



**LEBANON PLANNING BOARD  
JANUARY 26, 2026 - 6:30 PM  
MEETING ROOM 1, CITY HALL OR  
REMOTE VIA VIRTUAL PLATFORM  
LEBANONNH.GOV/LIVE**

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**1. Call to Order**

**2. Study Items**

- A. Presentation on the Housing Task Force's Preparation of an Updated Master Plan Chapter 7 (Housing)
- B. Presentation on and Review of Draft Update to Master Plan Chapter 11 (Historic Resources)
- C. Presentation on and Review of Draft Update to Master Plan Chapter 13 (Energy)
- D. Capital Improvement Program (CIP) –
  - Discussion re: Policies and Procedures for 2027-2032 CIP
  - Review 2024-2026 Capital Budgets to Commence 2027-2032 CIP process and Prepare Preliminary CIP Project List
- E. Review Draft Amendments to the Site Plan Review Regulations re: Phased Development, Plan Expiration, and Exemption Periods - Sections 4.8, 4.9, 4.10, 4.11, 4.12 (new), 5.1, & 8.4

**3. Committee Reports**

- A. **City Council Subcommittees:**
  - Class VI Roads Advisory Committee
  - Lebanon Energy Advisory Committee
- B. **Other Subcommittees:**
  - City Council Representative
  - Heritage Commission
  - Pedestrian & Bicyclist Advisory Committee
  - Upper Valley Lake Sunapee Regional Planning Commission
  - UV Subcommittee of the Connecticut River Joint Commissions
  - Upper Valley Transportation Management Association
  - Mascoma River Local Advisory Committee
  - West Lebanon Revitalization Advisory Committee
- C. Planning Board Development Regulations Subcommittee
- D. Minor Site Plan Committee
- E. Housing Task Force

**4. Other Business**

- A. Planning Board process improvement/implementation of Rules of Procedure

B. Planning Board Training

C. Zoning Amendments Ballot Amendments concise statements

**5. Approval of Minutes**

A. January 12, 2026

**6. Adjournment**

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

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## CITY OF LEBANON ~ PLANNING & DEVELOPMENT

### MEMORANDUM

**To:** Lebanon Planning Board  
**From:** Planning and Development Staff & Lebanon Housing Task Force  
**Re:** Housing Master Plan Chapter  
**Date:** January 21, 2026

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#### Background:

The Lebanon Housing Task Force was created in 2024 and first met in the fall of that year. In May of 2025 the City was awarded \$100,000 in the form of a Housing Opportunity Housing Grant. This grant was used to hire Resilience Planning, a planning consulting firm, to work with the Housing Task Force to complete a full rewrite of the Housing Master Plan Chapter. Since May of 2025 we have completed a market analysis, a fiscal analysis, many community outreach events, and a community survey. The data gathering and research part of the update is complete. This winter the consulting firm will be writing a draft chapter.

#### Planning Board's Role:

The Master Plan is a document that belongs to the Planning Board and should influence their decisions. It is important the Planning Board has a say in what is included in the Master Plan. The purpose of having this item on the agenda is to update the Planning Board on what we have done so far and create a dialog between the Housing Task Force Team and the Planning Board about what should be included in the Master Plan chapter. Attached are a rough outline of the new chapter and potential action items.

#### Attachments:

1. Existing Housing Chapter of the Master Plan
2. Draft Chapter Outline
3. Draft Chapter Potential Actions

## Chapter 07 — Housing Chapter (Lebanon, NH) — Outline of Sections

2026 Version to be Informed by:

- Housing Needs Assessment,
- Market Analysis,
- Policy Audit,
- Public Input

### 1. Vision & Purpose

- Broad housing goals and guiding principles.
- Emphasis on providing a range of housing options that support community character and long-term quality of life.

### 2. Issues & Priorities

- Key housing needs identified by the City.
- Importance of creating livable, walkable, and well-designed neighborhoods.
- Considerations related to affordability, aging population, workforce needs, and changing demographics.

### 3. Existing Conditions & Trends

- ***Housing Supply***
  - Inventory of current housing stock: single-family, duplex, multi-family, and manufactured homes.
  - Tenure patterns (owner/renter) and spatial distribution across urban, suburban, and rural areas.
- ***Housing Affordability***
  - Economic and demographic context shaping housing demand.
  - Factors influencing affordability for households across income levels, including workforce and employer needs.
- ***Neighborhood Character and Design***
  - Existing neighborhood patterns, traditional development forms, and design characteristics.

- How current design contributes to livability, walkability, and sense of place.

#### **4. Future Challenges & Opportunities**

- ***Planning Techniques and Principles***

- Tools, regulatory approaches, and strategies to guide future housing development.
- Considerations for zoning updates, design standards, and long-term planning alignment.

- ***Housing Supply and Demand***

- Anticipated trends in population, household formation, and market needs.
- Opportunities for increasing supply through infill, redevelopment, and new development areas.

- ***Housing Affordability***

- Expected pressures on affordability and opportunities to expand attainable options.
- Potential programs, partnerships, and regulatory changes the City may consider.

- ***Neighborhood Character and Design***

- Opportunities to reinforce and enhance neighborhood identity.
- Balancing growth with design quality, historic patterns, and community expectations.

#### **5. Outcomes & Strategies**

- Reference to housing recommendations being incorporated into the broader Master Plan.
- Strategies or actions to realize the housing goals—including zoning, land use regulation adjustments, incentives, and coordination among city departments and stakeholders.

## **Housing Chapter – Potential Actions**

### **1. Actions Related to Housing Supply**

#### **1.1 Expand Overall Housing Supply**

- Increase production of affordable units across the spectrum (small units, family-sized rentals, modest multifamily, duplexes, cottage-style homes).
- Continue permitting and incentivizing multifamily development, particularly studios and 1–2 BR units that match the city’s predominantly 1–2-person households.
- Align housing supply with major employment sectors to reduce long commutes, improve retention, and support lower-paying occupations.
- Expand partnerships with Lebanon Housing Authority, nonprofits, DHMC, and developers to provide income-based units for families, seniors, and special-needs populations.

#### **1.2 Support Diverse Housing Types**

- Expand ADUs, co-housing, and small-scale infill housing opportunities.
- Enable more boarding-house-style housing or shared-living models.
- Support modular or prefabricated housing as a cost-effective development model.
- Encourage mixed-income developments.
- Promote home-sharing program – <https://sharinghousing.org/>

#### **1.3 Advance Missing Middle Housing**

- Explore ways to support smaller-scale multi-unit housing ("missing middle"), especially in walkable areas.
- Consider incentives to make small-scale ownership and missing-middle units market-viable.
- Prioritize redevelopment of upper stories downtown for housing.

#### **1.4 Expand Housing for Specific Populations**

- Identify strategies to expand homeownership opportunities (e.g., condos, small-scale attached units).
- Create ownership and wealth-building pathways such as limited-equity models or rent-to-own options.

- Expand senior-friendly housing and accessible units to meet aging-in-place needs.
- Encourage age-friendly housing, downsizing options, senior housing, and flexible rentals to accommodate short-term/rotational workers (e.g., DHMC).

## **2. Actions Related to Affordability**

### **2.1 Reduce Financial Barriers**

- Reduce barriers created by income, credit, and documentation requirements.
- Provide support systems for working households who do not qualify for traditional assistance but cannot afford market-rate units.
- Consider tools that reduce property tax burdens for vulnerable households.

### **2.2 Strengthen Renter Support**

- Explore renter protections such as stronger, consistent inspections or limits on rent escalation.
- Support programs that reduce upfront rental barriers, such as assistance with deposits or lost documentation.
- Expand affordable rental options, provide renter support programs, and explore ways to stabilize rent increases.
- Increase deeply affordable units, preserve existing subsidized housing, and partner with developers for income-restricted homes.

## **3. Actions Related to Neighborhood Character and Design**

### **3.1 Design & Compatibility**

- Ensure new development fits well within existing neighborhoods, especially single-family areas.
- Prioritize design quality, green space, and safe outdoor access for higher-density housing.
- Maintain access to trails and natural areas even in more urbanized neighborhoods.

### **3.2 Rehabilitation & Preservation**

- Support rehabilitation programs, weatherization, and incentives for updating older units—especially in lower-value downtown neighborhoods.

### **3.3 Land Efficiency & Fiscal Alignment**

- The per-acre impact analysis notes that multifamily housing generates significantly more taxable value per acre, suggesting that denser housing near existing services can reduce municipal costs.

#### **4. Actions Related to Zoning, Regulation, and Planning Process**

##### **4.1 High-Level Planning & Regulatory Strategy**

- Clarify definitions and mapping of infill areas and undeveloped lots.
- Update zoning and development regulations to enable a wider range of housing types.
- Streamline permitting and approval processes to reduce delays and uncertainty.
- Consider more assertive or directive regulatory approaches to ensure needed housing types are produced.
- Reevaluate development restrictions that may unintentionally limit needed housing.
- Promote conversions of oversized single-family homes to multi-unit configurations where appropriate.
- Evaluate STR regulations to balance tourism with long-term rental needs.
- Proactively plan for increased housing demand, particularly multifamily, mixed-use, and transit-accessible development.

##### **4.2 Master Plan & Legacy Actions**

- Amend the zoning ordinance to discourage conventional, large-lot housing development by requiring conservation design and using density and other incentives to conserve open space.
- Investigate transfer of development rights (TDR) programs to support higher-density housing in targeted areas and preserve rural areas.
- Revise zoning in downtown and commercial areas for mixed-use development to encourage second-floor apartments, infill redevelopment, and employer-provided housing.
- Boarding/Rooming house related regulations?
- Revise ordinances to allow modern manufactured homes on permanent foundations in selected residential zones and ensure local ordinances do not discourage alternative housing types.
- Encourage new manufactured home parks through innovative layouts and site design.

- Offer density bonuses for workforce housing in large subdivisions or multi-family projects.
- Review zoning to ensure realistic development capacity near services and transit and amend as needed.
- Review zoning definitions to ensure they do not restrict nontraditional or alternative living arrangements.
- Review and streamline the approval process where possible.

#### **4.3 Zoning Ordinance Amendments (Audit Findings)**

- Amend Section 205 to allow more than one principal structure per residential lot.
- Revisit manufactured housing allowances (Section 209) and consider allowing units on foundations in more residential zones; evaluate design standards.
- Consider waiving impact fees when workforce or affordable units are included (Section 213).
- Reduce minimum lot sizes in R1, R2, R3; consider expanding Pattern Zoning.
- Allow conversions to multifamily by Conditional Use Permit rather than Special Exception.
- Allow two-family structures in Rural Lands Districts on the same lot size required for single-family with ADU.
- Allow multifamily through a CUP in Pattern Zones Overlay.
- Move parking requirements (Section 411.5) out of zoning.
- Allow relief for impervious cover (Section 411.8) via CUP.
- Increase workforce housing density bonuses to 20–25%; expand beyond R1 and R2.
- Allow greater design flexibility in cottage developments (Section 509.6).
- Soften architectural compatibility standards (Section 601.1).
- Allow senior housing and workforce housing density increases via CUP (Section 603).
- Relocate parking standards (Section 607) to site plan/subdivision regs.
- Allow conversion of homes up to four units citywide.
- Remove owner-occupancy requirement for ADUs (Section 610).

- Clarify whether to restrict garden-style apartments—Task Force noted no desire to expand.
- Consider impact fee waivers, graduated fees, tax abatements, or other incentives.

#### **4.4 Subdivision Regulation Amendments**

- Update bonding requirements (Section 7.10; 14.4–14.5).
- Modify Design Review procedures (Section 10.2.C).
- Revise Submission Requirements (Section 10.4).
- Clarify minor subdivision applicability to Open Space & Recreation standards (Section 12.2).

#### **4.5 Site Plan Regulation Amendments**

- Simplify perimeter landscape buffer requirements (Section 6.2.B).
- Clarify whether private drives must meet NHDOT standards (Section 6.5).
- Expand staff-level approvals for less complex projects (Section 3.1).
- Review architectural standards to reduce unnecessary cost burdens.
- Reevaluate parking requirements to streamline development.
- Define “character” more clearly to balance predictability with flexibility.

### **5. Actions Related to Municipal Services and Infrastructure**

- Assess capacity of water, sewer, and utilities to support new housing.
- Evaluate transportation needs, including expanded transit options and better connectivity.
- Ensure public services (schools, health care, emergency services) can support future housing growth.

### **6. Actions Related to Workforce & Economic Stability**

- Strengthen coordination with employers, especially DHMC, on workforce housing needs.
- Support housing for short-term workers (1–3 years) and long-term employees.
- Address housing pressures affecting recruitment and retention across essential sectors.
- Expand employer partnerships, including modular or campus-adjacent developments.

## **7. Actions Related to Conservation, Land Use & Regional Coordination**

- Integrate housing and conservation planning so they reinforce each other.
- Coordinate with neighboring communities on regional housing and transportation issues.
- Evaluate impacts of new housing on natural resources, wildlife habitat, and ecological integrity.
- Maintain trail systems as both recreation and mobility infrastructure.

## **8. Actions Related to Housing Stability & Renter Support**

- Improve property management oversight and encourage higher standards for rental conditions.
- Increase accountability for absentee or investor-driven ownership.
- Strengthen tenant supports for individuals experiencing instability or discrimination.
- Expand safe options for unhoused or precariously housed individuals (tiny homes, cottages, transitional housing).

## **9. Actions Related to Outreach, Education & Engagement**

- Continue to use accessible engagement methods for housing related initiatives (tabling, surveys, focus groups).
- Share resident stories as part of the educational campaign (for those who consented).
- Provide clearer communication about available housing resources, programs, and processes.

# Housing

## Vision & Purpose

The City of Lebanon shall actively foster a diverse range of housing opportunities and choices for current and prospective residents, and will strive to promote the development of diverse, sustainable neighborhoods that reflect Lebanon's "small-town" character and distinctiveness.

The City of Lebanon shall encourage a range of housing options for all segments of the population. New housing development should contribute positively to existing neighborhoods and create safe and desirable new neighborhoods consistent with the other planning goals of the City as expressed in this Master Plan.

## Issues & Priorities

### Housing Needs

Lebanon's continued economic vitality is dependent on the availability of housing that is affordable for the City's workforce. Not only does the City's housing stock need to expand as the economy grows, but the homes need to match the needs and means of those new workers and their families. As residents' housing needs will change over their lifetimes, the City needs to provide a diversity of housing options so that people at all stages of life can live in Lebanon. While ownership of a single-family home will remain the preferred choice for many households, other types of housing will be needed to attract and retain a diverse population, achieve higher-density development, increase the supply of affordable homes, meet the housing needs of both younger and older residents, and provide housing to residents with special needs.

### Livable Neighborhoods

Lebanon's quality of life and small-town character is rooted in its residential neighborhoods, particularly the older neighborhoods that grew outward from the Lebanon and West Lebanon business districts. These traditional neighborhoods have many attractive characteristics that were not replicated in much of the housing development that occurred in the second half of the 20<sup>th</sup> century. To maintain the City's quality of life and small-town character, new residential development should incorporate the characteristics that have made those traditional neighborhoods attractive places to live for generations of City residents.

### Existing Conditions & Trends

Lebanon's housing helps shape the identity of the City, and is a principal influence on the lives of its residents. There are a variety of housing options in Lebanon, with significant components of renter and owner-occupied single-family, duplex, multi-family and manufactured homes found throughout the City, in urban, suburban and rural settings. The City's location and amenities make it an attractive place to live. The regional economy is stabilized by the presence of large institutional employers, and includes a robust workforce, which in turn requires housing for employees.

#### key points | vision & purpose

- Foster a diverse range of housing opportunities for all segments of the population
- Promote development of diverse, sustainable neighborhoods that contribute to Lebanon's quality of life and small-town character

#### key points | issues & priorities

- Provide a range of housing options that will support the City's continued economic vitality and a diverse population
- Build and maintain livable neighborhoods that will contribute to Lebanon's quality of life and small-town character



- While Lebanon has a diverse housing stock, particularly as compared to other Upper Valley communities, the supply of housing in the City and region has not kept pace with the needs of a growing workforce.
- Lebanon and the Upper Valley continue to struggle to provide housing that is affordable for the region's workforce, with a particular need in the City for rental housing affordable to low- and moderate-income households. There is also a need for housing for the region's growing number of older residents.
- The design and character of residential neighborhoods is critical to maintaining Lebanon's quality of life and small-town character. The City's older residential areas extending out from the Lebanon and West Lebanon business districts provide excellent examples of the characteristics of livable, attractive neighborhoods.

The Land Use chapter describes the general settlement pattern in Lebanon, both historically and recent trends. Currently, 73% of the City's residences are within the traditional urban neighborhoods of downtown Lebanon and West Lebanon and 27% are outside of the downtown areas. Neighborhood character and existing housing patterns, as well as the preservation of historic housing attributes are additional themes supported throughout this plan.

## Housing Supply

7 | C-1

The number of housing units, the diversity of housing types, and the range of housing costs are important characteristics of the City's housing supply. The City offers a spectrum of housing opportunities and choices: single-family, multi-family, owner-occupied and rental units. The following list highlights some of the major characteristics of Lebanon's housing supply:

- 6,649 housing units are located within Lebanon. (Census 2010)
- 942 housing units were added from 2000-2010, representing a 17% increase for the decade. (Census 2010)
- Housing development in Lebanon from 2000-2010 occurred at a greater rate than Hanover, Hartford, Claremont and the State of New Hampshire, and was similar to the rate for Grafton County. (Census 2010)
- Lebanon's housing units are 47% single-family and 53% multi-family. (Lebanon Planning Office)
- During the 2000s, 80% of housing units were constructed within the urban core and 20% outside. The 1990s had approximately 47% of new housing construction within the urban core and 53% outside the urban core. (Lebanon Planning Office)
- 49% of occupied housing units are owner occupied, 51% are renter occupied. (Census 2010)
- The 2010 housing unit vacancy rate was 7%, up from 4% in 2000. The vacancy rate for owner-occupied homes was 3% and for rental units was 5.6%. (Census 2010)
- In 2010, the average household size was 2.10 people, as compared to 2.23 people in 2000. (Census 2010)

In addition to the existing diverse housing stock, there is a significant land base that could meet housing demand into the foreseeable future. However, the 2002 Upper Valley Regional Housing Needs Analysis report, concluded that housing development in the region has not kept pace with the needs of the growing workforce. In 2010, the Upper Valley Lake Sunapee Regional Planning Commission initiated an update of the Upper Valley Regional Housing Needs Analysis report, with a projected completion date of Spring 2012. The updated analysis will provide a synopsis of the current status of both supply and demand for housing within the region, including Lebanon's fair share.

The relationship between housing supply and demand is not a simple linear relationship, but a more complex dynamic in which the individual types or categories of housing units strive to achieve their own unique balance between supply and demand forces. For example, in Lebanon it is generally acknowledged that the demand for "workforce" housing exceeds supply, where currently the supply of "higher end" homes exceeds demand. This is supported by feedback from the region's major employers requesting more workforce housing opportunities be provided, and evidenced by the number of approved but yet to be built housing units priced above the me-

dian home sale price. Vacancy rates are an additional metric reflecting the balance between supply and demand, as our housing costs and the ability of peoples income to support housing choices.

