



**LEBANON HOUSING TASK FORCE
APRIL 21, 2025 - 8:15 AM
COUNCIL CHAMBERS, 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: 260 682 751#). If you have trouble accessing this meeting, please email [Catheryn Hembree](#).

2. Approval of Minutes

- A. March 17, 2025

3. Old Business

- A. Housing Opportunity Grant (HOP) Consultants: Outreach & Engagement update, Data collection, & Regulatory Audit Process
- B. Housing Academy Summary

4. New Business

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](#) 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](#).

DRAFT

**LEBANON HOUSING TASK FORCE
REGULAR MEETING MINUTES
Remote Via Microsoft Teams
LebanonNH.gov/Live
Monday, March 17, 2025
8:15 AM**

MEMBERS PRESENT: Ryan Dube, John D’Entremont, Andrew Faunce,
Tracy Hutchins, Ellen Smith Ahern

MEMBERS ABSENT: Mayor Tim McNamara, Susan Almy, David Duncan, Tia Winter

STAFF PRESENT: Mark Goodwin, GIS Coordinator, Catheryn Hembree, Associate
Planner, Nathan Reichert, Director, Planning & Development

1 **1. CALL TO ORDER:** Meeting was called to order at 8:18AM by Vice Chair Andrew Faunce

2
3 Ms. Catheryn Hembree read the preamble.

4
5 **2. APPROVAL OF MINUTES:**

6
7 *Mr. Andrew Faunce MOVED to approve February 24, 2025 Minutes. The motion was Seconded by*
8 *Mr. Ryan Dube.*

9 *Yay 4, Nay 0, Abstained 1 (Mr. John D’Entremont)*

10 ** The MOTION was approved 4-0*

11
12 **3. STUDY ITEMS:**

13
14 **A. Housing Data Update**

15
16 Mr. Mark Goodwin presented comprehensive information on Housing Inventory, Housing Trends,
17 Housing Demand Analysis and Housing Tools and Strategies along with substantially more information
18 on the current housing situation in Lebanon. Currently there are 8,043 residential units in the City of
19 Lebanon (and West Lebanon). He showed the breakdown of the housing types. Of these, 2,767 are single
20 family detached homes, 192 Manufactured Homes, 2,958 Multi Family Units (greater than 7 units), and
21 508 Middle Housing (2-6 Res Units), 568 Subsidized (assistance) & Affordable (based on income)
22 Housing Units or 7% of Total Housing Units (goal is tentatively 10% of all housing), etc.

23
24 Mr. Goodwin also shared current information on Cost Points, average cost to build per square foot (\$500
25 per sq. ft.), and a deep dive into the entire portfolio of housing, median value, sales Mean Value (2020-
26 2024). He explained why the sales numbers look high, which is impacted by things such as simple name
27 changes and Cost Points showing various incomes of City positions and how much housing a person
28 could afford at various levels. Area median income (AMI) as of early 2024 is \$108,000.

29
30 Mr. Reichert stated that it would be useful to know how many single households there are in Lebanon,
31 since this number has grown to about 30% over the last several decades and greatly impacts housing.

1 Mr. Goodwin's information was provided to all in the agenda packet (prior to this meeting).

2
3 **B. Housing Needs Assessment Presentation**

4
5 Mr. Eric Halverson, RKG Associates, Inc. presented Key Insights about Lebanon, including Growing
6 Population and Household Shifts, Highly Competitive Housing Market, Aging Stock, Regional
7 Employment Hub and Housing Affordability

8
9 Lebanon's population is growing and is attracting young professionals (predominately ages 25-35), while
10 also retaining long term residents over the age of 40. He noted that the household size is shrinking.
11 Pricing are being pushed higher as the supply becomes more challenging. Housing stock is aging as well,
12 since most owner-occupied homes were built before 1980, and many dating back to before 1939.

13
14 He stated that the median home price is approximately \$450,000 and average rent around \$2,448 (this has
15 gone up exponentially since 2019. . This causes approximately 43% of renters to be cost burdened and
16 22% to be severely cost burdened, since their rent is more that 50% of their monthly income.

17
18 Households earning more than \$100,000 - \$150,000 annually is growing exponentially. The median
19 *family* income for Grafton county is \$108,300.

