although single-family housing parcels often have large yards with inexpensive construction, the expansive parking lots of big-box stores and fast food franchises have an incredibly de-valuing effect.

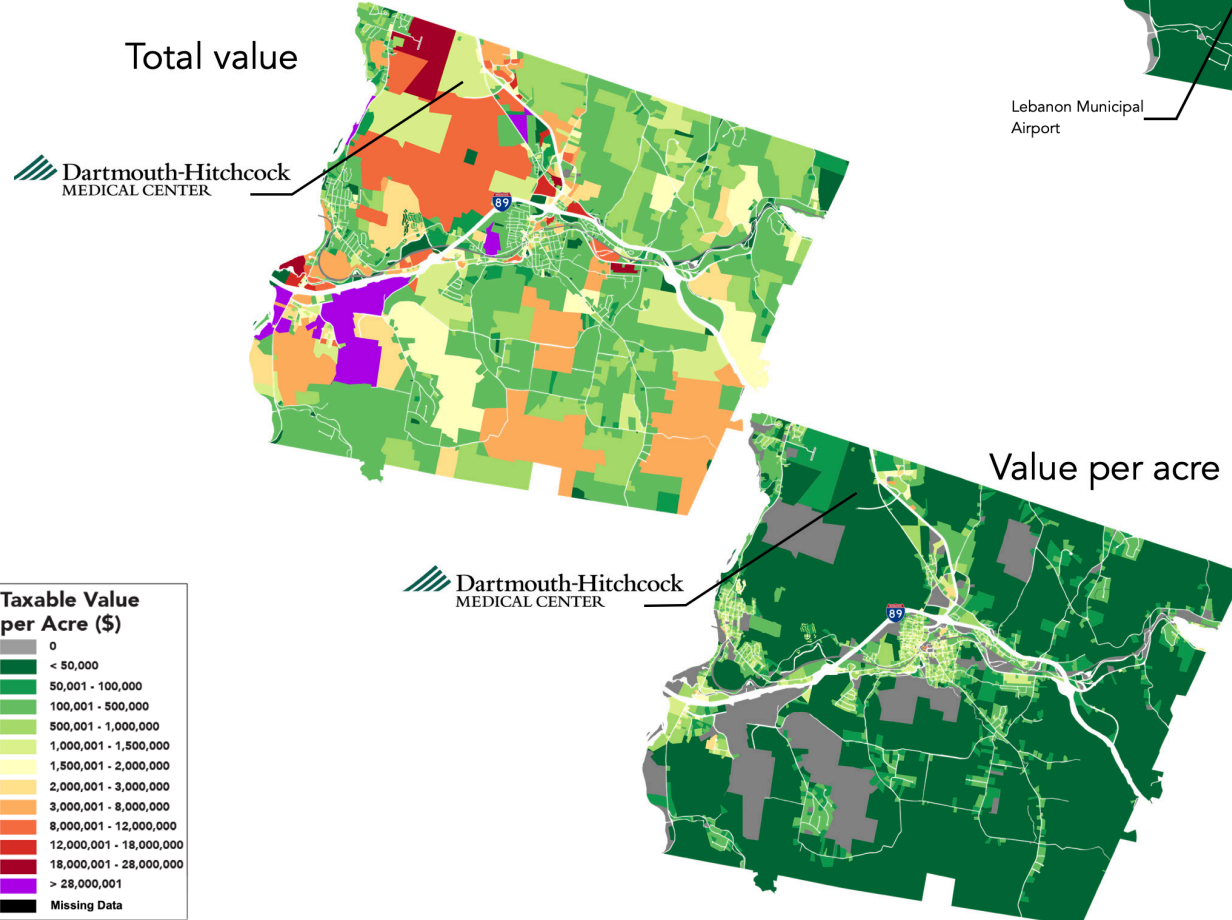
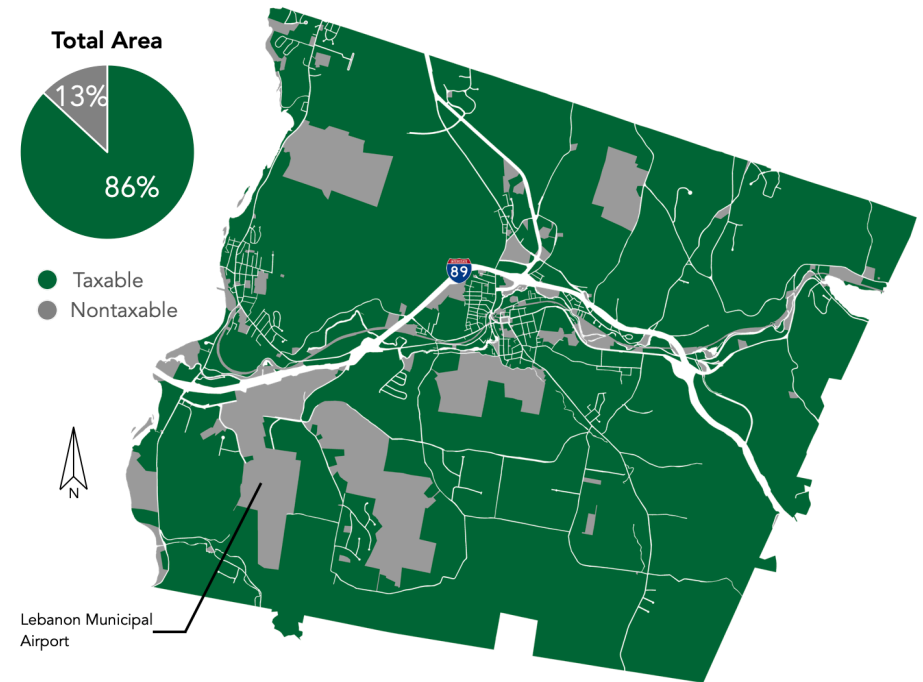


The diagram to the right demonstrates the productivity of Claremont as a metaphorical thermometer. The cooler the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Claremont, an abundance of single-family homes creates a plateau of low value around the more productive downtown.



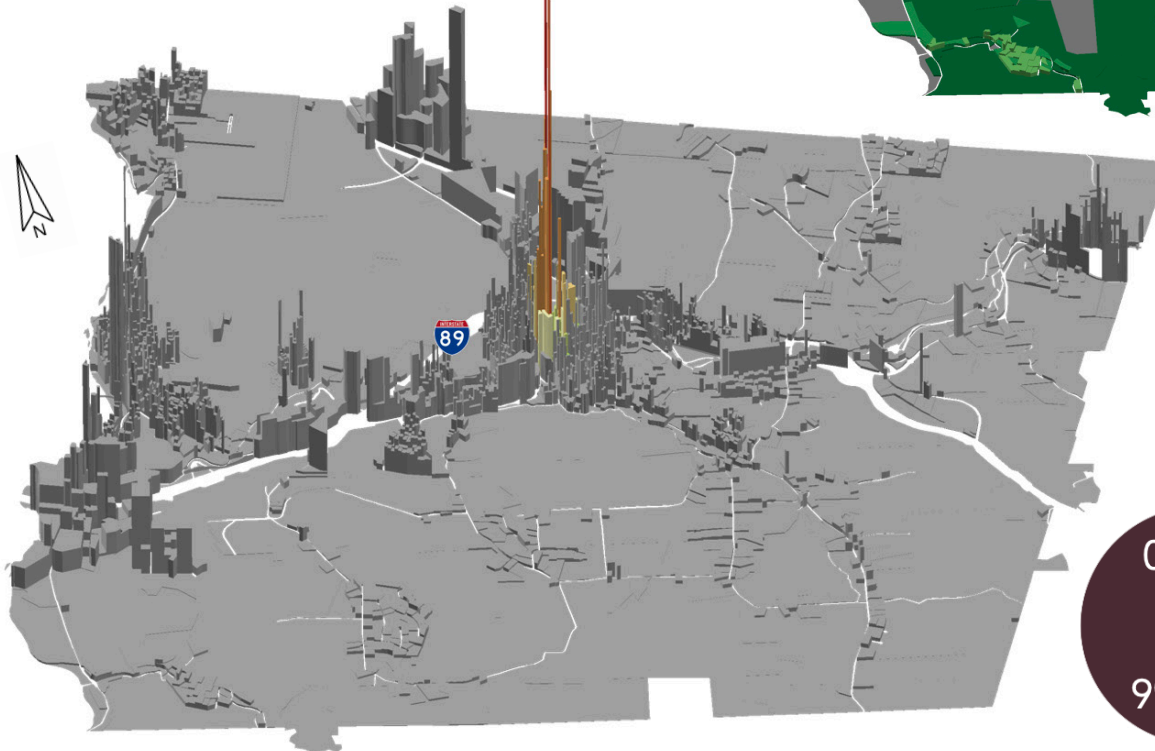
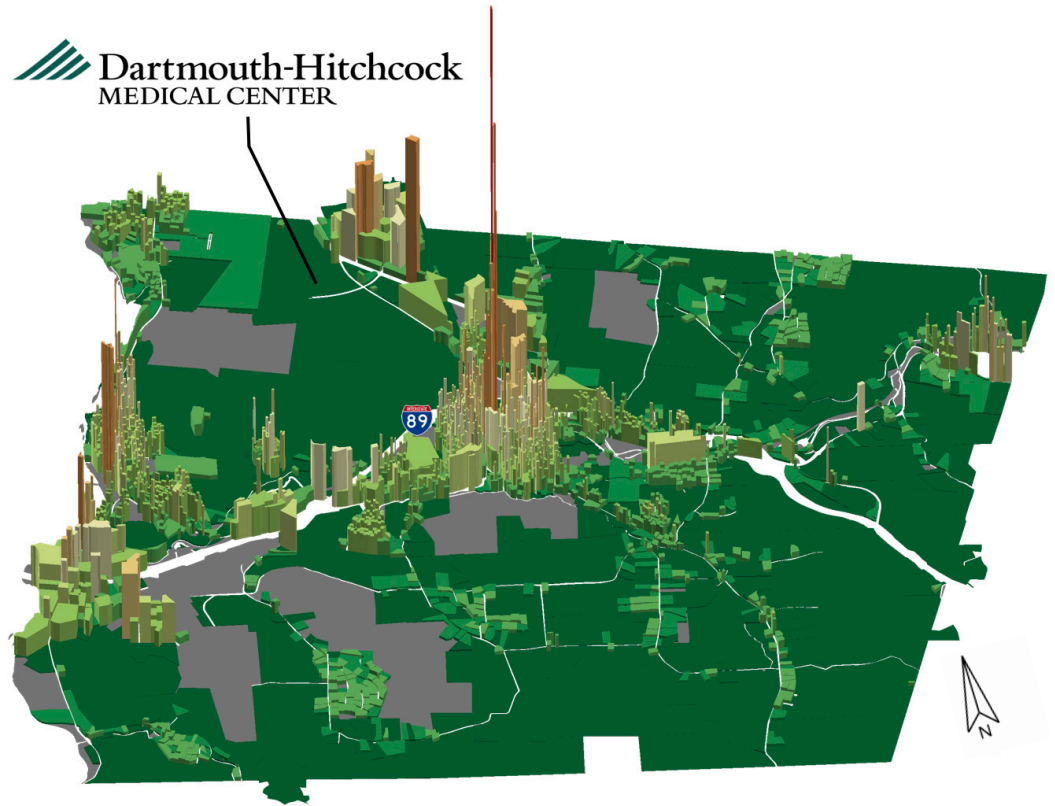
LEBANON

The total value map for Lebanon shows large properties north and south of I-89 in orange and purple and the Dartmouth-Hitchcock hospital appears a mid-range value shade of green. When mapped by value per acre, these large, undeveloped parcels fade to green, and the hospital changes to dark green. Large parcels often appear valuable because of their size, despite their low productivity. While the hospital is valuable, it's surrounded by a sea of parking, which reduces its productivity.

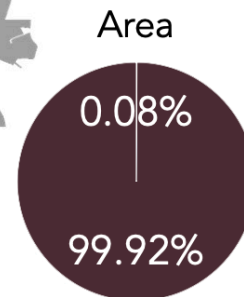


The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Lebanon. The balance of taxable and nontaxable land is important when considering the proportion of revenue-producing land to the tax-exempt land that uses city services without generating revenue. 86% of the land within Lebanon is taxable and 13% is nontaxable. The airport represents a large portion of the nontaxable land.

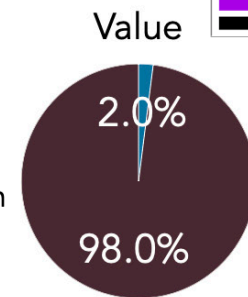
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Lebanon uses 0.8% of Lebanon's land to generate 2% of Lebanon's value. This 1:25 ratio means that, relative to its size, downtown Lebanon is 25 times more productive than all of Lebanon. The prevalence of several clusters of orange and yellow spikes in the 3D model indicates that Lebanon is polynodal, it has several nodes of productivity outside of downtown. While nodes boost overall value, multiple commercial hubs compete with Lebanon's small downtown. Lebanon could focus on adding mixed-use development that would further distinguish downtown Lebanon as the primary node.



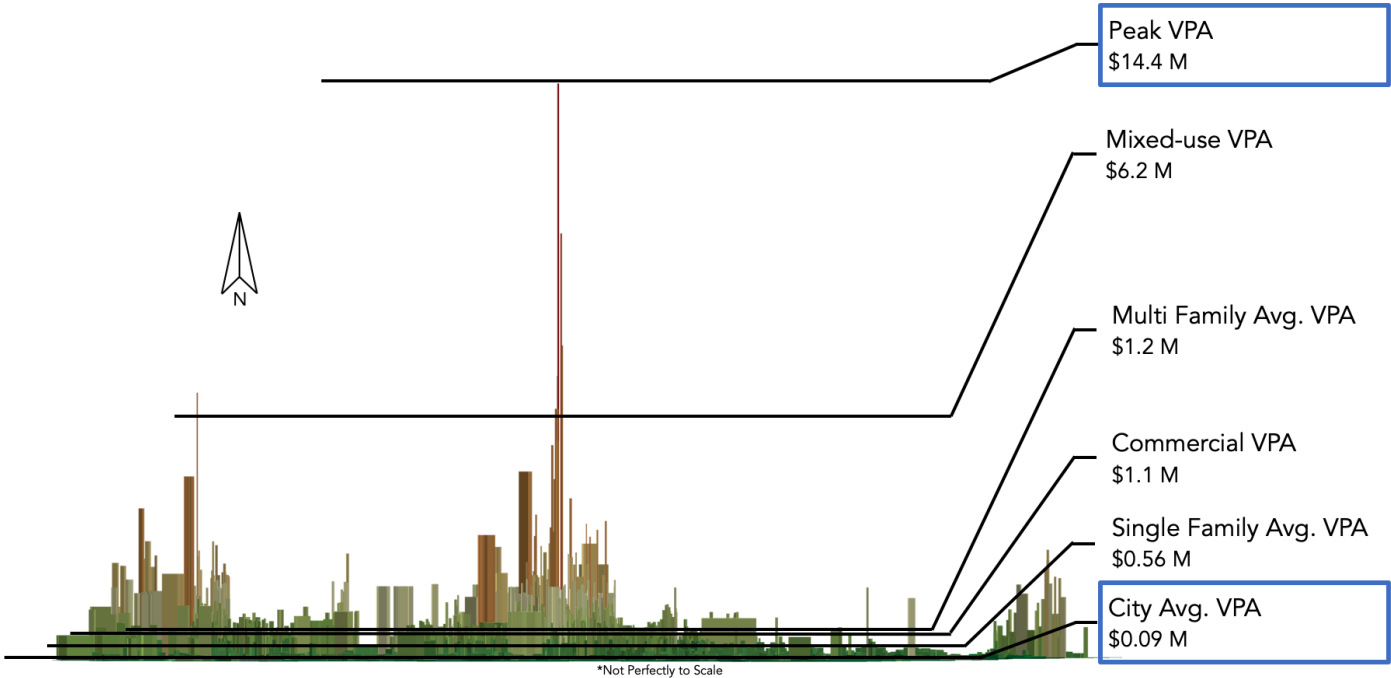
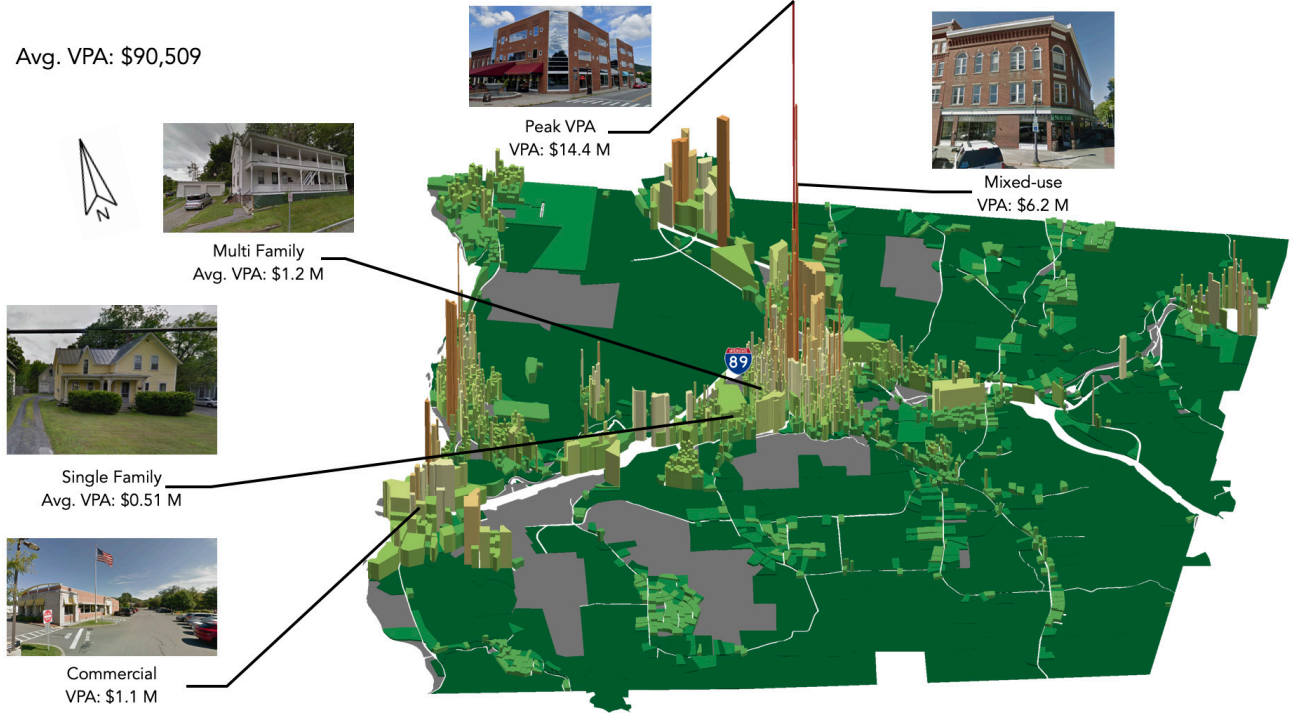
1:25



DTown
City



The map to the left highlights examples of typical buildings and developments in Lebanon that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The average VPA of multi-family parcels is more than twice the average VPA of single-family parcels. Although multi-family parcels can have yards and parking, they are more flexible in design. Multi-family can be built in a way that eliminates expansive lawns and adds multiple stories to buildings, both of which boost value.



The diagram to the left demonstrates the productivity of Lebanon as a metaphorical thermometer. The hotter the model, the more amenities and less-productive development a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. Despite multiple nodes, the majority of mixed-use parcels with typical VPAs of \$6.2 M are in downtown Lebanon.

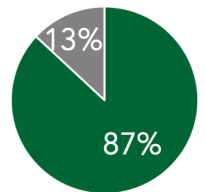
PETERBOROUGH

The total value map for Peterborough shows large properties north of downtown in orange and the RiverMead retirement community appears purple. When mapped by value per acre, these large, undeveloped parcels fade to green, and RiverMead changes to a lower-productivity shade of green. Large parcels often appear valuable because of their size, despite their low productivity. While RiverMead is valuable, it's surrounded by vast parking lots, driveways, and open space, which reduces its productivity.

MacDowell Reservoir

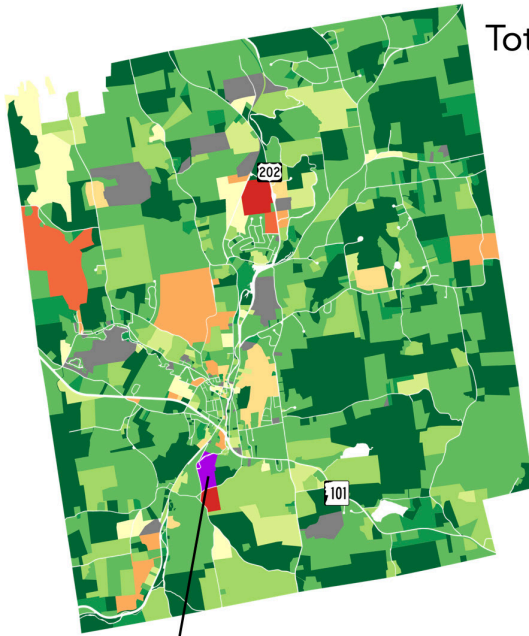


Total Area



● Taxable
● Nontaxable

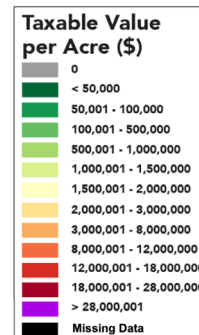
Total value



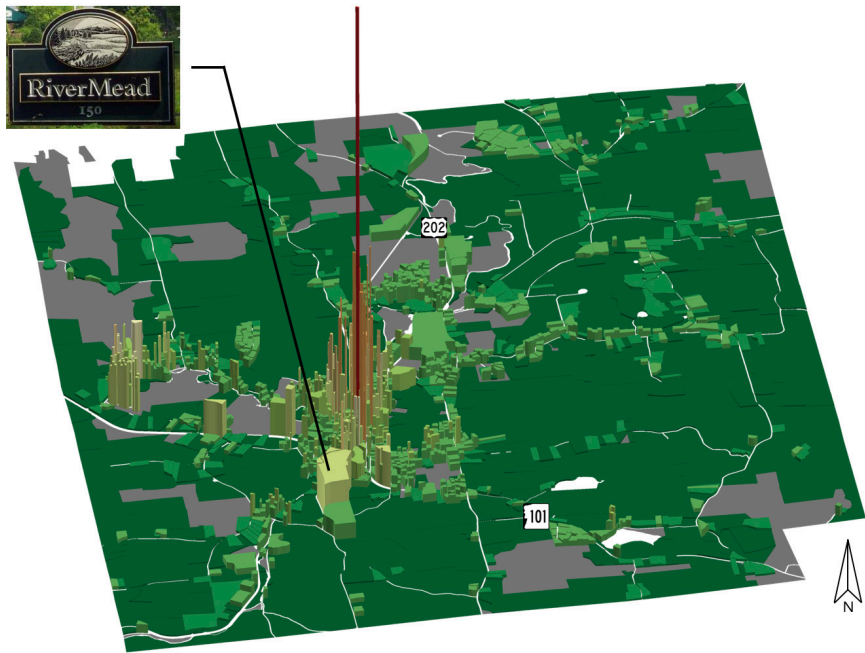
Value per acre



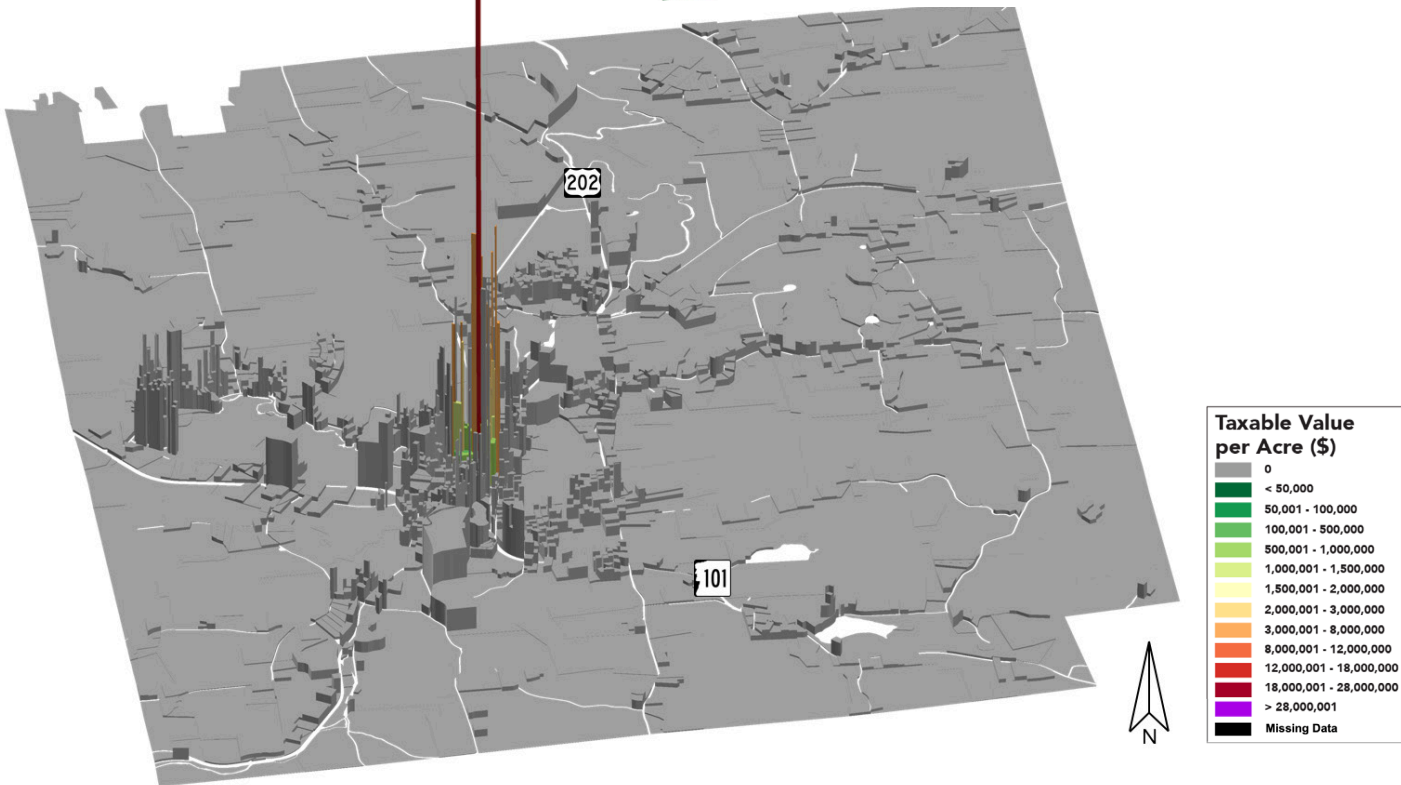
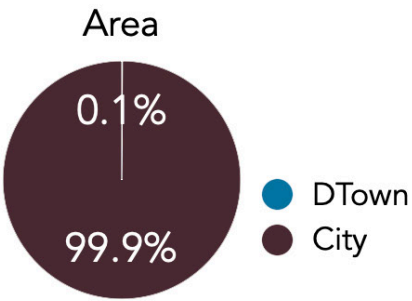
The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Peterborough. The balance of taxable and nontaxable land is important when considering the proportion of revenue-producing land to the tax-exempt land that uses city services without generating revenue. 87% of the land within Peterborough is taxable and 13% is nontaxable. The MacDowell Reservoir represents a large portion of the nontaxable land.