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### **Housing Affordability**

Housing affordability is a growing challenge. Housing is becoming less affordable due to a number of factors, which include high land costs, the regulatory process, costs of building material and labor, and the state property tax structure. At the same time, housing assistance funding is decreasing.

Many families are finding it increasingly difficult to find affordable housing options close to work and necessary services. When housing is not available in the job center communities, households have to seek options in smaller communities farther away. This negatively affects vehicle miles traveled, traffic congestion, air pollution, and other by-products of sprawl, as well as quality of life factors such as time for family and community. In addition, high gas prices are more difficult for lower income households to absorb. There is an insufficient supply of suitable affordable/workforce housing to serve the residents of Lebanon. This problem is even more serious for the growing elderly population who are often most in need of living in in-town locations where transit, shopping, and other services are available, despite the best efforts of local non-profits such as the Lebanon Housing Authority and the Twin Pines Housing Trust.

New Hampshire statute RSA 674:58-61 defines affordable housing as: "housing with combined rental and utility costs or combined mortgage loan debt services, property taxes, and required insurance that do not exceed 30 percent of a household's gross annual income". In 2008, the State of New Hampshire enacted Senate Bill (SB) 342, which "requires municipalities that exercise the power to adopt land use ordinances to provide opportunities for the development of workforce housing, and establishes a mechanism for expediting relief from municipal actions which deny, impede, or delay qualified proposals for workforce housing."

In response to this law, the Lebanon Planning Office produced the report, "City of Lebanon Workforce Housing Law Compliance Overview". The purpose of the report was to examine whether the City of Lebanon provides reasonable and realistic opportunities for the development of workforce housing, including rental and multi-family housing as required by the Workforce Housing Law. Key findings of that report included:

- Moderate- to low-income households (e.g. earning 60% or less of the median household income) are unable to find appropriate rental housing in Lebanon.
- There is a high demand for rental housing concentrated in the City of Lebanon, resulting in high prices and low vacancy rates, suggesting that the available housing stock is not meeting demand for the workforce.
- The average single-family home is not affordable when using the 30% affordability guideline.
- Manufactured housing and condominiums can be affordable options in Lebanon.
- Affordability is better in higher density zoning districts.
- 84% of the Lebanon's residentially zoned land allows the opportunity for workforce housing development.

**Manufactured Home.** Factory-built home constructed on a chassis after adoption of the HUD code on June 15, 1976; arrives on the site fully assembled (though often in more than one unit); inspected by HUD inspectors prior to delivery for conformity to the HUD code.

In essence, the report highlights that although opportunity exists, outcomes are not being achieved to address the provision of affordable housing, with the affordability of rental housing units being of greater concern than affordability of single-family home ownership.

7 | C-3

### **Neighborhood Character and Design**

Much of the residential development in the 1970s and 1980s lacked the characteristics that made older, more traditional neighborhoods attractive places to live. These residential developments were often poorly planned and isolated from the community, requiring the use of automobiles to serve the needs of residents. More recent developments such as Spencer Square and Emerson Gardens are better situated to enable residents to socialize and walk to jobs, errands or to the bus stop. Future residential development, unless properly planned, has the potential to create excessive traffic and place other additional economic burdens on the City, as well as to degrade the resources and amenities that make Lebanon a special place to live.



#### **key points | [future challenges & opportunities](#)**

- Lebanon needs residential development that is compatible with other community goals such as resource protection, smart growth, transportation alternatives.
- Lebanon needs housing available at prices, sizes, and locations to match the needs and means of the people who will fill the jobs being created in the City and region, as well as the changing housing needs of current residents as they move through life.
- Lebanon will have to be more proactive in expanding the availability of housing affordable to low- and moderate-income households, as the market is not creating an adequate supply of affordable homes.
- Residential neighborhoods in Lebanon should be planned and designed with characteristics that make them attractive, healthy, sustainable, livable places, and that create a sense of community and belonging for residents.

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### **Future Challenges & Opportunities**

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#### **Planning Techniques and Principles**

Increased residential development to meet the needs of the City's residents and businesses does not need to be inconsistent with other planning goals. Poorly planned or inappropriately sited development often degrades both critical natural resources and those features of the neighborhood that give it its special character. However, there are many land use planning techniques available to ensure that development is consistent with the protection of important natural resources and special features. They include:

- Shoreline and wetland buffers
- Situating human activity away from sensitive areas or special resources, such as steep slopes, wetlands, important habitats, and important agricultural or forest lands
- Stormwater management, erosion and sedimentation control
- Siting and design to reduce visibility of development located on ridgelines and hillsides
- Designing outdoor lighting to achieve the goals on the site without impacts off-site
- Ensuring ample open space areas are available for outdoor recreation
- Siting and construction to maximize energy efficiency

Similarly, good planning principles can ensure that residential development is consistent with the goal of building livable, walkable communities and the reduction in the additional traffic increase that development can otherwise bring. These principles can result in the creation of new neighborhoods rather than merely assembling houses. Some of these principles are:

- Locate near shopping, jobs, utilities and services
- Connectivity of roads
- Pedestrian and bicycle paths and sidewalks

- Narrow roads and shallow setbacks
- Building design features such as rear garages and front porches
- Street trees and other pedestrian amenities (like benches or public art)

Fiscally, as noted in the Land Use Chapter, it is less expensive for the City to provide facilities and services to high-density residential development in and near the downtown areas than it is to serve low-density development in outlying areas. Some examples of the increased costs associated with rural sprawl are increased school busing, road maintenance, and emergency services, as well as environmental costs and loss of community and rural character. Additionally, Lebanon should continue to require new development to pay their proportional fair share of off-site improvements necessitated by the development. RSA 674:21 enables planning boards to require developers to pay for highway, drainage, and sewer and water upgrades made necessary by their development.

### Housing Supply and Demand

The idea of balancing housing and jobs goes beyond achieving equilibrium between the number of housing units and jobs. Preferably, housing should be available at prices, sizes, and locations to match the type and location of jobs available. For those with special needs, sufficient housing should be developed to eliminate the existing waiting lists. Upon completion of the Master Plan, the City will engage in developing a housing implementation plan that will include an analysis of the supply and demand equation across the various categories of housing stock, incorporating the findings of the 2012 Regional Housing Needs Analysis report. The plan will include recommendations addressing supply, as well as the form or design characteristics of residential neighborhoods.

### Housing Affordability

Every resident of Lebanon should have access to decent, affordable housing. For this to occur, the City needs to preserve the existing inventory of affordable housing and take positive steps to encourage the development of new housing affordable to the City's workforce and lower income households. Land use tools available to encourage more housing affordable for the City's workforce and lower-income households include:

- Revisiting how the City created other successful affordable and/or workforce housing projects and emulating the positive characteristics of such.
- Density bonuses for including a percentage of permanently affordable and/or workforce housing in large subdivisions or multi-family developments.
- Allowing accessory apartments with reasonable restrictions.
- Ensuring that suitable developable land is zoned for higher densities, including multi-family housing.
- Ensuring that local ordinances do not discourage alternative housing types.
- Zoning downtown and commercial areas for mixed use to encourage second floor apartments and redevelopment with infill, as well as employer-provided housing.



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- Ensuring that zoning definitions do not restrict nontraditional households or alternative living arrangements.
- Coordinating with Grafton County Economic Development Corporation to attract and retain jobs that pay livable wages.
- Encouraging diversification in neighborhoods through housing development policies that permit various kinds of housing for various income levels in the same neighborhood.
- Exploring alternative development strategies, such as cottage or bungalow development, to promote, smaller, more energy-efficient, more affordable subdivisions of dwellings with limited size and footprint.
- Exploring ways to cooperate with the Lebanon Housing Authority and other agencies to use City-owned land for development of low- to moderate-income housing.
- Allowing modern manufactured homes on permanent foundations in selected residential zones.
- Exploring the use, renovation or expansion of under-utilized buildings to include affordable and/or workforce housing units.
- Exploring with community-based land trusts the possibility of creating developments where land is held in trust while selling or renting housing units, thus protecting affordability by preventing excessive land appreciation.

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### Neighborhood Character and Design

The City should encourage the types of neighborhood development patterns that residents find most attractive. Existing patterns of development that have produced pleasant and congenial neighborhood development balanced with open space areas should be allowed to be replicated. New residential development should similarly be based on the conventions of traditional neighborhood development.

Residential activities within such neighborhoods should include both owner-occupied and rental housing. The City should, however, discourage dense development of multi-family housing in the more rural areas of the City to minimize development impacts on the character of these areas.

The City should encourage integration of workplaces, retail establishments, and educational, cultural, religious, and recreational institutions into existing and new neighborhoods. A variety of land uses should be in close proximity to one another, allowing development to achieve a more economical density in order to take advantage of centralized utilities and services. Instead of prohibiting mixed uses, the City should strive to reasonably control the nuisance effects of nonresidential uses within neighborhoods. This kind of integration also provides a sense of civic pride. When people work, live, shop and entertain themselves within such an integrated community they establish close relationships with neighbors and develop a greater sense of personal community responsibility.

Neighborhood design should facilitate social interaction and serve the needs of pedestrians and bicyclists as well as automobiles. To this end, the City should work to reduce the intrusion of the automobile into the daily life of the residential neighborhood. Sidewalks, bike paths, parks, playgrounds, and other pedestrian oriented amenities should be encouraged as part of neighborhood planning. The zoning ordinance should outline desired



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elements. Civic and neighborhood organizations should be given incentives to develop these amenities in existing neighborhoods. Developers should be required to include them in new developments.

New owner-occupied and rental housing should be conveniently accessible to major centers of employment, including the existing urban centers of Lebanon and West Lebanon and Route 120 North to promote walkable, bikable neighborhoods. New housing should be located principally in areas most economically served by existing City services and utilities. Residential development should be encouraged at a density that creates viable new neighborhoods and avoids a pattern of small, scattered residential subdivisions.

Seniors and other residents with special needs require housing that is near services and transit. Some households may need additional on-site services that are offered in group housing, nursing homes and assisted living facilities. Housing developed for seniors and people with special needs should be integrated into the community and located conveniently to the downtown areas of Lebanon and West Lebanon near shopping and community services.

## 7 | E Outcomes & Strategies

### OUTCOME 1

Provide a range of housing options that will support the City's continued economic vitality and a diverse population.

| STRATEGIES |                                                                                                                                                                                                                                                                           |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | Ensure that the City takes a proactive role in bringing jobs and housing back into balance.                                                                                                                                                                               |
| 2          | Ensure that a sufficient amount of land with high development potential is zoned for high-density residential use consistent with the rest of this plan.                                                                                                                  |
| 3          | Ensure that building standards for rehabilitation of existing buildings are reasonable.                                                                                                                                                                                   |
| 4          | Continue to consider the opinion and recommendations of the Upper Valley Housing Coalition and regional planning agencies regarding increased housing development to meet the needs of the City's workforce in collaboration with surrounding communities as appropriate. |
| 5          | Encourage large employers to participate in housing development.                                                                                                                                                                                                          |
| 6          | Encourage the development of housing that is affordable for low- and moderate-income households in Lebanon.                                                                                                                                                               |
| 7          | Consider City road maintenance for permanently affordable housing, and property tax exemptions for affordable housing owned by nonprofit organizations.                                                                                                                   |
| 8          | Ensure that tax appraisals on affordable housing reflect the market value as encumbered by deed affordability restrictions.                                                                                                                                               |
| 9          | Explore legislation to enable the City to require new residential developments above a threshold size to create an adequate number of permanently affordable units, and incorporate in the zoning ordinance if it becomes enabled.                                        |
| 10         | Require PURDs (Planned Unit Residential Developments) to include a certain number of affordable units with protection of affordability.                                                                                                                                   |
| 11         | Provide incentives for the private development of affordable/workforce housing, e.g. fee exemptions and/or density bonuses where appropriate for rental units as well as owner occupied homes.                                                                            |
| 12         | Continue to coordinate with Grafton County Economic Development Corporation to attract and retain jobs that pay livable wages.                                                                                                                                            |
| 13         | Encourage diversification in neighborhoods through housing development policies that permit various kinds of housing for various income levels in the same zone.                                                                                                          |
| 14         | Encourage opportunities for housing developments that include diverse income levels within the development of neighborhoods.                                                                                                                                              |
| 15         | Explore cottage or bungalow development strategies to promote, smaller, more energy-efficient, more affordable subdivisions of dwellings with limited size and footprint.                                                                                                 |
| 16         | Continue to allow conversion of single-family homes to duplexes or multi-family dwellings.                                                                                                                                                                                |

| ACTIONS |                                                                                                                                                                                                                                                                                                                                                          |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Revise the City's land use ordinances to allow accessory apartments with reasonable restrictions for owner occupied single-family homes.                                                                                                                                                                                                                 |
| 2       | Revise zoning in downtown and commercial areas for mixed use to encourage second floor apartments and redevelopment with infill, as well as employer-provided housing.                                                                                                                                                                                   |
| 3       | Revise the City's land use ordinances to encourage new manufactured home parks using innovative layouts and site planning.                                                                                                                                                                                                                               |
| 4       | Revise the City's land use ordinances to allow modern manufactured homes on permanent foundations in selected residential zones, and ensure that local ordinances do not discourage alternative housing types, including manufactured housing.                                                                                                           |
| 5       | Revise the City's land use ordinances to create flexibility for Planning Board consideration and approval of unique housing proposals in the Residential High Density (RHD) District beyond the nominal building heights and setback requirements to permit significant increases in density taking into consideration land and neighborhood conditions. |
| 6       | Revise the City's land use ordinances to offer density bonuses to developers who include workforce housing units in large subdivisions or multi-family projects                                                                                                                                                                                          |
| 7       | Re-zone some developable land for high-density development, including multi-family housing.                                                                                                                                                                                                                                                              |
| 8       | Review the zoning ordinance to ensure that realistic development potential is available close to services and transit for a variety of housing options to meet the needs of the elderly and disabled and amend as needed.                                                                                                                                |
| 9       | Review the zoning ordinance to ensure that zoning definitions do not restrict nontraditional households or alternative living arrangements for example: congregate housing, hospice home, assisted living, or transitional living and amend as needed.                                                                                                   |
| 10      | Review the approval process and streamline it where possible.                                                                                                                                                                                                                                                                                            |

## OUTCOME 1

Provide a range of housing options that will support the City's continued economic vitality and a diverse population.

### STRATEGIES

- |    |                                                                                                                                                                                                                             |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17 | Explore ways to cooperate with the Lebanon Housing Authority and other agencies to use City-owned land and explore opportunities to allow City land for low to moderate-income housing.                                     |
| 18 | Explore the use/renovation/expansion of under-utilized buildings to include affordable and/or workforce housing units.                                                                                                      |
| 19 | Explore with community-based land trusts the possibility of creating developments where land is held in trust while selling/renting housing units, thus protecting affordability by preventing excessive land appreciation. |
| 20 | Revisit/emulate how the City created other successful affordable and/or workforce housing projects.                                                                                                                         |
| 21 | Seek to provide all residents of the City, whether elderly, disabled, or with other special needs, with an adequate supply of housing addressing their needs.                                                               |
| 22 | Cooperate with and support the efforts of area nonprofit organizations working to provide shelter and supportive social services for those with housing needs not provided for by the private for-profit market.            |
| 23 | Pursue opportunities for high-density housing development within walking distance of major job centers.                                                                                                                     |
| 24 | Encourage workforce housing development within walking and biking distance of any future business growth areas.                                                                                                             |

## OUTCOME 2

Build and maintain livable neighborhoods that will contribute to Lebanon's quality of life and small-town character.

### STRATEGIES

- 1 Plan new residential development in a manner that enhances the elements that make a neighborhood feel like a neighborhood.
- 2 Encourage as part of neighborhood planning: sidewalks, bike paths, parks, playgrounds, bus stops, walking paths and other pedestrian-oriented and traffic calming amenities.
- 3 Seek creative approaches to encourage resident participation in all aspects of neighborhood planning.
- 4 Give incentives to civic and neighborhood organizations to develop pedestrian oriented amenities in existing neighborhoods including access to City planning services and City construction programs and services.
- 5 Locate new housing principally in areas most economically served by existing City services and utilities.
- 6 Link zoning and services so that high-density development is allowed where services are most cost effective to provide.
- 7 Encourage higher density housing near core areas with existing infrastructure and discourage sprawl.
- 8 Integrate multi-family and condominium development of appropriate scale into larger neighborhoods with other types of housing.
- 9 Require developers to present complete site inventories (including opportunities and constraints) as part of preliminary subdivision and site plan review so that the Planning Board can determine when and if clustering of homes is needed to protect high priority resources, similar to conservation design techniques.
- 10 Ensure that the Zoning Ordinance, Subdivision Regulations, Site Plan Review Regulations, and Driveway Regulations all work together to guide residential development towards a livable, bikable and walkable design.
- 11 Encourage developers to site and design buildings to meet LEED certification (Leadership Energy Environmental Design) or other energy sustainability guidelines.
- 12 Require new development to pay its proportional fair share of off-site improvements as enabled by RSA 674:21 Innovative Land Use Controls.
- 13 Promote the role of the Planning Office and Planning Board to assist housing developers in conceptualizing large projects.

### ACTIONS

- 1 Identify and analyze existing residential neighborhoods to identify desirable elements of neighborhood development patterns, including building mass and setbacks and integration of compatible nonresidential uses and identify ways to amend existing regulations to strengthen existing neighborhoods as growth continues and build successful new ones.
- 2 Develop neighborhood plans to ensure that improvements and new development encourage social interaction, serve the needs of pedestrians and bicyclists, and reduce automobile traffic.
- 3 Study and modify Site Plan Review and Subdivision Regulations to control automobile traffic to allow safer pedestrian activity, addressing such issues as road widths, corner radii, signage and other specific design criteria, while ensuring adequate access by emergency vehicles.
- 4 Revise subdivision and site plan review regulations to require developers to include pedestrian and bicycle oriented amenities in new residential neighborhoods.
- 5 Establish urban service boundaries based on careful consideration of current capacity of the City's water supply and wastewater treatment plant, expansion capabilities, future needs, and areas where high density development is most appropriate.
- 6 Make zoning changes to encourage increased housing density in areas deemed suitable by the Planning Board due to their proximity to jobs and services, water and sewer, and other considerations as identified in the Land Use chapter of this plan.
- 7 Review the City's land use regulations and amend as needed to protect the City's natural resources from poorly planned or inappropriately sited development.
- 8 Revise the City zoning ordinance to include "performance zoning" for integrating nonresidential uses into neighborhoods, which would regulate the factors that affect compatibility with residential uses (e.g., size of business as measured by square feet, customers, employees, noise, lighting, hours, and volume and types of traffic).
- 9 Consider adopting differential impact fees based on the cost of community services for downtown development vs. scattered development in outlying areas if the rate of residential development increases and facility expansions will be necessitated.