20
21 Approximately 45% of Lebanon working residents both live and work in the City. This is a high number
22 for a community of this size. 83% of workers commute to Lebanon from surrounding communities;
23 Lebanon is a regional employment hub as previously noted.

24
25 Mr. Halverson shared that a majority of renters have moved to Lebanon since 2018, whereas most
26 homeowners have lived in Lebanon since before 2010. There is a gap of housing available for higher
27 income earners, hence this market competes with potential buyers in the middle market and are spending
28 less on housing than they "should", according to HUD. On the other end of the spectrum, lower income
29 households are sometimes forced into spending a disproportionate amount of their income for rentals than
30 they should, and this then forces these households to spend less on other items that they would normally
31 use their income on.

32
33 It was agreed that learning more about the motivation of buyers would be useful to inform decisions
34 going forward. Also, RKG is going to look at the financials including the return on taxes (this was an ad
35 on to the scope of the original considerations), to look at other housing options along with their rates of
36 return.

37
38 It was mentioned that the City has a strong Conservation Commission and some on this commission feel
39 that there should be absolutely no building in Lebanon.

40
41 Mr. D'Entremont said that the new school enrollment information and trends is now out and available.
42 Ms. Hembree will get this information to the consultants.

43
44 Mr. Fran Cassell, Ward 2 (member of the public), asked if the City had any information about the
45 apartments that are being built and how many are housing employees of Dartmouth Health. He
46 commented that the City is shouldering much of the expenses specifically for DH, and wondered how
47 some of these costs could be passed on to others. He cited numbers from earlier budget meetings about
48 the number of residents versus the number of people here during the daytime. He also said that if Lebanon
49 keeps on taking on other responsibilities, the tax rates will never come down.

1 Mr. Dube reminded all that we have nearby communities in White River Junction and Hartford, CT who
2 have recently worked on larger communities projects and have recently done some larger complexes and
3 infrastructure projects.

4
5 Mr. Goodwin commented again that it's important to know earnings in household (one or two or more
6 persons). He also observed that teasing out Lebanon from Grafton County incomes would be relevant.
7 Mr. Dube said HUD will have this information in the near future, utilizing Lebanon City proper, by zip
8 code, as well as more nuanced details on rental values specific to Lebanon and other areas.

9
10 A Task Force member asked for raw data on seasonal rental vs. non-owner occupied, one year versus
11 several years. Also, how many are remote versus local employment, and what the driving factor is for
12 people being here.

13
14 ***Mr. Andrew Faunce MOVED to extend the meeting to 10:15AM.***

15 ***Seconded by Mr. Ryan Dube***

16 ****The MOTION was approved unanimously***

17
18 **C. Community Engagement Logo and Plan**

19
20 Ms. Liz Kelly, Resilience Planning and Design, shared the recent version of the proposed logo, Living in
21 Lebanon utilizing the feedback from the prior meeting. The goal is to get this rolled out soon. The logo
22 was agreed on.

23
24 Next, she spoke about their Outreach Plan including public participation and has incorporated input into
25 the plan. They will go into more detail about the outreach plan at the next meeting, and they have shared
26 an updated plan in the interim.

27
28 Mr. Steve Whitman, Resilience Planning and Design said they discuss the Outreach Plan in depth at the
29 next meeting. Also, because of the successful passing of the pattern zoning, they will get started on the
30 regulatory policy audit using information from the pattern zoning.

31
32 **4. OLD BUSINESS: None**

33
34 **5. NEW BUSINESS:**

35
36 **A. Letter of support for Minimum Housing Standards Ordinance**

37
38 Ms. Hembree stated that a letter of support is needed for Mr. Leigh Hayes (if they are in agreement), so
39 that he can present this to the City Council in April. Mr. Faunce asked for a fact sheet from Planning.
40 Planning asked for them to submit their comments to them. This Task Force agreed to have Vice Chair
41 Faunce prepare a letter of support. Ms. Hembree will give him a draft to work from and markup.