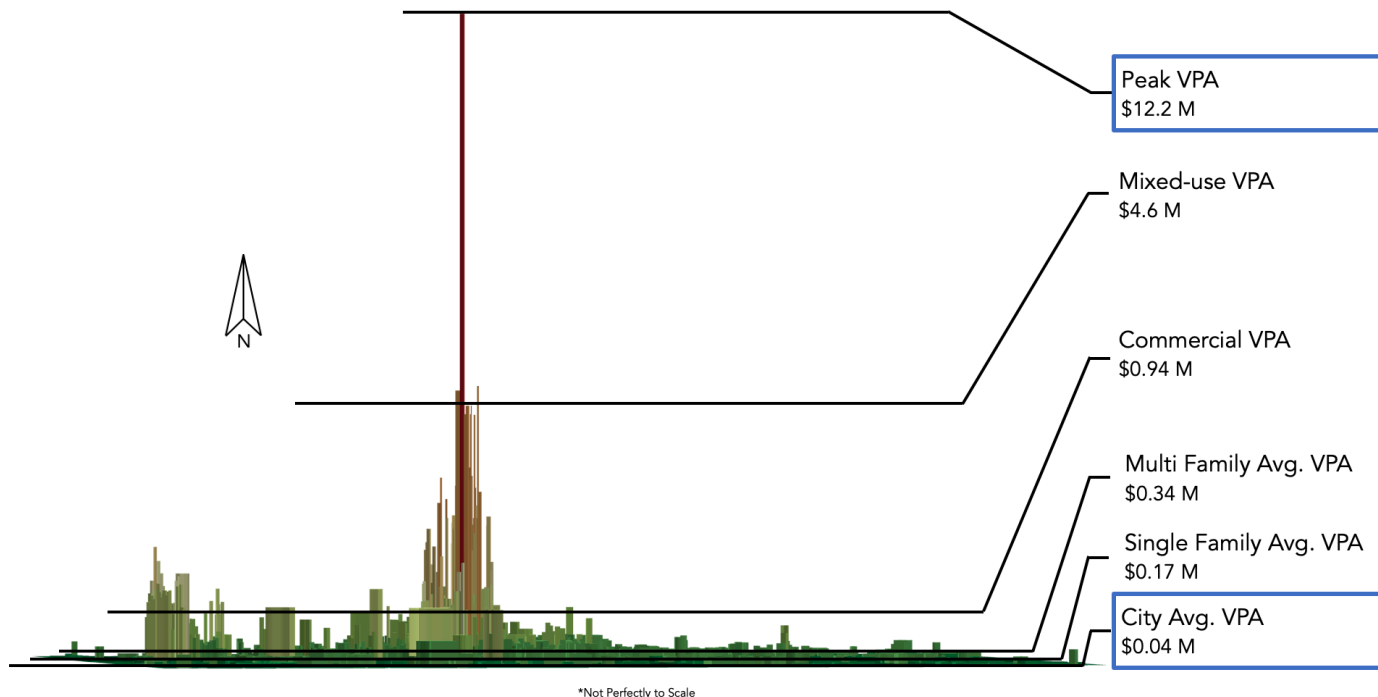
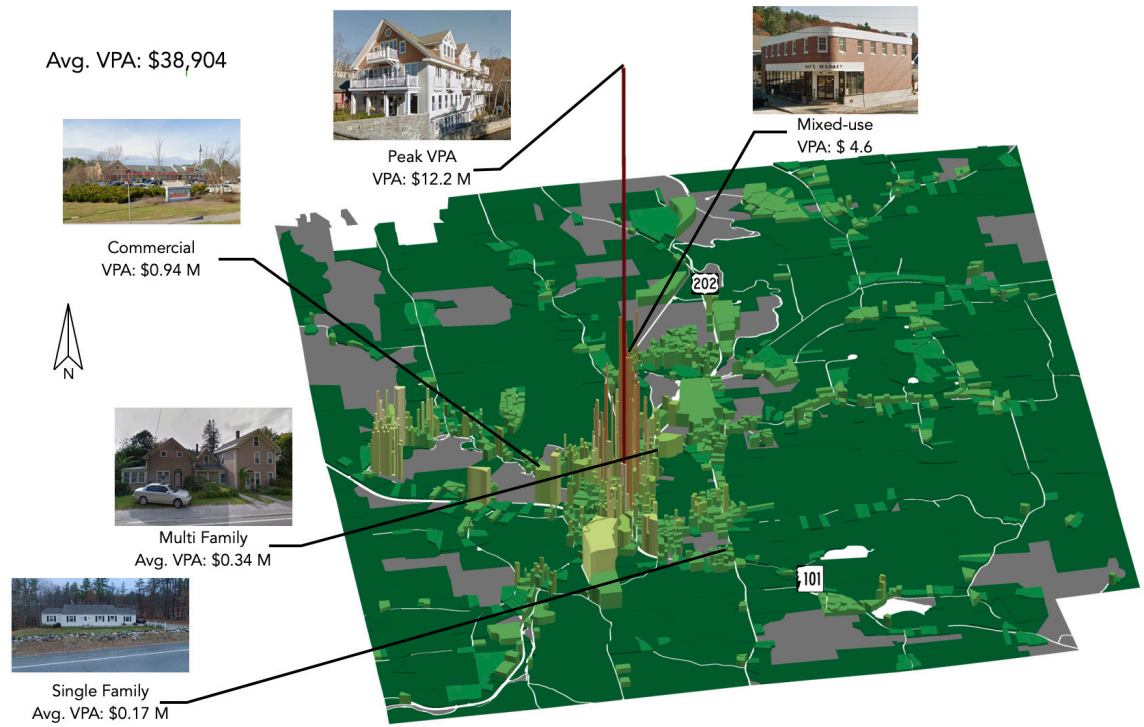
The value per acre metric allows us to compare entire neighborhoods within a community. Downtown Peterborough uses 0.1% of Peterborough's land to generate 3.1% of Peterborough's value. This 1:32 ratio means that, relative to its size, downtown Peterborough is 32 times more productive than all of Peterborough. This ratio is a sign of a healthy downtown. However, the land outside of downtown is very unproductive, and largely undeveloped in some areas. This dynamic exaggerates the productivity of downtown to a degree. Peterborough could add multi-family and mixed-use properties to shore up the already strong downtown.



1:32



The map to the right highlights examples of typical buildings and developments in Peterborough that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The average VPA of mixed-use parcels is almost 5 times the typical VPA of a solely commercial parcel. Combining uses, especially along the Contoocook River, would grow productivity in Peterborough.

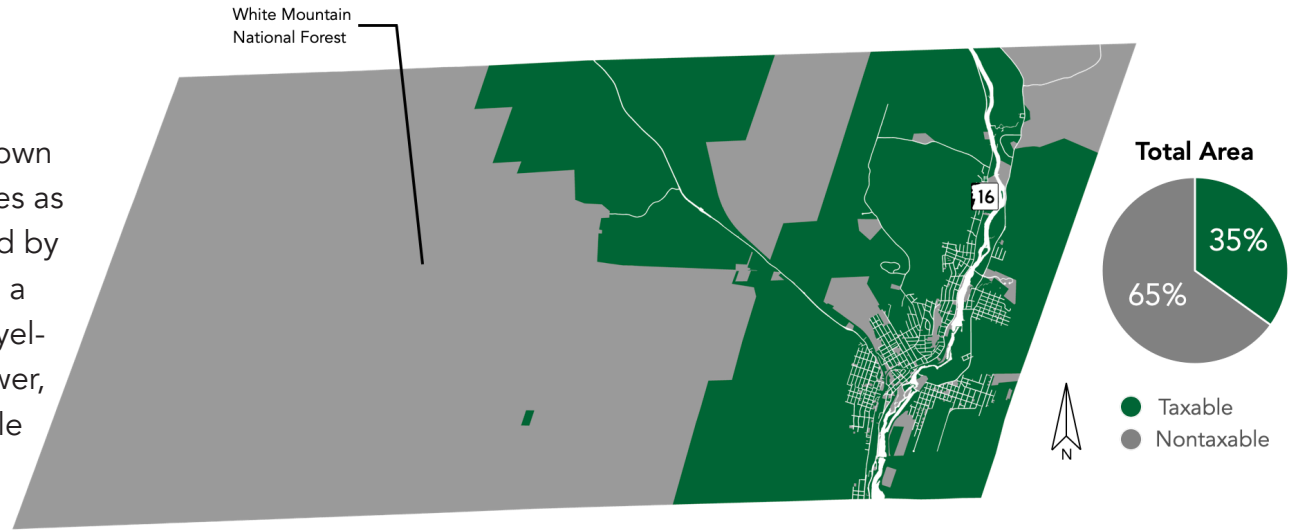


*Not Perfectly to Scale

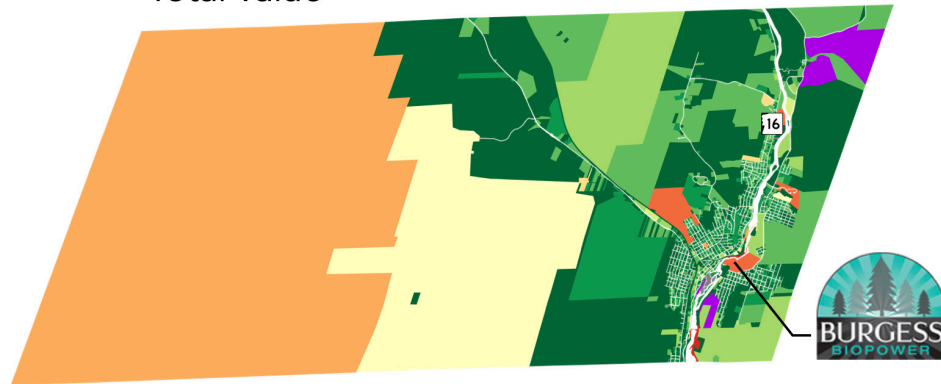
The diagram to the left demonstrates the productivity of Peterborough as a metaphorical thermometer. The hotter the model, the more amenities and less-productive development a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Peterborough, the peak VPA stands out, but is supported by a solid group of mixed-use parcels that outperform lower-productivity parcels.

BERLIN

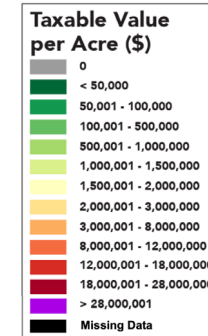
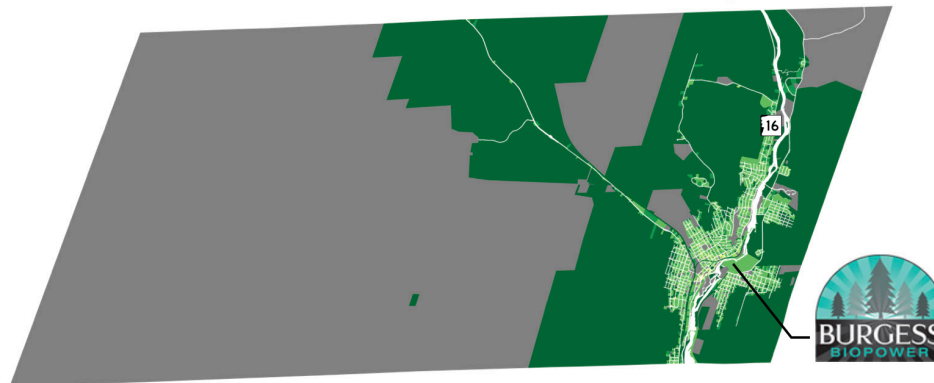
The total value map for Berlin shows downtown Berlin in green and a few industrial properties as valuable in shades of orange. When mapped by value per acre, downtown Berlin changes to a mid-range value shade of green with some yellow. The industrial sites, like Burgess Biopower, change from orange to green. Berlin has little sprawl, so nearly all of the value is concentrated around the urban core.



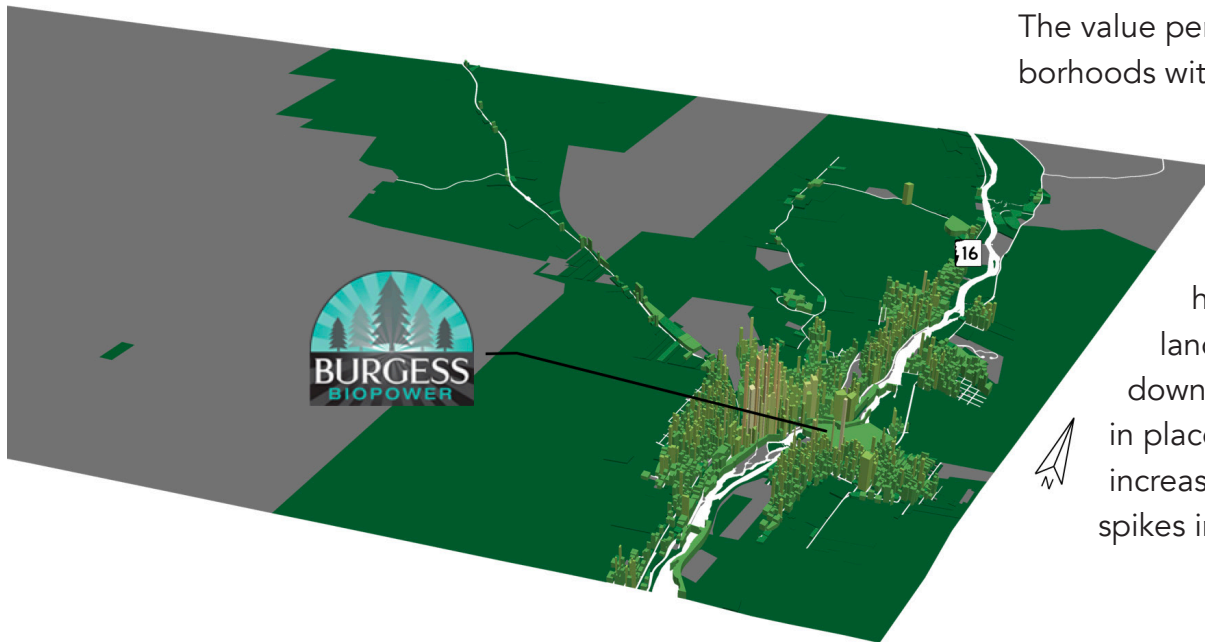
Total value



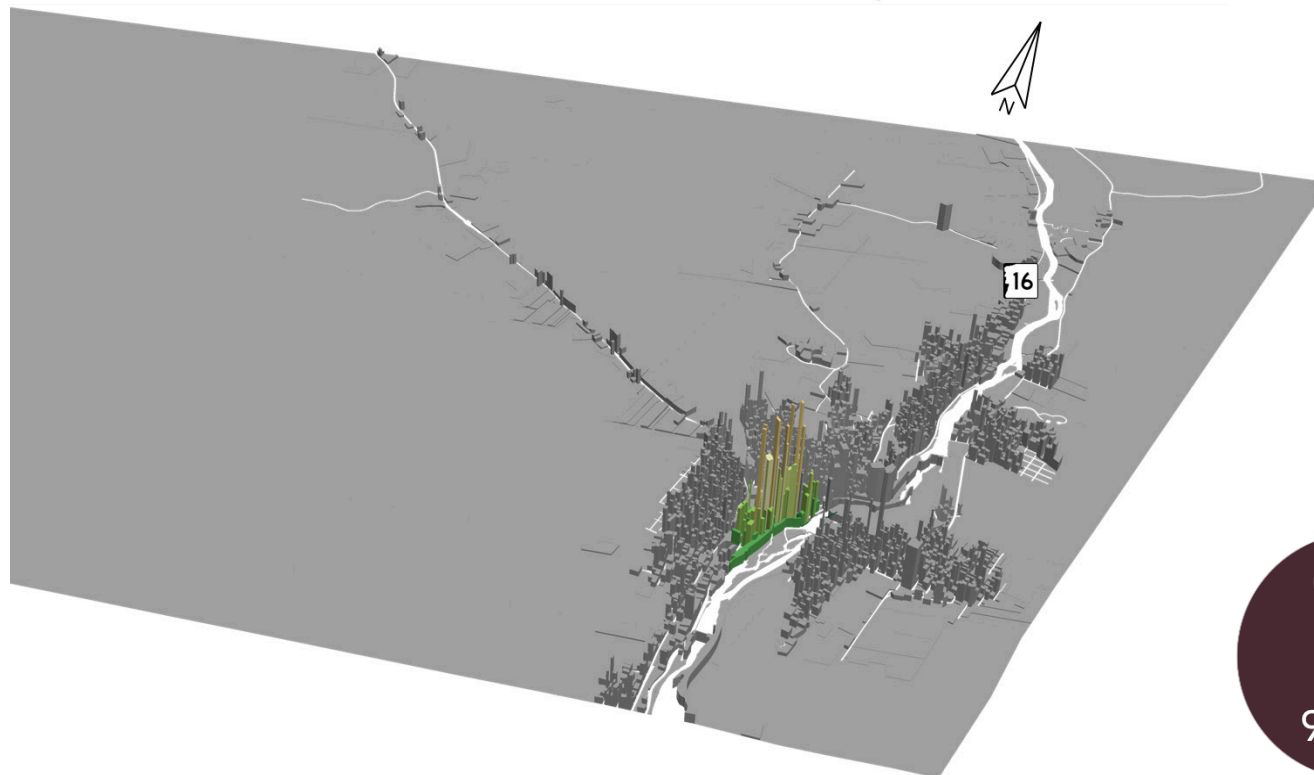
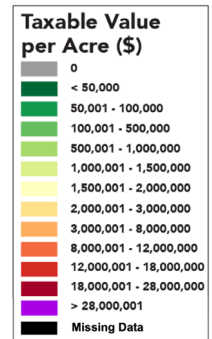
Value per acre



The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Berlin. 35% of the land within Berlin is taxable and 65% is nontaxable. In what is our most interesting balance of taxable and nontaxable land, much of Berlin is home to the White Mountains National Forest and other natural conservation areas. This balance gives the community a limited amount of land to work with when it comes to working on projects that intensify land use and build density.



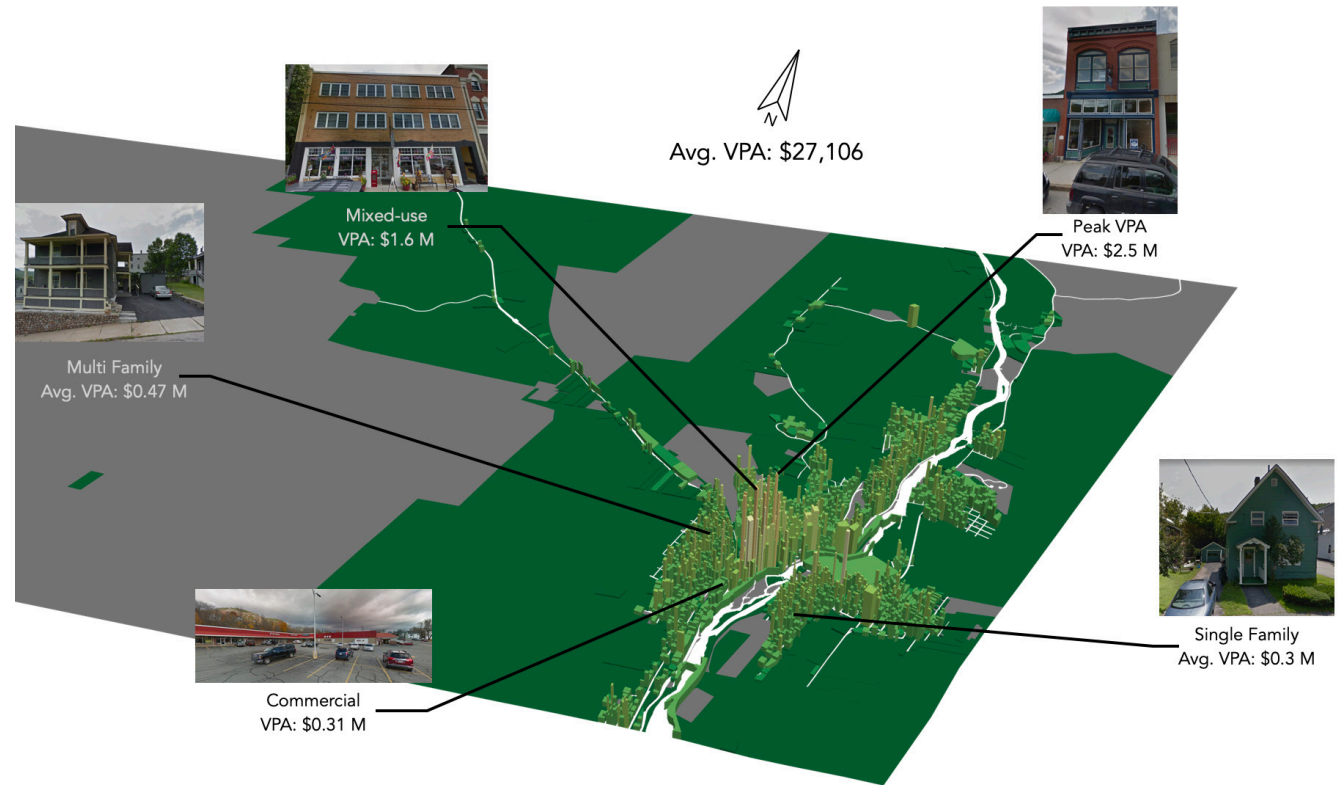
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Berlin uses 0.6% of Berlin's land to generate 3.3% of Berlin's value. This 1:51 ratio means that, relative to its size, downtown Berlin is 51 times as productive as all of Berlin. A ratio greater than 1:6 is usually a sign of a healthy downtown. However, so much of Berlin's land is undeveloped that it distorts the intensity of downtown's productivity. Berlin has the grid network in place to add walkable mixed-use development and increase density, which would create more spikes in the 3D model.



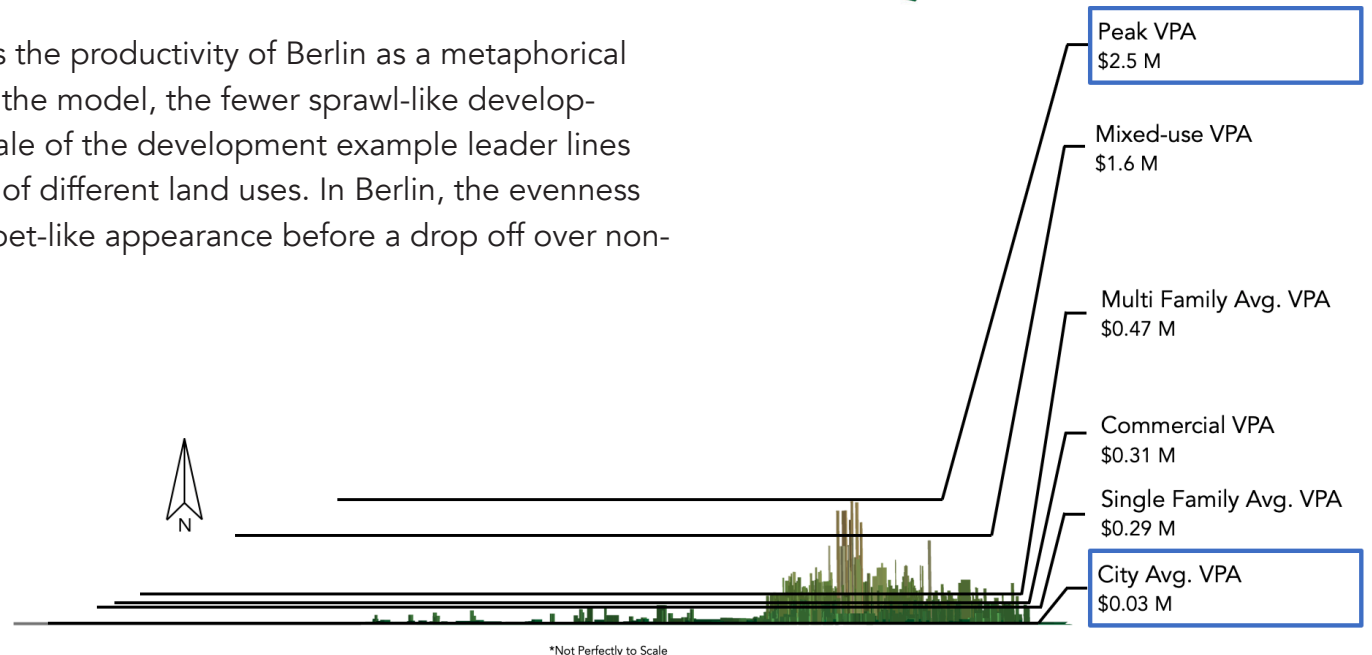
1:51.3



The map to the right highlights examples of typical buildings and developments in Berlin that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The typical mixed-use VPA is more than 5 times the average VPA of single-family properties. It's clear that adding incremental mixed-use projects to downtown would strengthen productivity.