# Community Facilities and Services

8 |

## Vision & Purpose

8 | A

The City of Lebanon should continue to provide high quality community facilities and services. The City should also continue to maintain and improve community facilities; this includes the reuse of facilities and development of new facilities within the downtown areas to maintain more of the outlying open areas.

Since both the quality and cost of community facilities and services are impacted by the City's development policies, they are an integral part of the long-range planning program. The City should coordinate land use and development with the capacity and capability of facilities and services to maximize their efficiency and effectiveness in a manner consistent with the Land Use Chapter of this Master Plan.

Participation in ongoing regional planning and contribution to regional efforts when possible and appropriate is of key importance. In order to better integrate community facilities, the City should coordinate with the Lebanon School Board to assure management of major capital expenses and bond issues for City residents.



### key points | vision & purpose

- Provide high quality community facilities and services.
- Manage growth so that new development does not create a demand for community facilities and services that would place an excessive burden on City taxpayers.

## Issues & Priorities

8 | B

### Demand for Services

8 | B-1

The City provides a variety of facilities and services for its citizens and the region. Each of these services and the City's overall infrastructure is affected by the amount of employment, housing, medical, retail, and tourism activities that bring people to Lebanon to live, work, shop or visit. Demand for these services has increased from expansion of employment and residential development in the City and Upper Valley.

As Lebanon continues to grow, demand for public services and infrastructure will continue to increase, straining the City budget and, ultimately, the ability of residents to afford living here. The cost of providing the facilities and services that will be demanded as the City continues to grow can be controlled through:

- Adopting land use policies that direct development toward existing built up areas where City facilities and services are already available.
- Improving the efficiency of City facilities and services.
- Reducing the per capita demand on City facilities and services.
- Keeping City facilities and infrastructure in good condition to avoid costly repairs resulting from deferred maintenance.
- Continued long-range planning and capital budgeting for upgrading and expanding City facilities and services.



### key points | issues & priorities

- Meet demand for community facilities and services as the City continues to grow without unduly burdening taxpayers.
- Increase regional coordination and sharing of resources in the provision of community facilities and services.



## CITY OF LEBANON ~ PLANNING & DEVELOPMENT

### MEMORANDUM

**To:** Lebanon Planning Board  
**From:** Planning and Development Staff & Heritage Commission  
**Re:** Historic Resources Master Plan Chapter  
**Date:** January 20, 2026

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#### Planning Board Members:

At the beginning of 2025 a goal for the Lebanon Heritage Commission was to update their Master Plan Chapter: Chapter 11 "Historic Resources". Over the course of the year at their regularly scheduled meetings the Heritage Commission worked on their chapter section by section, as well as working within a shared document outside of meetings. Council Representative and City Historian Nicole Ford-Burley took the lead on updating the content. The Heritage Commission decided to give a light touch update to the existing chapter as many of the historic resources are the same. Changes to the Outcomes and Strategies section are probably the most important. The Commission tried to make sure the items listed in that section are tangible goals the Commission and City could work towards in the future.

The Heritage Commission is presenting the update chapter to the Planning Commission. City Staff takes responsibility for it not being in the same format and color scheme as the LEAC Energy chapter. Due to an unexpected absence, staff was not able to finish formatting the chapter in Microsoft Publisher. The content will not change once staff finishes the formatting. Staff asks the Planning Board to review the content and will be glad to bring the formatted chapter back before the Planning Board if they wish to see it again.

The Heritage Commission and City Staff are asking for the Planning Board to review, comment, and if they see fit, approve the updated Historic Resources Chapter. It will also be sent to City Council for their endorsement.

# Historic Resources

## 11|A Vision & Purpose

Lebanon's historic structures and landscapes are among its most valuable resources. The City's rich history, made tangible through the built environment and through cultural artifacts, shall be protected, studied, and shared with the public.

The City of Lebanon will work to protect and preserve its historic resources, including architecture, structures, natural landscapes, and other historic artifacts. In part, this will be achieved through thoughtful city planning, regulation of construction and demolition, and prioritization of Lebanon's existing structures and resources. The City will support research into the history of these resources and the history of Lebanon as a whole, and will promote the dissemination of this history to residents and visitors alike.

## 11|B Issues & Priorities

### 11|B-1 Provide Adequate Protection for Historic Resources

As the City continues to grow and develop, there will be increasing pressure to develop in ways that could harm or destroy historic structures and resources. Particularly vulnerable sites include historic farmsteads and natural resources in the City's rural areas, and abandoned or underutilized structures in higher-density downtown areas. The City should support the preservation and, where appropriate, adaptive reuse of existing resources, while also promoting the conscientious integration of new development into existing neighborhoods and landscapes.

### 11|B-2 Foster Community Appreciation & Engagement

Historic structures and landscapes are critical components of Lebanon's community character and identity. A historic built environment grounds Lebanon in its rich past, provides significant economic benefits in the forms of tourism, attractive commercial opportunities, and historic restoration employment, while supporting environmentally-responsible development through reuse. Through enhancement of the community's appreciation for Lebanon's historic resources and their benefits, residents should be inspired to support public preservation initiatives and thus become more actively engaged in promoting and protecting the City's historic assets. Owners of historic struc-

tures should likewise be more directly encouraged to appreciate and care for their properties, being valuable to the community as well as to the property owner.

## 11|C Existing Conditions & Trends

### 11|C-1 History of Lebanon

The first humans came to the region circa 11,000 BCE. Western Abenaki inhabited the region during the Woodland period (1,000 BCE-1,600 CE), farming and hunting along the Connecticut and Mascoma Rivers. European colonists began moving to Lebanon in 1761 after successfully petitioning Governor Benning Wentworth for a charter for the unceded land. The town grew rapidly, with population centers in West Lebanon, on "The Plain" near Colburn Park, and in East Lebanon at the foot of Mascoma Lake. These communities developed into industrial hubs connected to distant markets by the rivers as well as by the Fourth New Hampshire Turnpike (modern US Route 4), the Croydon Turnpike (NH Route 120), and the Plainfield Road (NH Route 12A). The hills outside these villages were dominated by farms, which would be one of Lebanon's primary industries until the late 20<sup>th</sup> century. Other early industries included furniture, metal tools, machinery, and woolen textiles, all produced in mills powered by the Connecticut and Mascoma Rivers.

The arrival of the Northern Railroad in 1847 dramatically altered the town, providing rapid transportation to the major markets of the Northeast. Once the railroad reached West Lebanon in 1848, it became that village's primary industry and would remain such for over a century. Thanks to the railroad, Lebanon's mills and manufacturing boomed throughout the second half of the 19<sup>th</sup> century. Accordingly, the town's population increased from 2,127 in 1850 to nearly 5,000 by 1900. By the turn of the century, manufacturing had become largely concentrated in textile mills along the Mascoma River in the central village and in the neighborhood of Scytheville on Mechanic Street.

This concentration proved unfortunate, and the decline of the woolen industry in the first half of the 20<sup>th</sup> century led to a decline in Lebanon's fortunes. Woolen mills, the backbone of Lebanon's industry, began closing during the Great Depression, and the last mill was shuttered in 1963. The railroad industry was similarly in decline, and passenger service to Lebanon ended in 1965.

Lebanon met these challenges head on. In 1956, residents voted to become a city, and the first City Council was installed in 1958. The opening of Interstate 89 in 1966 and the development of new manufacturing, engineering, and medical industries helped overcome the challenges of the mid-century. The latter part of the 20<sup>th</sup> century saw the development of a commercial and entertainment hub in the southern part of West Lebanon, the construction of a world-class hospital in the northern hills, and the growth of outdoor recreation and tourism, including the conversion of disused rail lines into recreation paths and trails.

## 11|C-2 Historical Events Impacting the Built Environment

Like many communities, most of Lebanon's neighborhoods and population centers developed around major intersections and followed highly trafficked roads. Colburn Park was originally the intersection of the Fourth New Hampshire Turnpike and the Croydon Turnpike. A lively commercial and industrial hub grew up around the intersection, and the modern park was created when the roads were rerouted around the green. Today, the area around Colburn Park continues to be a major civic and community hub.

West Lebanon similarly developed around the intersection of the Fourth New Hampshire Turnpike and the major north-south route originally known as the "Horse Road" (modern Routes 12A and 10), and was further bolstered by its connection with White River Junction across the Connecticut River in Vermont. West Lebanon maintains a close connection with Hartford today, and West Lebanon's Main Street continues to serve as a major thoroughfare.

In the mid-20<sup>th</sup> century, the growth of the shopping area along Route 12A in the southern part of West Lebanon developed largely in response to the opening of Interstate 89 in 1966. Similarly, the stretch of Routes 4 and 10 known as the Miracle Mile developed into an entertainment and commercial district as I-89 increased access to that part of Lebanon. The success of the interstate system has continued to support these districts, and they remain Lebanon's major commercial destinations today.

At the foot of Mascoma Lake, the community of East Lebanon was one of the town's population hubs in the late 18<sup>th</sup> and early 19<sup>th</sup> centuries. Lebanon's first large-scale fire severely damaged the mill industry there in 1840, however. Recovery was hindered by businessmen looking to protect their investments in the central village, and East Lebanon was relegated to the shadow of the central and West Lebanon villages. Today, East Lebanon boasts several historic residences and structures, but it is not a population, commercial, or industrial center.

Another major fire occurred in 1887 and was much more destructive. Lebanon's first "great fire" decimated the central village and nearly all its industry west of Colburn Park, destroying 80 buildings and leveling 12 acres. However, this fire proved insufficient to quash the village's industry, and most of the mills and factories were rebuilt within five years. The fire did, however, serve to concentrate manufacturing into the woolen mills that would dominate Lebanon's industry for the next three-quarters of a century.

The event that most affected the area around Colburn Park was the 1964 fire, Lebanon's second "great fire." Fanned by high winds, the fire destroyed most of the Hanover Street commercial district, including 20 buildings. In the aftermath, the city acquired federal urban renewal funding to convert the formerly bustling main street into a pedestrian mall. Already in decline, businesses and commerce moved away from the central village and instead concentrated in the burgeoning commercial district along Route

12A. The pedestrian mall failed to attract more than a handful of major storefronts or endear itself to shoppers in the late 20<sup>th</sup> century, but the 21<sup>st</sup> century has witnessed a revitalization of the area, and the neighborhood is now a major artistic and commercial center within Lebanon.

## 11|C-3 Historic Districts and Recognitions

Lebanon is home to three historic resources listed on the National Register of Historic Places: Spring Hill Farm on Meriden Road, the Stone Arch Underpass on Glen Road, and the Colburn Park Historic District. Though National Register listings do not convey protection or ensure preservation, being listed is an honor and reflects well on Lebanon's commitment to its history and preservation of its historic resources. Lebanon also boasts one structure on the New Hampshire State Register of Historic Places, the Dana House.

The Colburn Park Historic District was first listed on the National Register in 1986 and included 27 historic resources within the neighborhood around Colburn Park including City Hall, the Soldiers Memorial Building, and the First Congregational Church spanning a period of significance from 1790 to 1935. The district was updated in 2025, increasing the number of resources to 49, expanding the footprint of the district to include the pedestrian mall and additional buildings at the outer corners of the neighborhood, and extending the period of significance to 1975.

Though National Register districts do not carry regulatory authority and impose no restrictions on or protections for the resources within the district, the Colburn Park Historic District is accompanied by a local zoning overlay district. The Colburn Park Historic Overlay District was established in 1996 and regulates exterior alterations to resources within the Overlay District. The Heritage Commission oversees the Overlay District and reviews proposals for new construction, alterations, and demolitions within the District.

New Hampshire's State Register of Historic Places is another honorary program that celebrates historic resources and promotes their preservation. Like the National Register, the State Register is not regulatory, but conveys prestige and makes listed structures and sites eligible for state funding programs like the Land and Community Heritage Investment Program (LCHIP) and the Conservation License Plate funds (Moose Plate). Lebanon currently only has one historic resource listed on the State Register, the Dana House.

Lebanon's Historic Landmark Designation Program was created to identify and celebrate sites and structures of significant architectural and historical value in the City. The first landmarks were identified in 1997, and as of 2025, 100 buildings and structures have been designated as Historic Landmarks. Upon recognition, landmarks are awarded a bronze plaque and property owners receive a certificate recognizing their historic property.

## 11|C-4 Notable Historic Resources

A Historic Resources Survey, commissioned by the Upper Valley Lake Sunapee Regional Planning Commission, was completed in 1984 and identified 530 historic structures within Lebanon. A follow-up survey was conducted in 1994, and an additional survey for the West Lebanon village area was completed in 1997. More recent surveys include a Historic Resources Reconnaissance Survey in 2016, a historic barn survey in 2022, and various surveys of individual neighborhoods, including:

- South Main Street (2007)
- Crafts Avenue (2013)
- Mechanic Street (2015)
- Maple Street (2019)
- Young Street/High Street (2021)
- Hanover Street (2022)

These surveys have identified many culturally and historically significant structures across Lebanon. Below, several notable structures are highlighted.

### Dana House

The Dana House was one of the earliest houses constructed by Lebanon's early European colonists. Built in 1765, the Dana House is the earliest surviving house in Lebanon.

### First Congregational Church

Lebanon's First Congregational Church was designed by noted architect Ammi Burnham Young in 1828. Though additions have been added through the years, the original church structure remains largely as originally constructed and is a major landmark on South Park Street.

### Soldiers Memorial Building

Believed to be the first of its kind built in New Hampshire, the Soldiers Memorial was constructed between 1886-1890 to honor Lebanon's veterans. Largely funded by individual donations from the community, the building boasts fine architectural details and exceptional stained glass windows. The modern structure is home to hundreds of military artifacts from Lebanon's veterans.

### Campbell-Carter House

The Campbell-Carter House was built around 1848 by Northern Railroad engineer H.R. Campbell. The Colonial Revival mansion was later home to H.W. Carter, founder of H.W. Carter & Sons clothing manufacturers. The house was put into a trust upon the death of Carter's granddaughter, Marion Carter, in 1961, and is today home to the Lebanon Historical Society.

### Seminary Hill School

The school building was first constructed in 1855 to house the Tilden Ladies' Seminary. It was later home to the Rockland Military Academy before passing to West Lebanon in 1914 to serve as the high school, and later as an elementary school. In 2025 it is still an

educational building and holds the School Administrative Unit offices. Despite numerous renovations and a serious fire in 1940, this building remains one of Lebanon's most important historic structures.

## 11|C-5 Historical Organizations

### Lebanon Historical Society

The Lebanon Historical Society, a 501(c)(3) non-profit organization established in 1958, collects and preserves records and artifacts of Lebanon's past. Housed in the Campbell-Carter House at 1 Bank Street, the Historical Society exhibits artifacts, maintains a robust archive, and hosts educational programs about the history of Lebanon, the Upper Valley, and New Hampshire. The Historical Society is managed by five officers and four Directors and currently has an active core membership of approximately one dozen members, with a total membership of around 75.

### Lebanon Heritage Commission

In 2006, the Lebanon Heritage Commission was created to supersede the City's Historic District Commission. The Heritage Commission is responsible for oversight of the Colburn Park Historic Overlay District, serves in an advisory role to the City, and provides stewardship for the City's historic properties and resources. The Commission is also responsible for the dissemination of information regarding the City's historical resources and for the Lebanon Historic Landmark Designation Program. The designated City Historian is a regular member of the Heritage Commission.

For properties within the Colburn Park Historic Overlay District, the Heritage Commission assumes the powers granted by the Zoning Ordinance pertaining to the historic district. As set forth in RSA 674:44-a, the Commission generally advocates for "the proper recognition, use, and protection of resources, tangible or intangible, primarily man-made, that are valued for their historic, cultural, aesthetic, or community significance within their natural, built, or cultural context."

### Partnerships

The City of Lebanon and the Heritage Commission have established successful partnerships with the New Hampshire Division of Historical Resources (NHDHR) and the New Hampshire Preservation Alliance. These collaborations help to connect local historic preservation efforts with expertise and statewide resources. Through the relationship with the NH Preservation Alliance, Lebanon has had the opportunity to exhibit and celebrate its historic resources to a broad audience of history supporters. The partnership with the NHDHR has allowed Lebanon to receive a number of grants to support preservation and training.

## 11|C-6 Historic Preservation and Adaptive Reuse

Administration of and support for the Colburn Park Historic Overlay District is the purview

of the Lebanon Heritage Commission. This includes reviewing applications for changes to properties within this boundary to ensure they remain consistent with the overall appearance and character of the district. It also provides an opportunity for the commission to promote the historic character and status of the district. It does not preclude the siting of contemporary structures or elements but rather ensures they do not consume the historic nature of the district.

Historic preservation is intended to aid in the revitalization of the neighborhood and to contribute to a thriving community. Rehabilitation and adaptive reuse of buildings in this district is critical to ensuring the district can continue to be used and enjoyed widely, and it can benefit the tax base while serving as a reminder of the origins of the community. Excessive delays for project review are contrary to these goals and should be avoided when possible, but reasonable efforts should be made to ensure a renovation project is visually consistent with its surrounding neighborhood to ensure the quality of the visitor's experience is not reduced. Adaptive reuses in and around the Colburn Park district include:

- The former Woolworth Building, now an innovatively restored academic building.
- The former Hotel Rogers, now senior citizen housing.
- The H.W. Carter and Sons Factory, which now houses the AVA Gallery.
- The Rivermill Complex and other mill buildings, which provide space for offices and apartments.
- The Kendrick-Wood House, now home to the Upper Valley Music Center.
- LaCoss Service Station, now Lucky's Coffee Garage.

## 11|C-7 Education and Outreach

The largest barrier to preservation is lack of recognition of and appreciation for historic resources. Awareness is the best tool to combat this barrier; education enhances appreciation, which facilitates preservation. The Heritage Commission should pursue and support initiatives to inform residents of the City's history with a focus on tangible historical assets. Opportunities that are already underway include:

- Student engagement
  - School field trips to historic sites, including the Soldiers Memorial Building
- Heritage Commission training
  - Workshops and seminars via CAMP (Community Assistance & Mentoring Program)
- Interpretive materials
  - Installation of historic plaques and signs
- Property owner engagement
  - Historic Landmark Designation Program
- Developer engagement and collaboration
  - Preservation of two kilns at the Brickyard development
  - Collaboration on the Lebanon Woolen Mill development

## 11|C-8 Tourism

Maintaining the character of the Colburn Park Historic District through promoting adaptive reuse of historical assets enhances Lebanon's appeal as a tourism destination. Preservation of the neighborhood's historic character and the appeal of a walkable downtown will encourage the economic development, cultural activities, and festivals and events that draw non-residents to the area.

The focus in recent years has been on maintaining the District's historic character in the hope of potential future tourism. There has been minimal promotion of historic tourism, and Lebanon is not widely known for its historic character. In recent years, the growing number of cultural and community events have offered an increased opportunity to promote Lebanon's historic character. Increased recreational opportunities have brought outdoor tourism to Lebanon, and offer opportunities to connect historic resources with outdoor attractions like the Northern Rail Trail, the Mascoma River Greenway, and the Storrs Hill ski area.

