



**LEBANON HOUSING TASK FORCE  
JANUARY 20, 2026 - 8:15 AM  
COUNCIL CHAMBERS, CITY HALL OR  
REMOTE VIA VIRTUAL PLATFORM  
LEBANONNH.GOV/LIVE**

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**1. Call to Order**

- A. To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 226 602 803#). If you have trouble accessing this meeting, please email [Catheryn Hembree](#).

**2. Approval of Minutes**

- A. October 20, 2025  
B. November 17, 2025

**3. Study Items**

- A. Housing Action Items Brainstorm Discussion

**4. Other Business**

**5. Future Agenda Items**

- A. January 26: Planning Board Meeting: Master Plan Changes

**6. Adjournment**

**The order of agenda items is subject to change.**

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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](mailto: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](http://LebanonNH.gov/Live)**

**Monday, October 20, 2025**

**8:15 AM**

**MEMBERS PRESENT:** Tim McNamara, Chair, Andrew Faunce, Vice Chair,  
Ryan Dube, John D'Entremont (Remote), Sarah Riley (Remote), Ellen  
Smith Ahern

**MEMBERS ABSENT:** Dave Duncan, Tia Winter

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

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1 **1. CALL TO ORDER:**

2  
3 Meeting was called to order at 8:15AM by Mr. Tim McNamara, Chair

4  
5 Mr. Nathan Reichert read the preamble.

6  
7 **2. APPROVAL OF MINUTES:**

8 A. September 15, 2025

9  
10 *Vice Chair Andrew Faunce MOVED to approve September 15, 2025 Minutes*  
11 *Seconded by Ms. Ellen Smith Ahern*

12  
13 *\* The MOTION was approved (5-0).*

14  
15 *Mr. D'Entremont abstained*

16  
17 **3. STUDY ITEMS:**

18  
19 A. Housing Opportunity Grant: Public Outreach Events

20  
21 Ms. Liz Kelly, Resilience Planning & Design provided an update of the outreach and engagement over  
22 the last several weeks, along with an update on what they've accomplished to date including:

- 23  
24
- 25 • Collected 452 survey responses to date/survey will close November 9, 2025.
  - 26 • Hosted a Housing and Conservation Focus Group
  - 27 • Hosted a Business and Young Professionals Focus Group
  - 28 • Hosted an LGBTQ Focus Group
  - 29 • Hosted a Focus Group at Heater Landing Apartments
  - Targeted Outreach at the TLC Recovery Center

- 1 • Targeted Outreach at the Listen Center Free Community Lunch
- 2 • Targeted Outreach at the Food Pantry

3  
4 All of their findings will be compiled into an Outreach & Engagement report and provided to this  
5 Housing Task Force in November.

6  
7 She said that these conversations have been very helpful. She added that Ms. Catheryn Hembree,  
8 Associate Planner, along with other City staff have also conducted numerous meetings including a  
9 Rotary Club meeting, a PTO meeting, a meeting at Kilton Library, manned a Farmers Market information  
10 table, etc., in order to learn more from the Lebanon community. Additionally, they have put QR codes on  
11 the Lebanon buses for people to participate in the survey.

### 12 13 B. Housing Opportunity Grant: Discussion of Completed Studies

14  
15 Next, she presented a snapshot of what they've heard so far, and most if not all issues posed align with  
16 what this Task Force intuitively knew.

17  
18 For example, "housing is too expensive for many working families and young adults", and many spend  
19 more than 40% of their income for housing, leaving little for essentials.

20  
21 There is a strong demand for starter homes to own as well as affordable rentals. These came up repeatedly  
22 across all focus groups.

23  
24 Many residents feel priced out of Lebanon and therefore are forced to commute from surrounding towns.

25  
26 Poor housing quality and maintenance in some older units was commented on numerous times; there is a  
27 need for stronger code enforcement and rent protections, exacerbated by a large number of absentee  
28 landlords and out of state investors which is also driving up rents.

29  
30 Also, there are several marginalized groups such as LGBTQ, single mothers, and people with a criminal  
31 record. "Step up" housing such as what were formerly referred to as "boarding houses" could help people  
32 in the interim/those with housing insecurity. Mr. Dube said that one of the main reasons this type of  
33 housing ended was problems with staffing them. In 2010 there were 5 of these houses in Lebanon, and  
34 now there is only 1, but trying to have case managers at these sites 24/7 has been the challenge.