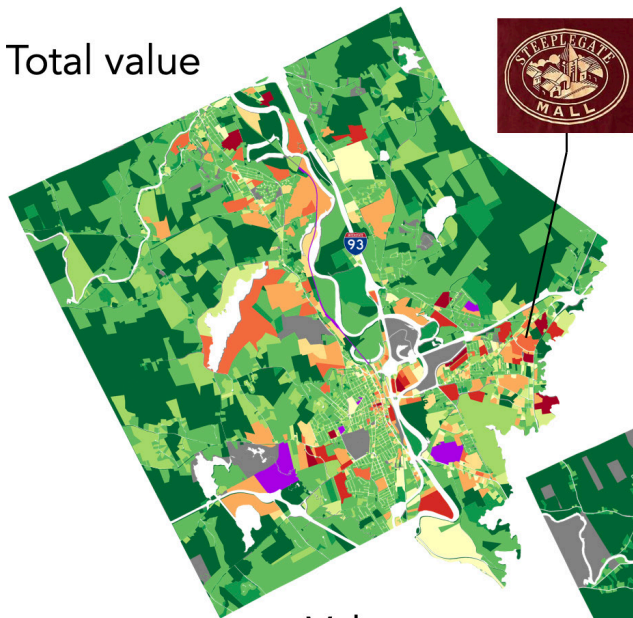
The diagram to the right demonstrates the productivity of Berlin as a metaphorical thermometer. The cooler and broader the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Berlin, the evenness of VPAs across land uses creates a carpet-like appearance before a drop off over non-taxable land.



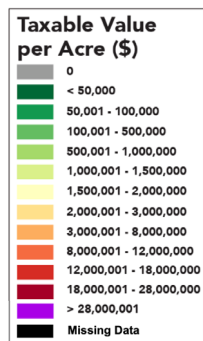
CONCORD

The total value map for Concord shows a collection of larger commercial and industrial properties in the southeast in high-value orange and red. However, when mapped by value per acre, the small, highly productive properties along Main Street and downtown Concord become a concentration of warm high-value colors and the commercial parcels, like the Steeplegate Mall, fade to low-value shades of green.

Total value

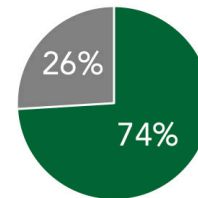


Value per acre

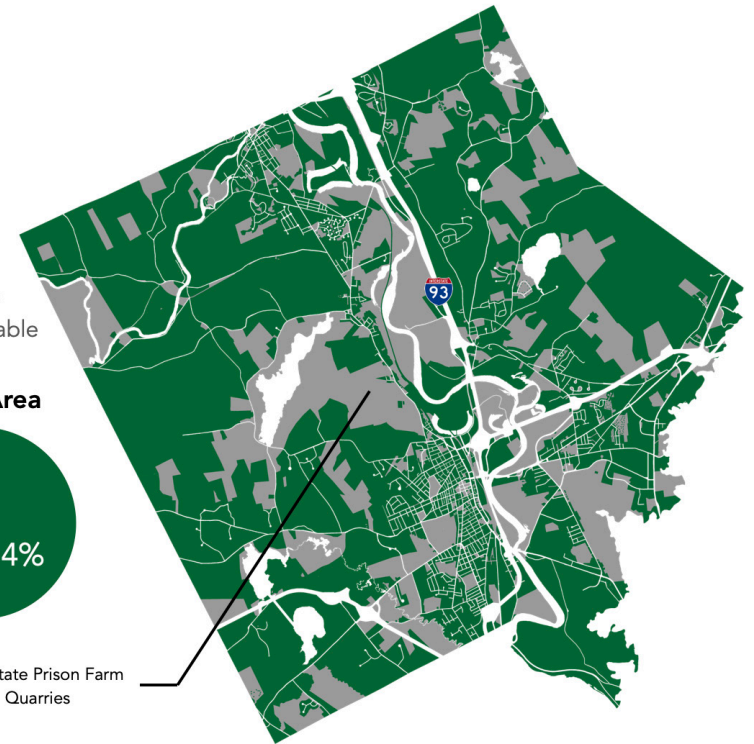


- Taxable
- Nontaxable

Total Area

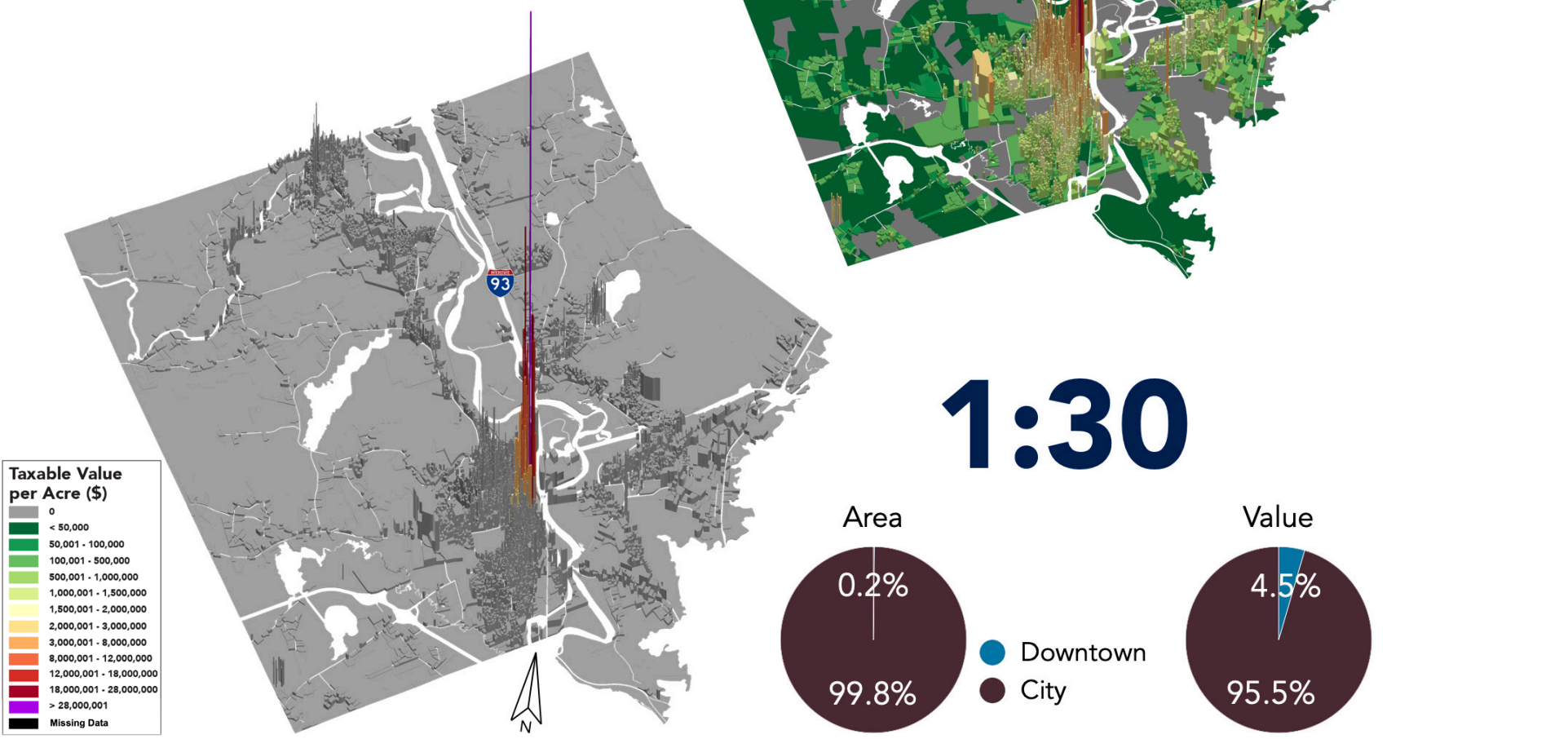


State Prison Farm + Quarries

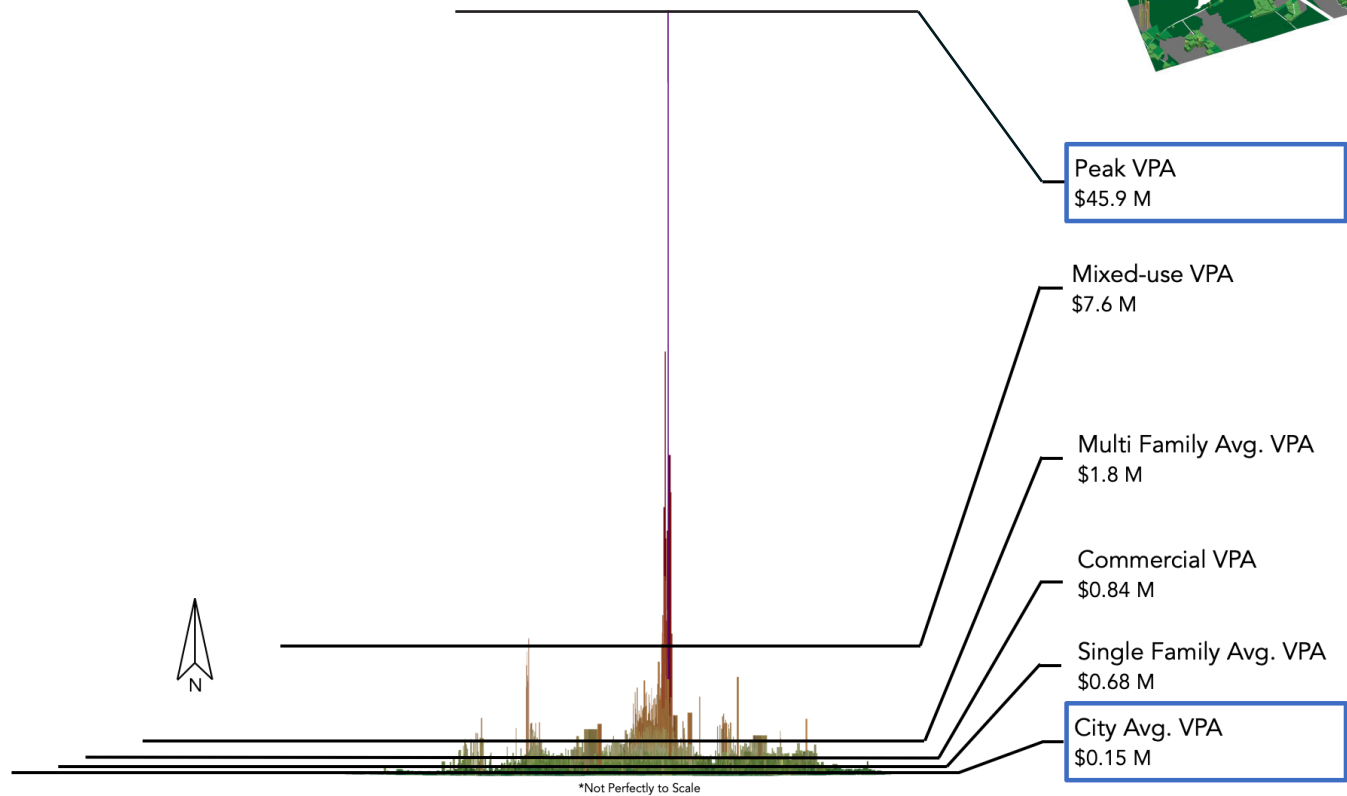
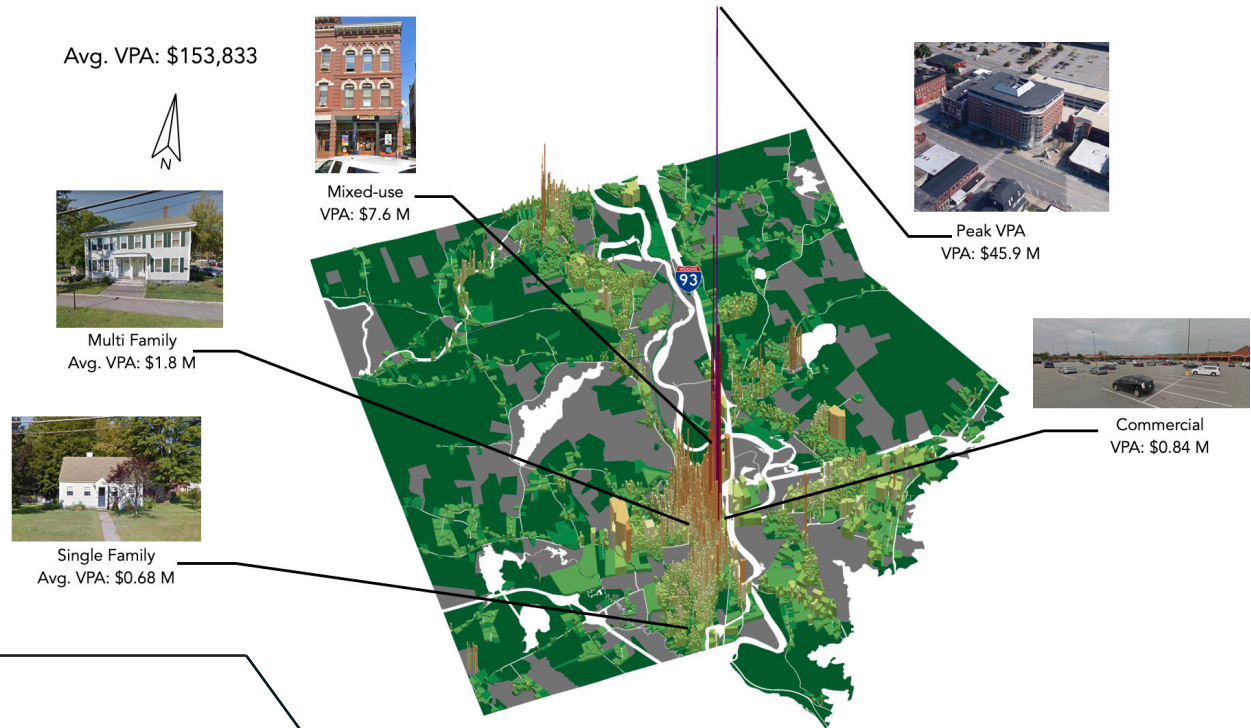


The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Concord. 74% of the land within Concord is taxable and 26% is nontaxable. The fact that Concord is the state capital and home to many government buildings might lead one to believe that the abundance of nontaxable land completely suppresses the productivity of Concord. However, the majority of these buildings are concentrated in one section of downtown, allowing commercial and mixed-use development to flourish and serve as destinations around a nontaxable island.

The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Concord uses 0.2% of Concord's land to generate 4.5% of Concord's value. This 1:30 ratio means that, relative to its size, downtown Concord is 30 times more productive than all of Concord. This ratio is well above the 1:6 ratio of healthy downtowns. The cluster of red and purple spikes in the 3D model indicates that while Concord has some sprawl and large big-box commercial corridors, the productivity of the downtown compensates for it by generating a tremendous amount of value. Concord could continue to add more mixed-use to the downtown and refrain from building far-flung single-family neighborhoods.



The map to the right highlights examples of typical buildings and developments in Concord that help us understand how patterns of land use choices affect value per acre. As buildings grow more valuable and use their land more intensely, they appear taller in the model. The impressive peak VPA is the Hotel Concord. While the hotel is new, large, and mixed-use, it's important to note that it is not solely responsible for Concord's high productivity. The abundance of mixed-use and multi-family properties provide a strong foundation.



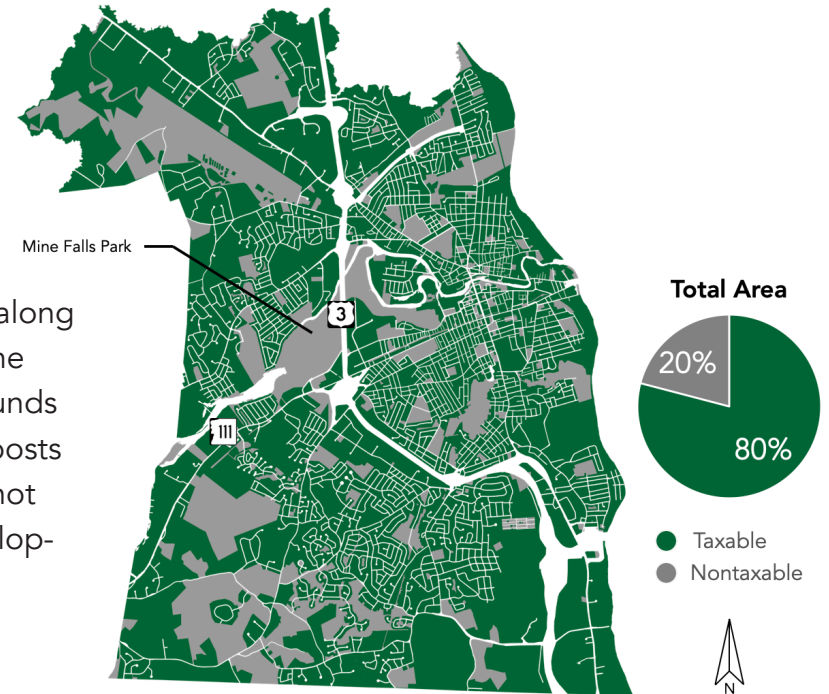
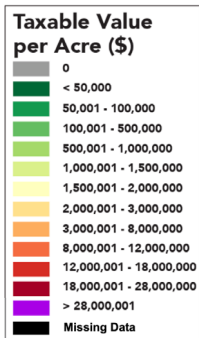
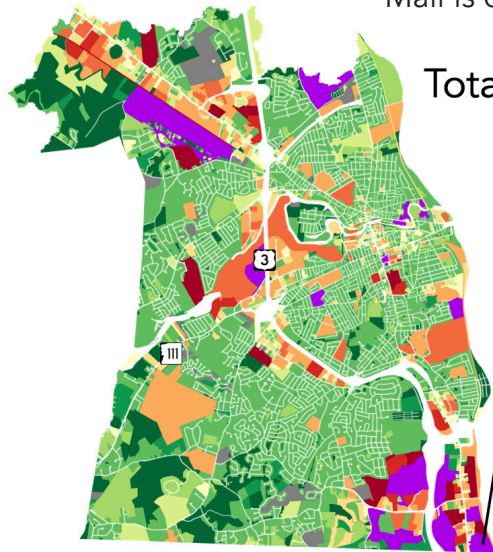
The diagram to the left demonstrates the productivity of Concord as a metaphorical thermometer. The hotter the model, the more amenities and less-productive development a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Concord, a typical mixed-use property VPA is 9 times the typical exclusively commercial property VPA.

NASHUA

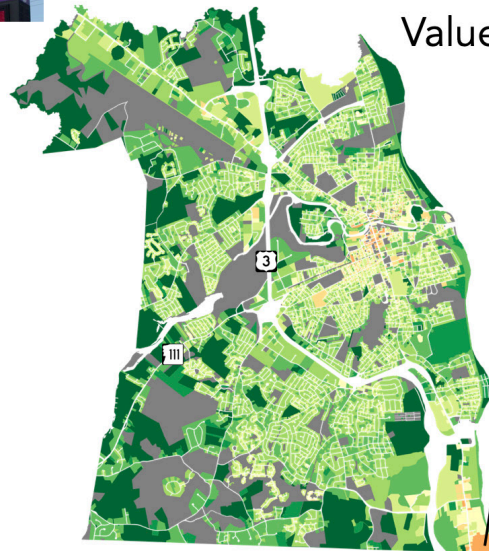
The total value map for Nashua shows a collection of substantial commercial properties, including Pheasant Lane Mall, in the southeast corner of the city in purple and red. However, when mapped per acre, the big-box stores and shopping centers turn green and yellow. Small, highly productive properties along Main Street become a concentration of warm high-value colors. Pheasant Lane

Mall is deceptively orange because its out-of-bounds parking lot in Massachusetts boosts the mall's productivity and is not replicable as a model of development.

Total value

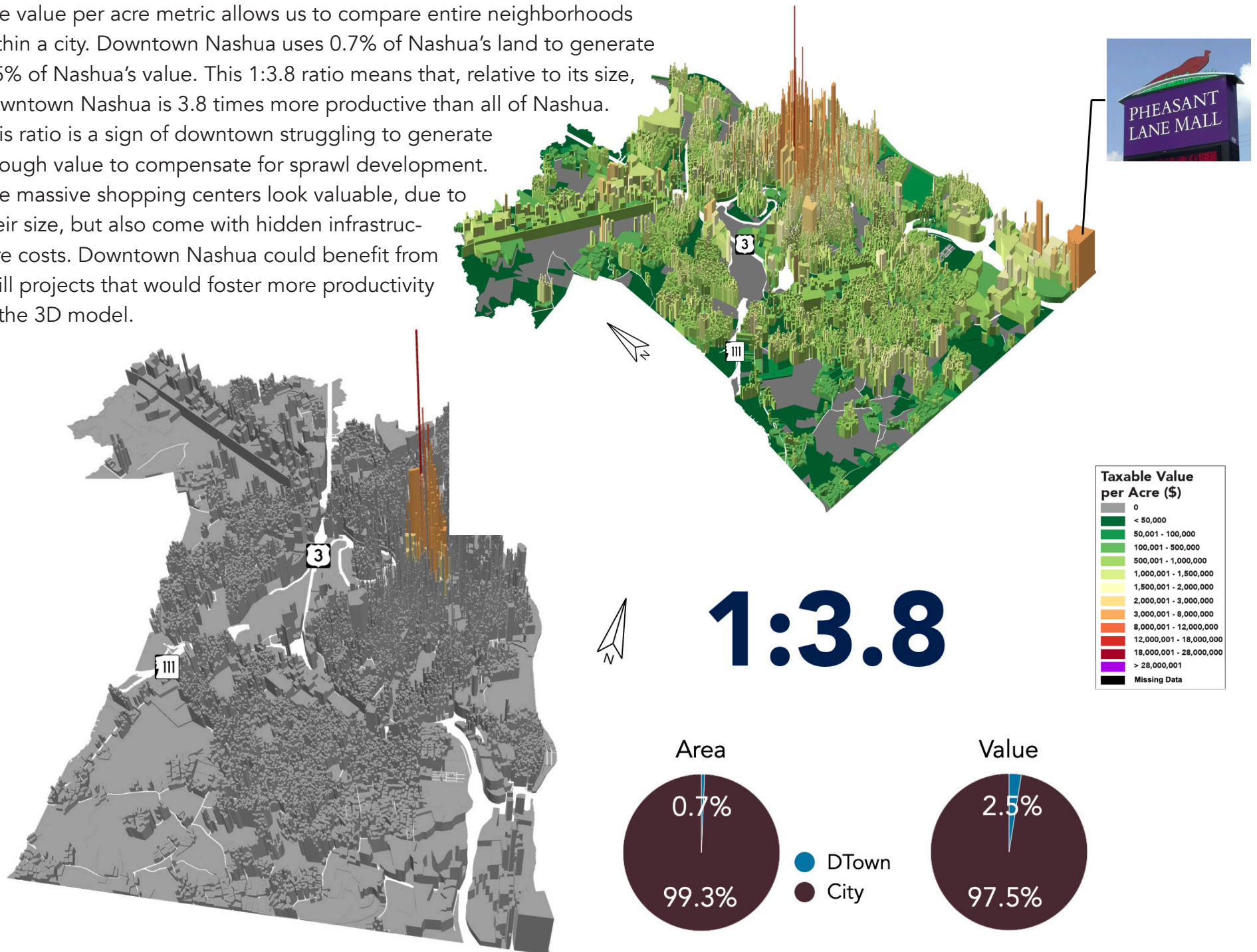


Value per acre

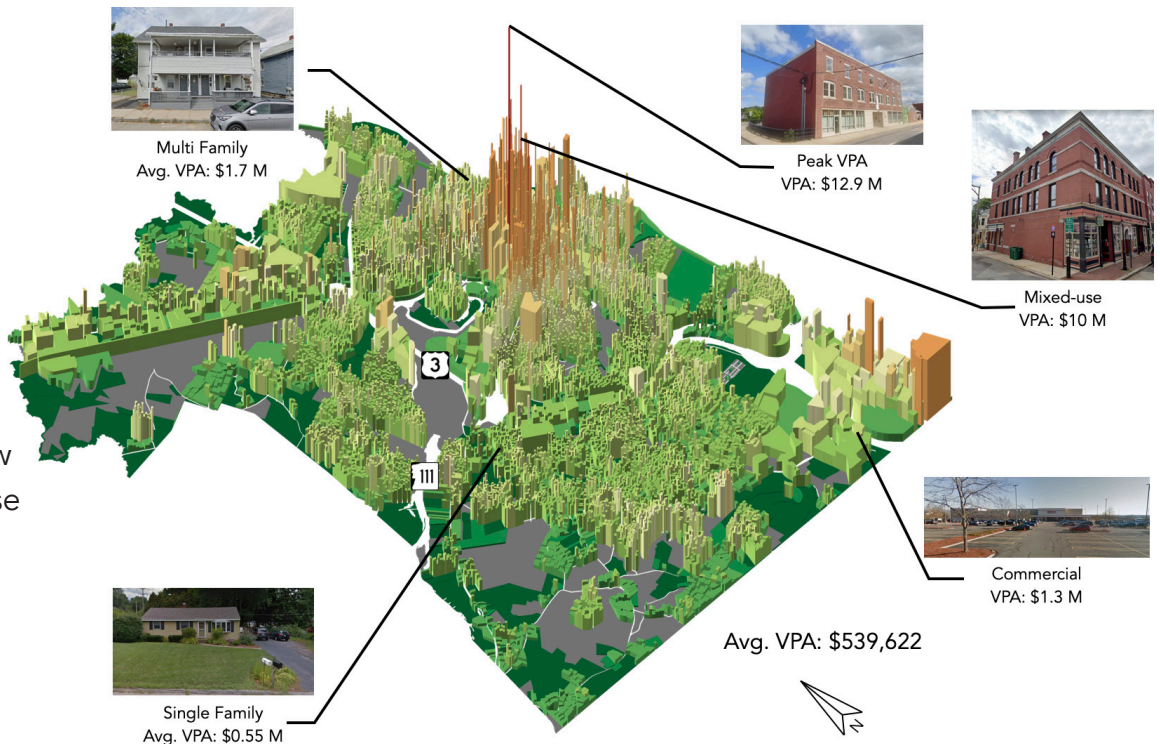


The map above shows the distribution of taxable land (green) and nontaxable land (gray) in Nashua. The balance of taxable and nontaxable land is important when considering the proportion of revenue-producing land to the tax-exempt land that uses city services without generating revenue. 80% of the land within Nashua is taxable and 20% is nontaxable. The land along the Nashua River represents a large portion of the nontaxable land.