## 11|D Future Challenges & Opportunities

### 11|D-1 Future of Lebanon

The City of Lebanon has experienced rapid growth over the past decade, and there is every expectation that the City will continue to grow and attract development for the foreseeable future. Maintaining historic resources will continue to be a challenge in the face of continued population growth and increasing infill within the downtown historic neighborhoods.

### 11|D-2 Potential Future Impacts on the Built Environment

Lebanon's growth is limited by capacity. As real estate prices climb, developers and residents alike will pursue larger, more modern, and more dense residential and commercial amenities. This trend will add to the challenges associated with preserving both the Historic District and the various long-established residential neighborhoods spread throughout Lebanon.

In 2025 the City of Lebanon voted to create Pattern Zones Overlay Districts. A component of this zoning change is to allow increased density through zoning changes in the historic neighborhoods of Lebanon and West Lebanon. In order to participate in the reduced zoning setbacks and lot size, a participant must have their house plan meet spe-

cific criteria laid out in the zoning ordinance, or choose a house plan that previously went through this review. The Heritage Commission will determine if the proposed plan meets the criteria based on Secretary of the Interior's Infill Development guidelines. The purpose of this review is to make sure any new, denser development will match the existing fabric of the historic neighborhoods.

In addition to the standard disasters that threaten the built environment—fires, floods, and other catastrophes caused by failures of infrastructure—Lebanon will, like many communities, face increased threat from the impact of climate change. Wildfires, floods, mudslides, and violent storms have the potential to damage or destroy many of Lebanon's historic resources. In collaboration with first responders, disaster plans for historic structures and sites should be established or updated wherever possible.

## 11|D-3 Future Historic Districts and Recognitions

Though National Register of Historic Places listings do not convey protection or ensure preservation, being listed is an honor and having historic resources on the Register reflects well on Lebanon's commitment to its history and preservation of its historic resources. Listed sites and structures are also eligible for certain tax incentives and grants that further help preserve and celebrate historic resources in the community.

There exist opportunities to nominate other districts and historic resources to the National Register. The creation of new districts may or may not include establishing additional historic overlay districts. Other neighborhoods that are strong candidates to become historic districts include:

- Crafts Avenue, along the Connecticut River.
- Hanover Street, including the surrounding neighborhood.
- Historic West Lebanon, including Maple Street and surrounding neighborhood.
- Lebanon Plain, along and around School Street and Elm Street.
- Mechanic Street, including surviving mill buildings and residences.
- Wilder Hydroelectric Project Historic District, surrounding the Wilder Dam.

Other historic resources eligible for nomination to the National Register include:

- AVA Art Gallery, Bank Street
- National Guard Armory, Heater Road
- Four Aces Diner, Bridge Street
- Mascoma Mill, Mechanic Street

There also exist opportunities to nominate other historic resources to the State Register of Historic Places. The Dana House is currently the only historic resource in Lebanon on the State Register. Listed historic resources are eligible for state funding, and the City should explore nominating sites and structures as well as promoting the State Register to property owners within the community.

The Lebanon Historic Landmark Designation Program is also honorary, and is a low-effort means to celebrate the City's historic structures and sites, as well as to promote pride in the community's history. As of 2025, 100 structures have been designated as Historic Landmarks, and the Heritage Commission should continue adding structures and sites to this program.

## 11|D-4 Preserving Notable Historic Resources

The historic resource surveys conducted since 1984 have been valuable tools for identifying and defining some of Lebanon's most important historic resources. Similar studies and surveys should be conducted in the future, focusing both on areas with potential eligibility for the National Register and on areas not yet studied.

Many of Lebanon's historic structures and sites are under threat. Here are several notable buildings that represent some of the ways in which the City's heritage is at risk.

### Dana House

The Dana House, built in 1765, is possibly the most at risk of all of Lebanon's historic resources. Despite remarkable efforts to preserve the building in the 1980s and 1990s, including relocating the structure and preliminary restoration work, the Dana House is now in poor condition and faces many financial and logistical challenges to preservation. Stabilization work, including lead and asbestos abatement, is both necessary and prohibitively expensive. Future work will likely need to be funded by grants, donations, or private investment.

### First Congregational Church

The First Congregational Church, built in 1828, still hosts an active religious community. In addition, it is a regular meeting space for other community groups and routinely hosts non-religious events. The building is in active use and is at low risk of neglect; however, as the building ages, it will continue to require maintenance and repairs. In an era of declining religious membership, the building's upkeep could become an unmanageable burden, leading to potential deterioration and loss.

### Soldiers Memorial Building

The Soldiers Memorial, completed in 1890, is maintained by Lebanon's Department of Public Works. The Heritage Commission oversees the building as one of Lebanon's most important historic resources, and as a City-owner property, the Memorial is potentially supported by significant financial and material resources. However, in times of financial stress, the Soldiers Memorial may lose resources to other City concerns.

### Campbell-Carter House

The Campbell-Carter House, built in 1848, is supported by a trust and cared for by a group of Trustees. However, maintenance and upkeep are dependent on successful management of the trust. In its absence, the building would be at significant risk of de-

terioration. The building is in regular use as the home of the Historical Society and as a regular meeting space for community groups. However, like all of these structures, there is an increased risk of damage from an emergency, as the structure is often unoccupied.

#### Seminary Hill School

The Seminary Hill School building, built in 1855, hosts the offices of the Lebanon School Administrative Unit (SAU). However, there is question as to whether this is the best use for the building, and the School District is exploring options ranging from sharing the building to selling it to a developer. The uncertainty regarding the Seminary Hill School's future use is its biggest risk.

## 11|D-5 Historical Organizations

#### Lebanon Historical Society

Like many volunteer organizations, the Historical Society struggles to maintain a robust and active membership. An active Board of Directors and membership will be critical to maintaining the archive and continuing to provide educational programming. The Historical Society's robust collection and commitment to Lebanon's history offer numerous opportunities for the promotion and celebration of the City's heritage, and collaboration with the Historical Society should be a priority going forward.

#### Lebanon Heritage Commission

Like the Lebanon Historical Society, the Heritage Commission has struggled to maintain a full membership roster. Promotion of the Commission, its responsibilities, and the opportunity for interested volunteers should be a top priority in the future. The Heritage Commission will continue to be responsible for oversight of the Colburn Park Historic Overlay District, and should increase its role as a steward of the City's historic properties and resources. The Commission should also, in close collaboration with other organizations like the Lebanon Historical Society and with interested individuals, continue to promote Lebanon's history and historic resources through the development of interpretive signs, walking tours, publications, and events with an historical focus.

The members of both the Historical Society and Heritage Commission should meet periodically to keep each other informed of goals, accomplishments, and challenges, and to avoid duplication of effort. Furthermore, there may be opportunities for collaboration on certain projects of mutual interest.

The Heritage Commission should advocate for the City to maintain Certified Local Government (CLG) status, which makes the City eligible to apply for matching grants for community preservation activities, such as surveys, educational projects, and preservation planning, as well as training for commission members and technical assistance for completing its responsibilities.

### Partnerships

The City and the Heritage Commission should prioritize maintenance of the successful partnerships with the New Hampshire Division of Historical Resources (NHDHR) and the New Hampshire Preservation Alliance. Though these organizations may face periods of resource scarcity, the expertise and broader resources made available through these collaborations will remain valuable. The Heritage Commission should continue to pursue opportunities, both financial and otherwise, to protect and promote Lebanon's historic resources, including through grant applications, nomination of structures to the State Register of Historic Places and the NH Preservation Alliance's Seven to Save program. The Commission should also pursue additional educational and training opportunities, especially those offered by other New Hampshire communities or organizations.

## 11|D-6 Historic Preservation and Adaptive Reuse

The Heritage Commission is well-positioned to continue administering and supporting the Colburn Park Historic Overlay District. As Lebanon continues to grow and develop, buildings around Colburn Park within the Overlay District will continue to be subject to regulations ensuring the preservation of its historically significant elements, ensuring (as much as possible) the survival of this important historical district.

Other areas of Lebanon are under less regulation, and the historic resources in those regions are more susceptible to the pressures of development and financial concerns. West Lebanon's Main Street is one example of an area where revitalization offers great opportunity as well as great risk. Rehabilitation and adaptive reuse of the existing buildings is important both for the vitality of Main Street and for the preservation of its historic character. However, the deterioration of many of these buildings and the evolving needs of the community present risk to the historic resources along Main Street. Adaptive reuse of existing structures should be promoted wherever possible, and new construction should be designed to match the character of the neighborhood and to honor West Lebanon's history.

Excellent opportunities for adaptive reuse exist at the following sites:

- Lebanon Woolen Mill, proposed as housing.
- Holy Redeemer Church, West Lebanon, currently in disuse.
- Westboro Railyard, proposed for sports fields and community outdoor space.
- Alice Peck Day Homestead, proposed as transitional housing or other medical facility.
- Taylor Street and parking lots, proposed for outdoor community space or new commercial and residential construction.

## 11|D-7 Education and Outreach

The largest barrier to preservation is lack of recognition of and appreciation for historic resources. Awareness is the best tool to combat this barrier; education enhances appreciation, which facilitates preservation. The Heritage Commission should pursue and support initiatives to inform residents of the City's history with a focus on tangible historical assets. The City, led by the Heritage Commission, should pursue the following opportunities:

- Student engagement
  - Promote school field trips focused on local history and historic sites
  - Engage with teachers and educational professionals to incorporate local history into curricula
  - Develop living history events with student engagement
- Heritage Commission training
  - Continue to host workshops and seminars via CAMP (Community Assistance & Mentoring Program)
  - Connect with other Heritage and Historic District Commissions to exchange ideas and share experiences
- Interpretive materials
  - Create and install new historic plaques and signs, especially on recreation paths and within the Colburn Park Historic District
- Property owner engagement
  - Continue the Historic Landmark Designation Program
  - Offer property owner training opportunities focusing on preservation methods and incentives
  - Institute preservation awards for property owners engaging in preservation of their historic properties
- Developer engagement and collaboration
  - Offer incentives for developers to collaborate with the Heritage Commission as they design and execute their projects
  - Participate in feedback to developers on projects impacting historic resources and neighborhoods

## 11|D-8 Tourism

Looking forward, a primary goal should be the continued maintenance of the character of the Colburn Park Historic District. Regular cultural activities and events will continue to draw non-residents to the area and will increase Lebanon's reputation as a tourist destination.

The City, with support from the Heritage Commission, the Arts and Culture Commission, and other organizations, should focus on the active promotion of Lebanon's historic resources and unique character to encourage cultural tourism. To facilitate a broader understanding of Lebanon's history, interpretive materials like historic plaques and signs should be installed at significant sites in order to educate visitors and invite them to engage with the City's cultural heritage.

City organizations should engage with community organizations to highlight the City's history and the preservation of its historic resources. These collaborations should also include organizations focused on outdoor recreation, which is already successfully bringing tourists and non-residents to Lebanon. The City's outdoor recreational resources, like the Northern Rail Trail, the Mascoma River Greenway, and the Storrs Hill ski area, should be targeted for interpretive materials highlighting their history and their significance in the City's development.

## Outcomes & Strategies

### Outcome 1 – Protect Lebanon’s historic resources as the City continues to grow and develop

#### Strategies:

1. Encourage residents to cooperate in preserving Lebanon's cultural heritage by identifying and adequately protecting historic resources.
2. Seek donations and grant money to develop and restore areas of historic interest, including Land and Community Heritage Investment Program (LCHIP) and Moose Plate grants.
3. Continue to participate in state preservation incentive programs like the RSA 79-D, Barn Tax Incentive and 79-E, Community Revitalization Tax Incentive programs.
4. Continue to conduct surveys and studies of historic resources to assist with identifying and understanding important historic buildings and structures.
5. Support adaptive reuse of historic buildings and sites.
6. Explore opportunities for new historic districts, including the neighborhood between School and Bank Streets, Crafts Avenue, and Maple Street.
7. Support efforts to extend the Northern Rail Trail/Mascoma River Greenway from downtown Lebanon to West Lebanon.
8. Encourage adaptive reuse on Main Street in West Lebanon and promote the preservation of the neighborhood's historic character.
9. Support the preservation of historic landscapes and natural resources.

#### Actions:

1. Conduct oral history projects with long-time residents who wish to share their knowledge and experience.
2. Continue to recognize historic structures through the Historic Landmark Designation Program.
3. Work with property owners to nominate buildings and sites to the State and National Register of Historic Places.
4. Establish preservation awards for property owners who demonstrate excellent historic preservation practices.
5. Promote conservation and preservation easements of sites with historic value in collaboration with interested land owners.
6. Promote RSA 79 D, Historic Barn Tax Incentive, and RSA 79 E, Downtown Tax Incentive, to property owners.
7. Designate scenic and/or historic roads and identify them with signage.
8. Foster increased communication between City departments and the Heritage Commission to facilitate preservation, including notice of permitted activities affecting historic resources.
9. Support infill development, both to promote preservation of abandoned or underutilized lots and buildings as well as to preserve Lebanon's historic natural resources.

## Outcome 2 – Foster greater awareness of and appreciation for the benefits and opportunities created by Lebanon’s historic resources

### Strategies:

1. Utilize the Soldiers' Memorial Building, Carter House, and other historic buildings for educational outreach purposes, while ensuring their careful preservation.
2. Foster community appreciation and engagement through public education strategies such as brochures, walking tours, oral history projects, artworks, and displays in public buildings.
3. Support the City Historian with outreach, engagement with local schools, and other public history initiatives.
4. Recognize and promote the economic potential of historic resources.
5. Promote history tourism through historic walking tours, heritage festivals, signage, and other initiatives.
6. Continue developing interpretive educational materials about the City's history.
7. Continue to encourage engagement with the rivers, rail trails, and their contributions to Lebanon's history.

### Actions:

1. Develop a plan for ADA access for all City-owned historic properties whenever feasible.
2. Develop a financial and administrative plan to support and promote the Soldiers' Memorial as a museum and centerpiece of the Colburn Park Historic District.
3. Produce articles and publications on Lebanon's history to educate and inform the public.
4. Improve the Heritage Commission and historic resources pages on the City of Lebanon website, and promote the studies, surveys, and other resources hosted on the site.
5. Produce online interpretive materials like StoryMaps, virtual tours, and guides to share and promote the City's history.
6. Create an updated walking tour of the Colburn Park Historic District with paper and digital guides.
7. Create and install interpretative panels and historic markers identifying historic resources and Historic Districts.
8. Pursue the approval and installation of NH Historical Highway Markers.
9. Engage with Lebanon schools to help educate students about the City's history and historic resources, and involve students in heritage projects.
10. Create a resource guide for owners of historic properties to assist with preservation, restoration, and maintenance of their property.
11. Develop and execute a plan to preserve and utilize the Dana House.



## CITY OF LEBANON ~ PLANNING & DEVELOPMENT

### MEMORANDUM

**To:** Lebanon Planning Board  
**From:** Planning and Development Staff & Lebanon Energy Advisory Committee  
**Re:** Energy Master Plan Chapter  
**Date:** January 20, 2026

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#### Planning Board Members:

For several years now, the Lebanon Energy Advisory Committee has been updating their Master Plan Chapter: Chapter 13 “Energy”. The process has taken so long due to multiple changes in staffing the project, technology changes, and Energy policy changes at the local, state, and federal level. As many of these things are still changing, LEAC and Staff feel that the proposed master plan chapter is flexible enough to cover future changes.

Unlike the Historical Resources Chapter, which had a “light” update, the Energy Chapter was almost a complete rewrite. Staff decided against presenting a red-line version of the chapter because with all the changes it was illegible.

The recent process LEAC took to update the chapter including having monthly subcommittee meetings with City Staff to go over the chapter section by section. Some members took sections to work on and would bring them back for group review. After a draft chapter was finished, the entire LEAC reviewed the updated chapter over several public meetings. Comments and changes were made after these public meetings. The chapter presented to the Planning Board tonight is the completed project.

LEAC and City Staff are asking for the Planning Board to review, comment, and if they see fit, approve the updated Energy Chapter. It will also be sent to City Council for their endorsement.

# Energy

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## Chapter 13

### 13| A **Executive Summary**

This Master Plan Chapter on Energy reviews commitments the City has made and actions it has taken to economize on its energy use, both saving taxpayer money and reducing emissions, and it projects activities for the City to further economize on energy use in the future, in the operations of the City itself and in leading residents and businesses of Lebanon in energy saving measures to the benefit of all citizens.

### 13| B **Vision & Purpose**

The long-term vision for Lebanon's energy future is to improve the quality of life in, and sustainability of the community for current and future generations, particularly by reducing greenhouse gas (GHG) emissions and associated pollution that result from a fossil fuel-dependent economy. The purpose of the Energy Chapter of the Master Plan is to develop near-term and long-term outcomes, strategies, and actions that lay a strong foundation for Lebanon's energy future, for the fiscal and environmental benefit and security of the City and its taxpayers. Implementing actions identified in the Energy Chapter of the Master Plan will support equitable energy savings for residents, businesses, and municipal functions, ensure a robust and stable energy economy, and achieve meaningful climate change mitigation. The Energy Chapter of the Master Plan and planning process aim to:

- Include citizens in shaping Lebanon's energy future, specifically involving and responding to the needs of lower income and minority residents who are disproportionately impacted by higher energy costs and climate change disaster.
- Prioritize specific recommendations focused on reducing carbon impacts and increasing municipal energy efficiency to save taxpayer money and reduce municipal energy demand and recommend policies that promote energy efficiency over the long term in the municipal, commercial, and residential sectors.
- Provide a strategic direction for the Lebanon Energy Advisory Committee (LEAC) and build the Committee's capacity to advocate for and implement initiatives in the public interest.

Visions for Energy Savings:

- The City of Lebanon shall be a regional leader in energy efficiency, renewable energy, equity and inclusion, innovation, and fiscal responsibility.
- The City shall improve the energy efficiency of municipal buildings, fleet, and equipment, and streetlights, and it shall promote similar efficiency measures for the commercial and residential sectors in order to significantly reduce the City's overall energy use.
- The City shall explore renewable energy options for purchase and development such as hydro, solar, and geothermal within the City's control, to reduce reliance on non-local and foreign sources of energy and promote similar projects in the commercial sector.
- The City shall address energy-related employee behaviors, such as commuting, turning off lights, waste management, etc., through social marketing and support incentives, including educational efforts aimed at backyard composting.
- The City and LEAC shall involve the greater Lebanon community in a proactive and equitably minded social marketing campaign that provides resources for and engages citizens to reduce their energy use.
- Educational techniques can include the following: direct meeting engagement for and outreach to traditionally underserved demographics; hold community forums; developing visual, easily understood illustrations of the City's energy use; and giving more attention to current and recently completed municipal and commercial energy related projects.

- The City shall comply with or exceed the most current edition of the New Hampshire Priority Climate Action Plan.