35 Chair McNamara said that boarding houses were a common thing when he was growing up and they  
36 were traditionally run by families, and this has changed in our society now. Most larger houses have  
37 become rental apartments, and he too cited the willingness of people to become boarding house operators  
38 has decreased substantially. These provided important housing for singles, and for the most part no longer  
39 exist. The need has not disappeared though. He said that co-living arrangements and ADUs are the  
40 modern-day equivalent of boarding housing.

41  
42 Next Steps are:

- 43  
44 • Survey closes November 9<sup>th</sup>
- 45 • Continue to promote survey until then
- 46 • Provide summary of outreach and survey results to the Task Force at the November 17, 2025  
47 Housing Task Force meeting
- 48 • Outreach and Engagement Report to be completed and provided to TF by the end of November
- 49 • Housing Chapter Writing to occur in December 2025 and January 2026

50

1 Ms. Smith Ahern asked if they collected any stories from residents, as originally planned, and Mr. Kelly  
2 said that they have; the survey itself has a place added for people to put their stories, so they have many  
3 stories now within the database.

4  
5 Ms. Hembree said that they get the most powerful stories when they actually engage people, rather than a  
6 single sheet of paper with someone having written their story. Mr. Dube said that many people actually  
7 missed the questions, but once they started pointing them out (last question at the end of the survey),  
8 people starting completing this section.

9  
10 Chair McNamara asked what the staff engagement is for the materials being produced and he asked if  
11 they learned anything new. Mr. Reichert said that he and his staff will be there to guide and provide  
12 substantial input to the consultants. He and Ms. Kelly said that it will be a collaborative. Chair McNamara  
13 said that he wants to be sure that they have this process nailed down.

14  
15 Mr. Dube said that it's important that they don't simply look at the draft and fall into that line and miss  
16 the broader points that they have all been talking about.

17  
18 Chair McNamara asked that given what they have done to date, did they learn anything new, and are there  
19 any surprises? Mr. Dube said that it was interesting to see how many people brought the **quality of**  
20 **housing in as possibly the #2 priority**, second to housing affordability (as expected). Chair McNamara  
21 asked what the City has done to date to help bring about the needed changes, and what can the City due  
22 potentially, additionally, in the future to help bring about the needed changes? That is really the  
23 important question. And is there a solution?

24  
25 Mr. Dube posed that where the City of Lebanon goes with this is different than what they have for the  
26 current problem. What the issues will be 10 years out will potentially be different than the current ones,  
27 because for example, single people with housing issues could become married people, with families and  
28 therefore different types of housing needs. Chair McNamara said that it's important that the Chapter not  
29 be completely Lebanon focused, because this is, of necessity, a regional and a State issue as well. How  
30 does Lebanon fit into that? This is the chapter that cannot be solved locally; Lebanon can only make a  
31 contribution. This Chapter will need to acknowledge this as well as what else is going on in the State of  
32 New Hampshire and how that is contributing to this situation. Mr. Dube added that everything that is  
33 around us is impacting Lebanon.

34  
35 Mr. Dube said that the slide show named Housing Market Analysis with CoStar Oxford  
36 economics(possibly affiliated with Apartments.com) information does not make sense; he believes the  
37 data is inaccurate. For example, they show that the vacancy rate for multifamily properties in Lebanon  
38 and core Upper Valley in 2024 at 20% - 22.5%, which seems completely too high. Every other source that  
39 the City has puts this vacancy rate at anywhere from .4 to (HUD) to 1.5 to 3%, He thinks CoStar is  
40 looking at their own data using their open vacancies. Ms. Kelly said they will get these comments back to  
41 RKG. Red flags will be addressed now so they are not using any inaccurate data. She also ask if they have  
42 other comments of anything that looks out of line or inaccurate; they want to know now.

43  
44 Mr. D'Entremont stated that to date, from the education perspective, this completely disregards Plainfield  
45 and Grantham/Eastman in the analysis, and that they need to look at the three communities individually  
46 yet it's important to do this along with enrollments and enrollment trends. Do any of these other towns  
47 have the capacity to help with the housing issues? How do they jumpstart their efforts to have more  
48 affordable communities as well?