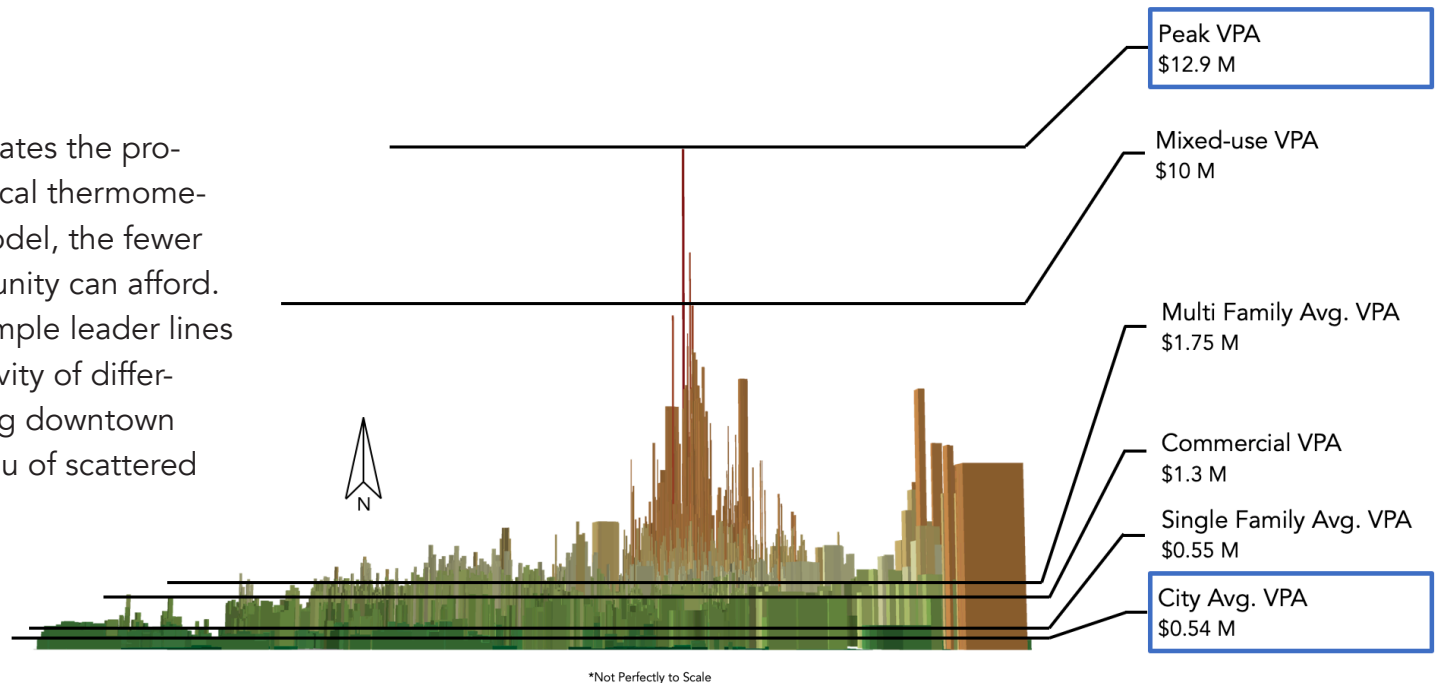
The value per acre metric allows us to compare entire neighborhoods within a city. Downtown Nashua uses 0.7% of Nashua's land to generate 2.5% of Nashua's value. This 1:3.8 ratio means that, relative to its size, downtown Nashua is 3.8 times more productive than all of Nashua. This ratio is a sign of downtown struggling to generate enough value to compensate for sprawl development. The massive shopping centers look valuable, due to their size, but also come with hidden infrastructure costs. Downtown Nashua could benefit from infill projects that would foster more productivity in the 3D model.



The map to the right highlights examples of typical buildings and developments in Nashua that help us understand how patterns of land use choices affect value per acre. Valuable buildings that use their land intensely appear taller in the model. The peak VPA is respectable at \$12.9 M, but the typical mixed-use VPA is not far behind at \$10 M. Adding just a few mixed-use buildings would provide a marked increase in productivity.



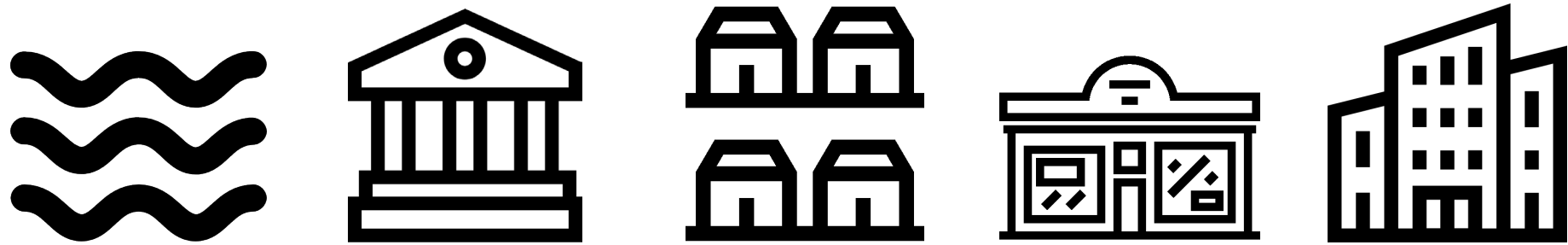
The diagram to the right demonstrates the productivity of Nashua as a metaphorical thermometer. The cooler and broader the model, the fewer sprawl-like developments a community can afford. The scale of the development example leader lines demonstrates the relative productivity of different land uses. In Nashua, the strong downtown struggles to compete with a plateau of scattered low-value green and yellow spikes.



COMPARING CITIES

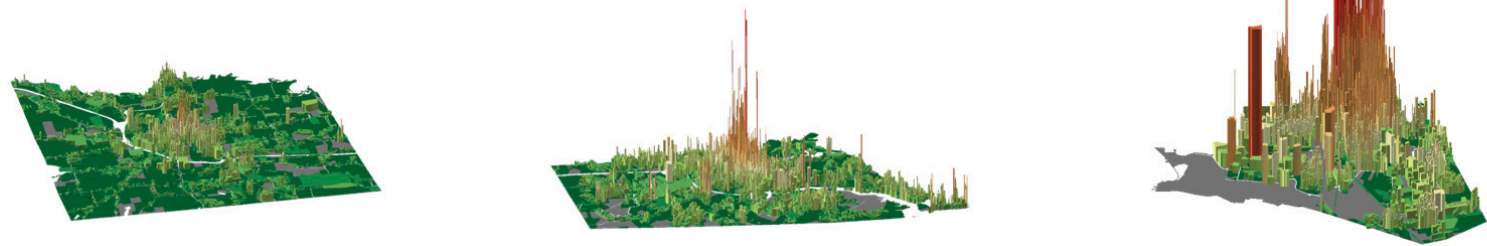
The NHHFA and Urban3 created a set of groupings in order to compare the selected cities. The qualities of each group are detailed below. These comparisons are not meant to rank communities and are not intended to be a direct values to values comparison, rather they are meant to highlight the vital stats of each community within contexts that are shared with other communities. Look at the shape of the model and how the distribution and height of spikes affect the peak and average values, sometimes in surprising ways.

Seacost	Academic Town	Potential Core Focus	Downtown Focus	Large Cities
Cities of similar population but different efficiency	Major academic institution	Populations over 14,000	Populations under 14,000	Populations over 40,000
Demonstrates land use intensity steps city to city	High value in node near institution	Much of the area is developed	Distinct places with individual character	All kinds of development
Connected region with three very different patterns and productivities	Potential to continue leveraging academic activity and create lasting value	Missing high efficiency peaks	A few peak parcels that need more support	Tapered models



SEACOAST

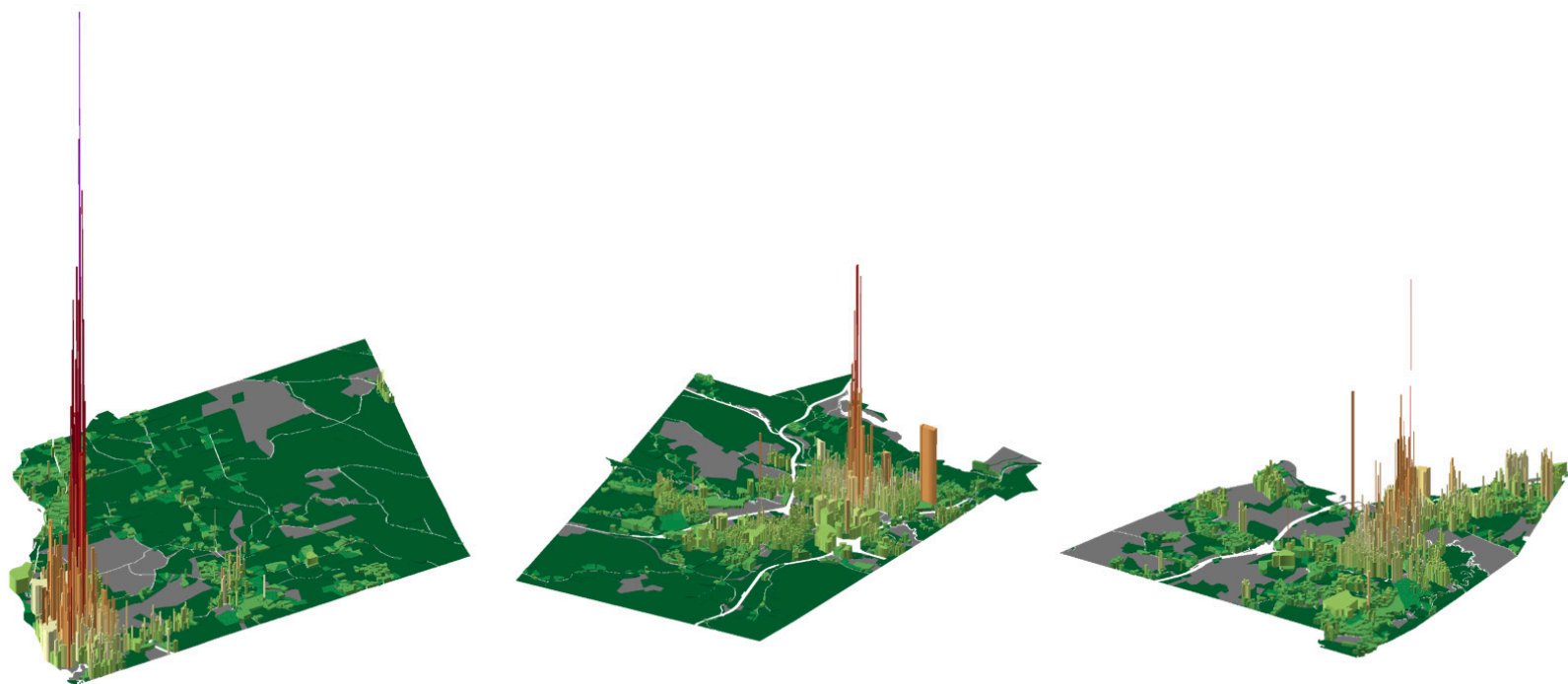
The Seacoast group presents an impressive comparison of three unique urban forms present in one region. Portsmouth values are influenced by proximity to the ocean. However, when we compare Rochester, to Dover, to Portsmouth, the patterns of VPA amongst different land uses are increasingly compact and efficient, despite similarly sized populations. Both the peak and progress in a manner that is consistent with the differences in how each community was developed over time.



	Rochester	Dover	Portsmouth
Population	31,366	32,191	21,896
Avg. VPA	\$88,371	\$242,796	\$557,719
Peak VPA	\$5,203,925	\$15,316,240	\$51,157,466

ACADEMIC TOWN

The communities in the academic grouping are all home to a major educational institution. While these institutions are nontaxable, they clearly attract activity. There are high value per acre properties adjacent to the schools. Although these cities have large nontaxable tracts, they benefit from their proximity to these institutions in the form of mixed-use and residential properties that cater to the students and staff.



	Hanover	Keene	Exeter
Population	11,500	23,056	14,306
Avg. VPA	\$100,083	\$103,944	\$197,142
Peak VPA	\$37,827,184	\$14,050,950	\$13,578,189

POTENTIAL CORE FOCUS

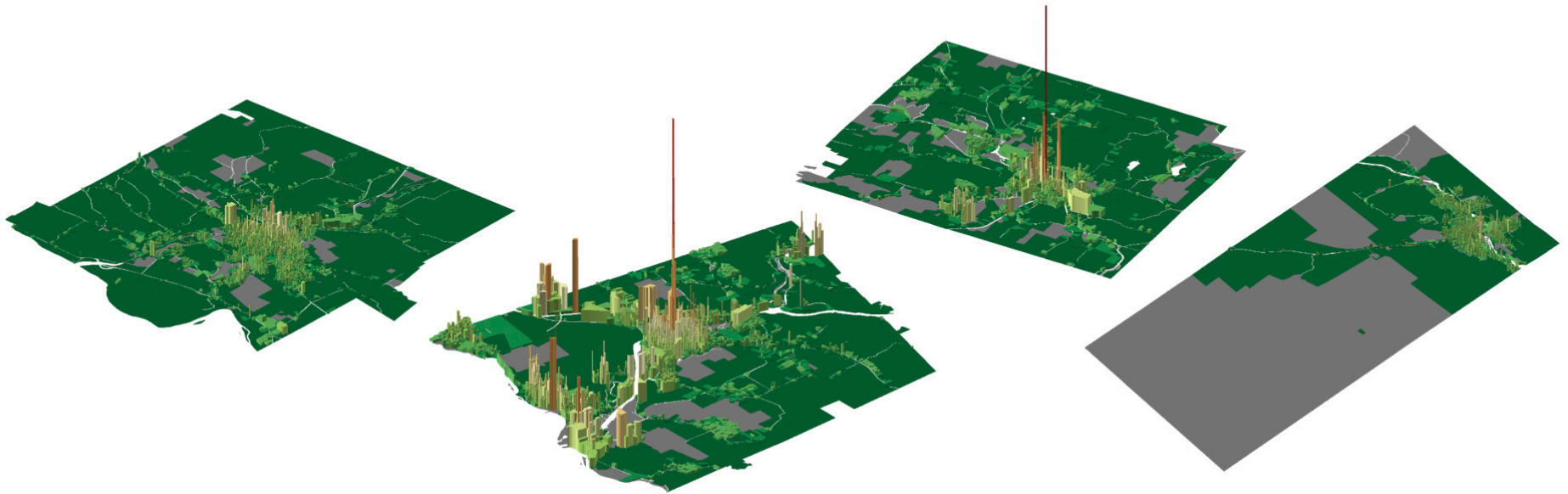
This peer group is strikingly built out, with very little undeveloped land in gray or dark green. However, with all of that development, a centralized core with high productivity remains to be seen. Despite their proximity to larger cities, this group has the opportunity to develop their own appropriately scaled downtown that would drive wealth creation which would provide revenue for infrastructure maintenance, and improve opportunities within the community.



	Hudson	Pelham	Laconia
Population	24,467	14,049	16,492
Avg. VPA	\$165,357	\$121,607	\$173,092
Peak VPA	\$2,690,571	\$3,610,967	\$10,897,320

DOWNTOWN FOCUS

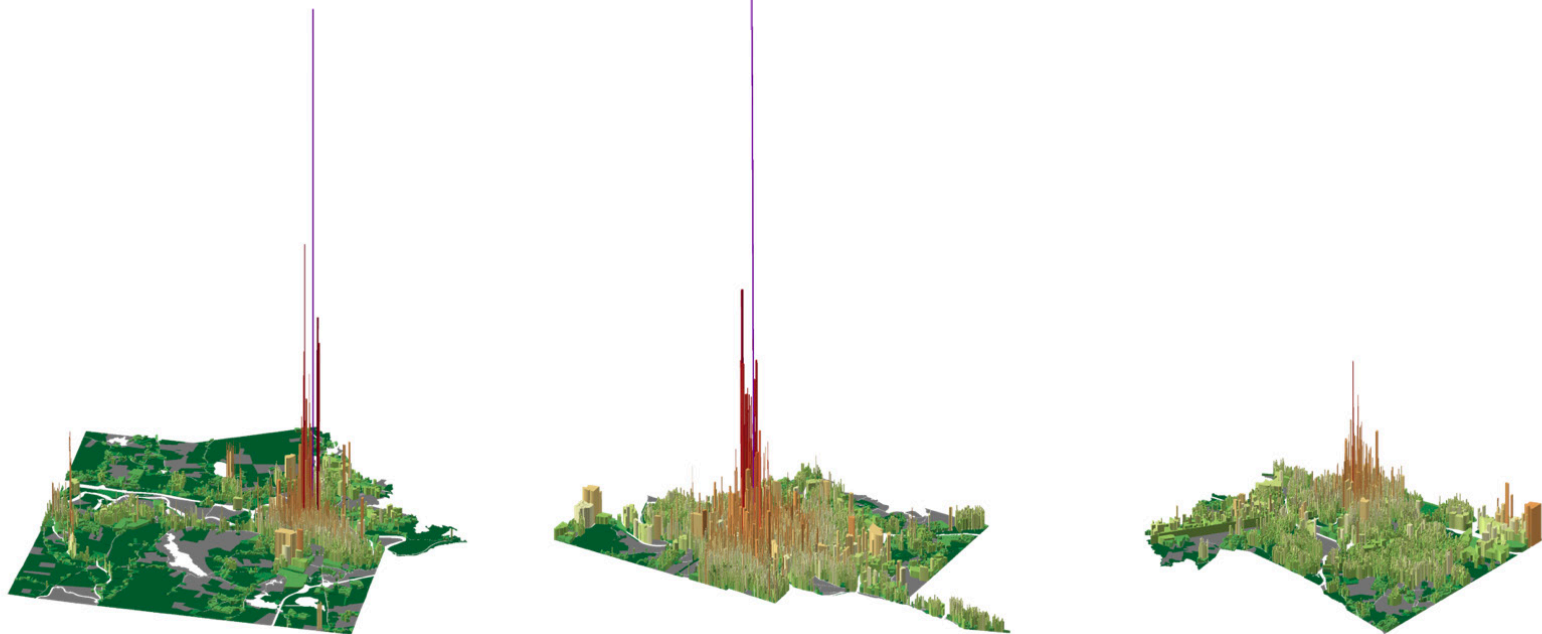
This grouping of communities have relatively similar population sizes and have a notable core with productive areas that branch out from the center. Compared to larger cities, these communities have smaller peak VPA properties and lack an abundance of mixed-use. However, the productivity around the peak is highly efficient. These towns would do well with infill projects that contribute to their existing cores without expanding infrastructure networks.



	Claremont	Lebanon	Peterborough	Berlin
Population	12,967	13,602	6,284	10,200
Avg. VPA	\$28,311	\$90,500	\$38,904	\$27,106
Peak VPA	\$2,6006,428	\$14,427,351	\$12,205,874	\$2,537,768

LARGE CITIES

The larger cities peer group demonstrates the importance of city-wide development patterns. The spikes in shades of yellow prevalent in Nashua and Manchester, but not Concord, drive the city average value per acre higher. The elevated value per acre returns a larger revenue source that helps pay for recurrent infrastructure needs. Note that Nashua has a great deal of sprawl development in light green. The cost of sprawl puts a strain on the revenue generated

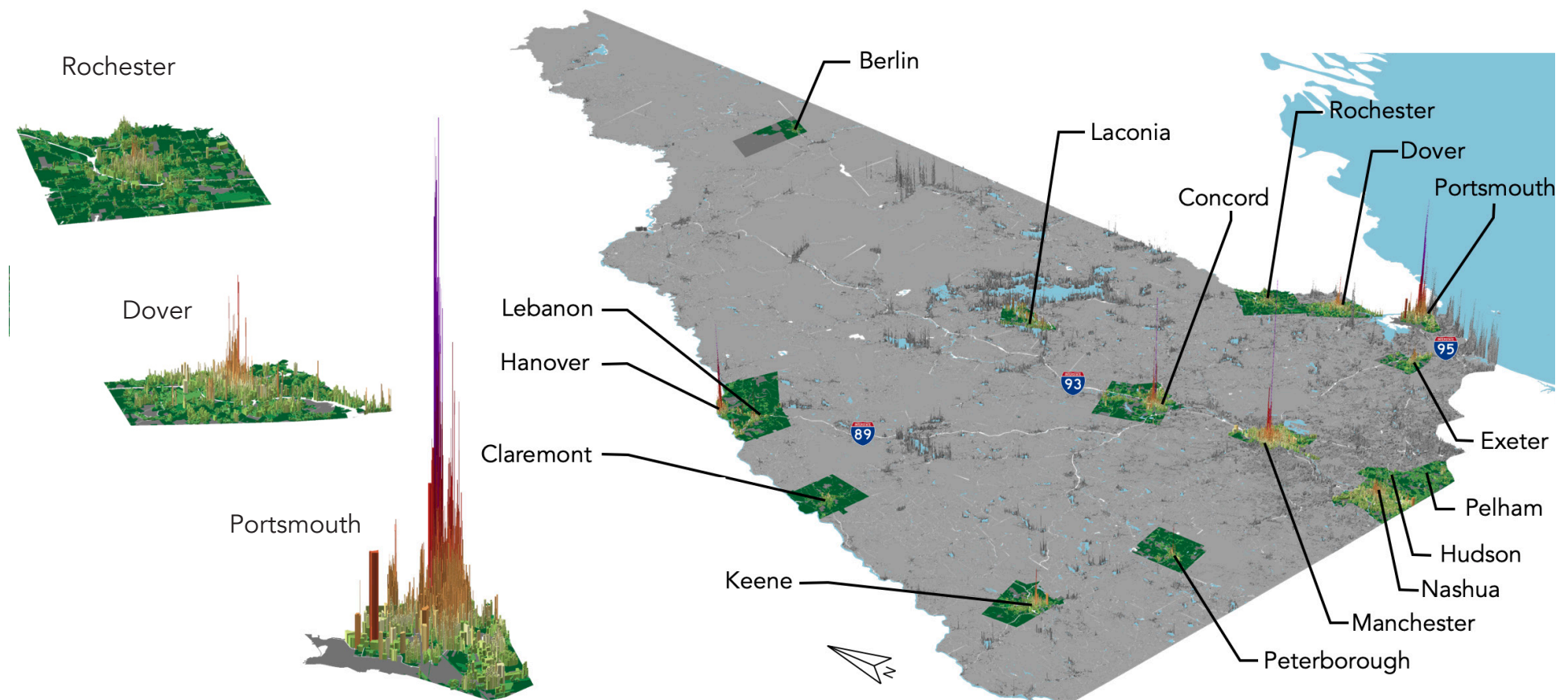


	Concord	Manchester	Nashua
Population	43,412	112,525	89,246
Avg. VPA	\$153,833	\$687,321	\$539,622
Peak VPA	\$45,923,043	\$67,720,654	\$12,915,100

CONCLUSIONS

LEARN FROM YOUR NEIGHBORS

New Hampshire is lucky to have a wide variety of urban development patterns that serve communities of all sizes. It's impractical for a small city like Berlin to try and build their wealth in the same style of Portsmouth. Different contexts require different approaches. Communities within the same comparison group can borrow ideas and strategies for new development from each other. The Seacoast group has three cities within the same region, but at different stages of build out. Rochester could look at Dover and learn how to build a stronger core around the peak with mixed-use development. Dover could look at Portsmouth and adopt a strategy that reduces surface parking lots and adds mixed-use with infill projects.



CONCLUSIONS

MAINTAIN / RECREATE HISTORIC VALUE

Although many cities in New Hampshire have experienced industrial decline and have had to change course to stimulate economic growth, this history of industry has left behind an abundance of attractive historic buildings of high-quality construction. Retrofitting existing buildings is the first step to preventing costly sprawl development and boosting productivity. Historic buildings are usually found in the downtown area and come in all shapes and sizes, perfect for a small shop with second-floor apartments, or a technology company headquarters and restaurant configuration. Preserving and repurposing these buildings not only builds wealth and protects infrastructure budgets, it also reinforces the authenticity and character of the community.



Multi-family
VPA: \$1.9 M



Mixed-use
VPA: \$9.6 M



Peak VPA
VPA: \$15.3 M

CONCLUSIONS

ADAPT

Cities across New Hampshire have weathered many changes over the years. The ability to adapt to changing economic conditions and repurposing existing assets determines the outlook of a community's fiscal health. Portsmouth did not escape the effects of deindustrialization and had a reputation as a run-down seaport by the 70s and 80s. However, over the last few decades Portsmouth has reinvented itself as a premier tourist destination with restaurants and shops throughout its walkable downtown. The rewards of Portsmouth's ability to adapt are seen in the tall purple and red spikes of productivity in the 3D model. A similar pattern played out in Manchester, which changed from a mill town to a factory town to an innovation hub. Not every community is going to be able to pursue innovation hubs or tourism, but the willingness to adapt has proved worthwhile.