42
43 **6. OTHER BUSINESS None**

44
45 **7. FUTURE AGENDA ITEMS: None**

46
47 **ADJOURNMENT:**

48
49 ***Ms. Tracy Hutchins MOVED for adjournment***

50 ***Seconded by Mr. John D'Entremont***

1 **The MOTION was approved unanimously*

2 **The meeting was adjourned at 10:16 AM**

3

4 Respectfully submitted,

5 Cinda Mersel

6 Recording Secretary



Community Engagement Types & Tools

Community engagement tools vary in their intensity and level of interaction. It is important to consider your intent, scope, timeline and available resources to support the effort when choosing an engagement type and tool. There are three types of engagement tools — thick, thin and conventional.

Thick Engagement

Thick engagement is the most intensive and interactive of the 3 types. Thick engagement tools offer opportunity for group dialogue, sharing of diverse perspectives and experiences, the ability to present a range of views or options, and lay out a variety of possible actions or policies. Some view thick engagement as the most desirable form of democratic participation in decision-making.

Thin Engagement

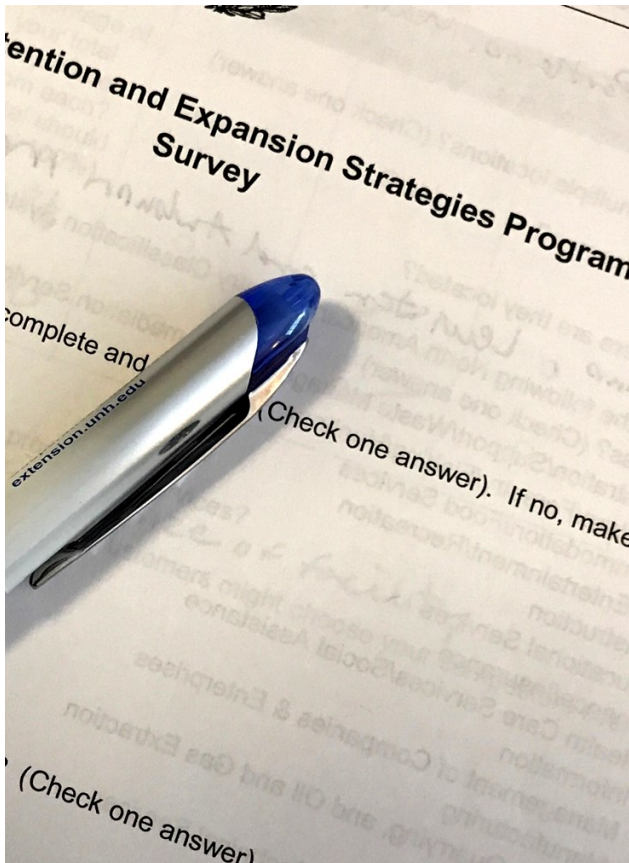
Thin engagement is quicker, easier, more convenient and less costly than thick engagement. Members of the public are able to express their opinions, ideas and concerns in just a few moments, often allowing a larger number of community members able to contribute to the decision-making process.

Conventional Engagement

Conventional engagement is traditionally used in most public meetings. Members of the public are separated from officials and public comments are usually limited. When the public has limited input in decision-making, subsequent policies are less likely to represent the communities needs and interests accurately.



Thick Engagement



Community Visioning

One process to help a group move from vision to action is community visioning. This process entails engaging the community to develop Vision, Mission, Objectives, Strategies, and Action Plans.

Community Forum

Community forums are meetings open to the public that involve residents to provide input on projects, issues, problems, and needs.

Word Café

World Café is a structured conversational process in which groups of people discuss a topic at several tables, with individuals switching tables periodically and then getting introduced to the previous discussion.

Community Survey

Community surveys help gather information about local attitudes regarding precisely defined issues, problems or opportunities. Survey questions may be open-ended or multiple choice.

Focus Group

The focus group is a way to gather the opinions or ideas from a small, targeted group of citizens. The intention of focus groups is perhaps more to build a synergy of thoughts and ideas than it is to make projections about the community.

Storytelling Circle

A storytelling circle provides an opportunity for individuals to share their stories or ideas based on a theme or prompt in a group setting. Ideally, groups are composed so that a diversity of perspectives are heard and information represents the greater community as much as possible.

Interview

An interview is a conversation with a purpose, designed to help collect information about assumptions or perceptions of community needs or activities. Interviews are useful when looking for in-depth information on a particular topic.