49  
50 C. Housing Accelerator Briefing

1  
2 Outside of Lebanon, such as Enfield, Lebanon contributes and helps facilitate infrastructure such as the  
3 costs of sewer in Enfield and other towns. How much capacity does Windsor have, Enfield, New London,  
4 Hartford, Newport and other towns? He thinks calls to these communities will allow them to have useful,  
5 accurate data that puts the City of Lebanon in context.

6  
7 Ms. Smith Ahern asked what the thinking is for the currently unhoused, which is more pressing than some  
8 other housing issues. Ms. Riley said that it is not only the urgent need, but also how this Task Force can  
9 help the community understand the obligation that the City has for the unhoused and help people  
10 understand the importance of this. As she reexamined the purpose or charge is for this Housing Task  
11 Force, and she noted that one purpose or charge was to analyze current and potential equity issues in our  
12 housing supply( some of this came up in the results of the public outreach) , and so going forward, she  
13 wants to know how they will be addressing this.

14  
15 Mr. Reichert said that they are in the process of putting a partnership together with the Urban Land  
16 Institute, and the thought is that they will bring in national help to see how they can actually put together  
17 an accelerator program, along with continuing to grow our partnership with the State. This will allow for  
18 guidance on how Lebanon can implement the recommendations. This will engage Lebanon in a broader  
19 perspective and help Lebanon stay on top of what is happening at both the State and national levels, as  
20 these are all in a state of flux and will allow Lebanon to be at the front of the line representing Lebanon's  
21 needs. The parallel track is to address the market side of this as well, so that there is a plan in place if  
22 there is no assistance or limited assistance.

23  
24 Much like the early 1900's, employers may want to offer housing and childcare availability to their  
25 employees and Lebanon wants and needs to work with and help large employers, so they know that they  
26 are not alone. Vice Chair Faunce said that **now is the time for this Housing Task Force to work on**  
27 **their strategies offline**, so that these are catalyzed, resulting in being further down the road when the  
28 report does come to them.

29  
30 A recap of some priorities included the strategy actions (noted in prior paragraph), education funding and  
31 interfacing with cited communities (Mr. D'Entremont is a key resource for this), survey push, balance  
32 between the infrastructure, the need and the obligation for housing the homeless, inequity issues in  
33 housing, incentives and regulations for the open market and things they have control over or the ability to  
34 influence, and partnering with local employers and the private sector to help impact needed changes as  
35 well as growing our partnerships at the State and national levels.

36  
37 Mr. Reichert said that people are willing to spend substantially higher amounts of money for their homes,  
38 in places with excellent education, referred to as an "education premium". Because of the high-quality  
39 schools in both Lebanon and Hanover, this is already in play in both places.

40  
41 Ms. Riley asked what, if any other partners they plan to reach out to, and wondered if contact had been  
42 made with Vital Communities, and the Housing Authority or any other non-profit housing providers. She  
43 also wondered if they could look to examples such as Northern Stage (they recently built housing for  
44 some of their employees), or other small and mid-size employers.

45  
46 D. Lead Education: Ryan Dube

47  
48 Mr. Dube posed that the City of Lebanon needs to implement their own lead enforcement procedures, and  
49 he mentioned different resources that are willing to come in and help Lebanon with the education of lead  
50 and lead abatement with an ultimate goal of making Lebanon lead free. He suggested they might want

1 different requirements for different housing types. The resources are there now for abatement (and could  
2 go away in the future). While this does not fit into the Master Plan that they are currently working on,  
3 Chair McNamara agreed this is important. It can be tied into another housing initiative in the near future  
4 as they address substandard housing which also ties into the housing quality issues posed in surveys and  
5 at recent housing engagement meetings.

6  
7 Mr. Reichert noted that the City of Lebanon has two in house experts on lead, and they can be resources  
8 as the City works on Lead education and enforcement.