CONCLUSIONS

LEADING PRODUCTIVITY

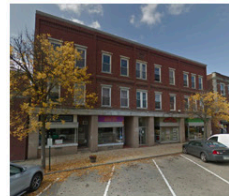
Across New Hampshire, multi-story buildings with significant capacity for residential use are consistently the most productive properties. These buildings provide opportunities that complete communities and take advantage of the historic human-scale village patterns found in most New Hampshire communities. Focusing on building density through mixed-use that includes multi-family housing is relevant to every community's value as a place as well as to its financial productivity.



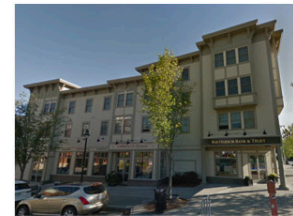
Keene
Peak VPA
VPA: \$14 M



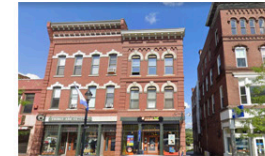
Lebanon
Mixed-use
VPA: \$6.2 M



Laconia
Mixed-use
VPA: \$3.7 M



Hanover
Mixed-use
VPA: \$12 M



Concord
Mixed-use
VPA: \$7.6 M



Claremont
Multi-family
VPA: \$0.6 M



Pelham
Multi-family
Avg. VPA: \$0.45 M



Hudson
Multi-family
Avg. VPA: \$1.8 M



Portsmouth
Mixed-use
VPA: \$29.3 M



Nashua
Mixed-use
VPA: \$10 M



Exeter
Peak VPA
VPA: \$13.5 M



Dover
Mixed-use
VPA: \$9.6 M



Berlin
Peak VPA
VPA: \$2.5 M



Peterborough
Peak VPA
VPA: \$12.2 M

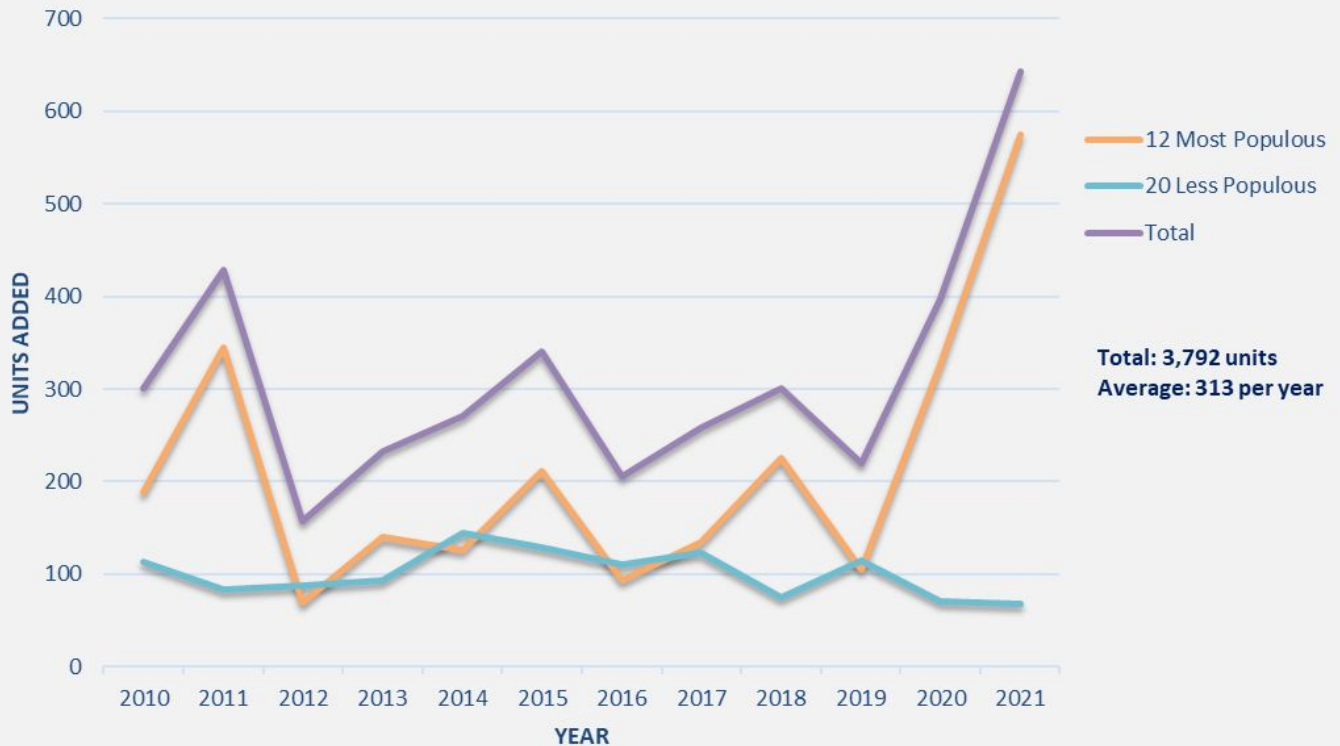


Rochester
Mixed-use
VPA: \$3.9 M

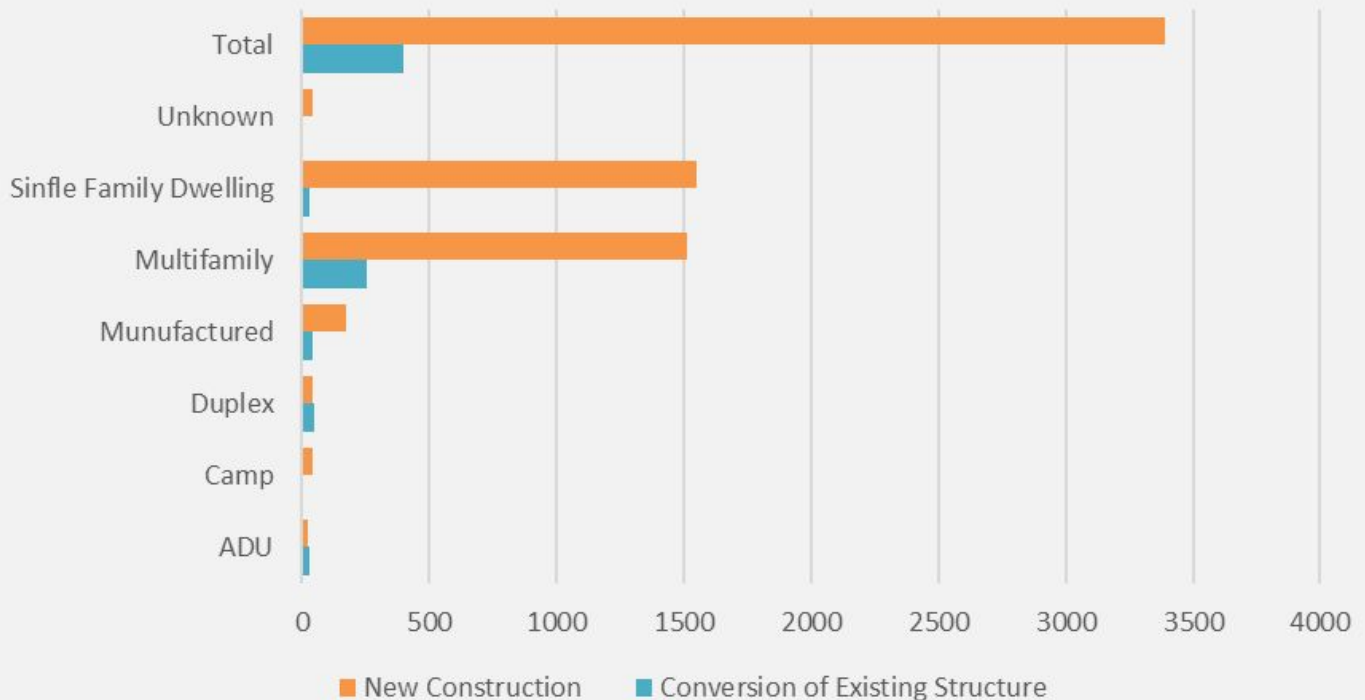
New Homes in Our Communities 2010 to 2021

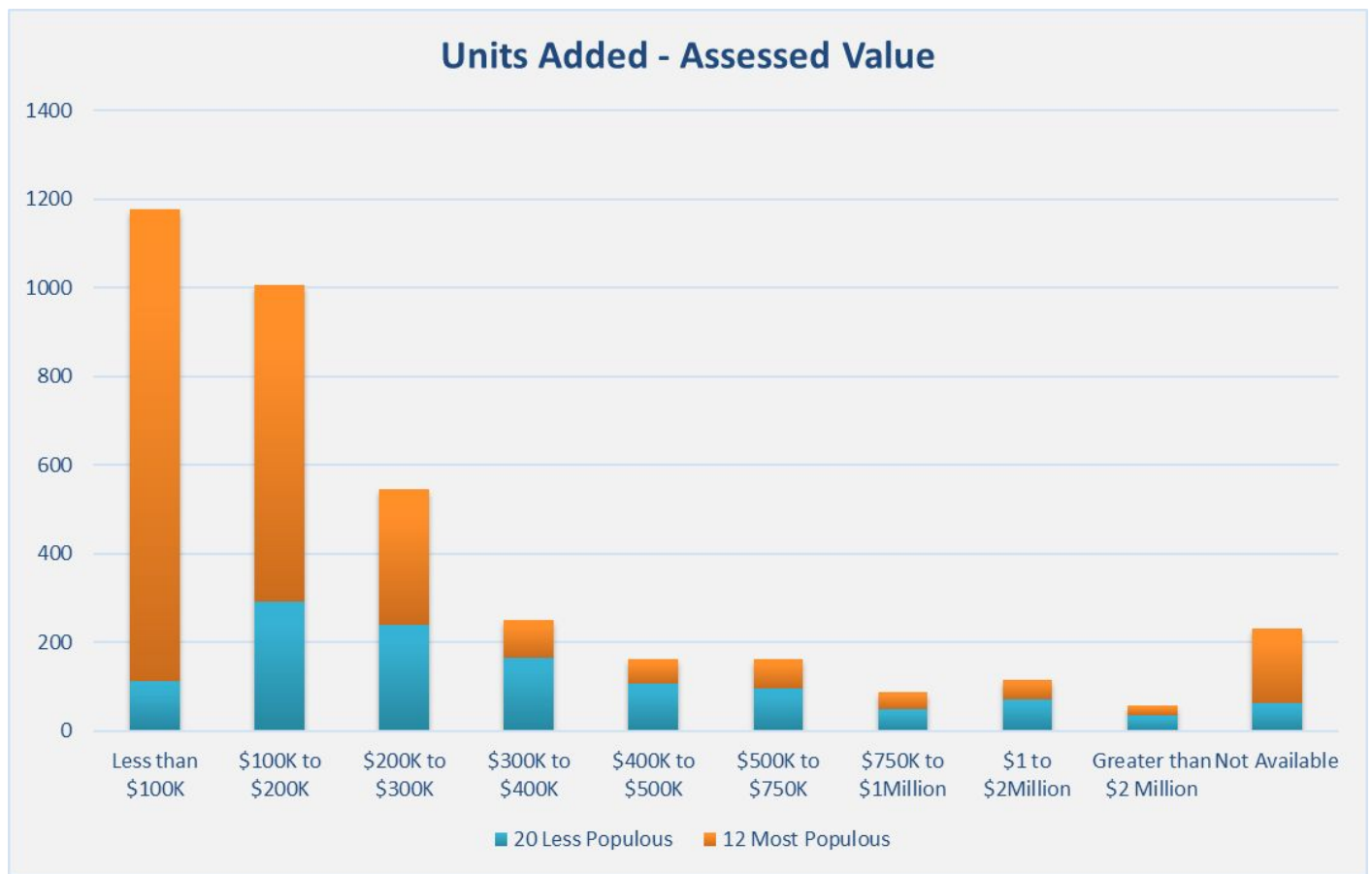
In the Vital Communities Service Area
32 municipalities participated

Units Added Each Year



Units Added - Home Types





Definition

A new home, or place to live, is any housing unit addition that was not previously available on that parcel and is considered a built structure by municipal assessors or listers.

How did we count new place to live?

We started by discussing available data with municipal staff, then created a list of all potential new housing units from the building permit log (either by municipal or project staff). Where building permits are not done or a log unavailable, a report was produced from the municipal assessing department. That list was cross referenced with parcel/lister cards to confirm housing unit by the “year built”. Unit details were recorded. The final numbers were validated by staff in each community.

In the Pipeline

12 Most Populous: 1,591 units
20 Less Populous: 144 units

Ellen Hender & John Haffner
Vital Communities

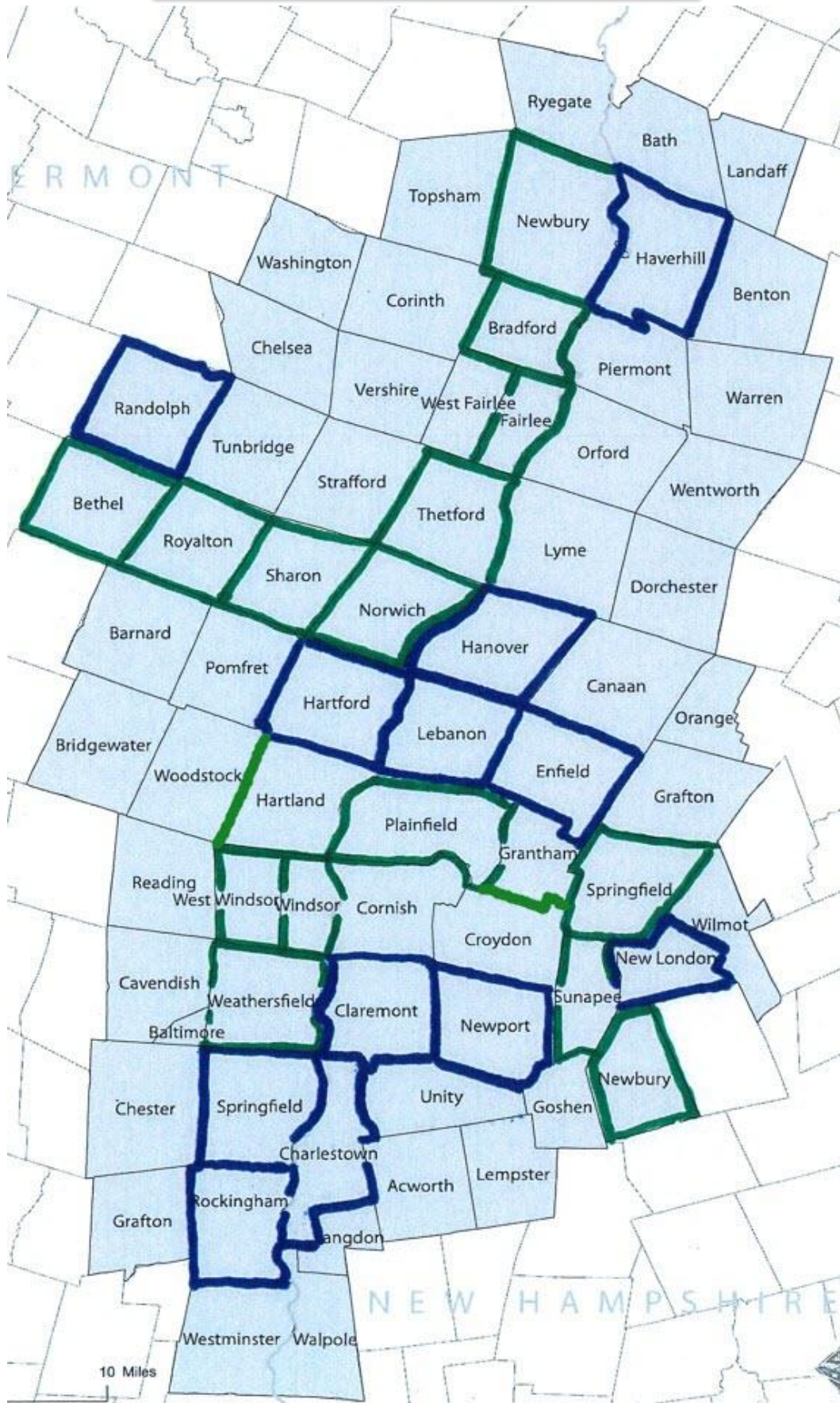


Olivia Chitayat Uyizeye
Upper Valley Lake Sunapee
Regional Planning Commission



New Homes Participating Municipalities

- 12 Largest in Population
- Smaller in Population



Legislative Update to Allow Manufactured Homes:

proceedings, or an abutter as defined by RSA 672:3. Existing law allowed “any person aggrieved” to appeal or ask for a rehearing. **These changes went into effect September 1, 2024.**

Summary of Changes Pursuant to HB 1361

[**HB 1361**](#) is a rewrite of the existing manufactured home subdivision statute, RSA 674:32 to clarify the archaic language previously used throughout. Additionally, **HB 1361** requires that municipalities, regardless of whether they permit construction of new manufactured housing parks, allow reasonable and realistic opportunities for the expansion of manufactured housing parks that existed within their geographic boundaries as of July 1, 2024. **These changes went into effect July 19, 2024.**

Summary of Changes Pursuant to HB 1371

[**HB 1371**](#) grants municipalities the ability to include a waste reduction section in their master plans

motion pictures, tapes, computer displays or other visual representations, in which a substantial portion of the presentation time is characterized by the depiction of Specified Sexual Activity or Specified Anatomical Areas.

4. Adult Motel: A **hotel**, **motel**, **tourist home**, or similar business offering public sleeping accommodations for any form of consideration, and which provides patrons with closed circuit television, films, motion pictures, video cassettes, computer images or other audio or photographic reproductions, a substantial portion of the presentation time of which is characterized by the depiction of Specified Anatomical Areas or Specified Sexual Activities.
5. Sexual Encounter Center: A business or commercial enterprise that as one of its primary business activities offers for any form of consideration: (a) physical contact in the form of wrestling or tumbling between persons of the opposite sex; or (b) activities between male and female persons and/or persons of the same sex, when one or more of the persons is exposing Specified Anatomical Areas.

E. "Specified Anatomical Areas" means:

1. Less than completely and opaquely covered human genitals, pubic region, buttocks, or female breast below a point immediately above the top of the areola, or
2. The human male genitals in a discernibly turgid state, even if completely and opaquely covered.

F. "Specified Sexual Activity" means:

1. Human sexual intercourse of any kind, oral sex, masturbation or sodomy, whether actual or simulated, and whether alone or between two people of either sex, or
2. Erotic touching or fondling of human genitals, pubic region, buttocks or female breast, or
3. Any act or conduct which meets the definition of "harmful to minors" and/or "sexual conduct" as set forth in RSA 571-B:1.

SECTION 610 ACCESSORY DWELLING UNIT (ADU).

Accessory dwelling units are intended as an option for homeowners to offer separate and independent living space for their extended families, or to offer small **dwelling units** as rentals to offset the expense of maintaining the **dwelling**.

An **accessory dwelling unit** shall comply with the following criteria:

- A. An **ADU** is allowed on any **lot** in any zoning district with a **one-family dwelling**. For lots in any zoning district with a **two-family dwelling**, a detached or attached ADU is allowed. Only one such **ADU** is permitted per **lot**. The dwelling unit density

requirements of the underlying zoning district shall not apply to ADUs.

- B. If attached, the appearance and character of the existing or proposed **ADU** shall remain single family in nature if converting a one-family dwelling to a one-family dwelling with an ADU, and shall remain two-family in nature if converting a two-family dwelling to a two-family dwelling with an ADU. If detached, the ADU shall maintain the primary building's architectural style, proportional mass, size, and height to ensure it is not taller than the principal building on the lot. A detached ADU may be permitted to be taller than the principal building by **special exception**.

- C. The property owner must occupy one of the **dwelling units** as their permanent residence. A temporary leave of absence of no more than one (1) year by the property owner is allowed, provided the owner-occupied unit is not rented or occupied by anyone other than the property owner during the temporary leave or absence.

Prior to the issuance of a zoning permit, the owner shall record in the Grafton County Registry of Deeds an Accessory Dwelling Unit Owner Occupancy Restriction, in a form satisfactory to the Zoning Administrator, in order to put prospective buyers on notice of the prohibition against renting out both units. All recording fees shall be the responsibility of the applicant.

- D. The **ADU** must be located in the same **building** as the principal **dwelling unit(s)** unless the **lot** meets or exceeds the minimum required lot size for the respective zoning district. If the **lot** meets or exceeds the required minimum lot size, the **ADU** may be located in a separate detached accessory **structure** such as a garage or barn, provided the existing accessory **structure** conforms with the minimum required **yard** requirements for the respective zoning district. An **ADU** may also be in a new **structure**. By **special exception**, the Zoning Board of Adjustment may allow an **ADU** to be located in a detached **structure** on a **lot** that is non-conforming to the minimum lot size and/or to be allowed in an existing accessory **structure** that is legally non-conforming to the applicable minimum yard requirements.
- E. If the **ADU** is located within or by an addition to the existing **principal building**, an interior door shall be provided between the **ADU** and the principal **dwelling unit** or between the ADU and one of the principal **dwelling units** if the principal building is a **two-family dwelling**.
- F. If applicable, the owner must seek a permit from the State of NH Dept. of Environmental Services Subsurface Systems Bureau, in accordance with NH RSA 485-A:38, for any increased load on an existing sewage disposal system as a result of the addition of an **ADU** to the **lot**.

- G. Size of ADU.

- 1. One-family dwellings. If the **gross living area** of the principal **dwelling unit** is 1,500 square feet or less, the **gross living area** of the **ADU** may be no greater than 65% of the **gross living area** of the principal **dwelling unit**. If the **gross living area** of the principal **dwelling unit** is greater than 1,500 square feet, but less than 3,000 square feet, the **gross living area** of the

ADU shall not exceed 960 square feet. If the principal **dwelling unit** is greater than 3,000 square feet, the **gross living area** of the **ADU** can exceed 960 square feet provided the **ADU** is no greater than 33% of the **gross living area** of the principal **dwelling unit**. If the **ADU** is located on a parcel of land greater than 4 acres a detached **ADU** can exceed 960 square feet provided that the detached **ADU** is no greater than 50% of the gross living area of the principal dwelling unit.

2. Two-family dwellings. If the **gross living area** of the smaller of the two principal **dwelling units** is 1,500 square feet or less, the **gross living area** of the **ADU** may be no greater than 65% of the **gross living area** of the smaller of the two principal **dwelling units**. If the **gross living area** of the smaller of the two principal **dwelling units** is greater than 1,500 square feet, but less than 3,000 square feet, the **gross living area** of the **ADU** shall not exceed 960 square feet. If the smaller of the two principal **dwelling units** is greater than 3,000 square feet, the **gross living area** of the **ADU** can exceed 960 square feet provided the **ADU** is no greater than 33% of the **gross living area** of the smaller of the two principal **dwelling units**.
- H. Any necessary additional entrances or exits to the **principal building**, to serve the **ADU**, shall be located to the side or rear of the **building**. All new or altered **structures**, intended to be used as an **ADU**, must be located behind the **front building line** of the existing **principal building** except by **special exception** if the Zoning Board finds that the placement of the **ADU** on the **lot** will not adversely affect the character of the neighborhood; traffic on roads and highways; safety of pedestrians, and will not create a hazard or nuisance to abutting property owners.
- I. In addition to the two (2) parking spaces required for each principal **dwelling unit**, one (1) additional parking space for the **ADU** must be provided.
- J. An **ADU** located within the **principal building** shall have interconnected smoke and carbon monoxide alarms.
- K. An **ADU** Permit application submission shall include a minimum of the following materials and exhibits demonstrating compliance with the applicable Zoning Ordinance requirements:
 1. Existing and proposed site conditions and parking plan.
 2. Existing and proposed floor plans for all dwelling units and structures.
 - a. If applicable this floor plan shall show compliance with **ADU** entrance, interconnection and smoke and carbon monoxide alarm plan requirements.
 3. A gross living area square footage calculation which includes existing and proposed floor plans, and a square footage calculation for both the primary dwelling and **ADU** demonstrating adherence with 610.G **ADU** Size pursuant to the definition of gross living area within Appendix A Definitions.
 4. A signed, recordable "Accessory Dwelling Unit Owner Occupancy Restriction".

5. A bank or business check or money order for all recording fees made payable to the Grafton County Registry of Deeds.
6. If applicable a copy of the State of NH Dept. of Environmental Services Subsurface Systems Bureau Approval and plans.
7. If applicable a Water Connection Permit Application.
8. If applicable a Sewer Connection Permit Application.
9. Impact Fee Invoice Acknowledgment.

SECTION 611 KEEPING OF CHICKENS.

The intent and purpose of this section is to allow the keeping of a limited number of chickens, primarily for the purpose of providing fresh eggs to the occupants of the **dwelling**.

The keeping of chickens shall be permitted for all **one-** and/or **two-family dwellings**, provided the following standards are met (these standards do not apply to chickens kept in the rural lands zoning districts where **agriculture** is a permitted use):

- A. It shall be unlawful to keep more than the following number of chickens on any **lot**:

Up to 1 acre	up to a total of 5 hens
Up to 2 acres	up to a total of 10 hens
More than 2 acres	up to 15 hens plus 2 hens per acre.
- B. No chickens shall be allowed on a **lot** with a **multi-family dwelling**.
- C. No roosters shall be allowed in the R-1 or R-2 Districts. In the R-3 District, roosters may be kept on **lots** larger than 5 acres at a ratio of 1 rooster per 10 **hens**.
- D. There shall be no outside slaughtering of chickens.
- E. A **coop** shall be provided within a **secure enclosure**. All chickens shall be kept outdoors within the **secure enclosure** at all times. The **secure enclosure** and **coop** shall be maintained in a humane and sanitary manner.
- F. The **secure enclosure** and the **coop** shall comply with the minimum required **yards** for the respective zoning district, and shall not be located within the **front yard**. For the keeping of roosters (per Section 611.C), the **secure enclosure** and **coop** must maintain a minimum **setback** of 150 feet from all lot lines.
- G. A zoning permit must be obtained prior to the construction of the **secure enclosure, coop**, and the keeping of chickens.

the Notice of Action of approval shall continue to apply to the Park while it is being developed, in spite of any subsequent revisions of our amendments to this Ordinance. In the event the dimensional requirements are not defined in the Notice of Action, the dimensional requirements contained in the Zoning Ordinance in effect on the date the approval was granted shall govern.