Asset Mapping

Asset mapping is a technique for cataloguing assets or resources to meet community objectives. The goal is to identify and use assets to improve community, rather than solely focusing on problems or needs.

Story Maps

Story maps are an online mapping tool. They are just as they are titled—a map that tells a story. As an engagement tool, map data is collected through crowdsourcing. For example, community members provide a photo of their favorite place and share why via a memory, story, or a wish for the future of that place. Photos are uploaded to ArcGIS online and geotagged on a map that can be shared. A story map can also be used to document a tour, present a history, and explain a project.

Posters

High traffic areas are an effective location for posters that ask questions and collect responses from community members. It is helpful if there is a volunteer present to encourage participation. Mini chalkboards are a creative way to invite community members to respond and snap a photo of their chalked response for submission. Good locations may include a library, town hall, recreation center, coffee shop, bank, or other frequently visited public venues.

Rich Pictures

A rich picture is a visual representation of a system that depicts all of its elements and how they interact. You don't have to be an artist to do this; in fact, some of the most effective rich pictures consist of simple line drawings, stick figures and arrows. Cartoons, labels, arrows and multiple-colors can create an inspiring result.

Post-It Note Flash Mob

This technique simply enables passers-by to post their thoughts about a particular place, building, or community issue or to ask a question using post-it notes. Stickers asking a specific question can also be effective.

Children's Artwork

Engaging children through artwork can be an effective tool to engage the community. Partner with a school or recreation center to ask children a question and have them draw a corresponding picture. Use the artwork to decorate places people frequent like town offices, post office, banks, and local shop windows.

Thin Engagement



More resources:

University of Kansas, [Community Tool Box](#)
The World Café, [The World Café Method](#)
ArcGIS, [Story Maps](#)
Candy Chang, [I wish this was](#)

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M. Donovan, July 2017 | updated April 2023



Extension

Lebanon, NH: HOP Outreach and Engagement - April 11th, 2025						
Techniques for Getting the Word Out	Who?	Winter 2025	Spring 2025	Summer 2025	Fall 2026	Winter 2026
Project Webpage on City of Lebanon website	City Staff					
Lebanon HOP Project Logo - for project branding	RP&D					
Flyers/Postcards/Announcements - advertising public participation opportunities, can be printed and displayed at community locations and shared digitally on social media and by email	RP&D					
Work w/ partner organizations, agencies, local businesses to promote communications and connect with specific populations ex: families (i.e. school district list serv or e-newsletter), renters, older adults, etc.	City Staff					
Direct Communications to other boards, committees, businesses, and organizations and through channels like the town email list	City Staff					
Advertisements/press release articles in the Valley News, Lebanon Times, etc.	RP&D/City Staff					
Social media communications - Facebook (town pages and personal pages), Twitter, Next Door, Instagram	City Staff/Task Force					
Bus Campaign with logo and QR code - getting the logo out and feedback in	RP&D/City Staff					
Media - local radio, public access TV	RP&D/City Staff					
Public Participation Opportunities	Who?					
Housing Stories - marketing campaign to collect resident's or potential resident's housing stories including challenges they've faced securing housing in Lebanon. Consider an online google form (with option to attach a voice file?), google phone # for folks to leave a voice message or text their story, and housing story cards that can be placed at public locations and handed out at focus group sessions	RP&D					
Surveys to Existing Residents and Employees - collect information from existing and potential residents about their housing needs, issues, and challenges	RP&D					
Stakeholder Interviews - direct communication with individuals in real estate, local businesses, landlords, and other individuals as needed to better understand the housing landscape in Lebanon and refine potential housing solutions	RP&D					
Focus Groups/Soliciting Input at Organizational Meetings - "going to where people are", organizing targeted outreach via zoom and in person with specific groups to ensure a broad cross section of the city's population is consulted with (ex: Upper Valley Business Alliance, Chamber of Commerce, PTO meeting, Rotary Club, landlords, seniors, employers, housing authority tenants, etc.) with a survey option for those unable to participate, opportunity to share findings and receive feedback on direction forward	RP&D/City Staff					
Tabling at Farmers Market and Transfer Station	RP&D/City Staff/Task Force					
Planning Board and Zoning Board Conversations	RP&D					
Public Presentation of Deliverables/Public Hearing for Housing Chapter	RP&D					
Reporting	Who?					
Outreach & Engagement Report (will compile all outreach findings into a consolidated report)	RP&D					