9  
10 **4. OTHER BUSINESS:**

11  
12  
13 **5. FUTURE AGENDA ITEMS:**

14  
15 Summary of the report and provide feedback and Ms. Riley asked how they can be sure that RKG takes a  
16 closer look at their data sources as some is clearly inaccurate. Mr. Dube said that they also need to break  
17 out rentals, investment properties, etc. Ms. Hembree said she will invite RKG to the November meeting.  
18 RKG needs to provide more details on their data and be consistent with their own date. Mr. Dube agreed  
19 to give Mr. Reichert information on some of his sources which are much more nuanced than the  
20 information RKG has provided to date. Ms. Riley offered that the City has their own in-house data on the  
21 unhoused, and this should be used by RKG. It is not acceptable getting inconsistent and illogical data,  
22 especially at this late date.

23  
24  
25 **6. ADJOURNMENT:**

26  
27 *Mr. Faunce MOVED for adjournment*  
28 *Seconded by Mr. Dube*

29  
30 *\*The Vote on the MOTION was approved (6-0).*

31  
32 **The meeting was adjourned at 9:44 AM**

33  
34 Respectfully submitted,  
35 Cinda Mersel  
36 Recording Secretary \*\*

DRAFT

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

**MEMBERS PRESENT:** Andrew Faunce, Vice Chair, Ryan Dube, John D’Entremont (Remote), Sarah Riley (Remote), Ellen Smith Ahern

**MEMBERS ABSENT:** Tim McNamara, Chair, Dave Duncan, Tia Winter

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

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**1. CALL TO ORDER:**

Meeting was called to order at 8:20AM by Mr. Andrew Faunce, Vice Chair

Ms. Cathryn Hembree read the preamble.

**2. APPROVAL OF MINUTES:**

A. October 20, 2025

Approval of the Minutes will occur in the *December meeting*, due to not having a quorum today. “Lead free” will be changed to “lead safe”.

**3. STUDY ITEMS:**

A. Data Review with RKG and Associates

Mr. Whitman was able to meet with RKG associates last week and discuss the data and documentation concerns shared by the Housing Task Force in the October meeting. RKG (team member Allison) will edit the two reports to add disclaimers to clarify the sources used and their limitations. She will also review and update the Key Takeaways to be sure they are consistent. Ms. Hembree will provide additional data after calling rental properties.

Mr. Whitman shared that the general findings of these documents are still valid – Lebanon has a housing problem that needs to be addressed through the addition of a *variety* of unit types, and those new units will have a positive net benefit to the City.

Mr. Dube noted that in a meeting they had with RKG early this year, he provided them current and accurate housing data, but it doesn’t appear these data are being utilized. He remains very disappointed in the housing market analysis and data being provided by RKG, citing a lack of high confidence, valid claims, or deep dives.

1  
2 B. Outreach Update  
3

4 The City of Lebanon was highly successful in getting people to respond to the outreach and engagement  
5 process here. RP&D will have a full Draft of the Full Outreach & Engagement Report (delivered as a  
6 consolidated summary) in early December, and it will include a summary of all activities and findings.  
7

8 He recapped the various outreach advertisement techniques used in this initiative. He provided some  
9 details of the Focus Groups & Community Conversations, and he shared the sentiment by one resident  
10 “Many don’t think the housing issues need to be studied any more – we need action”.

11  
12 **Results from the online housing survey Early Themes included:**  
13

- 14 • High housing costs are the primary barrier, including high rents in the \$2,000 - \$3,000 range as  
15 well as home prices in the \$400k-\$600k range being unaffordable even for dual-income and  
16 professional households.
- 17 • Many report being cost burdened and struggling to meet basic needs while paying for housing.
- 18 • Limited supply of affordable, appropriate options. There are gaps in starter homes, downsizing  
19 options for seniors, accessible units, and decent non-luxury rentals.
- 20 • Long waitlists for subsidized or income-restricted housing, and difficulty finding units that allow  
21 pets or meet accessibility needs.
- 22 • Intense competition and displacement pressures such as bidding wars, rising rents, and stringent  
23 application requirements (credit, deposits (first/last/security) making it hard to secure housing.
- 24 • Demand from DHMC and the college system contributes to higher prices and competition for  
25 units, particularly for local workers.
- 26 • Community and tax pressures – some respondents commute 30-60+ minutes because they cannot  
27 find or afford housing in Lebanon, thereby increasing transportation, etc. expenses and reducing  
28 quality of life.
- 29 • Long-time homeowners, especially seniors, report rising property taxes as a threat to their ability  
30 to remain in the community.
- 31 • Substandard housing conditions and housing insecurity include reports of deteriorating units,  
32 mold, safety issues, and “slumlord” conditions, with limited options to move elsewhere.
- 33 • Some respondents describe experiences of homelessness, living in cars or tents, or relying on  
34 emergency and temporary shelter.
- 35 •

