



**LEBANON HOUSING TASK FORCE
JUNE 16, 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: 109 588 051#). If you have trouble accessing this meeting, please email [Catheryn Hembree](#).

2. Approval of Minutes

- A. May 19, 2025

3. Old Business

- A. Housing Opportunity Grant (HOP)
- Market Analysis

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 going to [LebanonNH.gov/Live](#) where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupt virtual or phone connection(s), the meeting will continue without remote access capabilities.

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

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, May 19, 2025
8:15 AM**

MEMBERS PRESENT: Tim McNamara, Chair, Ryan Dube, David Duncan (virtual), Andrew Faunce (virtual), Tracy Hutchins, Sarah Riley, Ellen Smith Ahern, Tia Winter

MEMBERS ABSENT: Susan Almy, John D'Entremont,

STAFF PRESENT: Catheryn Hembree, Associate Planner, Nathan Reichert, Director, Planning & Development

1 **1. CALL TO ORDER:** Meeting was called to order at 8:17AM by Mr. Tim McNamara

2
3 Ms. Catheryn Hembree read the preamble.

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

6
7 *Ms. Tia Winter MOVED to approve April 21, 2025 Minutes.*
8 *Seconded by Ms. Ellen Smith*

9
10 ** The MOTION was approved 4-0 (2 abstained)*

11
12 Mr. Andrew Faunce joined at approximately 8:35AM.

13
14 **3. OLD BUSINESS:**

15
16 A. Housing Opportunity Grant (HOP)
17 Mr. Steve Whitman, with RP&D, started this conversation by providing an overview of the policy and
18 regulatory draft that his firm sent to Task Force members.

- 19
20
 - Overview of the Policy and Regulatory Audit
 - Review and Discussion of Audit Key Findings
 - Update on Outreach and Education Tasks and Timeline

21
22
23
24
25 Chair McNamara said that the City Council approved the Strategic Plan through 2028 and so they can use
26 this to inform themselves as there were some changes.

27
28 Mr. Whitman said that the City has been very focused on both housing variety and supply issues for many
29 years. These have informed land use regulations which guides the day-to-day work and will most likely
30 be the path forward.

1 He shared the following Housing Related Strategies under Policy and Regulatory Audit:

- 2
- 3 • **Balance development** within the limits of current City services, neighborhood character,
4 infrastructure, and tax structure.
- 5 • **Collaborate with employers, organizations, and communities** in the region on workforce
6 housing initiatives.
- 7 • Encourage new housing to be located **close to urban centers and infrastructure**.
- 8 • Ensure that there is a **diversity of housing in and around the Lebanon Central Business**
9 **District**.
- 10 • **Encourage and work with the Lebanon Housing Authority** and other organizations working
11 on housing issues.
- 12 • Explore incentives for **creating housing opportunities on upper-level floors in West Lebanon**
13 **and Lebanon Downtown**.
- 14

15 They will continue to circle back to this working list and fine tune it as needed.

16
17 Overview of the Policy and Regulatory Audit – Mr. Whitman asked:

18
19 Is there any desire to restrict the location or potential of larger multi-family structures?

20
21 Are there any questions or comments on the Draft Audit?

22
23 Chair McNamara commented that over the last year or so, the Council has heard concerns about large
24 multi-family units. The sentiment is not focused on anything specific, however the core is more that
25 people see this as the only alternative in this market. So, a key focus is to create some different housing
26 opportunities.

27
28 Also, people have suggested that the City should simply turn down any new building proposals; this is
29 neither a viable or legal option.

30
31 Mr. Dube said this is a balancing act in that there is a demand for townhouses, garden-style housing and
32 apartments, etc., but that these are not economically feasible for builders. He asked what could the City
33 do to make these smaller units and private housing more viable?

34
35 Mr. Faunce added that at the Planning Board level, they hear vehement reluctance of large-scale
36 apartment units (R-1 zones), unless they are very near DHMC. Other residents seem to support
37 redevelopment in downtown areas, building walkable, higher density housing in West Lebanon and
38 Lebanon (e.g. former woolen mill). He hears that Lebanon is quickly becoming a renter's community
39 rather than a buyer's community.