Lebanon HOP Outreach Timeline

4/11/25

While the Outreach and Engagement Plan identifies broad timeframes for various outreach activities, this document is the result of a work session RP&D had with city staff to flesh out the details and timing of the major outreach tasks and how they fit in with the completion of the Housing Needs Assessment, the Fiscal Impact Analysis, and the Regulatory Audit. The completion of these efforts will help us then determine what questions we need to ask the public. While the HNA draft is complete, the FIA and the audit are anticipated to be wrapped up and provided to the committee in late spring/early summer.

Step 1: Summarize Key Findings of HNA/FIA/Audit in a One Page Handout for each – July

- Highlight findings from
 - o Housing Needs Assessment
 - o Fiscal and Market Analysis
 - o Policy and Regulatory Audit
- Create a one pager of each and post to website with links to longer reports

Step 2: Launch Employee/Resident Surveys and Housing Story tools – July

- Explore
 - o What are your housing needs and story?
 - o What type of housing do you need now or do you anticipate needing?
 - o What should the City do to address the housing supply challenges?
- Specific questions will be developed by the consulting team in early summer with input from the commission
- Surveys/Housing story tools launched in July, promoted throughout summer/early fall

Step 3: Table and spread the word about "Living in Lebanon" - July/August

- Farmers Market and at the Transfer Station Promote the housing story and survey tools

Step 4: Focus Groups - Late August/September/October (use same questions for all groups for comparative purposes)

- Attend a Rotary Club Meeting
- Attend a School PTO Meeting
- Attend an Upper Valley Young Professional Network Meeting
- Attend a Dartmouth Hitchcock "grant rounds" Friday morning meeting (younger population present)
- Attend a Lebanon DEI Commission Meeting
- Coordinate a meeting(s) with the faith community
- Coordinate a Senior Focus Group through the Senior Center
- Coordinate a Business/Employer Focus Group (include reps from Chamber of Commerce, Upper Valley Business Alliance, etc.)

- Coordinate a Community Meeting at a Lebanon Housing Authority property open to all housing authority tenants
- Investigate opportunities to connect with Lebanon's trans/queer community

Step 5: Reach out to individuals for interviews - populations missed - October

Step 6: Outreach findings report - November

Fostering Social Capital Through Community Events

Social capital is a necessary ingredient for linking resources and networks for community development. Events and festivals provide a great platform for generating social capital. Therefore, the purpose of this info brief was to present how event managers could foster social capital through community events.

Why Social Capital Matters?

Most scholars refer to social capital as norms, connections, and networks among individuals that facilitate collective actions (Putnam, 2015). Social capital is significant for society at various levels. At the individual level, social capital is reflected in supportive relationships and trust among individuals, which fosters a sense of belonging. At a broader level, social capital is also reflected in cooperative activities, such as voluntarily serving on a steering committee in a community. Such activities instill confidence in community organizations and promote cooperation among institutions, which can positively influence economic development.

Social capital, however, can be low or absent in communities across America. Despite New Hampshire's ranking as 4th in social capital scores among the 50 U.S. states according to a report from the U.S. Congress, a decline in social capital is evident in various areas, including bedroom communities, rural communities invaded by exurbanites, and many urban neighborhoods (Putnam, 2015). The recent COVID-19 Pandemic has further distanced people from each other. Although many in-person activities have resumed, reliance on electronic devices and virtual communication raises concerns about generating social capital, which often arises from face-to-face, collective actions (Chen et al., 2024).

Key Findings on Social Capital in Community Events

Community events provide a great avenue for social capital formation because they provide social gathering opportunities for people where they meet and socialize with people with similar interests and backgrounds (Kaplanidou & Potwarka, 2024). Most community events are held on a recurring basis, which is beneficial for social capital maintenance, as they provide opportunities for people to meet and interact regularly. Residents have the opportunity to connect with others both within and outside their community at these events, such as food festivals or youth sport competitions. The long-lasting, durable relationships that result from these events act as a strong adhesive to bond people together within the community. However, most hosting communities and



Photo credit: Rawpixel.com, Adobe Stock

local governments are not fully aware of this type of social capital. Additionally, previous studies have shown that social capital tends to be generated within a limited social circle, typically consisting of people with high socio-economic status (e.g., Chen et al., 2024; Zhou & Kaplanidou, 2018). It is unlikely for these privileged groups to spontaneously share the social capital with a broader community network unless targeted efforts are made by event organizers and local governments.