36 **Next steps for Outreach and Reporting:**  
37

- 38 • Complete the Outreach & Engagement Report, combining focus group, tabling/pop-up, housing  
39 stories, and survey finding into a single document
- 40 • Deliver the Draft for Review in early December
- 41 • Use the outreach findings, along with the Housing Needs Assessment, Fiscal/Market Analysis,  
42 and Regulatory Audit, to guide the Housing Master Plan Chapter and Strategic Housing Plan  
43 recommendations.  
44

45 Ms. Hembree asked if there were any surprises with this entire process/surveys, and Mr. Whitman said  
46 that the big surprise was the high level of engagement and respondents. Also, Mr. Dube noted that 49% of  
47 the respondents were homeowners and he suggested that they select some of the issue areas that differ  
48 between homeowners and renters and see whether there are significant differences in certain metrics and  
49 whether their concerns overlapped in some areas and not in others, given these groups are two very  
50 different markets and frequently two very different situations in life for people in these two groups.

1 Mr. Whitman agreed to do this.

2  
3 Ms. Smith Ahern wondered if there is a plan to include current action that Lebanon is taking to house the  
4 unhoused in emergency shelters, to include this in the Master Plan. Mr. Whitman asked if she, along with  
5 other TF members, can assist with this and address both the unmet needs and action steps. A consolidated  
6 presentation in the Master Plan will be completed on this topic and Ms. Hembree will provide her notes to  
7 Ms. Smith Ahern and other interested persons.

8  
9 Mr. Reichert said that they had many memorable conversations (anecdotes rather than formal feedback),  
10 though no audible was collected. Ms. Riley proposed a “hotline” similar to the NPR (National Public  
11 Radio) Story Corps, though the studies have now been completed so this can perhaps be included in a  
12 future initiative. There was much discussion about different ideas they could use, but it was also agreed  
13 that for now, many of these ideas are very late in the process; they can however be used in the future. Mr.  
14 Reichert and Ms. Hembree might be able to help supplement some information, but they cannot slow  
15 down the current pace for the consultants, rather it could help inform the Housing Master Plan and  
16 incorporate the qualitative part of the feedback from people.

17  
18 C. Discussion: Housing Master Plan Chapter

19  
20 Mr. Whitman asked if the TF wants to look at the current Master Plan or focus on the New Housing  
21 Master Plan Chapter.

22  
23 Mr. Dube said that while many of the prior issues have been addressed, many have not and he thinks this  
24 could be the time to look at the ones that are still ongoing and see what strategies were previously  
25 proposed and the success of any of the strategies that have been used. **He thinks consideration should  
26 be given for what the concrete barriers are that Lebanon could address as *action items* – linking  
27 what are the reasons we cannot get to the goal, and what can be done about these (e.g. construction  
28 costs, working with Planning & Zoning, etc.).** Mr. Whitman said this is reasonable to really focus on  
29 the barriers, and then recognizing what’s within the scope of what the Master Plan can address.

30  
31 Mr. Faunce, Vice Chair said that the Planning Board had a recent conversation and wants for their new  
32 Master Plan, to be more accessible since the current one is overly long, and hard to wade through it so one  
33 suggestion is that they include a 1–2-page Executive Summary for each section, for easier readability,  
34 alongside the formal Housing Master Plan Chapter. So, for example, all the key topics (e.g. Issues &  
35 Priorities, Future Challenges, etc.) will each include an Executive Summary.

36  
37 Mr. Faunce, Vice Chair, invited Mr. Whitman to the next Planning Board meeting, December 8, 2025.

38  
39 In December, Mr. Whitman, RP&D and his team will provide the Lebanon Housing Task Force with:

- 40  
41
- 42 • Updated Reports from RKG to website (after sign off by Housing TF)
  - 43 • Draft Outreach and Engagement Report
  - 44 • Master Plan Chapter – refine outline and begin work on actions

45 He encouraged Task Force members to zero in on a list of actions, *creating a master list that they want  
46 brought to the forefront*, so that by January, that will start to take the shape of the Chapter.