40
41 There is a desire for a smaller scale higher density housing; how do they incent to make this attractive to
42 the market.

43
44 Mr. Dube said there are significant code requirements above 4 units inside a building, but in order to
45 make it viable financially, the costs of all of the other units goes up as well. This is the "missing middle".

46
47 Another consideration is having new higher density construction match or fit into current neighborhoods
48 (e.g. columns, large front porches, etc.) How do you do this without pushback from the current residents,
49 and still have it be financially feasible for would be builders?

1 Parking has been a hindrance for smaller lots, but the State has improved on this recently, now requiring
2 only one spot per resident, and Zoning can use different tools such as a shared parking area.

3
4 Mr. Dube said that they need to look at not only the short-term needs of professionals, but the housing
5 needs of they same people as they grow their families. Ideally, Lebanon wants to keep these people here
6 in out community, but if we do not have housing for them, they will be forced to move away. This will
7 have a detrimental impact not only on citizens but on local businesses as well.

8
9 Mr. David Duncan said that Dartmouth Health has been able to hire the number of nurses they've needed,
10 approximately 400 annually, for the past several years. Many of these nurses leave here though after 2-3
11 years and when asked why (Dartmouth interviews each of them), it is because there is no housing here for
12 them to buy their own housing. He asked if there is a way to incentivize construction of owner-occupied
13 units. Chair McNamara said that at this time, it is not economically feasible. Builders have to rent out for
14 several years with the hope that they might eventually be able to sell these houses. The other way is to
15 build modest homes, for example 2,000 sq. ft. and these will sell for greater than \$900,000. There is a
16 huge demand, even at these high prices.

17
18 Chair McNamara referenced the 5 units Barrows Street project, said that they are struggling to bring in a
19 900 sq. ft., 2-bedroom cottage, full unfinished basement, no garage, no land value, for under \$400,000.
20 Land, materials, and labor are issues and lastly, add an entrepreneurial mindset, of a builder willing to do
21 this.

22
23 Chair McNamara asked Mr. Whitman if part of their work will incorporate data specific to Lebanon and
24 what makes Lebanon different from nearby towns? Can RP&D provide these details? Mr. Whitman
25 believes they can provide some details and will look into this further.

26
27 Mr. Reichert said the City can help educate and facilitate current residents on how to go about building an
28 ADU on their property; these additional units could provide substantial additional housing in the City of
29 Lebanon.

30
31 Ms. Liz Kelly spoke next to provide an update of the Lebanon HOP Outreach Timeline. They have been
32 working on mobile tabling and display kits, which will encompass numerous ways to not only get the
33 word out about HOP, but also to collect information for this initiative.

34
35 -There will be a large banner to hang on the table at event and/or a large pop-up tent
36 -"Tell Us Your Story" 5x7 note cards for people who want to fill these out in person
37 -A large poster with 2 key questions from the resident survey and a QR code as well, giving access to the
38 full survey
39 -A large poster showing the HOP process
40 -Take home postcards promoting the housing story online form as well as the online survey form
41 -A housing needs assessment one-page handout summary
42 -A Market Analysis/Fiscal Impact Analysis one-page handout summary
43 -An email subscriber sign up list

44
45 RP&D will continue to get feedback from the Housing Task Force. Along with this, their next step for the
46 June meeting will be to provide a draft of the resident survey questions, a draft of the tabling displays and
47 kit materials, and a presentation of the Fiscal Impact Analysis or Market Analysis.

48
49 Mr. Nate Reichert said that the local Lebanon Rotary Club is offering to help support these efforts with
50 food, etc. at these events. They are very enthusiastic about helping with community outreach efforts. Mr.

Reichert and Ms. Hembree have a second meeting with the Rotary later this morning. They, along with other community partners, will step up and get the word out about this initiative. He will be able to provide more details at the June meeting.

Mr. Dube said that he thinks we have other business partners willing to contribute to this effort, such as a company that will make t-shirts, along with other items. Mr. Dube will pass this contact information along to RP&D.