The Energy Chapter of the Master Plan seeks in part to fulfill these visions by recommending direct actions the City can take to equitably reduce energy use, save money, mitigate climate change impacts, and improve public health.

## Key Points | Issues & Priorities

- Reach out to low income and minority residents not usually involved with City planning and devise programs that can mitigate the impact of energy price increases and climate anomalies.

### 13 | C Background & Process

The energy planning process in Lebanon began with the formation of the Lebanon Energy Advisory Committee (LEAC) in 2007 by the City Council, with the following charge: to identify opportunities and make recommendations to the City Council with regard to reducing energy use, increasing energy efficiency, exploring alternative energy usage and reducing pollution, to the environmental and fiscal benefit of the City. The charge was modified in 2009 to include energy conservation measures for City residents and businesses, thereby cutting greenhouse gas emissions and reducing energy costs for taxpayers. Also in 2009, the Lebanon City Council adopted Principles for a Sustainable Community. Most relevant to this Energy Chapter of the Master Plan is the guiding principle:

*“Environmental Responsibility and Energy Efficiency. This is categorized as care for environment, improve energy efficiency of the City and reduce carbon footprint, and engage the community in conservation and sustainable practices.”*

#### 13| C-1 Local, Regional, Statewide, and National Context

Planning to reduce the carbon footprint of Lebanon was driven by citizen concern, in the context of regional, statewide, and national initiatives.

In 2007, then-Mayor Karen Liot Hill signed the Mayor’s Climate Action Agreement, which encourages the City to strive to meet or beat the Kyoto Protocol by achieving a 7% emissions reduction from 1990 levels by 2012. Closely following this, in 2009, the State of New Hampshire Climate Action Plan (NH CAP) chose a mid-term goal of reducing greenhouse gas emissions 35% below 1990 levels by 2035 and a long term goal to reduce greenhouse gas emissions 80% below 1990 levels by 2050. Overarching strategies of that 2009 NH CAP that are most relevant to this Energy Master Plan chapter are to:

- Maximize energy efficiency in buildings
- Increase use of renewable and low-carbon sources of energy in a long-term manner
- Encourage appropriate land use patterns that reduce vehicle miles travelled
- Protect natural resources
- Lead by example in government operations
- Stay connected to larger efforts

Regionally, town energy committees were initiated by the Sustainable Energy Resource Group (SERG) in 2002, and supported with an annual roundtable originally sponsored by SERG, Vital Communities, the Upper Valley Lake Sunapee Regional Planning Commission, the Southern Windsor and Two Rivers Ottauquechee Planning Commissions beginning in 2007. A New Hampshire Local Energy Solutions conference held every spring was started by the New Hampshire Department of Environmental Services in 2008, and the winter Vermont Energy and Climate Action Network conference began in 2005. In 2011, Vital Communities convened the Upper Valley Adaptation Workgroup. The New England Municipal Sustainability Network began meeting in 2010, affiliated with the Urban Sustainability Directors Network. In New Hampshire, Clean Energy NH was founded in 2003 as the NH Sustainable Energy Association.

#### 13| C-2 The Energy Planning Process

Guided by LEAC, and Upper Valley Lake Sunapee Regional Planning Commission, the original issues and priorities for the Lebanon Energy Master Plan Chapter were established through robust public engagement: a public forum on

energy in Lebanon, a public survey about Lebanon's most pressing energy issues, and six months of bi-weekly LEAC public meetings, in which attendees discussed the information from the forum and survey. The priorities established in the updated Lebanon Master Plan (2012) and Lebanon City Council's Principles for a Sustainable Community (2009) also helped the Lebanon Energy Advisory Committee and consultants establish the issues in this Energy Plan.

Fiscal responsibility and regional leadership are two key themes addressed throughout the Energy Plan. Data from the survey and comments from the community forum indicate that nearly 75% of the survey respondents believe that energy efficiency improvements should save money. At the public forum, citizens and City staff agreed that the City of Lebanon should lead by example and be the leader in the Upper Valley for energy savings for residents and businesses.

Nearly 50 people attended the public forum in November 2011 and provided hundreds of oral comments and 37 written comments. The public and City staff completed a survey that provided additional written comments, prioritized actions, and generated ideas of other issues to address in the energy plan. The intended outcomes for the community forum and survey project were to involve the public in the energy planning process, articulate broad visions for Lebanon's energy future, give more publicity to Lebanon's existing energy projects, and solicit specific strategies to achieve the broader visions. The public ranked the following energy topics as the most important to address in the Energy Plan:

- Energy efficiency of municipal buildings & operations
- Renewable energy potential
- Transportation: Fuel and Commuting
- Commercial sector energy efficiency
- Policies promoting energy efficiency and investment

The original Energy Chapter of the Master Plan was completed in 2012. Since 2012, LEAC's monthly public meeting agendas, and since 2019, annual City Council reviews of the City's local government operations GHG inventory, have focused attention on the priorities established in the original plan. In 2021-2025, LEAC spearheaded a revision to the Energy Master Plan Chapter, seeking to apply principles that have emerged as part of holistic energy planning, such as resilience in the face of climate change, equity in energy policy and practice, and sustainability in the broader integrated sense, to the original 2012 energy priorities.

## 13 | D Issues & Priorities

### 13 | D-1 Energy Efficiency

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Improving the energy efficiency of municipal buildings and operations was the first priority of participants in the drafting of the original City Energy Master Plan Chapter and is still a great opportunity to save energy and money. Investing in municipal building energy efficiency improves the comfort and function of municipal buildings and public spaces, contributes to a positive environmental legacy, increases operational resiliency, and reduces operating expenses immediately if done in a manner that is sensitive to the nature of old buildings and their needs. Efficiency has a disproportionately beneficial financial impact because it reduces the size of a building's HVAC system and the renewable energy system needed to support it. In the intervening years the City has undertaken many building efficiency projects. Buildings should be regularly evaluated for their energy performance and maintained with a spirit of continually improving their energy performance as new opportunities and technologies develop. Another critical aspect of energy efficiency in new construction and renovation is the concept of embodied energy, which takes into account the energy and carbon release inherent in the production of building materials. The City should explore the use of materials with lower levels of embodied energy in municipal projects, as well as encourage their use whenever feasible in private development through site plan regulations. In the future the City should evaluate projects based on life-cycle analysis, including environmental impact, rather than base decisions primarily on the lowest up-front capital cost of a project.

### 13 | D-2 Renewable Energy

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The City will stabilize the price and supply of energy pursuing opportunities to generate electricity renewably for its own use and for use by residents, businesses, and organizations in town. The City shall research and develop where appropriate new energy technologies such as power storage, microgrids, and vehicle-to-grid technologies. The City shall also continue to purchase renewable energy from utility providers, especially by investing in the development of new, more local renewable energy projects throughout the New England ISO region, as it began to do in 2023 by choosing the 100% renewables option through the Community Power Coalition of New Hampshire (Lebanon Community Power).

### 13 | D-3 Policies Promoting Energy Efficiency & Investment

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The state of New Hampshire has no natural sources of fossil fuels. As of 2024 Lebanon, similar to the rest of the state, is largely reliant on nuclear (over 50%), natural gas (25%), coal (1.6%), and conventional hydroelectricity (7%) to meet its electricity demands, according to the U.S. Energy Information Administration. Nuclear and conventional hydroelectricity are sourced in New Hampshire at the Seabrook Nuclear Power Plant and dams on the Connecticut and Merrimack Rivers. However, natural gas and coal are purchased by utilities from Canada and other US states and hydroelectric energy from Canada may be added to the state's mix soon. Locally, the Wilder Dam on the Connecticut River produces 41MW of electricity in Lebanon. Until the 1950s and, in the case of West Lebanon up until 1969, nearly all local power needs were met through smaller hydropower turbines along the Mascoma River.

By investing in local renewable energy production, the City of Lebanon will reduce its reliance on environmentally intense and often equity-challenged foreign fuel sources, improve air quality for residents, stabilize the price and supply of energy for its many robust businesses, boost the local economy, and reflect strong regional leadership. Additionally, investment in local power generating projects fulfills citizens' desires to maintain our small town character and quality of life by gradually returning to the small scale, sustainable power sources that propelled economic development and commercial prosperity in Lebanon since its founding.

Renewable energy credits (RECs) are a common system for incentivizing the development of renewable energy. They separate the 'green' or environmental attributes of the power produced from the actual electricity produced and sell them separately. A problem of double accounting occurs when the purchaser of the electricity and purchaser of the RECs both claim to be using renewable power. The City should be very clear in its generation and consumption of renewable energy regarding RECs that the City produces, sells, and/or purchases and consumes. Accounting for RECs should be clean, transparent, and avoid fraud. If RECs are purchased in order to help the City to meet its climate goals, the RECs purchased shall meet all City standards and policies regarding renewable energy attributes and our climate commitments.

### 13 | D-4 Transportation

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This includes the municipal vehicle fleet and employee commuting. Opportunities for employees and City departments to save energy, fuel, and money are abundant. The City should transition its fleet to zero-emission vehicles as rapidly as possible in accordance with its Fleet Electrification Plan (ADM-149 Electric Vehicle and Equipment Procurement Policy). Staff should be incentivized and encouraged to use less polluting transportation to commute and use the least polluting transportation option at work. The City should encourage residents and businesses to switch to zero-emission vehicles as soon as possible, in part by installing public EV charging stations.

### 13 | D-5 Commercial Sector

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There are many large commercial and industrial energy users in Lebanon including Dartmouth Hitchcock Medical Center, Timken, Novo Nordisk, and Hypertherm. The City should be in regular communication with C&I entities in order to find areas of possible cooperation and collaboration including micro-grids, thermal energy networks, facility energy conservation, green transportation, and new technologies as they arise.

### 13 | D-6 Energy Justice

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A new priority has emerged since the Energy Chapter of the Master Plan was first written, and that is Energy Justice, which directs attention to the needs and perspectives of marginalized residents, ensures procedural participation in decisions about energy programs and seeks a fair distribution of the benefits of energy programs.

### 13 | D-7 Resiliency

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In January of 2024, the City of Lebanon organized a Community Resilience Building Workshop in partnership with The Nature Conservancy. The purpose was to comprehensively identify and prioritize steps to reduce risk and improve resilience across Lebanon. Clean Energy was identified as a key issue. Actions stated in the final Summary of Findings from the workshop include supporting the Community Power program and increasing new renewable energy as part of that effort and developing a plan to maintain power to critical facilities when the grid goes down by diversifying energy sources through investments in renewables and backup battery systems. Throughout this document, renewable energy is brought up over and over again as a way to help make Lebanon more resilient during a disaster. Other topics included during the workshop include Climate Change mitigation projects such as how to deal with increased flooding, planning for hotter summers, and how to keep critical components of Lebanon functioning during a disaster.

In 2017, the Lebanon City Council approved a resolution for the City to join the Climate Mayors Network and commit the City to the goals of the Paris Climate Accord and NH Climate Action Plan. This expressed the City's commitment to continue to work within and with other municipalities to implement actions in support of the goals of the Paris Climate Agreement, and adopt the goals of the 2009 NH Climate Action Plan: in the midterm to reduce greenhouse gas emissions by 35% over 1990 levels by 2035 and to reduce emissions by 80% over 1990 levels by 2050. These goals have been interpreted to apply to the emissions resulting from City government operations. On May 8, 2024 the City Council approved the 2025-2028 Strategic Plan, which includes the goal, under Environment and Sustainability, section 5.4: "Reduce the GHG emissions produced by City Government's activities by transitioning to 100% renewable energy or zero-carbon sources by 2050."

LEAC shall urge the City Council to set an interim goal of 35% reduction in 2015 baseline Greenhouse Gas Emissions by 2035.

To help measure local government operations and community impacts and identify greenhouse gas mitigation opportunities, in 2019-2020, the City hosted a fellow from the University of New Hampshire Sustainability Institute to conduct an updated local government operations greenhouse gas emissions inventory. The main objective was to assist the City in evaluating itself against prior baseline data and in the context of the greenhouse gas emission reduction goals that the City has set for itself. The inventory and ensuing data updates through 2024 via City Council presentations by the Departments of Public Works and Planning have highlighted that the landfill is the greatest source of local government emissions by source at 73%, followed by fleet (9%), electricity (8%), heating fuel (6%), and employee commuting (3%). It should be noted that not all City operations were included in the analysis to date. Wastewater treatment, land management, urban forestry, and waste generation were not included, but recommended for incorporation in the future.

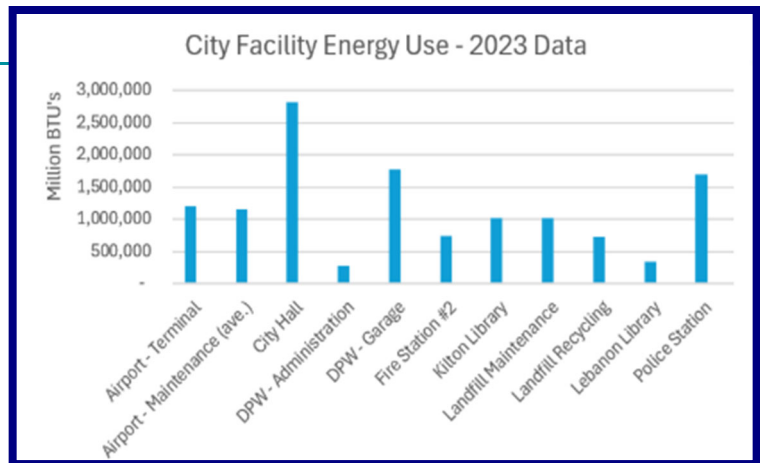
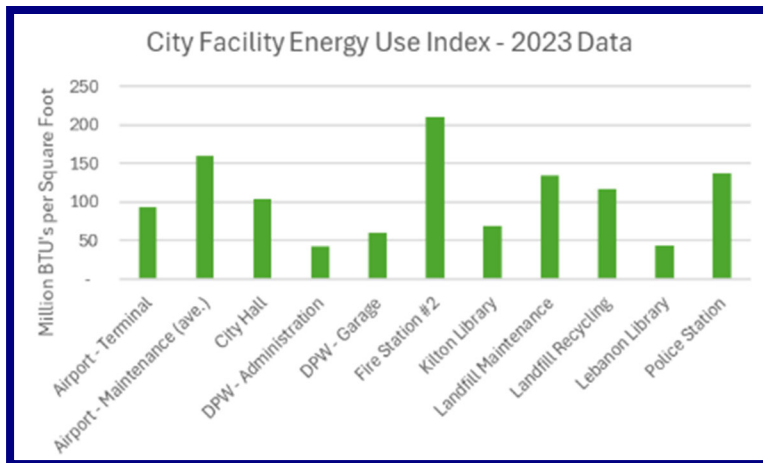
While the above sources have resulted in a net decrease in the City's estimated carbon footprint 2015-2023 of approximately 4,190 metric tons of carbon dioxide equivalent (MTCO<sub>2</sub>), in order to hit the City's commitment to reduce GHG emissions by 80% from the 2015 baseline of 16,522 metric tons of CO<sub>2</sub>E by 2050 at least an additional 9,014 MTCO<sub>2</sub> needs to be eliminated, and likely much more as our calculations begin to incorporate the emissions sources that are missing from the City's present analyses.

The City Council also gave unanimous final approval in 2017 to the creation of the position of Energy and Facilities Manager. The position was cut in December 2024 due to budget constraints. The position has helped the City and taxpayers save money over time through increased energy efficiency and has provided new revenue to the City through the development of renewable electric generation, conservation, and insulation/weatherization measures on City sites. The EFM served as essential staff support to LEAC and facilitated grant applications and management, without which the City would not have come close to the reductions in GHG it has achieved thus far.

## 13 | E-1 Building Energy Efficiency

In the intervening years since the Energy Chapter was written the City has undertaken a number of programs to assess and increase the energy efficiency of City buildings:

1. Through the New Hampshire Municipal Energy Assistance Program (MEAP): MEAP project partners, Vital Communities, SERG, and Clean Air- Cool Planet, conducted a comprehensive inventory and report of all energy use, costs, and greenhouse gas emissions of municipal buildings, streetlights, and vehicles for 2009. The program supplied an energy audit of the Lebanon Library by SDES consulting group. At the time, the City spent approximately \$1 million on energy costs annually. Costs are only increasing and in 2023, municipal energy cost \$1,522,000.
2. Energy Technical Assistance and Planning Program (ETAP): the City of Lebanon signed up for the American Recovery and Reinvestment Act (ARRA)-funded ETAP program in the summer of 2011. A building engineer conducted walk-through energy assessments of the 11 most energy-intensive municipal buildings in September 2011. Specific actions to improve the energy efficiency of municipal buildings can be found in Appendix B. This was followed by a thorough Facility Assessment Plan on an additional seven buildings in 2020 that assessed building infrastructure and HVAC needs as well as a high-level assessment of energy performance.
3. Building energy use data (consumption of electricity and fuel) was entered in EPA Portfolio Manager for years 2009-2011 for 12 municipal buildings. The conclusion at that time was for the City to maintain this building energy inventory to measure and track reductions in energy use over time, for internal benchmarking, as well as to prioritize capital improvements and justify external funding requests as well as Direct Pay tax credit claims and rebates associated with energy efficiency performance.



The two charts provide a comparative energy use analysis of 11 municipal buildings. Energy use figures are displayed for each building in Total Energy Use and Energy Use Intensity (EUI), which is a measure of energy use per square foot of floor space in a building. EUI is more useful for determining potential energy savings opportunities in a facility. Annual energy use per square foot gives a good sense of which buildings are most and least efficient. Dividing the total energy use of the buildings in the chart by the square footage of the buildings, places three buildings as the highest use, lowest energy efficiency: City Hall (which was renovated with a deep energy retrofit in 2023), the Police Station, and the West Lebanon Fire Station. These buildings should be targeted for near-term energy efficiency improvement projects. The Water Treatment Plant and Wastewater Treatment Facility both use a lot of electricity to power their processes. Both facilities recently received energy efficiency audits and the City should continue to implement recommendations from those audits to save money and reduce energy use.

**Wastewater Treatment Plant (WWTP) Energy Audit:** the WWTP had energy audits done in 2010 and again with the Water Treatment Plant in 2019. These revealed energy saving opportunities for processes, pumping, and HVAC systems. Decisionmakers and designers used the report's findings to integrate energy efficiency improvements during the planned WWTP upgrade in 2012 and again in 2019.

**Airport:** the Lebanon Municipal Airport is working to address a number of projects that would increase its energy efficiency, including upgrading its boiler. In the long-term, Airport Management is interested in solar options and electrified aviation vendors. The City is currently exploring green airport technology and the possibility of installing electric vehicle charging stations in the airport parking lot.