47  
48 Ms. Riley asked if the new Chapter will also include Strategies along with Actions; will they be broken  
49 out, listed as simply Actions, or what? Mr. Faunce, Vice Chair said that while this is a vision piece, it  
50 needs to be heavy on the vision, and not dictates since there are layers to the specific – e.g. we need

1 access to more soccer fields, not we will build a soccer field at X location, etc. She said that the  
2 Conservation Commission which she is Chair of also addressed parallel structures. Mr. Dube said they  
3 need to include 1- what are the issues? 2- what is the goal? (not necessarily ultra concrete) and 3- what  
4 are some issues that need to be addressed (not how to) and reasons why these haven't been addressed to  
5 date, so that this can be a guiding document for now and looking back on this several years out, one can  
6 see what if any successes were accomplished.

7  
8 Mr. Faunce, Vice Chair, encouraged TF members to call out the compelling issues (in New Hampshire),  
9 even those without an obvious current solution, which could possibly have the impact of changing  
10 legislation at the State level. Mr. Reichert added that any document they compile needs to recognize our  
11 advantages and disadvantages relative to State and Federal policy. We are dependent on both, to complete  
12 many housing outcomes. Ms. Riley suggested that this TF share stories with the residents about those  
13 things that might impede Lebanon, what the limitations are, and why. Mr. Dube added the need to  
14 convey what are realistic outcomes – what the City controls versus those things they do not control.

15  
16 Ms. Smith Ahern wants to endorse a point that Mr. Faunce, Vice Chair, made about being expansive and  
17 bold in our vision and reach. Mr. Faunce reiterated to “not speak only about what is possible but also to  
18 things that we don't yet know are possible”. All Housing Task Force members have an assignment prior  
19 to the next meeting, for them to spell out the obvious and/or bold so they can discuss this in December.

20  
21 While other towns and counties impact Lebanon, the City of Lebanon must think about Lebanon as part  
22 of the larger regional area, for example the town of Hanover. One item on the new Master Chapter might  
23 be to coordinate with other communities and not think of Lebanon as an “island”. There was extensive  
24 conversation about what the trend of things is and the capacity to help other towns. Septic systems and  
25 water were both cited as clear policy decisions that Lebanon will need to make; is it appropriate that we  
26 *not* expand these?

#### 27 28 **4. OTHER BUSINESS:**

29  
30 Review and adopt the 2026 Meeting Calendar

31  
32 Ms. Hembree shared a 2026 Meeting Schedule for the Lebanon Housing Task Force. Both the January  
33 and February meetings will need to be moved due to national holidays. For January she proposed  
34 Tuesday, January 20, 2026, or Monday, January 26, 2026. For February, she proposed Tuesday, February  
35 17, 2026, or Monday, February 23, 2026. Winter Break is also that week.

36  
37 She will conduct a straw poll, to help ensure quorums, and also let Cinda Mersel, Recording Secretary,  
38 know the chosen dates.

#### 39 40 41 **5. FUTURE AGENDA ITEMS:**

42  
43 Ms. Riley inquired about the City's data on the unhoused and wondered if the consultants have looked at  
44 this information yet? It is available to them and Ms. Hembree connected the consultants with the survey  
45 information and other sources as well. Some of the best data we have is our own. Also, the school system  
46 has good sources of information, as well as The Haven, Listen, etc. and this was provided to the  
47 consultants. Ms. Smith Ahern asked about how our winter shelter functioned the last year; we need to be  
48 thinking more about this expansively and be sure that this is addressed by the consultants and the new  
49 Master Plan Chapter. At the very least state the issues/barriers and concrete successes. Mr. Dube will

1 reach out to Housing First, if they have not been approached already. They will be invited to the  
2 December 2025 meeting.

3

4 **6. ADJOURNMENT:**

5

6 *Mr. Faunce MOVED for adjournment*

7

8 **The meeting was adjourned at 9:45 AM**

9

10 Respectfully submitted,

11 Cinda Mersel

12 Recording Secretary