Leveraging Community Events for Social Capital:

The Case of Illinois Marathon

As a Boston Marathon qualifier, the Christie Clinic Illinois Marathon is an annual for-profit running event which took place for the first time in Champaign-Urbana, Illinois, on April 11, 2009. Between 2009 and 2019, the average number of participants in the Illinois Marathon was 17,263 and included both elite athletes and amateur runners. Recognized for its significant contribution to the local community, the Christie Clinic Illinois Marathon Race Week-end was rated as the top Community Event in Champaign-Urbana, Illinois, by a local news bureau in October 2020.

In this case study, we presented several strategies employed by event managers to foster social capital through hosting this annual event. Some examples included:

Initiate a multiple-week training program before the event: In preparation for the marathon, event organizers create a program where participants can train together, build friendships, support each other, and share running knowledge and experiences.

Hold a post-event appreciation party: Event organizers host an appreciation party where key event stakeholders from various backgrounds can gather, connect, and get to know one another.

Use local sponsorship exclusively: This approach strengthens the social structure of the local community over time, which facilitates coordination and cooperation among local businesses for mutual long-term benefit.



Illinois marathon. Photo credit: Endurance Magazine

Despite the cancellation of in-person events during COVID-19, event organizers were still able to launch some creative programs to maintain social capital. Some examples included:

Virtual race: participants were free to choose any location, setting, and route to complete the virtual race themselves or with their friends at their convenience between May and June 2020.

Virtual challenge: an ongoing, interactive sport program stretching from November 2020 to May 2021. To participate in this competition, registrants could run or walk at any location. Their cumulative distance would cover the west-to-east width and/or north-to-south length of the state of Illinois over six months.

A Vignette of Social Capital Development through Community Events

Since the Christie Clinic Illinois Marathon has been held in Champaign-Urbana for over a decade, some participants developed close ties with each other. Therefore, although the in-person event had to be converted into a virtual race in 2020, participants took the initiative to maintain and develop social capital within the virtual race setting themselves.

In this case study, we presented how Betsy, a long-time participant in the Illinois Marathon, designed her own virtual race. Some examples included:



Photo credit: Betsy



Photo credit: Betsy

Creating a Facebook page to invite people to support her race before the event:

Spectators for this virtual race included both her friends and people she did not know well. This virtual event also allowed the Director of the Illinois Marathon to come out and support runners like Betsy. During the previous in-person race, the Director was preoccupied with managing the complex event logistics, leaving her with limited opportunity to engage deeply with the participants. For this virtual race, the Director was able to socially connect and cheer for all the runners who virtually participated.

Making creative signs to theme the event: To attract more spectators and increase visibility, participants placed signs along the route for the virtual race. For instance, Betsy's friend designed a sign saying "We love you (Moo!)" for her (see the figures above). This approach also enhanced the atmosphere of the event.

What Communities Can Do to Foster Social Capital through Events

To make New Hampshire more eventful and promote social capital through community events, event organizers may consider creating space and opportunities for event participants to socialize and connect prior to, during, and after events. The emphasis should be on relationship building and meeting new people in the community. To achieve this goal, we propose the following strategies:

Hosting a series of interrelated events all year round: Instead of hosting just one or two separate events, officials in the chamber of commerce or destination council may consider packaging a series of interrelated events (e.g., sporting events, festivals, or community fairs) under a coherent theme to link them together. This approach would help attract more participants to the destination.

Leveraging the local business partnerships: Based on the practices of the Illinois Marathon, it would be beneficial to primarily collaborate with local businesses to host events. This approach would strengthen the ties among small businesses in the local community.

Using technology to enhance community engagement: It is worthwhile to consider digital or technology-driven solutions that accommodate different lifestyles and needs in the event setting, bringing together people from various backgrounds.



Photo credit: AI generated image by julia_aldo, Adobe Stock

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Living in LEBANON



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