SECTION 509 COTTAGE DEVELOPMENTS.

509.1 Purpose. The purpose of this section is to provide opportunities for single family housing that is small, energy-efficient, and affordable; to allow flexibility in site and design standards while promoting projects that ensure compatibility with surrounding land uses and existing neighborhoods; and to promote sustainability and neighborhood interaction through integrated design.

Cottage developments are intended to serve as part of the City's overall housing strategy to encourage affordability, innovation and variety in housing design and site development while ensuring compatibility with existing neighborhoods, and to promote a variety of housing choices to meet the needs of a population diverse in age, income, household composition and individual needs.

509.2 Applicable Use Districts. **Cottage developments** are allowed by **conditional use** on Class 1 lots in the R-1, R-2, R-3, R-O, and R-O-1 Districts, in accordance with Section 302.4.D and the requirements of this section.

509.3 Number and Arrangement of Units. **Cottage developments** shall contain a minimum of three (3) and a maximum of sixteen (16) **cottages**, located in one or more clusters to maximize efficiency of land use and to encourage a sense of community among the residents. Each cluster shall include a minimum of three (3) units.

509.4 Lot Size. All **cottage developments** shall have a minimum lot area of 20,000 sq. ft., except in the R-2 and R-3 District, where a minimum lot area of 40,000 sq. ft. shall be required.

509.5 Density and Building Coverage. Permitted density shall be based on 2,500 sq. ft. of lot area per each **cottage**. The maximum permitted building coverage shall be 35%.

509.6 Design Standards. The following design standards are intended to define design parameters to create a small community of cottages oriented around open space and to achieve compatibility with adjacent uses.

- A. Individual Cottage Spaces. For each detached **cottage**, the site plan approved by the Planning Board shall delineate a building site for each detached **cottage** of no less than 1,500 sq. ft.
- B. Detached Cottages. At least 50% of the **cottages** in the development shall be detached units.

- C. Interior Setbacks. The minimum setback between units within a **cottage development** shall be 10 feet, measured from the nearest point of the exterior walls.
- D. Common Open Space. A minimum of 400 square feet of common open space shall be provided per **cottage** and per cluster. The common open space area for each cluster shall be contiguous and shall abut all of the **cottages** in the cluster. **Cottages** shall be oriented around and have their main entry from the common open space.
- E. Roofs and Porches.
1. The highest point of the roof of the **cottage** shall not exceed 24 feet.
 2. **Cottages** shall have an unenclosed, covered front primary entry and porch of at least 60 square feet in size. The front porch shall be oriented toward a common open space. The intent of this porch requirement is to create outdoor space in each **cottage** that is visually and physically connected to the common open space and to other **cottages**.
- F. Parking Location and Screening Requirements.
1. Parking areas and driveways shall comply with applicable minimum yard requirements for the underlying zone.
 2. Parking areas shall be screened from public streets and adjacent residential uses by landscaping or architectural screening.
 3. Parking areas shall be prohibited in the minimum required front yard.
 4. Parking areas shall be separated from the common open space by landscaping or an architectural screen.
- G. Existing Dwellings. An existing detached or attached one-family dwelling that is incorporated into a cottage development and is nonconforming with respect to the standards of this section shall be permitted to remain on a site used for a cottage development and shall be considered a **cottage** for purposes of this section. However, the extent of the noncompliance may not be increased except unless the proposed change is determined by the Planning Board to be consistent in character, scale and design with the cottage housing development.
- H. Street Facing Facades. All **cottages** within 50 feet of a public street shall have street facing facades that avoid blank walls in order to avoid the appearance of “turning their backs” to the street. For all such **cottages**, a minimum of 25 percent of the street facing façade shall be comprised of windows and/or glass doors.

the Commercial or Industrial PUD in ***mixed use buildings*** at the discretion of the Planning Board.

SECTION 502 (RESERVED).

SECTION 503 MANUFACTURED HOUSING PARKS.

503.1 Area.

A ***manufactured housing park*** shall have an area not less than 10 acres.

503.2 Layout.

A. A manufactured housing park shall provide:

1. Individually designated spaces for each ***manufactured housing*** unit.
2. Interior access streets for all spaces. Such streets shall have a surface travel way at least 20 feet in width built on 12 inches of compacted gravel. All interior streets shall be named in accordance with emergency 911 provisions, and shall provide adequate interior circulation with no dead ends unless otherwise approved by the Fire Department.
3. At least 15 percent of the total area for common open space or recreation. This area shall not include roads, streets, ***parking areas***, ***service areas***, non-recreation ***accessory buildings*** or similar facilities. This area may include facilities for recreation and/or playgrounds.
4. A ***buffer*** at least 25 feet in width maintained as a landscape area abutting all manufactured home property lines.

B. A ***manufactured housing park*** shall have Site Plan Review approval from the Planning Board.

503.3 Manufactured Housing Spaces.

- A. Each ***manufactured housing*** space shall be at least 5,000 sq. ft. in area and shall front on an interior access street.
- B. Each space shall have a separate ***driveway***.
- C. Each space shall include a ***parking area*** built on 12 inches of compacted gravel. Said ***parking area*** shall be large enough to accommodate two parking spaces.
- D. ***Manufactured housing*** unit spaces shall not be located on slopes having a natural grade of 10% or greater.

503.4 Utilities and Services.

For each **manufactured housing** unit:

- A. The water supply source must meet all local and state regulations.
- B. The method of sewage disposal must be in compliance with all local and state regulations.
- C. The installation shall comply with all applicable state and city electrical laws and regulations. All electrical, television and other wired services shall be installed underground.
- D. Provisions for disposal of household garbage and rubbish.

503.5 Siting Manufactured Housing Units.

- A. A nonporous pad shall be provided for each **manufactured housing** unit.
- B. No **manufactured housing** unit shall be closer than 25 feet to a public street right-of-way or to a property line of the manufactured housing park.
- C. A **manufactured housing** unit shall be located so that it is at least 20 feet from the surface of the interior road and 10 feet from any other **manufactured housing** unit space.

503.6 Density.

One (1) **manufactured housing** unit per 5,000 sq. ft. of **lot area** is permitted, except that in the R-1 District the permitted density shall be as set forth in Section 308.2.

SECTION 504 MANUFACTURED HOUSING PURDS.

Manufactured housing PURDs are allowed by **conditional use** permit per Section 501.1 and shall satisfy all requirements of Section 501.1 and Section 501.2. Notwithstanding the applicability standards set forth in Section 501.2.B.1, the minimum lot size for a **manufactured housing PURD** shall be 20 acres, and notwithstanding the density requirements of Section 501.2.D.2, one (1) **manufactured housing** unit per 5,000 sq. ft. of **lot area** is permitted, except that in the R-1 District the permitted density shall be as set forth in Section 308.2. The number of dwelling units may be increased by up to 12 percent at the discretion of the Planning Board, per Section 507.

SECTION 505 RECREATIONAL CAMPING PARKS.

505.1 Area.

A recreational camping park shall have an area of not less than ten (10) acres.

been met.

- c. The types of housing units and/or other buildings proposed within the PUD shall not adversely impact the character of the area.
 - d. The PUD will not have any substantial or undue impact on the environment or on transportation systems, community facilities, utilities and services and/or the applicant will contribute impact fees, in amounts acceptable to the Planning Board, in order to mitigate the impact of the PUD on transportation systems, public facilities, utilities and services.
 - e. The PUD complies with all requirements of the Site Plan Review Regulations and Subdivision Regulations, as applicable.
 - f. For developments proposing condominium ownership, the PUD is capable of complying with all applicable state statutes regulating the condominium form of ownership.
2. The Planning Board may condition its approval of the PUD on reasonable conditions necessary to accomplish the objectives set forth in Section 501.2.A, 501.3.A, or 501.4.A, as applicable, including a reduction in allowed density if necessary to accomplish said objectives.
 3. Phasing of Development. The Planning Board may establish a reasonable timetable for phasing the development of a PUD in order to mitigate the impact of the development on community facilities, services and/or utilities.

501.2 Planned Unit Residential Development (PURD).

- A. Objectives. The objectives of the PURD provisions of this ordinance are as follows:
 1. To encourage conservation of Open Space to effect appropriate density and protect important natural resources such as agricultural soils, forested land, wildlife habitat, water resources, other natural resources, including geologic and scenic, and historical and archeological resources.
 2. To establish a connected network of conservation lands, trails, and working farm and forest land throughout the City by linking the Open Spaces and trails within the development, to conservation lands, important natural resources and trails on adjoining lands wherever possible, and as particularly found in the Lebanon *Master Plan* and *Natural Lebanon*.
 3. To preserve those areas of the property that have the highest ecological value, including, for example, wildlife habitat, large un-fragmented blocks of undeveloped land, and areas of co-occurring resources as shown in *Natural Lebanon*, and water resources, such as drinking water supply areas, **wetlands**, streams and rivers.
 4. To encourage the development of environmentally sensitive outdoor

recreation land uses.

5. To allow flexibility in residential development to provide for a diversity of housing types, densities, and styles.
6. To provide opportunities for the development of workforce or affordable housing.
7. To locate buildings and structures on those portions of the property which are the most appropriate for development and avoiding developing in areas ill-suited for development, including, for example, areas with poor soil conditions, a high water table, that are subject to frequent flooding or that have excessively steep slopes.
8. To encourage a more suitable form of development by facilitating the design, construction, and maintenance of housing, streets, utilities and public services in a more economic and efficient manner and by integrating the new development into the existing built and natural environment.
9. To promote the reduction of impervious surface areas and sustainable stormwater management.

B. Applicability.

1. Required. In the R-3, RL-1, RL-2, and RL-3 Districts, PURDs shall be required for any major subdivision, as defined in the Subdivision Regulations, and for any other development that would constitute a major subdivision but for the exception set forth in Section 6.2 of the Subdivision Regulations, where the property to be subdivided equals or exceeds the following sizes:

<u>District</u>	<u>Property Size</u>
R-3	10 acres
RL-1, RL-2	20 acres
RL-3	40 acres

In the RL-1, RL-2, and RL-3 Districts, a PRec may be proposed in accordance with Section 501.3 in lieu of a required PURD.

2. Permitted. In the R-1, R-2, R-3, R-O, and R-O-1 Districts where the property to be subdivided is 5 acres or more, and in the RL-1 and RL-2 Districts where the property to be subdivided is 10 acres or more, PURDs are permitted for any major subdivision, as defined in the Subdivision Regulations, and for any other development that would constitute a major subdivision but for the exception set forth in Section 6.2 of the Subdivision Regulations.
3. Property Size. Land within the Wetlands Conservation District and land having slopes in excess of 25 percent shall be included in determining the minimum property size. Land within the Floodplain District shall not be included in determining the minimum property size.

C. Uses Allowed in a PURD.

1. Residential Uses. A PURD may include **dwelling units** in **one-family**, **two-family** and **multi-family dwellings**. A mix of **dwelling** types may be permitted at the reasonable discretion of the Planning Board. In a **manufactured housing PURD** only **manufactured housing units** are permitted and shall be on individual lots.
2. Non-Residential Uses. Certain non-residential uses may be established within a PURD, subject to the following provisions:
 - a. Non-residential uses designed principally to service the residents of a PURD are permitted. Examples of such uses are:
 - i. Indoor and outdoor recreation facilities.
 - ii. Sales office for the sale or rental of property in the PURD.
 - iii. Medical care uses.
 - iv. Day-care facilities.
 - b. Neighborhood commercial uses such as: (1) neighborhood convenience stores, neighborhood drug stores; (2) personal convenience services including but not limited to barber shops, beauty shops, tailors, dry cleaning shops, and laundromats; (3) sandwich shops and delicatessens having fewer than 17 seats; provided that:
 - i. The Planning Board finds that such uses are appropriate to the area;
 - ii. A single commercial use shall occupy no more than 4000 square feet of **gross floor area**; and
 - iii. Space allocated for neighborhood commercial uses shall not exceed ten percent of the gross residential floor area of the PURD.
 - c. Non-residential uses and **multi-family dwellings** shall not be permitted for PURDs developed in the R-3 District where the property to be subdivided is less than ten (10) acres.

This provision shall not apply to a **manufactured housing PURD**.

3. All Other Uses in Underlying Zoning District. Any use permitted in the zoning district in which the PURD is located may be permitted within the PURD. Uses allowed by **special exception** or by **conditional use** permit in the underlying zoning district where the PURD is located may also be permitted within the PURD, and shall not require a **special exception** from the Zoning Board or a separate **conditional use** permit from the Planning Board. This provision shall not apply to a **manufactured housing PURD**.

D. Density.

1. General. The PUD provisions of this Ordinance provide applicants with a development approach intended to promote flexibility and innovation in

land planning. Within this context, the density regulations that are established are intended to be maximum allowable densities. Each tract of land possesses different, unique development characteristics and limitations, and the density allowed on any particular tract will be a function of innovative land planning and building design interacting with the special characteristics and limitations of the property. The density regulations set forth below are intended to support development on areas most suitable for development, while conserving the Site Resources.

2. Gross Density. In determining the number of **dwelling units** allowed by the applicable zoning district, an applicant for a PURD may use either of the following two methods:

- a. Formula Method. Subtract some of the area covered by **wetlands** and/or slopes in excess of 25 percent from the total area of the property, pursuant to the following table:

% of property covered by wetlands and/ or steep slopes	% of wetlands and / or steep slopes to be subtracted
< 15%	0
15% - 25%	20%
25% - 35%	40%
35% - 55%	60%
55% - 70%	80%
> 70%	100%

Reduce the result by ten percent for the area that would be allocated to roads and streets. Apply the density of the applicable zoning district to the area resulting from the foregoing calculations to determine the number of **dwelling units** allowed. A fractional number of permitted **dwelling units** of .5 or greater shall be rounded up to the next whole number.

Example: A 500-acre property with 30 acres of **wetland** and 70 acres of slopes greater than 25% located in the RL-3 District. (1) Since 20% of the property is covered by **wetlands** or steep slopes, the above table requires that 20% of the 100 acres so covered must be deducted, i.e., 500 acres - (20% of 100 acres) = 480 acres. (2) Deduct 10% of 480 for streets, i.e. 480 -(10% of 480) = 432. (3) 432 acres at RL-3 density of 10 acres per **dwelling units** = 43 **dwelling units** allowed in PURD.

- b. Traditional Subdivision Yield Plan Method. A yield plan for a **traditional subdivision** is prepared containing proposed lots that conform to the minimum **lot** dimension standards set forth in the ARTICLE III, and which depicts roads, rights of way, and other pertinent features designed in conformance with the Subdivision Regulations, as applicable. Although it must be drawn to scale, it need not be based on a field survey. However, it must be a realistic, reasonable, regular and

ordinary layout reflecting a development pattern that could be expected to be implemented, taking into account the presence of lakes, rivers, streams, **wetlands**, **wetland buffers**, floodplains, steep slopes, existing easements and encumbrances, well placement and hydrologic yield and, if not served by public sewer, the suitability of soils for subsurface sewage disposal. The Planning Board may require test pits to demonstrate the suitability for on-site sewage disposal.

Planning Department staff shall review the yield plan and determine:

- (1) whether it represents a feasible development concept for the property; and,
- (2) whether it is likely to be approved by all government agencies from which permits would be required.

If the determinations are positive, then the number of **dwelling units** shown on the yield plan may be used as the number of **dwelling units** allowed in the PURD. Applicants choosing this method shall be required to accept the decisions of the City administrative staff as final.

- c. Density Bonus. For a PURD, the number of **dwelling units** resulting from the above calculations may be increased by up to 12 percent at the discretion of the Planning Board, per Section 507. In determining the maximum number of additional **dwelling units** that the Board may permit, a fractional number of bonus **dwelling units** of .5 or greater shall be rounded up to the next whole number.

3. Property Located in Multiple Zoning Districts. Where a property is located in more than one zoning district, the total number of **dwelling units** allowed pursuant to Section 501.2.D.2 shall be determined separately for each zoning district. However, the increments may be aggregated to determine the total number of **dwelling units** allowed, and **dwelling units** may be located on the property, irrespective of the zoning boundary location(s).

501.3 Planned Unit Recreational Developments.

- A. Objectives. The purposes of the Planned Unit Recreational Development provisions of this Ordinance are (1) to permit well planned land developments that integrate outdoor recreational use of a **parcel** as the principal land use with residences as a secondary land use; (2) to encourage the preservation of valuable open spaces and/or natural features; (3) to encourage the development of environmentally sensitive outdoor recreation land uses; and (4) to provide for the efficient utilization of land and community facilities, services and utilities.
- B. Location. Planned Unit Recreational Development (PReCs) are permitted uses in the RL-1, RL-2, and RL-3 Districts, in accordance with the provisions of this section.
- C. Tract Size. All PReCs shall have a minimum tract size of 150 acres. Land within the Wetlands Conservation District and land having slopes in excess of 25 percent shall be included in determining the minimum tract size. Land within the Floodplain District shall not be included in determining the minimum tract size.

SECTION 306 CENTRAL BUSINESS DISTRICT (CB).

306.1 Purpose.

The purpose of the CB District is to facilitate smart growth and mixed-use development, other related commercial activities, and higher density residential uses that provide more life and opportunities for recreational and cultural offerings with a mix of uses in new or redeveloped properties. These CB District regulations are flexible in order to invite reinvestment on existing parcels and simultaneously attract new developments to enable opportunities for economic development by capitalizing on the attractiveness of the Connecticut River. The CB District is intended to promote an environment that is safe for walking and biking and provide for uses that are compatible and which would tend to retain and enhance the existing character of the area.

306.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> 1. Dwelling unit(s) above first floor 2. Multi-family dwelling (see Section 306.5) 3. Senior housing complex	<u>Commercial/Non-Residential</u> 1. Craftsman's shop 2. Drive-through facility 3. Educational facility, college/university
<u>Commercial/Non-Residential</u> 4. Amusements (indoor) 5. Community center 6. Drycleaning pick-up station 7. Financial institution 8. Group day care facility per Section 604 9. Funeral home 10. Health club 11. Hotel 12. House of worship 13. Laundromat 14. Library 15. Local government use 16. Membership club 17. Motel 18. Museum 19. Office 20. Personal service	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
	<u>Commercial/Non-Residential</u> 1. Essential service 2. Other uses per Section 306.4 3. Parking facility 4. Publishing/printing 5. Recreational facility, indoor 6. Recreational facility, outdoor <u>Planned Developments</u> 7. Commercial PUD per Section 501

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
21. Radio or TV studio 22. Renewable energy system per Section 612 23. Restaurant , sandwich shop 24. Retail store 25. Social service center 26. Theater, concert hall, movie theater	

306.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements					Maximum Limitations	
Area	Frontage	Front Yard	Side Yard	Rear Yard	Building Coverage	Height
3,000 square feet	40'	NONE	NONE	10' (*)	NONE	55'

*May be reduced or eliminated by **conditional use** permit.

306.4 Other Uses.

Other uses include any use not identified in Section 306.2 that will contribute positively to the vibrancy of the Central Business District. Such other uses shall be permitted by **conditional use** permit from the Planning Board pursuant to Section 302.4 provided the applicant demonstrates that the proposed use:

1. Will encourage the presence of the public in the Central Business District and/or create regular and sustained opportunities for members of the public to utilize the Central Business District. Examples include, but are not limited to, providing a retail, **personal service**, and/or **restaurant** component which is accessory to the primary use.
2. Will not be incompatible with abutting properties and uses. An example of incompatibility includes, but is not limited to, credible evidence that the proposed use will negatively impact the value of any abutting property and/or the viability of any existing abutting use.
3. Meets the standards set forth in Section 302.4.

306.5 Dwelling Unit Density.

Density determinations for **multi-family dwellings** and **mixed use buildings** shall be made by the Planning Board during the course of site review based on site specific conditions and factors such as the availability of parking and/or the ability to provide required parking, the availability of adequate water and sewer, and the ability to provide required site improvements and to meet all other requirements of the Site Plan Review Regulations and all other applicable City regulations.

SECTION 307 LEBANON DOWNTOWN DISTRICT (LD).

307.1 Purpose. The purpose of the Lebanon Downtown District is to provide in-town areas for retail and service businesses, banks, **offices**, and government facilities in downtown Lebanon, and to encourage other related commercial activities and higher density residential uses. The district regulations are intended to promote an active pedestrian environment consistent with the mixed-use character of the district by providing for continuity of building setbacks and limiting parking in front yards to promote an environment that is safe for walking and biking.

307.2 Table of Uses.

<u>Permitted Uses</u>	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
<u>Residential</u> Multi-family dwelling (see Section 307.5) Dwelling unit(s) above or below the street level story	<u>Commercial/Non-Residential</u> Craftsman's shop, art studio - Dry cleaning pick up station Educational facility, college/university Essential service - Laundromat - Other uses per Section 307.4 Parking facility - Publishing/printing Recreational facility, indoor Recreational facility, outdoor
<u>Commercial/Non-Residential</u> Amusements (indoor) Community center Financial institution Group day care facility per Section 604 Health club Hotel - House of worship - Library Local government use Membership club - Museum Office Personal service - Radio or TV studio Renewable energy system per Section 612 Restaurant, sandwich shop Retail store Senior housing complex Social service center - Theater, concert hall, movie theater	

307.3 Table of Dimensional Requirements.

Minimum Lot Requirements					Maximum Limitations	
Lot Area	Frontage	Front Yard	Side Yard	Rear Yard	Building Coverage	Building Height
3,000 square feet	40' (*)	NONE, except as may be required per Section 307.7	NONE, except as may be required per Section 307.7	10' (*), except as may be required per Section 307.7	NONE	55', except as may be permitted by conditional use permit per Section 307.8

*May be reduced by **conditional use** permit per Section 302.4.

307.4 Other Uses.

Other uses include any use not identified in Section 307.2 that will contribute positively to the vibrancy of the Lebanon Downtown District. Such other uses shall be permitted by **conditional use** permit from the Planning Board pursuant to Section 302.4 provided the applicant demonstrates that the proposed use:

1. Will encourage the presence of the public in the Lebanon Downtown District and/or create regular and sustained opportunities for members of the public to utilize the Lebanon Downtown District. Examples include, but are not limited to, providing a retail, **personal service**, and/or **restaurant** component which is accessory to the primary use.
2. Will not be incompatible with abutting properties and uses. An example of incompatibility includes, but is not limited to, credible evidence that the proposed use will negatively impact the value of any abutting property and/or the viability of any existing abutting use.
3. Meets the standards set forth in Section 302.4.

307.5 Dwelling Unit Density.

Density determinations for **multi-family dwellings** and **mixed use buildings** shall be made by the Planning Board during the course of site plan review based on site specific conditions and factors such as the availability of parking and/or the ability to provide required parking, the availability of adequate water and sewer, and the ability to provide required site improvements and to meet all other requirements of the Site Plan Review Regulations and all other applicable City regulations.

307.6 Non-Residential Uses.

A. Buildings with Frontage on Primary Streets.

1. If a **building** is located on a **lot** with **principal frontage** on a primary **street**, a minimum of 1,000 square feet or 1/3 of the **gross floor area**, whichever is less, of the **street level story** of the **building**, shall be reserved for a non-residential use or uses, and such combined uses shall have both a depth and width of not less than 20 feet along the primary **street**.

2. All **buildings** on a **lot** shall comply with the requirement set forth in subsection 1, unless the **building** located closest to the primary **street** has a total **gross floor area** of 50% or more of the total **gross floor area** of the largest **building** on the **lot**, in which case the non-residential use requirement set forth in subsection 1 shall only apply to the **building** located closest to the primary **street**.

B. Buildings with Frontage on Secondary Streets.

1. If a **building** equal to or greater in size than 20,000 gross square feet is located on a **lot** with **principal frontage** on a secondary **street**, a minimum of 1,000 square feet or 1/3 of the **gross floor area**, whichever is less, of the **street level story** of the **building**, shall be reserved for a non-residential use or uses, and such combined uses shall have both a depth and width of not less than 20 feet along the secondary **street**. In the case of multiple **buildings** on a **lot** with **principal frontage** on a secondary **street**, the non-residential use shall be located in the **building** closest to the secondary **street**.
2. Notwithstanding the above requirements, the Planning Board may waive the requirement for non-residential uses on **the street level story** and permit residential uses on the entire **street level story** in these locations by **conditional use** permit pursuant to Section 302.4 provided the applicant demonstrates that:
 - a. Non-residential uses on the **street level story** are inappropriate given the unique characteristics of the subject property.
 - b. The proposed development provides improvements to streetscapes, public ways, or public spaces that implement recommendations for downtown Lebanon in current plans, policies, or programs adopted by the City of Lebanon including but not limited to the Master Plan, Downtown Visioning Study, and the Capital Improvement Program.
 - c. The proposed development includes a high-quality design with attention to architectural quality and detail, universal accessibility, and/or environmental sustainability.

C. Definitions. For purposes of this subsection, primary and secondary **streets** are defined as follows:

1. Primary Streets. The Downtown Mall, Taylor Street within 500 feet of the Downtown Mall, Hanover Street from Hough Street to Church Street, Mascoma Street, Court Street, West Park Street, and North Park Street.
2. Secondary Streets. Hanover Street from NH Route 120 to Hough Street, Foundry Street, Church Street, High Street, Mechanic Street, Water Street, East Park Street, Bank Street, Taylor Street more than 500 feet from the Downtown Mall, Campbell Street, and Spencer Street.
3. For any street that is located in more than one zoning district, the above designation as a primary or secondary street shall only apply to the segment of the street located within the LD District.

307.7 Additional Front Yard, Side Yard, and Rear Yard Requirements.

A. Additional Front Yard Requirements.

1. Minimum Front Yard.

- a. For **buildings** with residential uses located on the **street level story** at the **building front line**, a **front yard** of at least ten (10) feet shall be required, except that features required by Section 6.10.B.10.c of the Site Plan Review Regulations for ground floor residential uses (e.g. raised landings, weather protection, stoops, porches, and/or decks, or entrance features for each lobby or unit accessed from the exterior at the ground-floor level) may project into the minimum required **front yard** provided that such features do not project into the **front setback** along the **building's frontage** more than 35 percent of that **building's frontage**; and
- b. For all buildings with **street level stories** occupied by non-residential uses at the **building front line**, no **front yard** is required, except as required to meet the provisions of (c) below.
- c. The placement of a **building** on a **lot** shall provide a **front yard** sufficient for the construction of streetscape improvements, including but not limited to sidewalks, curbing, drainage, street trees, and pedestrian improvements as may be required through Site Plan Review and by the Site Plan Review Regulations.