4. NEW BUSINESS:

Mr. Dube gave an update in the “housing world”. The State Senate Bill #81 is going before NH legislature soon, that earmarks a \$25M, one time deposit into the affordable housing fund as well as increasing the annual contribution from \$5M to \$10M (the State is saying they need more skin in the affordable housing market). This money comes from the real estate assessment tax that is paid across the state and is not a tax increase but rather a reallocation from general funds to housing specific issues. If this is of interest to anyone, seeing more of our money dedicated to affordable housing, he encouraged all to contact their local representatives to make your support known. This could result in more tax credit development approvals than would normally happen this time of year.

At the federal level, he encouraged all to really look carefully at the information being provided by various sources. He is reminded of the term “voodoo economics” and reiterated to really dive into the numbers and do your homework by looking at the line items, not just the headlines. For example, a headline might read that there has been a housing funds increase of 14% but there was also a 15% offset to funding, netting out to a negative number of funding for the year...

Ms. Smith Ahern suggested Junction Arts and Media (JAM) as a public outreach community partner to work with the community and encourage people to share their stories. JAM conducts podcasts, news interviews on the streets, etc., and can help this Housing Task Force determine how to best share peoples’ stories back into the community in a broader sense, rather than just relying on the report being prepared by RP&D.

5. OTHER BUSINESS:

6. FUTURE AGENDA ITEMS:

7. ADJOURNMENT:

Ms. Winter MOVED for adjournment
Seconded by Ms. Riley

**The MOTION was approved unanimously*

The meeting was adjourned at 9:33 AM

Respectfully submitted,
Cinda Mersel
Recording Secretary



Tabling Kit Contents

RP&D created several materials that will be promoted in multiple ways through the Lebanon HOP Project, including through tabling at events (such as the farmers market and school events) and physical displays at community locations (such as city hall, at transit hubs, and at the community pantry). These materials include:

- A banner to hang in front of a table and/or pop-up tent (size is 2 feet by 4 feet) (*not included*)
- Print version of the resident survey (currently working on developing the online version) for those who want to fill it out in person
- “Tell us your housing story” 8.5x11 handouts for those who want to fill it out in person or take it with them
- Postcards advertising the online resident survey
- A 24x36 interactive poster with 2 questions from the resident survey
- A 24x36 educational poster communicating the planning process
- A one-page handout summary highlighting findings from the Housing Needs Assessment
- An email subscriber sign up list (size is 8.5x11 inches; community members can sign up to be on a project email list)

City of Lebanon

Community Housing Survey



WELCOME! Lebanon is experiencing a housing crisis, much like the rest of the state. A significant shortfall of housing units available within the city has resulted in a housing market that doesn't meet the needs of the community. This challenge is further compounded by a lack of housing options and a shortage of affordable and workforce housing.

We want to hear your thoughts on housing in Lebanon. How does Lebanon's existing housing impact you? What types of housing do you want to see more of? What do you see as the key affordability and access issues?

Please note that your responses will be anonymous. The feedback you provide will help city leaders and consultants develop recommendations for future regulatory changes and guide the direction of Lebanon Housing Master Plan Chapter and Strategic Plan, a long-range action plan to address the housing crisis.

How long will the survey take?

The survey should take no more than 5-10 minutes to complete, and we truly appreciate your input!

IMPORTANT! Once your survey is complete, please submit it via one of the following ways:

- **EMAIL** - scan or take photos of the PDF and send to Catheryn Hembree, Associate Planner, at Catheryn.Hembree@lebanonnh.gov
- **DROP OFF** - leave your survey at the Planning Department's office in City Hall on the 5th Floor at 51 N Park Street in Lebanon, NH.

1. Do you currently live in Lebanon or West Lebanon?

☐ Yes
☐ No

2. If no, do you wish to live in Lebanon or West Lebanon?

☐ Yes
☐ No

3. Which age group do you fall within?

☐ Under 25 years old
☐ 26-45 years old
☐ 46-65 years old
☐ Over 65 years old

4. Are you currently (check all that apply):

☐ A Homeowner
☐ A Renter
☐ Employed in Lebanon
☐ Business Owner in Lebanon
☐ Unhoused
☐ Owner of a short term rental or investor property

5. What type of housing unit do you currently live in?

- ☐ Single-Family Home
☐ Unit in a Two-Family Structure (Duplex)
☐ Unit in a Multi-Family Structure (Three of more units)
☐ Accessory Dwelling Unit
☐ Senior or Assisted Living Facility
☐ Mobile Home/RV
☐ Other _____

6. Overall, how do you feel about your current housing situation?

- ☐ Very satisfied
☐ Satisfied
☐ Neither satisfied nor dissatisfied
☐ Dissatisfied
☐ Very dissatisfied

Please explain why you feel this way in 5 words or less.