**Streetlight Conversion to High-Efficiency:** LEAC volunteers and City Staff diligently mapped all streetlights in Lebanon in order to make informed recommendations for which lights to remove and which to upgrade to LED or other energy efficient models. A dark-sky friendly Public Lighting Policy (ADM-109) and streetlight conversion plan were completed in 2019 and most streetlights were converted to LEDs on a networked system between 2020-2024. The City initiated a new smart streetlight tariff through the Public Utilities Commission with Liberty Utilities to allow Municipalities to receive the value of a smart streetlight network. Annual net savings have been \$80,000 - \$100,000 from 2020 to 2023. LEAC recommends continued pursuit of energy efficiency, such as dimming LED lights where practical.

### Renewable Energy Programs:

**1. Solar In Lebanon:** in December 2019 the City entered into a power purchase agreement and installed eight solar arrays at six sites throughout the City to supply power. The sites were the wastewater plant (two arrays), landfill (two arrays), DPW Garage to power the water plant, DPW Administration Building, Kilton Library, and the police station and these arrays produce roughly 20% of the City's electricity. Phase 2 solar was the installation of two arrays in 2022 on the newly re-built Valley Cemetery maintenance building and Civic Fieldhouse. Phase three is on hold.

**2. Landfill Gas to Energy Project (LFGTE):** the Lebanon Solid Waste department has been capturing and flaring methane gas emitted from waste buried at the landfill since 2013 in order to reduce methane escaping into the atmosphere. Methane is a very potent greenhouse gas, worse than carbon dioxide.

In 2024, after many years of design and development, the City installed microturbines which will combust this methane to possibly produce 800 kilowatts of electricity. The electricity produced will be net metered and possibly used in a group net metering arrangement with other City organizations such as the school district and housing authority.

**3. Community Power/Municipal Aggregation:** The Community Power Coalition of New Hampshire (CPCHN) was incorporated in 2021 with Lebanon Community Power as a founding member. CPCHN and Lebanon Community Power began enrolling customers and launched power supply services in 2023, including three options with varying amounts of renewable electricity. In its first year, Lebanon Community Power saved Lebanon ratepayers approximately \$1.5 million while reducing energy-associated greenhouse gas emissions and accruing an additional \$1.1 million in reserves. The Lebanon Municipal Government has been purchasing 100% renewably generated electricity through Lebanon Community Power since it was launched.

#### Transportation:

1. **Electric Vehicles (EVs):** The Lebanon Energy Advisory Committee (LEAC) created an EV Subcommittee in 2019. With assistance from the EV Subcommittee, Lebanon amended its Zoning regulations in 2023 to require EV charging stations at all new developments. As of autumn 2024, the EV Subcommittee has hosted two large public EV Expos as well as many smaller educational and outreach events. The City in 2025 launched a Workplace Charging Policy to allow employees to use City-owned EV charging stations to charge their personal commute vehicles. The City in May 2025 issued a Request for Proposals for installing one or more public EV charging stations, possibly to be purchased with downtown Tax Increment Financing (TIF) District funds or other funding sources.

2. **Anti-Idling Policy:** this policy states that no City vehicle/equipment is left running when the driver is not present after proper start procedures occur, nor is idling for more than 10 seconds permitted unless specifically exempt. This policy reduces City operating expenses, lowers emissions, and improves air quality for residents and employees.

3. **The City's ADM-149 Electric Vehicle and Equipment Procurement Policy:** This policy states, among other things, the City's preference for conversion of all vehicles to electric or other non-polluting vehicles and equipment over time, as well as the development of electric charging infrastructure that will be necessary for those vehicles. It states in part that "City Staff will purchase electric vehicles whenever they are able to do so and when an electric vehicle adequately meets the function and performance of the internal combustion engine vehicle or piece of equipment it is replacing. Staff shall document the reasons for any inability to meet this policy."

4. **Electric Vehicles – City Fleet:** As of November 2024, the City has two EVs and two non-networked charging stations, one station at City Hall and one at Department of Public Works headquarters. Renovations at the Police Station included infrastructure work to enable easy future installation of fast EV chargers. Renovations begun in 2024 of the downtown Fire Station will include infrastructure work to enable future installation of EV chargers. The Landfill Gas To Energy Project includes infrastructure work to enable future installation of EV chargers for the Lebanon fleet and for possible use by neighboring Upper Valley town fleets in case of a major emergency in which the electrical grid goes down, adding resilience to EV fleets.

5. **Electric Vehicles – Proposed projects:** The City pursues grant opportunities for funding the installation of public EV charging stations throughout Lebanon. As part of that, the City developed proposals for desired locations of public EV charging through public outreach and consultation with Liberty utilities and EV charger installers. In addition, the City plans to use Tax Increment Financing District (TIF) funds to install some public EV chargers in settings that don't qualify for grant funding or don't gain grant funding

#### Resiliency:

Many of the City's commitments and accomplishments align with the findings listed in the Lebanon Community Resilience Building Plan. The City has already committed to diversifying energy sources through the community power initiative, expanding their hybrid and electric vehicle fleet, and public works efforts to make buildings more efficient and design infrastructure projects to handle climate change events, such as more intense storms. The City should pay special attention to making emergency shelters climate resilient.

## 13 | F Future Challenges & Opportunities

### 13| F-1 Energy Efficiency

**F-1a Municipal Energy Efficiency:** The overarching objective for City of Lebanon energy use is stated in the 2025-2028 Strategic Plan, adopted by the City Council on May 8, 2024, under Environment and Sustainability, section 5.4 "Reduce the GHG emissions produced by City Government's activities by transitioning to 100% renewable energy or zero-carbon sources by 2050." This is complementary to the earlier adopted goal of reducing emissions by 100% over 1990 levels by 2050. Part of these goals, as they apply to Government Operations, can be achieved by energy efficiency measures that reduce the energy used. Energy efficiency is attractive in that it pays for itself in savings. But fully achieving this goal will require replacing energy derived from fossil fuel with, primarily, electricity that is renewably generated. Converting to renewably heated buildings and renewably powered vehicles will require larger capital expenditures for electrically powered equipment, and renewably generating the electricity will require capital investment.

In the near term, energy efficiency measures in City buildings and fleet should be prioritized. Energy use by City buildings comprises 68% of energy cost and emissions, with vehicles second at 28%. The City has achieved substantial energy efficiency savings from retrofits of some of its most energy intensive and inefficient buildings, notably City Hall, the Kilton and Main Libraries and the rebuilding of the South Park St. Fire Station. But there are still City buildings identified as energy “hogs” in the Peregrine and MEAP studies completed in 2011.

| City buildings using the most fossil fuels to heat |                  |      |
|----------------------------------------------------|------------------|------|
| Facility                                           | Million BTU/Year | Rank |
| DPW Garage                                         | 3025             | 1    |
| WWTP                                               | 2670             | 2    |
| West Leb Fire Station                              | 1864             | 3    |
| Airport                                            | 1483             | 4    |
| Solid Waste Garage                                 | 783              | 5    |
| Police Station                                     | 673              | 6    |

| Some buildings that use less fuel are notably inefficient |                         |      |
|-----------------------------------------------------------|-------------------------|------|
| Building                                                  | Energy Cost Per SF/Year | Rank |
| Solid Waste Garage                                        | \$6.31                  | 1    |
| Police Station                                            | \$4.49                  | 2    |
| West Leb Fire Station                                     | \$2.75                  | 3    |

The Lebanon Airport was not included in the study

It is recommended that the Airport facility and the Police Station be put on a schedule for audits and deep energy retrofits with conversion to air source heat pump heating, the electricity for which could be supplied by renewable energy generation. Only renovations with short term payback should be initiated in the West Lebanon Fire Station because of the probability that the building will be replaced.

Many of the Peregrine recommendations involve optimization of HVAC systems controls, which have not been well managed by contractors in the years since their report. Big gains in energy efficiency and staff comfort could be achieved by hiring a competent HVAC contractor for all City buildings

It is recommended that the City Manager be added as a responsible group in the Strategic Plan under Environment and Sustainability, and that The City Manager require department heads to annually review possible energy efficiency and renewable energy conversion measures in the buildings and operations of their departments and include feasible measures in the Strategic Plan and advance them to the Capital Investment Plan. This annual review and prioritization of the most cost saving provisions would be facilitated by a short-term contract with a building efficiency consultant. The detailed recommendations for energy efficiency for individual buildings contained in any audit and in the Peregrine report should be reviewed annually. The emergence of new technologies shall be monitored. The energy use of all City buildings shall be tracked by departments and progress toward reducing emissions should be measured by and reported to the City Council annually by employees designated by the City Manager.

The DPW garage and the Solid Waste garage are heated with propane and oil respectively. The feasibility of converting to heat pump heat should be studied. Even though heat pumps are not very efficient at heating such large spaces, the goal of using 100% renewable energy will not be met without switching from fossil fuels. The cost and emissions of the fossil fuels used could be eliminated by switching to electric heat powered by renewable local generation. Electric heat is “free” in the emissions sense, although it costs what the electricity could have been sold for on the market.

The Wastewater Treatment Plant is a special case. It consumes considerable fossil fuel in its operation. Many efficiency improvements have already been made. There may be more contained in a February 2021 NHDES Manual “Designing for Efficiency: NH Wastewater Treatment Facility + Pumping Station Supplemental Energy Efficiency Design Guidance”. Perhaps, some of the fossil fuel use at the plant could be replaced by renewable electricity generated by the Landfill Gas to Electricity project. But in addition to using GHG emitting fuel for its operations, the Wastewater Treatment Plan directly emits GHG in the form of Nitrous Oxide (N2O) formed by micro-organisms in the process of aerobically digesting suspended solids to remove nitrogen prior to release. Nitrous Oxide has close to 300 times the global warming potential of CO2. It may not be possible with existing technology to reduce this source of GHG emissions, as the complex digestion process is already carefully managed to optimize the stripping of oxygen from nitrogen to release nitrogen gas. This will make it impossible to reach the goal of 80% reduction on GHG emissions.

The Solid Waste Facility is another special case in that its direct GHG emissions in the form of methane account for the predominance of the footprint of City operations. Methane directly released, (not captured by the system of wells feeding the electricity generating turbines) is modeled to be in the range of 9,000 Metric Tons of CO<sub>2</sub> equivalents a year. This fugitive methane would be very difficult to reduce, and will increase as more waste is added, making it impossible to reach the stated goal of 80% reduction in GHG emissions. The operation of the landfill already optimizes capture of methane to power in the Landfill Gas to Energy Project.

One consideration of the role of solid waste in Lebanon's government operations GHG footprint is that the waste compacted there comes about 50% from 22 other towns. While Lebanon can work cooperatively with other contributors and can incentivize waste reduction by raising fees, Lebanon should not be responsible for all the GHG generated at its landfill.

Since reducing GHG emissions is so difficult at the Waste Water Treatment Facility and the Landfill, reduction efforts should be focused on residential and commercial energy efficiency. The City Council and the City Manager should reach out to the commercial and industrial sector, and LEAC, and develop ways to encourage emissions reduction and share successful methods.

**F-1b Energy Efficiency and Reduced Emissions in the Non-Municipal Building Sector:** The original Chapter 13 stated that: "The City and the Lebanon Energy Advisory Committee shall involve the greater Lebanon community in a proactive and equitably minded social marketing campaign that provides resources for and engages citizens to reduce their energy use. "The building sector is responsible for 16.9% of GHG emissions in NH as a whole" according to the Priority Climate Action Plan submitted by NHDES in March, 2024, second only to transportation. The percentages are likely to be roughly the same for Lebanon. Lebanon's building stock is old, leaky, and relies heavily on fuel oil for heat. In NH 80.5% of residential GHG is from the use of petroleum for heating according to the NH DES.

The opportunities to reduce GHG emissions are about 10 times greater in the residential heating sector than in the operations of the City government. The roughly 7200 households in single family and multifamily residences in Lebanon heat altogether about 9,500,000 square feet of living space. Switching from using fossil fuels to heat residences to very efficient heat pumps could not only reduce GHG emissions but also save in utility costs. The Lebanon Energy Savings subcommittee of LEAC is targeting energy efficiency in this sector.

To raise awareness about inefficient utility costs, the City should consider requiring landlords to disclose to prospective renters the most recent utility costs in excess of the rent associated with an apartment. This would protect tenants against unanticipated utility burden and raise landlord awareness of energy inefficiencies.

One strategy with the potential to greatly reduce the GHG emissions of the residential sector in a very cost-effective way would be to encourage the voluntary choice of 100% renewable electricity through Lebanon Community Power. Most residences are supplied by Lebanon Community Power, and most choose to purchase power from the least-expensive Community Power plan with the lowest legally allowed percentage of renewably generated power, currently 24.3 %. An average household opting to purchase 100% renewably generated power would save almost 2 metric tons of CO<sub>2</sub> a year, costing approximately \$300 a year more than the least expensive plan. Opting for the Community Power plan with 50% renewable electricity would increase the average household cost less than \$100 a year and save just over ½ ton of CO<sub>2</sub>.

**F-1c Commercial Sector:** The Commercial Sector has even more potential for energy efficiency in its buildings than the residential sector. The commercial sector is the largest producer of energy related emissions from buildings in the City, followed by the residential sector. Municipal functions account for only a small percent of the overall emissions. The City should influence energy efficiency in the commercial and residential sectors by both carrot and stick approaches. A "carrot" approach is for the City to highlight its energy efficiency initiatives as examples in any conference with business leaders such as the Economic Vitality Exchange Committee. The City can take the lead in convening a business energy efficiency conference at which it would present the savings from its programs, invite presentation from Lebanon businesses with aggressive savings programs, such as Hypertherm and Novo Nordisk, and invite presenters from NHSaves. A "stick" approach is to require businesses with over 20,000 square feet to file an annual report of energy use per square foot, based on use of the US Department of Energy Building Manager Software. This reporting, called benchmarking, raises the owner's awareness of the potential for energy savings.

## 13| F-2 Renewable Energy

**F-2a Solar:** The City shall pursue opportunities to generate or contract for renewable energy for its own use or for the use of residents and businesses. The 2024-2027 Strategic Plan for the City of Lebanon includes Strategic Objective 5.4 "Reduce the GHG emissions generated by City government's activities by transitioning to 100% renewable energy by 2050" and Strategic Objective 5.5 "Encourage and support community wide initiatives to transition the community to 100% renewable energy by 2050 in alignment with the Energy Chapter of the City's Master Plan." The generally accepted strategy for moving to totally renewable energy is to replace fossil fuel use for heating and transportation with electric vehicles and electric heat pumps and power them with renewably generated electricity. The City's annual

municipal electric load is approximately 4000 MWh, with limited heat pumps and EVs. About 20% of this load is currently supplied by roof top solar on City buildings and the rest is purchased as 100% renewable energy through Lebanon Community Power (Class 1 RECs purchased by the Community Power Coalition of NH for power generated in New England). If all the fossil fuel used by the City for transportation and heating were replaced by electricity, the City load would more than double to around 8500 MWh annually. The City has the potential to generate this much renewable electricity. The landfill gas to electricity project could generate 1 MW of power renewably starting in April of 2025, resulting in 8760 MWh over the year. In addition, the projected combined output of the phase 3 solar potential is 10,000 MWh per year, altogether more than the City's projected electrified load. But for the private sector the loads are much greater. The total electricity load for Lebanon is around 250,000 MWh. Around 40,000 MWh of this is residential. More than 50% is large commercial and industrial users. There are no estimates of the extra electricity required to replace all fossil fuel use for heating and transportation in the private sector, but it might be roughly a doubling of the load. An objective of the city should be to fully develop its renewable electricity generating capacity and make its excess power available through Lebanon Community Power to city residents and businesses at a discount. However, this local source of renewable power would serve only a miniscule portion of the private sector need.

There is considerable solar potential in Lebanon. A map of the Upper Valley Lake Sunapee Regional Planning Commission study of solar potential is in Appendix C. In July 2022, City Management approved a plan to develop another large phase of solar on up to 30 city-owned sites throughout Lebanon. The objective of the Phase 3 solar project is to meet as much of the City's electrical needs through solar as is cost-effective. At the same time, legislation was passed in 2022 (NH Senate Bill 321) that could allow Lebanon to produce more electricity than the municipality itself currently needs through its solar and landfill gas projects and make that power available to governmental or non-profit entities in the City. This process may be managed through Lebanon Community Power if the two projects come to fruition in a coordinated manner. As of Fall 2023, we are waiting for the NH Public Utilities Commission to resolve certain jurisdictional issues in the SB 321 legislation and net metering rules before we can proceed. The combined potential of all the Phase 3 sites is at least 1200 kW.

At the recommendation of then Assistant Mayor Clifton Below, the Phase 3 solar project is being designed to take into account major changes that are anticipated in the cost structure of electricity. Throughout New England and the entire Northeastern U.S. large solar arrays are being developed to help America to address climate change, save money, and transition off fossil fuels. These solar arrays are generally built in fixed-rack structures - immovable and facing south. Because these arrays all produce peak amounts of electricity in the middle of sunny days, the value of that solar will decrease as more and more is produced. To avoid this problem, the City is considering the installation of tracking solar arrays that follow the sun's trajectory across the sky each day. This will allow the City to produce power when other solar arrays do not – early morning and late afternoon into the evening. Total production from each panel will be as much as 40% higher, and tracker arrays dump snow and ice, so winter electricity production is much greater than from most fixed arrays.

In addition, 3 private landowners have volunteered land which could support solar energy generation. The City should pursue development of all these sites, toward meeting its own power needs and those of Lebanon businesses and institutions, on its own or in partnership with the Community Power Coalition of NH.

**F-2b Hydropower:** There is some hydropower potential along the Mascoma River through Lebanon. The three existing hydropower stations on the Mascoma River in Lebanon are privately owned, one by Rivermill Hydroelectric, Inc. (off Mechanic Street), another (off Glen Road) by Enel North America, Inc. and the third located off Water Street by Central Supply Inc. The City should encourage the Rivermill Complex to improve maintenance of the facility and onsite power generating capacity.

The City should pursue purchasing the facility off Glen Rd. or contracting for its power output from Enel North America. Building new dams and generating stations is a regulatory difficulty, but there are sites identified by US Department of Energy Hydropower Prospector where easier-to-develop, low-head turbines could be installed.

There are a number of opportunities for small hydroelectric and hydromechanical projects at the Water Treatment Plant. Until the 1950s, the Mascoma River provided the energy to hydro-mechanically pump treated drinking water to the top of Reservoir Hill for next to no cost; that system was converted to an electric grid-powered pump.

The Upper Valley Lake Sunapee Regional Planning Commission completed a mapping exercise for renewable energy resources for the Lebanon Energy Plan. The maps and analysis provide an initial City-wide inventory of existing dam sites and assessments of the potential for solar (some of these sites have been developed) and wind projects.

**F-2c Wind Power Potential:** The wind power potential map shows limited opportunity for a municipal or small scale commercial wind energy project in Lebanon. Some of the higher elevations in east and northeast Lebanon have moderate to fair wind energy production potential, but likely not sufficient to warrant commercial scale wind energy projects. However, residential scale projects in these areas may be explored further. Location, scale, cost, environmental impacts, yield and sustained wind patterns are important factors to consider in regard to potential sites for

residential wind energy production. The City could encourage small-scale residential projects through permissive land use regulations or by purchasing an anemometer to test potential sites.