2. Maximum Front Yard. No **front yard** shall be greater than 15 feet, except that a **front yard** with a depth greater than 15 feet may be provided when such **front yard** provides usable streetscape improvements, public ways, or other amenities on site that are accessible to the public and is approved by the Planning Board through Site Plan Review and the Site Plan Review Regulations.

B. Additional Side and Rear Yard Requirements.

1. All **principal buildings** with a **building height** of 45 feet or greater shall maintain a minimum **setback** of 15 feet from any side or rear lot line that is directly adjacent to a **residential district**.
2. All **principal buildings** with a **building height** of less than 45 feet shall maintain a minimum **setback** of 10 feet from any side or rear lot line that is directly adjacent to a **residential district**.

C. Notwithstanding the above requirements, the Planning Board may waive the additional **front yard**, **side yard**, and **rear yard** requirements by **conditional use** permit pursuant to Section 302.4 provided the applicant demonstrates that the proposed **yard**:

1. Will provide an adequate **buffer** to abutting residential properties through site layout, landscaping, or fencing.

2. Meets the standards set forth in Section 302.4.

307.8 Building Height.

- A. Maximum Height. By **conditional use** permit per Section 302.4, the Planning Board may allow a maximum **building height** of 65 feet if the Planning Board determines that the proposal conforms to the following standards:
 1. The **building front line** of the top **story** is set back at least ten (10) feet from the **building front line** of the **story** below when built within thirty feet of the front lot line.
 2. The proposal provides improvements to streetscapes, public ways, or public spaces that implement recommendations for downtown Lebanon in current plans, policies, or programs adopted by the City of Lebanon including but not limited to the Master Plan, Downtown Visioning Study, and the Capital Improvement Program.
 3. The proposal includes a high-quality design with attention to architectural quality and detail, universal accessibility, and/or environmental sustainability.
- B. Minimum Height. A **principal building** shall have a minimum height of not less than two (2) **stories**. For the purposes of this requirement, a second **story** shall have a **gross floor area** of no less than 50% of the **gross floor area** of the **street level story**. The Planning Board may waive these requirements by **conditional use** permit pursuant to Section 302.4.
- C. Minimum Story Height. The **street level story** of a **building** shall not be less than twelve (12) feet in height as measured between finished floors. All other **stories** shall be no less than ten (10) feet in height as measured between finished floors. The Planning Board may waive these requirements by **conditional use** permit pursuant to Section 302.4.

307.9 Driveways, Parking Areas, and Circulation Areas.

- A. A **driveway** intersecting a street that constitutes the **principal frontage** of a **lot** is not permitted when the **lot** abuts another **street** or is accessed by an existing shared **driveway**.
- B. No **parking area** or circulation area for vehicles shall be located in the **front yard**. For improved surfaces in existence as of January 20, 2021, the Planning Board may waive these requirements by **conditional use** permit pursuant to Section 302.4 if the Board finds that there is no other location on the **lot** to provide parking. Where a **lot** abuts more than one **street**, this restriction shall only apply to the **front yard** along the **principal frontage**.

307.10 Site Plan Review Regulations.

Development proposals and projects located in whole or in part within the Lebanon Downtown District are also subject to additional guidelines regarding building design and site design as established by the Planning Board in its Site Plan Review Regulations.

SECTION 308 RESIDENTIAL ONE DISTRICT (R-1).

308.1 Purpose.

The purpose of the R-1 District is to provide areas for all types of residential uses at relatively high densities.

308.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> 1. One-family dwelling 2. Two-family dwelling 3. Multi-family dwelling 4. Accessory dwelling unit (ADU) per Section 610 5. Senior housing complex (see also Section 603)	<u>Commercial/Non-Residential</u> 1. Cemetery 2. Essential service 3. Funeral home 4. Group day care facility per Section 604 5. Group residence 6. Home-based agricultural business per Section 600B.2 (lots less than 5 acres) 7. Indoor recreational facility 8. Outdoor recreational facility 9. Lodging house 10. Nursing home 11. Tourist home (or bed and breakfast facility)
<u>Commercial/Non-Residential</u> 6. Home-based agricultural business per Section 600B.2 (lots 5 acres or more) 7. Home business per Section 600 8. House of worship 9. Public education facility 10. Public recreation facility 11. Public safety facility 12. Renewable energy system per Section 612	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
<u>Planned Developments</u> 13. Manufactured housing park per Section 503 14. Manufactured housing PURD per Section 504 15. PURD per Section 501	<u>Residential</u> 1. Cottage development per Section 509

308.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Additional Area per D.U. After Two	Maximum Height
1	10,000 sq.ft.	75'	3,000 sq.ft.	45' or 55' per Section 308.4
2	15,000 sq.ft.	75'	5,000 sq.ft.	45' or 55' per Section 308.4
3	40,000 sq.ft.	100'	15,000 sq.ft.	45' or 55' per Section 308.4

Minimum Yard

Class	Front	Side	Rear	Maximum Building Coverage
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

308.4 Building Height.

By **conditional use permit** per Section 302.4, the maximum **building height** for a proposed **building** may be increased up to 10 additional feet if the increase in **building height** is for the purpose of accommodating a **parking structure** underneath or within the proposed **building**, and provided that the **building** is set back from the **setback line** a minimum distance equal to two (2) feet for every one (1) foot of additional **building height** over 45 feet.

SECTION 309 RESIDENTIAL TWO DISTRICT (R-2).

309.1 Purpose.

The R-2 District is designed to preserve the older, established residential sections of the city as viable residential neighborhoods. The conversion of large older **dwelling**s, and other buildings to **multi-family dwelling**s, **office**, educational and cultural facilities is allowed, subject to appropriate controls in Section 601 but new **multi-family dwelling**s, **offices**, private educational and cultural facilities are not allowed.

309.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Two-family dwelling Multi-family dwelling conversion (4 dwelling units or less) per Section 601 Accessory dwelling unit (ADU) per Section 610 Senior housing complex <u>Commercial/Non-Residential</u> - Home-based agricultural business per Section 600B.2 (lots 5 acres or more) Home business per Section 600 - House of worship - Public education facility Public recreation facility Public safety facility Renewable energy system per Section 612 <u>Planned Developments</u> - PURD per Section 501	<u>Residential</u> Multi-family dwelling conversion per Section 601 (5 dwelling units or more) <u>Commercial/Non-Residential</u> Office conversion per Section 601 - Cemetery Essential service - Funeral home Group day care facility per Section 604 Group residence - Home-based agricultural business per Section 600B.2 (lots less than 5 acres) Indoor/outdoor recreational facility Lodging house Nursing home Tourist home (or bed and breakfast facility)
	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
	<u>Residential</u> Cottage development per Section 509

309.3 Table of Area, Dimension and Coverage.

Minimum Lot Size

Class	Area	Width	Additional Area per D.U. After Two	Maximum Height
1	10,000 sq.ft.	75'	3,000 sq.ft.	45'
2	15,000 sq.ft.	75'	5,000 sq.ft.	45'
3	40,000 sq.ft.	100'	15,000 sq.ft.	45'

Minimum Yard

Class	Front	Side	Rear	Maximum <i>Building Coverage</i>
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

SECTION 310 RESIDENTIAL THREE DISTRICT (R-3).

310.1 Purpose.

The purpose of the R-3 District is to provide areas primarily for single family residential neighborhoods.

310.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Accessory dwelling unit (ADU) per Section 610	<u>Residential</u> Two-family dwelling by conversion of existing one-family dwelling Senior housing complex
<u>Commercial/Non-Residential</u> Home business per Section 600 - Home-based agricultural business per Section 600B.2 (lots 5 acres or more) and per Section 600B.3 (lots greater than 10 acres) - Home-based agricultural business per Section 600B.3.A (5–10 acre lots) - Home-based agricultural business per Section 600B.3.B (10+ acre lots) - Hospital - House of worship - Public education facility Public recreation facility Public safety facility Renewable energy system per Section 612	<u>Commercial/Non-Residential</u> - Cemetery Essential service Group day care facility per Section 604 - Home-based agricultural business per Section 600B.2 (lots less than 5 acres) Nursing home
	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
<u>Planned Developments</u> PURD per Section 501	<u>Residential</u> Cottage development per Section 509

310.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Maximum Height
1	10,000 sq.ft.	75'	35'
2	15,000 sq.ft.	75'	35'
3	40,000 sq.ft.	100'	35'

Minimum Yard

Class	Front	Side	Rear	Max. <i>Building Coverage</i>
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

310.4 Dwelling Unit Density.

For ***senior housing complexes*** and PURDs per Section 501.2 (“Planned Unit Residential Development (PURD)”), one (1) ***dwelling unit*** is permitted per each 10,000 sq. ft. of lot area. Density for ***senior housing complexes*** may be increased per Section 603 (“Senior Housing Complexes”).

SECTION 311 RESIDENTIAL-OFFICE DISTRICT (R-O).

311.1 Purpose.

The purpose of the R-O District is to preserve the residential character of older, established neighborhoods by carefully guiding the transition of residential structures to **office** use. The district balances the goals of: (1) preserving the economic viability of older large **dwelling**s located on heavily traveled streets; (2) providing attractive locations for small **offices**; and, (3) preserving the residential character of older established neighborhoods.

311.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Two-family dwelling Multi-family dwelling (4 dwelling units or less) per Section 601 Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> Community center - Conversion of a dwelling to office use per Section 601 Group day care facility per Section 604 Home business per Section 600 - House of worship Personal service Renewable energy system per Section 612 <u>Planned Developments</u> - PURD per Section 501	<u>Residential</u> Multi-family dwelling (5 dwelling units or more) per Section 601 Senior housing complex <u>Commercial/Non-Residential</u> - Cemetery Educational facility, college/university Educational facility, primary/secondary Essential service - Funeral home Group residence Health club Hospice - Library or museum conversion per Section 601 Lodging house Public safety facility Recreational facility, indoor Recreational facility, outdoor - Theater, concert hall, movie theater conversion per Section 601 Tourist home (or bed and breakfast facility)

	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
	<u>Residential</u> 1. Cottage development per Section 509

311.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Additional Area per D.U. After Two	Maximum Height
1	10,000 sq.ft.	75'	3,000 sq.ft.	45'
2	15,000 sq.ft.	75'	5,000 sq.ft.	45'
3	40,000 sq.ft.	100'	15,000 sq.ft.	45'

Minimum Yard

Class	Front	Side	Rear	Maximum Building Coverage
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

SECTION 311A RESIDENTIAL-OFFICE-ONE DISTRICT (R-O-1).

311A.1 Purpose.

The purpose of the R-O-1 district is to provide for well-planned neighborhoods of **offices** and higher density housing by carefully guiding the integration of multi-residential housing and **office** uses. The district balances the goals of: (1) preserving the economic viability of older, large **dwelling**s modified to accommodate multiple residential units or **office** space or both; (2) providing for attractive locations for small **offices**; and (3) providing for new **office** buildings compatible with surroundings.

311A.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Two-family dwelling Multi-family dwelling (4 dwelling units or less) per Section 601 Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> - Construction of new office building (3,000 sq. ft. or less) per Section 601 - Conversion of a dwelling to office use per Section 601 Financial institution Group day care facility per Section 604 Home business per Section 600 - House of worship Personal service Renewable energy system per Section 612 <u>Planned Developments</u> - PURD per Section 501	<u>Residential</u> Multi-family dwelling (5 dwelling units or more) per Section 601 Senior housing complex <u>Commercial/Non-Residential</u> - Construction of new office building (3,001 sq. ft. – 6,000 sq. ft.) per Section 601 Educational facility, college/university Educational facility, primary/secondary Essential service - Funeral home Group residence Health club Hospice Lodging house Public safety facility Recreational facility, indoor Recreational facility, outdoor Tourist home (or bed and breakfast facility)

	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
	<u>Residential</u> 1. Cottage development per Section 509 2. Vehicular sales

311A.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Additional Area per D.U. After Two	Maximum Height
1	10,000 sq.ft.	75'	3,000 sq.ft.	45'
2	15,000 sq.ft.	75'	5,000 sq.ft.	45'
3	40,000 sq.ft.	100'	15,000 sq.ft.	45'

Minimum Yard

Class	Front	Side	Rear	Maximum Building Coverage
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

SECTION 311B PROFESSIONAL BUSINESS DISTRICT (PB).

311B.1 Purpose.

The purpose of the PB District is to:

1. Safeguard, enhance, and perpetuate the architecturally historic structures within the district;
2. Support and promote business and commerce and provide economic benefit to the City by protecting and enhancing the visual attractiveness of the City to home buyers, business people, tourists, visitors, and shoppers;
3. Conserve and improve the value of property within the Professional Business District;
4. Prevent future urban blight by fostering and encouraging the preservation, restoration, and rehabilitation of historic structures, areas, and neighborhoods;
5. Foster civic pride in the beautiful and noble architectural accomplishments of the past.

311B.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> 1. One-family dwelling 2. Two-family dwelling 3. Multi-family dwelling per Section 311B.7 4. Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> 5. Group day care facility per Section 604 6. House of worship 7. Office 8. Personal service 9. Renewable energy system per Section 612	<u>Commercial/Non-Residential</u> 1. Educational facility, college/university 2. Educational facility, primary/secondary 3. Lodging house 4. Public recreation facility 5. Public safety facility 6. Tourist home (or bed and breakfast facility)

311B.3 Table of Area, Dimensions and Coverage.

Minimum Lot Size

Class	Area	Width	Maximum Height
1	10,000 sq.ft.	75'	45'
2	15,000 sq.ft.	75'	45'
3	40,000 sq.ft.	100'	45'

Minimum Yard

Class	Front	Side	Rear	Maximum <i>Building Coverage</i>
1	20'	15'	20'	25%
2	20'	15'	20'	20%
3	25'	25'	30'	15%

311B.4 Parking Requirements.

Parking shall be as set out in Section 607.4 of this Ordinance except that parking shall be provided on site for any ***dwelling unit(s)*** per Section 607.2 ("Table of Minimum Off-Street Parking Requirements"). Such on-site parking shall not occupy the front yard and shall be screened from abutting properties.

311B.5 Setback Requirements.

For the construction of any new addition to an existing ***building***, the minimum required ***yard*** may be reduced to the alignment of the existing, dominant building wall exclusive of minor projections, for example bay windows.

311B.6 Reconstruction.

Notwithstanding the provisions of Section 703.2, a previously destroyed or removed nonconforming feature of an historic structure, to include but not limited to a bay window, dormer, porch, cupola, portico, and ***awning***, may be reconstructed by ***special exception*** pursuant to Section 801.3. In addition to the findings required by Section 801.3, the Board of Adjustment shall find:

- A. That the reasonable use of abutting properties is not adversely affected by the reconstruction; and
- B. That the Heritage Commission has verified the prior existence of the feature; and
- C. That the feature is compatible with the existing design of the ***structure*** and with the character of the neighborhood.

311B.7 Dwelling Unit Density.

Density determinations for ***multi-family dwellings*** and ***mixed use buildings*** shall be made by the Planning Board during the course of site review based on site specific conditions and factors such as the availability of parking and/or the ability to provide required parking, the availability of adequate water and sewer, and the ability to provide required site improvements and to meet all other requirements of the Site Plan Review Regulations and all other applicable City regulations.

SECTION 312 RURAL LANDS ONE DISTRICT (RL-1).

312.1 Purpose. The purpose of the RL-1 District is to provide areas of transition between the denser urban neighborhoods of the R Districts and the more sparsely settled and/or more environmentally sensitive RL-2 and RL-3 areas.

312.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Accessory dwelling unit (ADU) per Section 610	<u>Commercial/Non-Residential</u> Care and treatment of animals - Cemetery Essential service Group day care facility per Section 604 Home-based contractor's yard per Section 600A - Radio or TV tower or other communication equipment - Recreational camping park per Section 505 Recreational facility, indoor Recreational facility, outdoor
<u>Commercial/Non-Residential</u> Agriculture Home business per Section 600 - House of worship - Public education facility Public recreation facility Renewable energy system per Section 612	
<u>Planned Developments</u> Manufactured housing park per Section 503 Manufactured housing PURD per Section 504 - PRec per Section 501 - PURD per Section 501	

312.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements						Maximum Limitations	
Class	Lot Area	Lot Frontage	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
1 or 2	1 acre	150'	40'	25'	30'	35'	15%
3	3 acres (*)	150'	40'	25'	30'	35'	15%

*The minimum lot size may be reduced to an area not smaller than one (1) acres by application of the High Intensity Soils Mapping Standards (i.e. **HIS**) of Appendix B.

SECTION 313 RURAL LANDS TWO DISTRICT (RL-2).

313.1 Purpose.

The purpose of the RL-2 District is to provide land for low density, rural living.

313.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Accessory dwelling unit (ADU) per Section 610	<u>Commercial/Non-Residential</u> Care and treatment of animals - Cemetery Essential service Group day care facility per Section 604 Home-based contractor's yard per Section 600A Produce stand - Radio or TV tower or other communication equipment - Recreational camping park per Section 505 Recreational facility, indoor Recreational facility, outdoor Excavation of natural earth materials per Section 606
<u>Commercial/Non-Residential</u> Agriculture Home business per Section 600 - House of worship Public recreation facility Renewable energy system per Section 612	
<u>Planned Developments</u> Manufactured housing park per Section 503 Manufactured housing PURD per Section 504 - PRec per Section 501 - PURD per Section 501	

313.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements						Maximum Limitations	
Class	Lot Area	Lot Frontage	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
1 or 2	1 acre	150'	40'	20'	25'	35'	20%
3	3 acres (*)	200'	40'	35'	30'	35'	10%

*The minimum lot size may be reduced to an area not smaller than one (1) acres by application of the High Intensity Soils Mapping Standards (i.e. **HIS**) of Appendix B.

SECTION 314 RURAL LANDS THREE DISTRICT (RL-3).

314.1 Purpose.

These are areas of the City within which development should be restricted until it has been further studied and detailed plans developed. These are critical areas where slopes of over twenty-five percent (25%) may be found, **wetlands** and a seasonably high water-table exist or have poor highway access to the rest of the community. These areas almost uniformly have severe restrictions for on-site disposal of sewage and any extensive development, including **driveways**, may present problems in grades and control of erosion. The primary use of these areas should be for forestry with only limited development for single family residential purposes on large lots.

314.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> 1. Accessory use to any one-family dwelling <u>Commercial/Non-Residential</u> 2. Agriculture 3. Home business per Section 600 4. Public recreation facility 5. Renewable energy system per Section 612 <u>Planned Developments</u> 6. PRec per Section 501 7. PURD per Section 501	<u>Residential</u> 1. One-family dwelling 2. Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> 3. Cemetery 4. Essential service 5. Home-based contractor's yard per Section 600A 6. Radio or TV tower or other communication equipment 7. Recreational camping park per Section 505 8. Recreational facility, indoor 9. Recreational facility, outdoor

314.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements				Maximum Limitations	
Lot Area	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
10 acres	50'	50'	50'	35'	1%

SECTION 315 MEDICAL CENTER DISTRICT (MC).

315.1 Purpose.

The purpose of this district is to provide for the establishment and maintenance of a use which has as its goal, the provision of inpatient and outpatient health care, the furnishing of undergraduate and graduate medical education, the performance of medical research and other related and complimentary uses. This district recognizes the integrated and interdependent nature of this use, the importance of accessibility to the public and the virtue of maintaining natural land features. This district, and any use within, shall be serviced with public water and sewer systems, and any development shall adequately address vehicular and pedestrian traffic concerns, impacts on City services, including but not limited to schools, police protection and fire protection.

This district will be dominated by a **medical center complex** as defined in this Ordinance. Therefore, it is recognized that certain service-type uses may be advantageous in the immediate vicinity of the complex and have therefore been provided for as uses allowed by **conditional use** permit pursuant to Section 302.4. It is anticipated that impacts on City streets and highways may be reduced by allowing for these uses in the vicinity of the complex.

315.2 Table of Uses.

<u>Permitted Uses</u>	<u>Uses by Conditional Use Permit</u> (see Section 302.4)
<u>Commercial/Non-Residential</u> 1. Essential service 2. Group day care facility per Section 604 3. Health club 4. Hospice 5. Medical center complex per Section 506 6. Medical office building 7. Medical research facility 8. Renewable energy system per Section 612 9. Retail product pickup	<u>Commercial/Non-Residential</u> 1. Drive-through facility 2. Financial institution 3. Inpatient rehabilitation facility 4. Motel 5. Hotel 6. Office 7. Parking facility 8. Personal service 9. Restaurant 10. Retail store <u>Planned Developments</u> 11. Commercial PUD per Section 501

315.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements					Maximum Limitations	
Lot Area	Lot Frontage	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
75,000 sq. ft.	200'	40'	20'	20'	60', except as required by Section 315.4 and as permitted by Section 506.2	50%

315.4 Special Height Restriction.

On **parcels** adjacent to residential districts the height limitation of the adjacent residential district shall apply; but, on such **parcels**, **building height** may be increased above the residential limitation by one(1) foot for each two (2) feet that the building is set back from the required setback line(s) on sides of the **lot** adjacent to the residential district. However, in no case shall the height exceed 60 feet (or 100 feet if allowed by Section 506.2).

ARTICLE IV OVERLAY DISTRICTS

SECTION 400 ESTABLISHMENT OF OVERLAY DISTRICTS.

The following overlay districts are hereby established:

- Wetlands Conservation District
- Floodplain District
- Steep Slope District
- Airport Protection District
- Historic District
- Landfill Reclamation District
- Riverbank Protection District

In the areas of the City which are included in an overlay district, the regulations of the overlay district shall apply in addition to the regulations of the applicable use district. Where regulations in a use district and an overlay district conflict, the regulation of the most restrictive district shall apply.

SECTION 401 WETLANDS CONSERVATION DISTRICT.

401.1 Purposes.

The purposes of the Wetlands Conservation District are to:

- A. Preserve **wetlands**, which provide flood protection, recharge groundwater supply, augment stream flow during dry periods, provide wildlife habitat, and enhance water quality; and which are important for such other reasons as those cited in RSA 482-A:1.
- B. Prevent the development of structures and land uses on **wetlands**, which would contribute to the pollution of surface or ground water, disrupt **wetland** ecosystems, and damage property due to flooding.
- C. Prevent unnecessary or excessive expenses to the City of Lebanon for **essential services** and utilities because of the incompatible use of **wetlands**.
- D. Allow those uses that can be appropriately and safely located in **wetlands**, following **best management practices** recognized by the State of New Hampshire.
- E. Protect wetland-dependent wildlife habitat for native flora & fauna.
- F. Enhance protection for the high quality **wetlands** located in the City of Lebanon, which require naturally vegetated **buffers** for the integrity of their ecosystems.

- G. Preserve and enhance scenic and educational values associated with the **wetlands** in the City of Lebanon.
- H. Achieve a higher level of protection in **wetlands** categorized as of high or very high function and value, by prohibiting inappropriate uses.

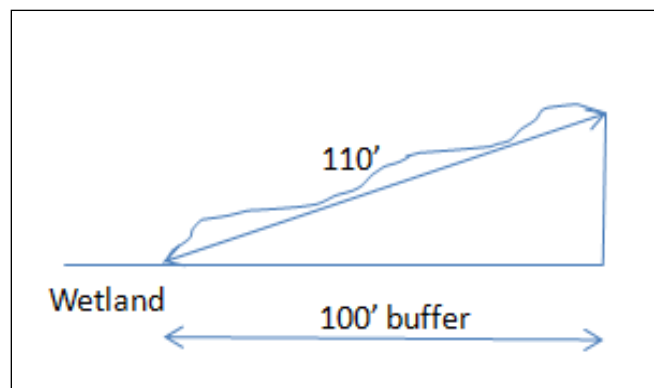
401.2 Description of Wetlands Conservation District.

The Wetlands Conservation District includes the following:

- A. All areas in the City that are inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support, and that under normal conditions do support, a prevalence of vegetation typically adapted for life in saturated soil conditions as set forth in RSA 482-A and 674:55.
- B. A horizontal **buffer** of 100 feet to all **wetlands** of High or Very High Value according to *Natural Lebanon: Results of the Phase II Natural Resource Inventory of the City of Lebanon, NH* (June 2010), and further depicted in the Lebanon Wetland Overlay District map adopted March 12, 2013.
- C. **Buffers** are applied irrespective of lot lines and municipal boundaries. When a **wetland** is located solely on one side of a street or public street, **buffer** restrictions shall not apply to any properties on the opposite side of the street or public street.

401.3 Boundary Disputes.

In a dispute about the boundary of the Wetlands Conservation District, the edge of a wetland, as defined by RSA 482-A and as required by RSA 674:55, shall be determined by a **certified wetland scientist** using field methods prescribed by the *Army Corps of Engineers Wetland Delineation Manual* (January 1987) and the *Regional Supplement to the Corps of Engineers Wetland Delineation Manual: Northcentral and Northeast Region* (January 2012, as amended). Where applicable, the edge of the **buffer** shall be computed as a horizontal distance from the edge of the wetland, as determined above. If the land is sloped, the measurement along the sloped ground is not applicable (see diagram). The City may retain an independent **certified wetland scientist** to map the area in question and require the applicant to pay the cost thereof.



SECTION 312 RURAL LANDS ONE DISTRICT (RL-1).

312.1 Purpose. The purpose of the RL-1 District is to provide areas of transition between the denser urban neighborhoods of the R Districts and the more sparsely settled and/or more environmentally sensitive RL-2 and RL-3 areas.