7. At this time, would you prefer to be a renter or homeowner?

- ☐ Renter
☐ Homeowner
☐ Either
☐ Not sure

8. How do your monthly housing costs compare to what you would be comfortable paying?

- ☐ I cannot afford my housing cost right now (at risk of having to leave my home in the next two months)
☐ I struggle to afford my housing costs.
☐ My housing costs are within my budget.
☐ I could afford to pay more for housing if I needed to.
☐ Not sure

9. What type of housing unit will you likely want or need in ten years?

- ☐ Smaller Single-Family Home
☐ Larger Single-Family Home
☐ Unit in a Two-Family Structure (Duplex)
☐ Unit in a Multi-Family Structure (Three of more units)
☐ Accessory Dwelling Unit
☐ Senior or Assisted Living Facility
☐ Mobile Home/RV
☐ Other _____

10. Have you actively looked for new housing in the last 5 years?

- ☐ Yes
☐ No

11. What price range are you looking to pay for monthly rent or home sale price? Write your answer below.

12. In your experience, do you think there are enough housing options in your price range for you/your household within Lebanon?

- ☐ Yes, there are enough
☐ No, there are not enough
☐ Not sure

13. Who do you feel is seeking housing in Lebanon and having trouble doing so? Check all that apply.

- ☐ College Students
☐ Young Professionals
☐ Families
☐ Existing Residents
☐ Retirees/Seniors
☐ Trade Workers/Essential Workers
☐ Other _____

14. What housing types does Lebanon need more of in the future? Check all that apply.

- ☐ Single-Family Homes
☐ Accessory Dwelling Units
☐ 2-Unit Structures (Duplexes)
☐ Mid-Size Multi-Family Buildings (3-10 units)
☐ Large-Scale Multi-Family Buildings (10+ units)
☐ Other _____

15. General Comments:

16. Please tell us your housing story!

Have you experienced challenges securing housing in Lebanon? Did you face barriers when downsizing from a larger home to a smaller home, finding an affordable rental, or competing as a first-time home buyer? Have you found it difficult to stay in Lebanon? Have you found it difficult to move to Lebanon?

We want to know your story!

17. Can we share your story as part of our educational campaign to increase awareness of the diverse housing challenges?

- ☐ Yes
☐ No

Tell us your housing story!

Have you experienced challenges securing housing in Lebanon? Did you face barriers when downsizing from a larger home to a smaller home, finding an affordable rental, or competing as a first-time home buyer? Have you found it difficult to stay in Lebanon? Have you found it difficult to move to Lebanon?

Please share your story below!

Can we share your story as part of our educational campaign to increase awareness of the diverse housing challenges? **Yes**___ **No**___



**Living in
LEBANON**

Please drop off card at
Lebanon's Planning Department,
5th Floor of City Hall



Living in LEBANON

Expanding housing choices in Lebanon

Lebanon Needs Your Input!

Lebanon is experiencing a housing crisis, and we need your input to thoughtfully respond!

Lebanon was awarded a grant to analyze existing and future housing needs, and explore solutions to expand the city's housing supply with the goal of increasing diverse and affordable housing options.

Please take this survey and share your housing needs!
Learning how Lebanon's housing issues impact you will help us make better policy decisions! [insert QR code/link below]



Tell us your thoughts on housing!



Who do you feel is seeking housing in Lebanon and having trouble doing so?
Place a dot sticker in the right-hand column.

College Students	
Young Professionals	
Families	
Existing Residents	
Retirees/Seniors	
Trade Workers/ Essential Workers	
Others?	

What housing types does Lebanon need more of in the future?
Place a dot sticker in the right-hand column.