**F-2d Biomass:** Biomass is a fairly common source of heat and electric power. Biomass plants are fed by forest byproducts, agriculture byproducts, and other sources. The Kilton Library, Mount Lebanon Elementary School, Lebanon Middle School, and Sachem Village housing in West Lebanon have biomass heating. Several of Lebanon's employers are exploring biomass as a heating option for their facilities. While in the past, it was recommended that Lebanon should consider further biomass projects, current policy best practice is to not qualify biomass as renewable energy.

**F-2e: Geothermal :** Geothermal energy is a renewable energy source which utilizes the earth's relatively constant underground temperature, usually accessed through wells, to provide efficient and sustainable heating and cooling for buildings. It is available 24 hours a day, 365 days a year. In many communities throughout North America and common in Europe, district heating and cooling systems heat and cool groups of buildings, campuses, and even entire communities. Here in the Upper Valley, Dartmouth College, in an effort to reach carbon neutrality by 2050, is well into the creation of it's own district heating and cooling system, and Hartford, VT is considering a district system in downtown White River Junction in which heat recovery from sewage would supplement wells.

### 13| F-3 Transportation

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New Hampshire's largest source of greenhouse gas emissions in 2021 was from the Transportation sector at 45.9%. The City of Lebanon should address this major source of pollution through efficient land use planning that promotes all transportation modes, a reduction in municipal vehicle fleet fuel use, converting the City fleet to zero-emission vehicles by 2050, and encouraging workplaces, including the City, to promote reducing transportation greenhouse gases through trip-reduction programs, such as those promoted by the Upper Valley Transportation Management Association; mass transit, ride-sharing, workplace charging programs, bicycle or electric bicycle use, or other strategies. The City of Lebanon should encourage all residents, landlords, businesses, and non-profits, including the City, to transition to zero-emission vehicles as quickly as possible and to install EV charging, prioritizing equity in access to EVs and EV charging. As a first step, the City should explore using Tax Increment Financing (TIF) funds to install public EV charging in areas lacking EV charging, such as downtown Lebanon.

**F-3a Commuting:** Lebanon is home to most of the Upper Valley's largest employers. According to the 2025 Housing Study 87% of Lebanon employees commute from outside of Lebanon, and more than half of Lebanon residents who work, work outside of Lebanon. In addition, many employees travelling to work in Hanover and Hartford commute through Lebanon, particularly on the NH Route 120 corridor. The City needs to get new data about emissions from daily commuters.

The City should aim to lower the drive-alone rate of City employees by 10% over the next three years and improve employee access to commuting options. To achieve this, the City should support a multi-modal transportation system that provides employees, residents, and visitors ways to travel around Lebanon without driving alone. The City should also partner with employers and surrounding municipalities to lower the overall drive-alone rate of commuters in the metropolitan region by 10% within the next decade. The City should assess the impact of the 4-day work week and remote working.

The City also should implement and maintain its Workplace Charging Policy to allow City employees to charge their personal commute EVs at City-owned EV charging stations if they pay a fee that will cover, at minimum, the cost of the electricity. The City should continue to apply its resources to win grant funding and to find City funds to install strategically located public EV charging stations so that driving an EV becomes an option for Lebanon residents who cannot charge at home and for workers and visitors who come to Lebanon from other areas. Once sufficient public EV chargers are in place, the City should investigate and draft a proposal for an EV car-sharing program.

**F-3b Vehicle Fleet:** Approximately 115,000 gallons of vehicle fuel are purchased annually for the Lebanon fleet at a cost of around \$460,000/year and with an emissions impact of 1146 MTCO<sub>2</sub>e in 2023. The City has begun to address this cost by enforcing an anti-idling policy for Department of Public Works vehicles and machines; the City should enforce this policy City wide. The City should install idle controls in the municipal fleet to limit the idle time.

The biggest improvement would be adoption of a full, phased fleet electrification plan for mobile and non-mobile machinery, including groundskeeping equipment, running on 100% emissions-free electricity. In the early 2020s, Public Works leased a Nissan Leaf sedan and bought a Ford F-150 Lightning truck, and installed two non-networked charging stations to support them. Experiences with both have been positive. In 2024, the City approved an Electric Vehicle Purchasing Policy to help guide such a transition and adopted related goals in the Strategic Plan. The policy requires that new fleet purchases or leases be EVs unless a compelling case is made for why that won't work – for example, if EV technology does not yet sufficiently support snowplows or other heavy-duty vehicles. The City should aim to be a leader in adding more EVs to its fleet as soon as possible, setting an example for other communities.

A 2024-2025 state grant is funding the infrastructure work for future installation of a Level 3 fast charging station at the Landfill, which will have off-grid capabilities. This should significantly increase staff technical capacity and enable procurement of new EVs, including those from Police that may require emergency charging during power outages. The City also should pursue grants to purchase and install a fast-charging station and Level 2 chargers at the Police Department, where the electrical infrastructure already is in place. The City's police cars are the top gasoline users in the City's fleet.

Considerations for replacing diesel heavy equipment: The Transfer Station should pursue funding for an electric bucket loader to experiment with EV equipment at the landfill. The airport's diesel equipment to clear snow is second to the landfill's vehicles that transport and compact solid waste. The City should prioritize pursuing grant funding to convert diesel to electric equipment and installing charging infrastructure.

Another improvement would be to incentivize employees to electrify their personal vehicles used for work and commuting; as of 2024, emissions from this source was a significant portion of the City's carbon footprint. See more discussion of this in the Commuting section of the Master Plan.

The City may also consider purchasing biodiesel for the municipal fleet in cases where EV technology is not yet sufficient for the duty task.

**F-3c Energy Efficiency Purchasing Policy:** The policy is based on New Hampshire Executive Order 2005-4, which requires state departments to purchase efficient vehicles (fuel economy of at least 27.5 miles per gallon for passenger and light duty vehicles, 20 miles per gallon for trucks) and Energy Star rated office and building equipment, unless justification is provided. The City should have a purchasing policy with equivalent or more fuel efficient requirements for vehicles.

#### 13| F-4 Equity and Environmental Justice

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The City of Lebanon will address the structural inequity in energy policy planning: the lower income and minority residents pay a higher proportion of their budget for energy costs and may live in areas more exposed to climate change impacts, such as extreme heat or flooding. These same residents are unlikely to participate in or be represented in energy planning. Therefore, extra effort and attention must be given to involve and represent these residents. LEAC will establish an equity subcommittee creating liaisons with organizations specifically serving low income and minority residents. The City is also committed to being a leader in energy equity, reaching out to community members who are not usually represented or heard at the City level, who may be disproportionately affected by energy policy and associated climate resilience matters.

#### 13| F-5 Resiliency

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The outcomes of the Community Resiliency Building Workshop: Summary of Findings (January 2024) reach across many sectors in Lebanon. It's imperative that all the different groups work together on addressing issues like maintaining power in emergencies by diversifying sources. One local way is to increase electrical production by hydropower on the Mascoma River. Lebanon can enact efforts to help mitigate impacts of climate change, such as looking at Landscape Regulations to make sure Lebanon maintains its tree cover, especially in heat sinks, such as parking lots.

#### 13| F-6 Financing

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The City shall actively pursue federal, state, and local grants for projects identified in the Master Plan. Other creative financing mechanisms shall be considered as well, such as an "Energy Fund" to support municipal, residential, and commercial energy initiatives, or using Tax Increment Financing (TIF) District funds for specific projects, or green banks' funds and "adders" to be included in the energy portion of electric bills from Lebanon Community Power.

At the time of this document, there are limited funds or opportunities for municipalities to receive outside funding to promote energy efficiency improvement programs. The following programs review funding options other than traditional financing tools including municipal bonds or direct lending. These funding sources are not a guarantee for success, but they may help the City identify financing vehicles. It is important to note that the City is paying for energy regardless of whether there is a commitment to improve municipal energy efficiency.

**F-6a Capital Improvements Program:** The Capital Improvements Program (CIP) applies to any municipal construction or improvement project that exceeds \$50,000 in total cost. The Lebanon Energy Advisory Committee should advocate for certain energy saving projects to be included in the CIP program. Individual departments should include energy efficiency and renewable energy projects in their CIP plans.

**F-6b Energy Fund:** The City of Lebanon should consider forming an "Energy Fund" such as via partial or full reinvestment of direct pay tax credits, that consists of monetary savings realized out of efficiency projects. The Energy

Fund could be used to finance other energy savings projects, and/or pay for a part-time Energy Coordinator to manage the City's energy use, measure savings, and apply for funding for energy savings projects.

**F-6c Consolidating Energy Efficiency Projects:** Many individual energy efficiency projects do not qualify to be listed in the CIP (e.g. upgrading building lights or temperature controls) and often are listed as part of the facility maintenance budgets for the individual City Departments. Coordinating and combining these small-scale energy efficiency projects among Departments into one contract could help the City realize an overall savings through economies of scale. This approach would be for well-defined energy efficiency or maintenance projects that may not be covered under a Performance Contract.

**F-6d Performance Contract:** New Hampshire municipalities are allowed to finance large energy efficiency projects through an Energy Savings Performance Contract Agreement with an Energy Service Company (ESCO). Currently, the Lebanon Landfill project has an energy savings performance contract with an ESCO, Carbon Harvest. The ESCO helps design the project and purchases and installs the necessary equipment. In exchange for paying for the upgrades and equipment upfront, the ESCO receives a share of the cost savings that result from the energy efficiency work.

**F-6e Municipal Energy Reduction Fund:** New Hampshire's Community Development Finance Authority's Municipal Energy Reduction Fund is available to help municipalities improve the energy efficiency of their municipal buildings, street lighting, water and sewer treatment facilities, and where appropriate, electrical distribution systems. The goal is to reduce energy usage and costs. CDFA is currently accepting applications from New Hampshire Municipalities through an online grant management system for funding through the Municipal Energy Reduction Fund.

### 13| F-7 Measuring Progress

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Meeting the Strategic Plan goal of using 100% renewable energy for municipal operations by 2050 should be the responsibility of the City department heads. This will require a straight-line replacement of 4% per year of non-renewable fossil fuel use with renewable electricity. Energy use by City departments should be quantified each year and department heads should submit to the City Manager, as part of their budgeting plan, their plan for a 4% reduction in the ensuing year. Department heads each year should input their department's building energy usage, where possible, into EPA Portfolio Manager. The annual report to City Council on City energy use/emissions should include reductions made by departments in the previous year, and plans for future reductions. It is important to set up systems to track progress toward the stated goals and vision in this Energy Master Plan Chapter in order to measure energy and cost savings.

LEAC will work to suggest other tools and metrics to the City for tracking energy savings over time that might include indicators such as employee behavior changes, like increased carpooling, increased adoption of EVs, increased residential recycling, increased vendors and local food purchased at the Farmer's Market, investment in renewable energy projects by residents and businesses, and increased public-private partnerships. Additional research by LEAC should consider metrics for measuring the impacts of renewable energy generation in terms of economic impact and price stability. LEAC will meet with department heads and advocate for energy saving practices and fleet electrification within their departments.

### 13| F-8 Sharing Success

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It is important to share the successes of LEAC and the City internally and publicly. The City shall consider ways to share what it's doing with energy efficiency and renewable energy projects with residents, businesses, institutions, and visitors throughout the Upper Valley and New Hampshire. By sharing success and spreading positive messages about saving money and energy, the City can catalyze further efforts and inspire others to act. The City can publish an annual energy savings report, maintain an energy-related presence in City newsletters, social media, and websites, keep State agencies and elected officials updated on progress, and continue to discuss progress challenges, and best practices with other regional advocates.

The City of Lebanon has a strong commitment to leading-by-example in areas such as energy efficiency to demonstrate cost-effective solutions to citizens, businesses, and other municipalities. As the regional center for the Upper Valley, Lebanon has a tremendous opportunity to benefit from energy savings by residents and businesses. The City shall coordinate with the Lebanon School District (SAU 88) on energy projects and participate in the many local, regional, and state initiatives underway.

As a regional leader, Lebanon shall also promote public-private partnerships, such as with Dartmouth-Hitchcock Medical Center, LISTEN, Twin Pines, and Lebanon Housing Authority. Lebanon shall also partner with sustainability leaders among local businesses, such as Hypertherm and Novo-Nordisk, to inspire the commercial sector to invest further in efficiency and renewable technology by leading by example, as well as leveraging municipal resources.

LEAC and its EV Subcommittee maintain webpages that can be linked to on the City of Lebanon's website that have up-to-date information about meetings, projects, and resources. LEAC has sponsored Button-Up New Hampshire workshops, EV Expos, and other public events in the past and shall continue to coordinate opportunities to educate residents on ways to save money, be more energy efficient, and reduce greenhouse gas emissions.

LEAC and City Management have the opportunity to encourage City of Lebanon employees to save energy and money through their behaviors. Outreach campaigns can focus on commuting habits, turning off lights and appliances, controlling space temperatures, and composting and recycling.

## 13| F-9 Policy Recommendations

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**F-3a Energy Efficient Building Codes:** The state code is currently an adoption of the 2018 International Energy Conservation Code (IECC). The City of Lebanon shall adopt a more recent IECC, preferably 2021, which includes several improvements over previous versions when allowed by State legislation to do so. New, cost-effective energy-saving requirements include required programmable thermostats and increased minimum insulation levels. Lebanon should consider building codes requiring that any buildings that are involved in a public-private partnership with the City shall meet net zero-ready standards.

The Lebanon City Council has adopted resolutions under NH RSA 72:61-72. ("Property Tax Exemptions for Renewable Energy") as a tax-neutral incentive for renewable energy development. Originally enacted by the state as a local option in 1976 and first adopted by the City in 2013, these tax exemptions cover the added property value of a newly installed renewable energy systems (including solar, wind, and wood heating energy systems) and does not reduce the tax revenue from a property itself. This tax benefit is attractive to building owners who wish to install renewable energy systems but find the added taxable property value – and resulting tax payment - a disincentive. It is attractive to the City as a revenue neutral and flexible means to support renewable energy generation. In May 2020 the City Council adopted similar provisions of NH RSA 72:85 exempting electric energy storage systems from local property taxes. The City should increase education about these exemptions to property owners.

In order to provide adequate residential EV charging in the most energy efficient and cost-effective manner, the Lebanon City Council should maintain Zoning Ordinance provisions that would require new residential housing units with parking to have the capability of EV charging.

| OUTCOME           | 13.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Existing residential and commercial buildings in the City are made more energy efficient and new construction adheres to energy efficient standards.</b> |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategies</b> | A. The City shall continue to monitor and maximize energy efficiency in municipal buildings and shall encourage efficiency in commercial and residential buildings.                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                             |
|                   | B. The City shall revise its building code and site plan regulations whenever possible to mandate energy efficient construction.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                             |
|                   | C. The Planning Department shall work with developers during the permitting process to encourage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                             |
| <b>Actions</b>    | 1. The City shall annually evaluate and improve the energy efficiency of its municipal buildings by the City manager requiring department heads to review possible energy efficiency improvements as part of the annual budget planning process. LEAC will encourage efficiency in schools, residential, commercial, and institutional buildings through advocacy, education, grants and incentives and regulations. The Planning Department will consider benchmarking of large commercial properties, and will consider requiring landlords to disclose utility costs to potential renters. |                                                                                                                                                             |
|                   | 2. The Planning Department will adopt Energy Efficient Building Codes when possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                             |
|                   | 3. The Planning Department will revise development regulations to require the use of energy conservation (e.g., orientation, vegetation for heat island reduction and wind buffers) and efficiency                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                             |
|                   | 4. LEAC will educate residents and businesses about greenhouse gas reduction opportunities and associated benefits.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                             |

| OUTCOME           | 13.2 | The City shall strive to rely totally on renewable energy by 2050.                                                                                                                                                                                                   |
|-------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategies</b> |      | A. The Public Works Department shall actively pursue opportunities to expand its use of renewable energy sources, such as solar, and when purchasing electricity, the city will purchase renewably generated electricity.                                            |
|                   |      | B. The City shall encourage the commercial and residential sectors to invest in renewable energy.                                                                                                                                                                    |
|                   |      | C. The City will work towards replacing fossil fuel transportation and heating use with electric vehicle and heat pump technology.                                                                                                                                   |
| <b>Actions</b>    |      | 1. Develop additional solar sites on City owned land, where feasible.                                                                                                                                                                                                |
|                   |      | 2. If time of use rates make these more feasible, the Department of Public Works should look into the potential of power generation alternatives, such as different energy storage technologies and vehicle to grid bidirectional charging technology.               |
|                   |      | 3. In conjunction with LEAC, the Department of Public Works should monitor and consider more hydropower opportunities in the City, including those along the Mascoma and Connecticut Rivers.                                                                         |
|                   |      | 4. LEAC will consider moderate-scale heating and cooling district systems in new or existing office and industrial parks. These systems could be based on public-private partnership to cost effectively implement high-efficiency heating among multiple buildings. |
|                   |      | 5. The City Manager will ensure that City Departments switch to heat pump technology in new construction or replacement of fossil fuel heating and cooling systems of City buildings.                                                                                |
|                   |      | 6. City departments will gradually replace its fossil fuel vehicles with electric vehicles.                                                                                                                                                                          |

| OUTCOMES          | 13.3 | There is a culture of energy efficiency and conservation within the City's municipal, commercial, institutional, and residential communities.                                                                                                                                                                                               |
|-------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategies</b> |      | A. The City shall conduct and support outreach efforts to increase local and regional understanding of the importance of reducing energy use and demand, curbing resilience on fossil fuels, and protecting the environment.                                                                                                                |
|                   |      | B. The City shall encourage municipal departments, residents, businesses, institutions, and visitors to support the local economy and preserve the working landscape by purchasing local food.                                                                                                                                              |
|                   |      | C. The City shall explore opportunities to collaborate with local and regional partners, including the Lebanon School District, neighboring communities and businesses, to develop regional energy initiatives including aggregated power purchasing, expanded commuter engagement, and other opportunities to reduce energy use and costs. |
|                   |      | D. The City shall actively pursue federal, state, and local funding and grants for projects identified in the Energy Chapter of the Master Plan. Other creative financing mechanisms shall be considered to support energy initiatives.                                                                                                     |
|                   |      | E. The City shall promote recycling and composting in the commercial and residential sectors.                                                                                                                                                                                                                                               |
|                   |      | F. When fiscally feasible, the City will hire a dedicated Energy Manager to serve the City and to work with public and private entities.                                                                                                                                                                                                    |
| <b>Actions</b>    |      | 1. LEAC will develop outreach campaigns for City employees, such as to increase carpooling or alternate modes of transportation, EV adoption, recycling, and composting                                                                                                                                                                     |
|                   |      | 2. LEAC will host and promote "Button-Up New Hampshire" workshops and other weatherization programs.                                                                                                                                                                                                                                        |
|                   |      | 3. LEAC will develop a public education campaign about energy topics including an online and social media presence.                                                                                                                                                                                                                         |
|                   |      | 4. LEAC will advocate for projects that reduce the City's energy consumption and/or introduce renewable energy resources in the Capital Improvement Program.                                                                                                                                                                                |
|                   |      | 5. LEAC will investigate opportunities for interdepartmental coordination and funding of energy efficiency maintenance projects in existing municipal buildings.                                                                                                                                                                            |
|                   |      | 6. LEAC will consider a 'green bank' to set aside funds to finance further energy savings projects.                                                                                                                                                                                                                                         |
|                   |      | 7. The Department of Public Works will maintain a list of "shovel ready" energy-related projects to take advantage of potential future funding and grant programs offered by federal and state agencies.                                                                                                                                    |
|                   |      | 8. The City shall create an environmentally conscious purchasing policy that promotes: composting, reducing use of plastics, recycling, and local food at City events.                                                                                                                                                                      |
|                   |      | 9. LEAC will research technical programs to add in Lebanon School curriculum to involve students in energy efficiency and conservation.                                                                                                                                                                                                     |
|                   |      | 10. LEAC will encourage businesses and residents to utilize direct (e.g., Solarize programs) or indirect (e.g., Lebanon Community Power) renewable energy generation, including through provision of educational resources in City media.                                                                                                   |