312.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Accessory dwelling unit (ADU) per Section 610	<u>Commercial/Non-Residential</u> Care and treatment of animals - Cemetery Essential service Group day care facility per Section 604 Home-based contractor's yard per Section 600A - Radio or TV tower or other communication equipment - Recreational camping park per Section 505 Recreational facility, indoor Recreational facility, outdoor
<u>Commercial/Non-Residential</u> Agriculture Home business per Section 600 - House of worship - Public education facility Public recreation facility Renewable energy system per Section 612	
<u>Planned Developments</u> Manufactured housing park per Section 503 Manufactured housing PURD per Section 504 - PRec per Section 501 - PURD per Section 501	

312.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements						Maximum Limitations	
Class	Lot Area	Lot Frontage	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
1 or 2	1 acre	150'	40'	25'	30'	35'	15%
3	3 acres (*)	150'	40'	25'	30'	35'	15%

*The minimum lot size may be reduced to an area not smaller than one (1) acres by application of the High Intensity Soils Mapping Standards (i.e. **HIS**) of Appendix B.

SECTION 313 RURAL LANDS TWO DISTRICT (RL-2).

313.1 Purpose.

The purpose of the RL-2 District is to provide land for low density, rural living.

313.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> One-family dwelling Accessory dwelling unit (ADU) per Section 610	<u>Commercial/Non-Residential</u> Care and treatment of animals - Cemetery Essential service Group day care facility per Section 604 Home-based contractor's yard per Section 600A Produce stand - Radio or TV tower or other communication equipment - Recreational camping park per Section 505 Recreational facility, indoor Recreational facility, outdoor Excavation of natural earth materials per Section 606
<u>Commercial/Non-Residential</u> Agriculture Home business per Section 600 - House of worship Public recreation facility Renewable energy system per Section 612	
<u>Planned Developments</u> Manufactured housing park per Section 503 Manufactured housing PURD per Section 504 - PRec per Section 501 - PURD per Section 501	

313.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements						Maximum Limitations	
Class	Lot Area	Lot Frontage	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
1 or 2	1 acre	150'	40'	20'	25'	35'	20%
3	3 acres (*)	200'	40'	35'	30'	35'	10%

*The minimum lot size may be reduced to an area not smaller than one (1) acres by application of the High Intensity Soils Mapping Standards (i.e. **HIS**) of Appendix B.

SECTION 314 RURAL LANDS THREE DISTRICT (RL-3).

314.1 Purpose.

These are areas of the City within which development should be restricted until it has been further studied and detailed plans developed. These are critical areas where slopes of over twenty-five percent (25%) may be found, **wetlands** and a seasonably high water-table exist or have poor highway access to the rest of the community. These areas almost uniformly have severe restrictions for on-site disposal of sewage and any extensive development, including **driveways**, may present problems in grades and control of erosion. The primary use of these areas should be for forestry with only limited development for single family residential purposes on large lots.

314.2 Table of Uses.

<u>Permitted Uses</u>	<u>Special Exception Uses</u> (see Section 801.3)
<u>Residential</u> 1. Accessory use to any one-family dwelling <u>Commercial/Non-Residential</u> 2. Agriculture 3. Home business per Section 600 4. Public recreation facility 5. Renewable energy system per Section 612 <u>Planned Developments</u> 6. PRec per Section 501 7. PURD per Section 501	<u>Residential</u> 1. One-family dwelling 2. Accessory dwelling unit (ADU) per Section 610 <u>Commercial/Non-Residential</u> 3. Cemetery 4. Essential service 5. Home-based contractor's yard per Section 600A 6. Radio or TV tower or other communication equipment 7. Recreational camping park per Section 505 8. Recreational facility, indoor 9. Recreational facility, outdoor

314.3 Table of Area, Dimensions and Coverage.

Minimum Lot Requirements				Maximum Limitations	
Lot Area	Front Yard	Side Yard	Rear Yard	Height	Building Coverage
10 acres	50'	50'	50'	35'	1%



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Application Narrative

Housing Challenge and Project Goals

The City of Lebanon’s project will perform a market analysis with housing needs assessment and a compliance audit to inform an updated housing plan that supports Lebanon’s sustainable development. The current Housing Chapter of the Master Plan is severely outdated. It was written in March of 2012 and does not effectively address homelessness, equity, or resilience among other notable current issues, or reflect the extreme growth of Lebanon’s housing stock in recent years, which has changed the dynamics of the market.

Lebanon has some of the state’s greatest housing challenges and associated costs:

- Driven by the Lebanon area, Grafton County has the second highest rental costs (\$2,027) in NH, and leads the state with the greatest percent change in median gross rent for 2BR units 2019-2024, with a 67% leap. Just since last year, for a two-bedroom apartment gross monthly rent costs have increased by 7.7% in Lebanon, which is nearly double the state’s 3.9% increase; the median in Lebanon is now \$2,923/month.
- Only 13% percent of all market-rate (unsubsidized) rental units are affordable to residents earning the median income in the state. This lack of affordable housing options is pronounced in Lebanon (NH Housing 2023 Residential Rental Cost Survey Report)
- Approximately 20% of Lebanon’s owner households and 50% of its renter households are cost-burdened in Lebanon (2021 UVLSRPC Keys to the Valley). The City has a 68th percentile ranking nationally for transportation insecurity among residents, and is considered “disadvantaged” likely due to such cost burdens—but also our patterns of growth.
- These factors are part of the rise in local homelessness which necessitated the City’s opening of an emergency homeless shelter in 2023 and again this coming winter.
- The 2020 vacancy rate in Lebanon was approximately 5%. ([Decennial Census](#)). This exacerbates the workforce crisis that hurts not just the local but state economy. Area employers like Dartmouth College, Novo Nordisk, and Dartmouth Hitchcock Medical Center have hundreds of vacant positions for which housing is a top retention and recruitment barrier.
- The future housing needs of the Upper Valley Lake Sunapee (UVLS) region suggests an additional 5,671 housing units are needed between by 2040 with 961 owner units needed below 100% AMI and 329 rental units needed below 60% AMI—and Lebanon shouldering the highest target of 1,102 units. (UVLSRPC 2023 RHNA)



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

- The pressures demonstrated above are in large part due to the City's steady growth. The residential population is approximately 15,044 with a daytime population of approximately 30,000-35,000 people due to our role as an employment hub. Lebanon hosts 46% of the total top employers in the UVLS region (UVLSRPC 2023 Regional Housing Needs Assessment).
- There are also concerns about climate change. According to FloodFactor, 736 properties in Lebanon have greater than a 26% chance of being severely affected by flooding over the next 30 years. Approximately 20% of properties in Lebanon are vulnerable (UVLS RHNA). We need to know not only what housing we need but *where* in terms of resilience and maximizing land use.
- The Census counted 7,201 housing units in 2020. Between 2021 and 2023, Lebanon permitted 580 new housing units; 373 have been completed and 207 are close to completion. Currently, the City has close to 1,500 units (not including minor subdivisions, ADUs, one to two-family conversions, and small multi-family conversions) that have been approved and/or proposed but not built, in part due to market barriers to construction.

While the overall increases in Lebanon's housing stock help, there are concerns that the pace is lagging and that these challenges are not being addressed effectively. In addition, other issues impact housing. For example, there are concerns that COVID-era programs aimed at increasing affordable housing are winding down but generally adverse market factors persist. From high interest rates that freeze sales, limited supply that increases housing prices, rising property tax assessments, and lack of developable land, to lack of qualified construction workforce and housing capacity for such workforce, our community is like many others caught in a vicious cycle of cost-prohibitive conditions.

The housing plan that results from this project will help Lebanon to improve the metrics identified above, among others, review the impact of our recent housing supply progress, adjust to meet new/unmet demand, and identify barriers to existing approvals. The HOP project is critical to updating related data and current conditions/risks, and providing housing mix scenarios as well as policy solutions that guide the public and community leaders with a "right-size" approach.

Outcomes and Deliverables

Our goal is to modify local land use regulations including Site Plan, Zoning, and Subdivision Regulations to reduce barriers to housing in the City of Lebanon, and increase the stock of affordable and workforce housing in particular. To do so, we propose to update the Housing Chapter of the 2012 Lebanon Master Plan which is the main reference for modifying such regulations. To accomplish this, our team will deliver:



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

1. Involvement of the Lebanon Housing Task Force to implement grant activities, including participation in the Housing Academy.
2. A robust Community Engagement Plan using a variety of tools and high level of participation from diverse stakeholders including governmental bodies (planning board, elected officials, housing task force, etc.), as well as other community groups and the general public.
3. Local capacity-building including leadership, staff, volunteer/board members, overall community education.
4. A housing Policy and Regulatory Audit that includes a broad review of the city's regulations as they relate to housing, identifies barriers to development, and provides recommended updates and amendments.
5. Housing Needs Assessment and Market Analysis.
6. Update Housing Chapter of the Master Plan
7. Recommendations to strengthen an auxiliary project, Lebanon's pursuit of BEA Housing Champion Designation
8. On-the-ground short- as well as long-term housing success by implementing specific actions related to housing in the 12 months following project completion.

Project success indicators, among others:

- Informs zoning amendments process in 2025-2026.
- Identifies key performance metrics to inform the Lebanon 2026-2029 Strategic Plan update (see Housing in [2025-2028 plan](#)) and on-going monitoring of progress.
- The community engagement process leads to broad support of the new Housing Plan and its adoption by the Planning Board.
- Increases not only the overall housing supply its inclusiveness, from temporary safe shelter and elderly housing to permitted missing middle, affordable/workforce, and low-income units in the next 10-20 years.
- Supports specific opportunities to attract and collaborate with developers for owner-occupied and/or affordable housing projects.
- Reduce the cost burden rate by improving affordability—with no more than 30% of household income committed to housing.
- Increase ownership opportunities while continuing to support rentals.
- Updated data from the housing market analysis will provide insights and strategies that the City implements to increase housing sales.
- Development of a cohesive suite of strategies with tools to measure the local housing market (new units, energy efficiency, ADUs, redevelopment, new permits, etc.).



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

Readiness

The City has ample backing and anticipates collaboration from its land use boards to accomplish the project goals; refer to the attached letters of **support** and (draft) meeting minutes. Support is also illustrated by the City's recent establishment of the **Lebanon Housing Task Force**, which started meeting in September 2024. This group consists of representatives from the Lebanon Housing Authority, Planning Board, City Council (Mayor), Conservation Commission, Lebanon School Board, Diversity, Equity, and Inclusion Commission, local businesses, and residents at-large.

The Housing Task Force will work with a project consultant to lead public engagement and use the project to inform its final deliverables to Lebanon City Council in July 2026. The **consultant** (see attached letter of commitment) has already been identified following the Lebanon Planning and Development Department's outreach to pre-qualified vendors and we will be ready for formal procurement as soon as the grant funds are approved.

We have a **track record** of success working with consultants to complete HOP-funded projects. We are currently implementing a 2023 grant to develop a pattern zoning program, which this project will extend the work of. The City has also completed similar recent **community engagement** efforts related to housing topics that will inform the housing chapter update, including the 2024 [Northern Lebanon Neighborhood Community Plan](#), 2024 [Pattern Zoning Study](#), 2023 [Open Space Plan](#), 2023 [Walk Bike Ride Lebanon](#), 2024 [Downtown Redevelopment Study](#), and 2023 [Action Plan for West Lebanon](#), and staff participated in the 2021 [Keys to the Valley](#) regional housing study.

Overall, the City is ready to use this project and the Housing Task Force to step back and review how effective our tools have been, what barriers still exist, and what additional strategies should be investigated. **Recent regulatory audits and/or changes** with housing-friendly zoning amendments based on some of the above include:

- Creating a new Lebanon Downtown zoning district to encourage more mixed use development with housing on the upper floors and increased building height.
- Encouraging manufactured housing development by reducing regulatory requirements and increasing the number of zoning districts in which they're permitted.
- Adopting a cottage housing ordinance to allow significantly denser development on qualifying parcels in our urban core.
- Establishing a Downtown TIF district to support urban vitality and finance infrastructure necessary to accommodate additional residential growth.
- Significant streamlining ADU requirements and encouraging ADU development by allowing them with two-family dwellings.
- Refinement of Lebanon's 79-E program to encourage rehabilitation of residential uses in our urban core.



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

- Encouraging residential infill by establishing a Minor Site Plan Committee to review small-scale multi-family conversions.
- Amending zoning (pending) based on regulatory audits from our pattern zoning study and Route 120/Northern Lebanon Community Plan to facilitate residential infill in areas already served by public utilities.

Consistency with Local or Regional Plans

This application relates to Lebanon's [Master Plan](#), adopted in 2012 as "a comprehensive plan to implement the community vision for 2030." While implementation efforts continue across chapters, it is time to update the Plan to track efforts, resources, and progress over the last 12 years and calibrate for future needs. Updates are occurring on a chapter-by-chapter basis and our project will update [Chapter 07: Housing](#).

Our application is also consistent with Lebanon's 2025-2028 [Strategic Plan](#) housing goals to:

- 2.1 Facilitate the healthy continuum of development/redevelopment of housing.
- 2.2 Work cooperatively with internal and external partners to address homelessness.
- 2.3 Revise Land Use Regulations to limit barriers to development/redevelopment while nurturing neighborhood character.
- **2.4 Develop a comprehensive citywide housing strategy.**
- 2.5 Develop policies and a plan to move new residential construction toward being zero carbon ready, being mindful of [the balance between sustainability and affordability]
- 2.6 City-led development of new for sale housing on City-owned parcels

The project also builds on and will cohesively link several recent local studies listed under "Readiness". These plans cover infill options, upzoning, economic revitalization, natural resource protection, and mobility, but none cover housing communitywide, apply updated census data, or study Lebanon in the context of the region.

Finally, this application to develop a tailored housing strategy addresses the Upper Valley Lake Sunapee Regional Planning Commission's 2023 [Regional Housing Needs Assessment](#) which identifies a housing needs target of 1,102 new units by 2035 in Lebanon.



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

Community Engagement Plan

City of Lebanon Planning and Development Department staff and the HOP consultant will work with the Lebanon Housing Task Force, Planning Board and other partners to understand and develop an appropriate community engagement plan that informs the Housing Needs Assessment and Market Analysis, Policy and Regulatory Audit, and Housing Plan / update of the Master Plan Housing. The plan will be completed within 6 months of the project's launch and be updated as the project progresses. We anticipate incorporating the following activities into the plan, each of which will be given a timeline, assigned responsible parties, and completed during the HOP grant period:

1. Promote community leader *capacity building* by enrolling three representatives in NH Housing's Housing Academy.
2. Incorporate community engagement techniques and tools taught to the *Housing Academy* participants.
3. Confer with *UNH Cooperative Extension* about the engagement plan and best practices for housing outreach, request outreach examples and model materials from other communities, and welcome their assistance if they have capacity (e.g., community survey).
4. Review draft and final engagement plan with Lebanon's Housing Academy representatives / Lebanon Housing Task Force.
5. Develop a project section under the Housing Task Force *webpage* that can serve as a clearinghouse of the project summary and goals, draft materials, advertise public engagement opportunities, and feedback form with contact information, with associated regular public updates on *social media*.
6. Create Lebanon Master Plan/Housing 'branded' engagement materials e.g., boards/posters, maps, (info) *graphics* and conceptual diagrams in support of key concepts and recommendations, (e.g., housing types) for use at in person events and online.
7. Complete a public *survey* that can be deployed online and in print form at key locations (City Hall, Farmer's Market, Library, etc.).
8. Host three public engagement *events* including 2 charettes, and a discussion on the draft of the plan. These three events will take place across different locations and times to reach as many members of our community as possible. Possible locations include Dartmouth Hitchcock Medical Center, Lebanon Schools, Lebanon Libraries, River Valley Community College, and Lebanon City Hall.
9. Conduct *targeted outreach* (e.g., focus groups, interviews, field intercept exercises).
10. Regular meetings with *Lebanon Housing Task Force* over the course of the project.
11. Meeting(s) with the *Lebanon Zoning Board of Adjustment*.
12. Invite NH Housing to *comment on draft(s)* prior to any public hearings.
13. Attend meetings with *Lebanon Planning Board*, including public hearing with presentation to adopt the proposed revised Housing Chapter of the Master Plan.
14. Presentation of Planning Board-adopted Housing Chapter to the Lebanon City Council for final *community endorsement*.



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

Housing Academy

The City would welcome Housing Academy stipends for three (3) volunteers, with an *alternate* include below, and may send additional participants at our expense if space allows:

- Catheryn Hembree, Staff – Associate Planner, HOP Project Contact and Housing Task Force staff, Catheryn.Hembree@LebanonNH.gov, 603-442-6107
- Ellen Smith Ahern, Member of the Housing Task Force (as a representative of the Upper Valley Business Alliance), Ellen.Smith14@gmail.com, 207-240-7288
- Tia Winter, Member of the Housing Task Force (as a representative of the Diversity, Equity, and Inclusion Commission)
- winter.tia@gmail.com, 802-392-0469
- *Ryan Dube, Member of the Housing Task Force (as a representative of the Lebanon Housing Authority)* rdube@lebanonhousing.org, 603-298-5753

Scope of Work

Per the attached budget, the City requests \$100,000 to fund the scope of work.

Phase 1 – Community Engagement Plan					
	Task Name	Summary & Deliverables	Assignee	Partners & Roles	Milestones & Completion
1.1	Kickoff / Working Session	Collaborate with project partners to understand the project scope, initiate bi-weekly meetings, and identify a path to developing a community engagement plan that informs phases 2-4. All identified outreach and engagement strategies will be given a timeline, assigned responsible parties. Conducted as a regular meeting of the HTF.	Consultant	Housing Task Force (HTF), Planning Staff (Staff), Planning Board (PB)	Q1 2025
1.2	Housing Academy	The City will promote community leader education by enrolling at least three representatives in NH Housing's Housing Academy.	HTF	UNH Cooperative Extension (UNH)	Q1 2025



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

1.3	Identify engagement strategies	Confer with UNH Cooperative Extension about the engagement plan and best practices for housing outreach, request outreach examples and model materials from other communities, and welcome their assistance if they have capacity (e.g., community survey).	Consultant	HTF, Staff, UNH	Q1 2025
1.4	Draft plan	Recommend strategies in a draft community engagement plan that includes concepts, roles, and schedule for tasks (e.g., project summary, webpage format).	Consultant	HTF, Staff	Q1 2025
1.5	Review and finalize draft plan	Provide the draft with a memo to the HTF and project partners for review and attend a regular meeting of the HTF.	Consultant	HTF, Staff	Q2 2025
1.6	Webpage	Develop a project section under the HTF webpage that can serve as a clearinghouse of draft materials, calendar for public engagement, and feedback form with contact information, and announce publicly via LebNews.	Consultant	Staff, City Communications Officer	Q2 2025 for webpage set-up; ongoing updates for project duration
1.7	Graphics	Create Lebanon Master Plan/Housing 'branded' engagement materials e.g., boards/posters, maps, (info) graphics and conceptual diagrams in support of key concepts and recommendations, (e.g., housing types) for use at in person events and online.	Consultant, Staff	HTF	Q2 2025 for umbrella concept; ongoing graphics for project duration
1.8	Survey	Develop and implement a public survey that can be deployed online and in print form at key locations (City Hall, Library, etc.)	Consultant, Staff, City Communications Officer	HTF	Q3 2025



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

1.9	Events	Conduct three public engagement <i>events</i> including 2 charettes, and a discussion on the draft of the plan. These three events will take place across different locations and times to reach as many members of our community as possible. Possible locations include Dartmouth Hitchcock Medical Center, Lebanon Schools, Lebanon Libraries, River Valley Community College, and Lebanon City Hall.	Consultant, Staff	HTF	Q3 2025
1.10	Direct Outreach	Conduct targeted outreach (e.g., focus groups, interviews, field intercept exercises).	Consultant, Staff	HTF	Q3 2025
1.11	Board Meetings - HTF	Regular meetings/work sessions with Lebanon Housing Task Force over the course of the project.	Consultant, Staff	HTF	throughout the project
1.12	Board Meetings - ZBA	Meeting (1) with the Lebanon Zoning Board of Adjustment.	Consultant, Staff	ZBA	Q4 2025
1.13	Public Review of Draft Housing Plan	Invite NH Housing and other stakeholders to comment on final draft of Housing Plan prior to any public hearings (dovetail with HTF July 2026 report to Lebanon City Council with recommended Housing Plan and Strategic Plan updates)	Consultant, Staff	HTF, all land use boards, Lebanon Housing Authority, UVLSRPC, Vital Communities	Q2 2026
1.14	Board Meetings - PB	Attend meetings (1-2) with Lebanon Planning Board, including public hearing with presentation to adopt the proposed revised Housing Chapter of the Master Plan.	Consultant, Staff	PB	Q3 2026
1.15	Presentation of Final Housing Plan	Presentation of Planning Board-adopted Housing Chapter to the Lebanon City Council for final community endorsement.	Consultant, Staff	HTF	Q4 2026



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

Phase 2 – Housing Needs Assessment and Market Analysis

	Task Name	Summary & Deliverables	Assignee	Partners & Roles	Milestones & Completion
2.1	Data Collection and Analysis (Local Needs)	Gather and analyze a comprehensive data set that includes up-to-date demographic, housing, and economic information specific to Lebanon. Clarify who is seeking housing, the range of housing solutions desired, opportunities and limitations associated with the existing housing inventory, and the connection to jobs and Lebanon's economy, including land values.	Consultant	HTF, Staff, UVLSRPC	Q1 2025
2.2	Due Diligence	Review and incorporate findings from related key references (existing Master Plan, Strategic Plan, Keys to the Valley, NH Housing, etc.).	Consultant	HTF, Staff	Q1 2025
2.3	Data Collection and Analysis (Market)	Summarize the existing conditions, challenges, and anticipated future conditions/trends, including current and possible future gaps and barriers in the housing supply. This will include an assessment of both rental and owner-occupied markets.	Consultant	HTF, Staff	Q3 2025
2.4	Provide housing mix scenarios	Identify housing mix alternatives based on market and public engagement.	Consultant	HTF, Staff	Q4 2025
2.5	Preferred housing mix	Identify recommended/desired housing type mix and the steps necessary to create these new units in Lebanon.	Consultant	HTF, Staff	Q1 2026



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

2.6	Compiled Housing Needs Assessment and Market Analysis	Use the data, trends, key findings, and recommendations from this Assessment and Analysis to engage the public and local decision makers in planning for housing in Lebanon. Specifically, the Consultant shall provide a single document draft of findings and recommended changes to the Housing Chapter in support of the Housing Task Force's requirement to produce a report for Lebanon City Council.	Consultant	HTF, Staff	Q2 2026
Phase 3 – Policy and Regulatory Audit					
	Task Name	Summary & Deliverables	Assignee	Partners & Roles	Milestones & Completion
3.1	Kick-off	Begin audit of Lebanon's land use regulations (Zoning, Site Plan, and Subdivision Regulations) against the Master Plan for general compliance. Evaluate the alignment of these documents with InvestNH Municipal Planning & Zoning Grant Program's Housing Champion criteria.	Consultant	HTF, Staff	Q1 2025
3.2	Identify recommended policy/regulatory changes.	Recommend regulatory changes and additions based on the findings of this Audit. Include a tailored review of existing and recommended financial tools to incentivize workforce housing development.	Consultant	HTF, Staff, ZBA	Q3 2025
3.3	Draft priority recommended update(s)/new regulations	Assist City staff, if feasible and time permitting, with drafting regulatory language to update Zoning Ordinance and other land use regulations to implement recommendations.	Consultant	HTF, Staff, ZBA	Q3 2026



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

3.4	Final Draft of the Audit	Use the audit findings and recommendations to engage the public and local decision makers in planning for housing in Lebanon.	Consultant	HTF, Staff	Q4 2025
Phase 4 – Housing Plan / Master Plan Chapter Update					
	Task Name	Summary & Deliverables	Assignee	Partners & Roles	Milestones & Completion
4.1	Due Diligence	Review and familiarize with City's key plans including the Strategic Plan and Lebanon's Master Plan adopted March 26, 2012.	Consultant	HTF, Staff	Q1 2025
4.2	Integrate prior project phases	Update the Housing Chapter Master Plan based on the findings of above phases i.e., public engagement, housing analysis, and compliance audit.	Consultant	HTF, Staff	Q1 2026
4.3	Revise the Housing Plan Mission and Vision	Develop and present a current preferred mission statement and vision based on citizen input and consensus support.	Consultant	HTF, all land use boards, Lebanon Housing Authority, UVLSRPC, Vital Communities	Q1 2026
4.4	Align Housing Plan	Recommendations should address the variety of issues, constraints, and actions related to Lebanon's housing supply that were identified during prior phases. The development of these recommendations requires the consideration of cross-cutting themes (e.g., infrastructure, resilience, land use, energy, transportation) associated with other Master Plan chapters in order to coordinate and optimize housing opportunities for all including populations ranging from houseless members of our community to high end housing market segments.	Consultant	HTF, Staff	Q1 2026



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

4.5	Develop Housing Plan final draft content	Develop a Housing Strategy Plan and clarify the regulatory and non-regulatory strategies recommended near-term and long-term action. Strategies should include an estimated timetable and sequencing for modifications as well as recommendations for appropriate financing, incentives and policy mechanisms to achieve the near-term and long-term elements of the plan.	Consultant	HTF, Staff	Q2 2026
4.6	Format final draft of Housing Plan	The final formatting of this chapter will establish a new Master Plan format that will be the new standard for all chapters that follow. The new format will be concise, user-friendly, dynamic, attractive, and functional. The Chapter will deliver a clear vision, tell a compelling story about housing in Lebanon now and in the future, and be the action-oriented public policy document the community needs to expand housing solutions.	Consultant	HTF, Staff	Q3 2026
4.7	Public Engagement Summary	Provide a spreadsheet or similar a) comprehensive data set including the final community engagement plan tools and associated data and b) engagement data/analysis, potentially as an appendix to the Housing Plan.	Consultant	Staff	Q4 2026
4.8	Administrative - Consultant	Prepare and submit monthly invoices with summary reports.	Consultant	Staff	monthly
4.9	Administrative - City	Review and remit invoices, submit to InvestNH for reimbursement. Complete monthly and final HOP reporting requirements.	Staff	InvestNH	monthly