Single-Family Homes	
Accessory Dwelling Units	
Duplexes (2-unit)	
Mid-Size Multi-Family Buildings (3-10 units)	
Large-Scale Multi-Family Buildings	
Others?	



LIVING IN LEBANON

In November of 2024, the City of Lebanon was awarded a **\$100,000 Housing Opportunity Planning (HOP) Grant** through the InvestNH Municipal Planning & Zoning Grant Program. As part of this work, **Lebanon's housing supply and housing needs will be analyzed**. Solutions will then be created, with input from residents and local businesses to **increase affordable and diverse housing options within the city**. During this project, will connect with community members to learn who can afford housing here, what housing challenges exist, and what the city needs to consider moving forward.



For more information or to provide feedback, please visit: <https://tinyurl.com/living-in-leb>

KEY FINDINGS

LEBANON HOUSING NEEDS ASSESSMENT

A baseline understanding of the existing housing inventory and related trends in Lebanon.



Living in LEBANON

1

LEBANON'S POPULATION IS GROWING AND HOUSEHOLDS ARE SHIFTING

The population growth is driven by an influx of young professionals. Household sizes are shrinking with more one- and two-person households and fewer larger families. Renters are more likely to live alone, while homeowners typically have two-person households.

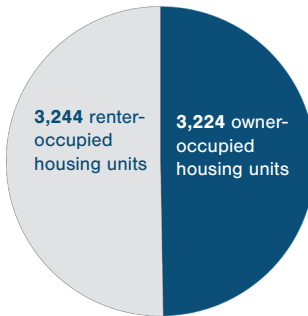


Lebanon has a population of

15,552 residents

representing an 18% increase since 2010. The population is expected to continue increasing forecasting to 2030.

LEBANON HAS:



The total number of 1 and 2-person households increased by

10 percent

between 2013 and 2023.

2

LEBANON HAS A HIGHLY COMPETITIVE HOUSING MARKET

The housing stock is aging, especially the owner-occupied homes. In contrast, rental properties are newer, with many built after 1980, reflecting increased demand from younger adults and those seeking flexible living arrangements. The housing market is further tightened by low vacancy rates and rising home prices.



Older residents dominate the homeownership market.

63 percent

of 55+ years olds in Lebanon own homes.

60 percent

of owner-occupied housing units were built before 1980.

25 percent

of renter-occupied housing units were built before 2000.



Since 2010, rental prices have increased by

110 percent

and home prices have doubled since 2016.

3

LEBANON'S ROLE AS A REGIONAL EMPLOYMENT HUB INFLUENCES THE HOUSING MARKET

Lebanon serves as a regional employment hub, anchored by major employers like Dartmouth-Hitchcock Medical Center, Hypertherm, and Novo Nordisk, attracting a large workforce and driving housing demand. While the city's economy is shifting toward higher-wage jobs, many workers in lower-paying sectors struggle to afford housing.



83% of workers

commute to Lebanon from surrounding areas. 43% of Lebanon residents also work in Lebanon.

Most **renters** moved to Lebanon after 2018, while the majority of **homeowners** have lived in the city since before 2010.



The **median home price** in Lebanon is

\$450,000

while the **median rental cost** is

\$2,448/month

However, these numbers have been consistently rising and are **likely higher**.

4

LEBANON STILL NEEDS MORE AFFORDABLE HOUSING OPTIONS

There is a shortage of affordable housing for both extremely low-income and moderate-income households, with approximately 1,500 households earning below 50% of the area median income struggling to find housing. The area median income in Grafton County is \$108,200.



The **rental market** faces tight supply challenges at both the lowest and highest income levels.

Nearly
1 in 4

homeowners in Lebanon struggle to afford their home, with mortgage holders more likely to experience housing-related financial strain than those who own their homes outright.



Nearly

50 percent

of renters are financially stressed, struggling to pay their housing costs, including 22% that are severely stressed.

Living in Lebanon Housing Plan Email Subscriber List

Your email will be added to a Lebanon Housing Plan Email List where you will receive infrequent, periodic email updates that notify members of public participation opportunities and when draft products are available for review.

[illegible]