| OUTCOMES          | 13.4 | The City's residential, commercial, and institutional sectors privately invest in energy efficiency and renewable energy projects to reduce the use of fossil fuels.                                                                                                                |
|-------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategies</b> |      | A. The City shall take active steps to educate and encourage residents, businesses, and institutions to invest in efficiency and renewable technology, and reduce fossil-fuel use, through procurement and investment.                                                              |
|                   |      | B. The City shall pursue public-private partnerships to save money and generate clean renewable energy.                                                                                                                                                                             |
|                   |      | C. The City shall work with area businesses and institutions to leverage educational opportunities.                                                                                                                                                                                 |
| <b>Actions</b>    |      | 1. The Lebanon Energy Advisory Committee should advocate for and the City Council should pass, when possible, a more flexible energy efficient building code policy that furthers the City's goals toward environmental impact and greenhouse gas reductions.                       |
|                   |      | 2. The Lebanon Energy Advisory Committee should explore and advocate for and the City Council should pass, when possible, more incentives to promote energy efficiency in existing and new developments.                                                                            |
|                   |      | 3. Agents of the City will seek partnerships with the private sector to maximize energy savings on specific projects.                                                                                                                                                               |
|                   |      | 4. All City energy efficiency projects will require rigorous benchmarking and audit review.                                                                                                                                                                                         |
|                   |      | 5. LEAC will continue to work with the Community Power Coalition of NH to support financing of energy efficiency programs and development of distributed renewable energy systems.                                                                                                  |
|                   |      | 6. LEAC will actively research, promote, and leverage state and federal energy efficiency financing programs.                                                                                                                                                                       |
|                   |      | 7. The Planning Department will explore implementation of a large commercial building energy use reporting system (benchmarking) considering requiring participation of multifamily dwellings. Consider requiring that landlords disclose utility use history to potential tenants. |
|                   |      | 8. LEAC will pursue the idea of a microgrid powered by the landfill gas to energy project                                                                                                                                                                                           |
|                   |      | 9. LEAC will explore the potential for district heat.                                                                                                                                                                                                                               |

| OUTCOMES          | 13.5                                                                                                                                                                              | Lighting throughout the City is efficient, cost effective, and restores dark skies. |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Strategies</b> | A. The City shall maintain a current map and inventory of all public exterior lights.                                                                                             |                                                                                     |
|                   | B. The City shall reduce the number of overall lights in its control to save taxpayer money and reduce energy use and night-sky pollution associated with unnecessary lights.     |                                                                                     |
| <b>Actions</b>    | 1. The City will incorporate energy efficient interior and exterior lighting in retrofits and new projects.                                                                       |                                                                                     |
|                   | 2. Continue to apply a systematic process with fair criteria to review and remove or update unnecessary or outdated exterior City-owned lights per Administrative Policy ADM-109. |                                                                                     |
|                   | 3. Continue to upgrade existing lights to higher efficiency models and calibrate operating times and levels to optimize dark sky and efficiency performance.                      |                                                                                     |
|                   | 4. Refer to what other municipalities have done to maximize light removal and public satisfaction.                                                                                |                                                                                     |
|                   | 5. Use cut-off lighting techniques to reduce light pollution of necessary lights.                                                                                                 |                                                                                     |
|                   | 6. The Planning Department will update land development regulations to require high efficiency lights.                                                                            |                                                                                     |
|                   | 7. Encourage residents and businesses to upgrade existing fixtures to high-efficiency, dark-sky compliant, and insect-safe features.                                              |                                                                                     |

| OUTCOMES                                                                                                                                                               | 13.6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The City of Lebanon has an economically and environmentally sustainable, multi-modal transportation network and municipal vehicle fleet. |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <div data-bbox="103 296 282 333" data-label="Section-Header"><b>Strategies</b></div> <div data-bbox="144 600 282 638" data-label="Section-Header"><b>Actions</b></div> | <div data-bbox="355 201 1560 432" data-label="List-Group"> <ul style="list-style-type: none"> <li>A. The City shall seek to eliminate greenhouse gas emissions and reduce the lifecycle costs of vehicles and machines in the municipal fleet, by following the vehicle purchasing policy for EVs, and collaborate with SAU 88 to electrify their fleet.</li> <li>B. The City shall promote employee adoption of zero-emission vehicles and other clean-transportation alternatives.</li> <li>C. The City shall install public EV charging stations and encourage the private sector to do so as well.</li> </ul> </div>                                                                                                                                                                                                                                |                                                                                                                                          |
|                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                          |
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|                                                                                                                                                                        | <div data-bbox="355 457 1560 800" data-label="List-Group"> <ul style="list-style-type: none"> <li>1. Enforce and strengthen the City's 2024 Fleet Electrification policy requiring fleet purchases or leases to be EVs unless a compelling case can be made for why an EV is not sufficient for the duty task. Insert language into City procurement documents encouraging or favoring these.</li> <li>2. Install public EV charging stations at strategically chosen locations throughout Lebanon.</li> <li>3. Institute and enforce a City-wide Anti-Idling Policy based on the current policy issued by the Department of Public Works</li> <li>4. Explore ways to incentivize residents and visitors to switch to zero emissions vehicles.</li> <li>5. Investigate and draft a proposal for an EV car-sharing program in Lebanon.</li> </ul> </div> |                                                                                                                                          |
|                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                          |
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|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>OUTCOMES</b>   | <b>13.7</b>                                                                                                                                                                                                                                                                                               | <b>The City of Lebanon applies a framework of energy efficiency, equity, sustainability and resiliency to all departments, projects, and policies and to its role as the community caretaker.</b> |
| <b>Strategies</b> | A. The City and LEAC shall collaborate with City Departments, Committees, and Commissions to adopt lower-and zero-carbon options in their functions.                                                                                                                                                      |                                                                                                                                                                                                   |
|                   | B. The City will organize climate action planning to address community carbon impacts and climate resiliency and to guide community energy conservation, energy development, and greenhouse gas reduction.                                                                                                |                                                                                                                                                                                                   |
|                   | C. New City policies and development initiatives will be analyzed through the lens of equity to determine if these will adversely affect residents who will not advocate for their own interests. In projects calling for public hearings, outreach will be undertaken to solicit comments from residents |                                                                                                                                                                                                   |
| <b>Actions</b>    | 1. LEAC will prioritize steps toward Outcome 7 regularly through the Lebanon Strategic Plan.                                                                                                                                                                                                              |                                                                                                                                                                                                   |
|                   | 2. The Planning Department will continue to improve land use plans, policies, and regulations for existing structures and new construction so that they promote energy efficiency, equity,                                                                                                                |                                                                                                                                                                                                   |
|                   | 3. The Planning Department, where appropriate, will require the study and/or implementation of steps such as incorporating renewable energy elements or readiness, heat island reduction, energy efficiency measures, carbon sequestration, and similar features.                                         |                                                                                                                                                                                                   |
|                   | 4. Through it's procurement policy, the City will discourage and reduce consumption of single-use products (such as plastics) and promote the reuse and sharing of durable products in order to diminish the embedded energy of things.                                                                   |                                                                                                                                                                                                   |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                              |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>OUTCOMES</b>   | <b>13.8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   | The City of Lebanon reaches out to and engages with its disadvantaged and minority communities in energy policy development and administration of Lebanon's energy resources in a fair and equitable manner. |
| <b>Strategies</b> | A. Employ an equity-centered approach to energy and climate resilience work. Ensure that decision-making processes are open and inclusive, with active outreach to involve previously excluded voices and understand minority and vulnerable populations.                                                                                                                                                                                     |                                                                                                                                                                                                              |
|                   | B. Intensify public efforts to meet climate, energy and renewable electricity goals that are centered on equity and improve community resilience.                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                              |
|                   | C. Increase, broaden, and sustain resources and educational opportunities related to resilience and energy, with on-going interactions and stakeholder collaborations, especially early in the design and decision making process.                                                                                                                                                                                                            |                                                                                                                                                                                                              |
|                   | D. Design for resilience in a way that protects vulnerable/underserved populations.                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                              |
|                   | E. Integrate resiliency and equity planning into business continuity planning.                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                              |
| <b>Actions</b>    | 1. LEAC will collaborate with the DEI Advisory Committee to develop/support an overall City diversity, equity and inclusion policy that includes applicability to energy.                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                              |
|                   | 2. In City projects and policies requiring public input, the City will ensure that participation opportunities are early and diverse, such as a mix of virtual and in-person forums and direct outreach before any policy, plan, or project is drafted/designed.                                                                                                                                                                              |                                                                                                                                                                                                              |
|                   | 3. The Planning Department will build an outreach network to foster trust and relationships, facilitate communications and inclusiveness, in conjunction with existing efforts like Upper Valley Strong and Housing First.                                                                                                                                                                                                                    |                                                                                                                                                                                                              |
|                   | 4. The City Mangers' Office will create open government portal/transparency/accessibility tool to link residents to local citizen organizations and opportunities.                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                              |
|                   | 5. The Planning Department will support data-driven approaches to community and stakeholder engagement around equity and resilience.                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                              |
|                   | 6. The DEI Commission will create a DEI checklist for public meetings and projects to ensure active outreach to affected minority stakeholders as relates to energy-related projects, operations and programs in the community. Adopt criteria for ensuring that all City (capital) projects are screened for resilience to climate change-related hazards.                                                                                   |                                                                                                                                                                                                              |
|                   | 7. The Planning Department will apply a sustainable implementation checklist/blueprint/template/workplan with established criteria to all major City policies, plans, projects or similar that includes timeframe, partners, funding and other resources, new technology, equity considerations and priority actions, primary references (i.e., guidance/design standards), community engagement opportunities and connection to other goals. |                                                                                                                                                                                                              |
|                   | 8. Lebanon Community Power will be alert to opportunities to create community solar and implement community power, including comprehensive community solar, to create equitable and affordable access to renewable energy.                                                                                                                                                                                                                    |                                                                                                                                                                                                              |
|                   | 9. LEAC may partner with local financial institutions to explore opportunities for low- or no-interest loans that support energy-related projects.                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                              |
|                   | 10. LEAC may host trainings on equitable and resilient design and associated protocols                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                              |
|                   | 11. The City will avoid "charging deserts" by distributing public EV charging stations across the City, including in right of way convenient to public workers, subsidized housing, and similar areas.                                                                                                                                                                                                                                        |                                                                                                                                                                                                              |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                               |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>OUTCOMES</b>   | <b>13.9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>The City shall strive to be more resilient in terms of renewable energy sources, energy usage, and climate adaptation.</b> |
| <b>Strategies</b> | A. Develop business plans for resilience hubs.                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                               |
|                   | B. Create and/or adopt resilient design guidelines or toolkit, either standalone or in conjunction with other design guidance/requirement updates                                                                                                                                                                                                                                                                                                                       |                                                                                                                               |
|                   | C. Continue working on diversifying power sources so critical parts of the grid can be maintained if there is an emergency.                                                                                                                                                                                                                                                                                                                                             |                                                                                                                               |
| <b>Actions</b>    | 1. Include Mitigation efforts against urban heat island effects, such as landscaping and hardscaping, as part of site plan regulations. Adopt a city-wide policy to use primarily native and drought-tolerant plant species, with a focus on pollinator plantings and climate resiliency. Use large trees to create shade around buildings to naturally cool them. Initiate a required shade % for parking lots to mitigate heat island effect and create cooler areas. |                                                                                                                               |
|                   | 2. The Public Works Department will seek alternatives to non-pervious surfaces to improve stormwater flow and quality, and reduce urban heat island effect                                                                                                                                                                                                                                                                                                              |                                                                                                                               |
|                   | 3. Have the Planning Department conduct a Climate Vulnerability Assessment (CVA) to better understand the potential impacts of climate hazards to local operations, community safety, natural resource health, and business continuity. The assessment should include heat mapping, robust quantitative and qualitative analysis of climate trends and projections, and projected impacts to public health, infrastructure, and the economy.                            |                                                                                                                               |



## CITY OF LEBANON ~ PLANNING & DEVELOPMENT

### MEMORANDUM

**TO:** Planning Board

**FROM:** Tim Corwin, Deputy Planning & Development Director

**RE:** Draft Amendments to the Site Plan Review Regulations  
Phased Development, Plan Expiration, and Exemption Periods  
January 26, 2026 Work Session - Agenda Item 2.E

**MEMO DATE:** January 21, 2026

HB 413, enacted last year and effective as of July 1, 2025, extends the vesting time periods set forth in RSA 674:39 that protect approved subdivision and site plans from changes in local planning and zoning regulations. Currently, approved plans are vested from subsequently enacted local zoning and planning amendments if active and substantial work commences within 24 months of approval, and the development project is substantially completed within 5 years of approval. HB 413 extends these time periods so that substantial work shall commence within 3 years of approval, and the project shall be substantially completed within 7 years of approval. The 7-year and 3-year exemption periods shall apply to any planning board approval granted on or after July 1, 2023.<sup>1</sup>

To comply with HB 413, the exemption periods set forth in Lebanon's Site Plan Review Regulations – currently 3 years for active and substantial development and 5 years for substantial completion – need to be updated to 5 and 7 years, respectively. These proposed changes can be found on pages 7 and 8 of the attached redline (see Sections 8.4.A.2 and 8.4.B.2).

The changes necessitated by HB 413 also present an opportunity for broader updates to the Site Plan Review Regulations with respect to other related topics, including phased developments, plan expiration, extensions of approvals, and extensions of the active and substantial development deadline. Many of these current regulations are substantially vague and unclear and have proved to be vexatious for both the Planning Board and applicants (as well as staff in trying to administer these confusing regulations fairly and consistently).

To that end, the attached draft amendments were prepared by staff and were reviewed and endorsed by the Development Regulations Subcommittee at its meeting on January 5, 2026. As such, the amendments are now presented to the full Planning Board for review and consideration. Should the Board choose to move forward with adoption of the proposed amendments either as presented or as amended by the Board, staff recommends that the Board schedule a public hearing on the proposed amendments for the February 23, 2026, work session. Note that prior to the public hearing, staff will request review by the City's legal counsel.

**Attachments:**

- RSA 674:39 – Seven-Year Exemption
- Redline of the Site Plan Review Regulations - §§4.8, 4.9, 4.10, 4.11, 4.12 (new), 5.1, 8.4

<sup>1</sup> Summary of HB413 borrowed from "Changes to Planning & Zoning Laws in 2025 - A Guide for Municipalities - Revised August 13, 2025," published by the New Hampshire Municipal Association.

# TITLE LXIV PLANNING AND ZONING

## CHAPTER 674 LOCAL LAND USE PLANNING AND REGULATORY POWERS

### Regulation of Subdivision of Land

#### Section 674:39

##### **674:39 Seven-Year Exemption. –**

I. Every subdivision plat approved by the planning board and properly recorded in the registry of deeds and every site plan approved by the planning board and properly recorded in the registry of deeds, if recording of site plans is required by the planning board or by local regulation, shall be exempt from all subsequent changes in subdivision regulations, site plan review regulations, impact fee ordinances, and zoning ordinances adopted by any city, town, or county in which there are located unincorporated towns or unorganized places, except those regulations and ordinances which expressly protect public health standards, such as water quality and sewage treatment requirements, for a period of 7 years after the date of approval; provided that:

(a) Active and substantial development or building has begun on the site by the owner or the owner's successor in interest in accordance with the approved subdivision plat within 3 years after the date of approval, or in accordance with the terms of the approval, and, if a bond or other security to cover the costs of roads, drains, or sewers is required in connection with such approval, such bond or other security is posted with the city, town, or county in which there are located unincorporated towns or unorganized places, at the time of commencement of such development;

(b) Development remains in full compliance with the public health regulations and ordinances specified in this section; and

(c) At the time of approval and recording, the subdivision plat or site plan conforms to the subdivision regulations, site plan review regulations, and zoning ordinances then in effect at the location of such subdivision plat or site plan.

II. Once substantial completion of the improvements as shown on the subdivision plat or site plan has occurred in compliance with the approved subdivision plat or site plan or the terms of said approval or unless otherwise stipulated by the planning board, the rights of the owner or the owner's successor in interest shall vest and no subsequent changes in subdivision regulations, site plan regulations, or zoning ordinances, except impact fees adopted pursuant to RSA 674:21 and 675:2-4, shall operate to affect such improvements.

III. The planning board may, as part of its subdivision and site plan regulations or as a condition of subdivision plat or site plan approval, specify the threshold levels of work that shall constitute the following terms, with due regard to the scope and details of a particular project:

(a) "Substantial completion of the improvements as shown on the subdivision plat or site plan," for purposes of fulfilling paragraph II; and

(b) "Active and substantial development or building," for the purposes of fulfilling paragraph I.

IV. Failure of a planning board to specify by regulation or as a condition of subdivision plat or site plan approval what shall constitute "active and substantial development or building" shall entitle the subdivision plat or site plan approved by the planning board to the 7-year exemption described in paragraph I. The planning board may, for good cause, extend the 3-year period set forth in subparagraph I(a).

V. The 7-year period and 3-year exemption in this section shall apply to any approval granted on or after July 1, 2023.

**Source.** 1983, 447:1. 1989, 266:17, 18. 1991, 331:1, 2. 1995, 43:5; 291:7, 8. 2004, 199:1. 2009, 93:1. 2011, 215:1, eff. June 27, 2011. 2025, 186:1, eff. July 1, 2025.

SITE PLAN REVIEW REGULATIONS  
PHASED DEVELOPMENT, PLAN EXPIRATION, AND EXEMPTION PERIODS  
DRAFT AMENDMENTS

**ARTICLE IV – PROCEDURE**

[...]

**Section 4.8 – Procedure for Site Plan Review**

[...]

D. Notice of Action

[...]

The Notice of Action shall set forth the following:

[...]

7. A reminder of the time limits set forth in Section 4.10 ~~of these Regulations~~, and where appropriate, any additional time parameters, such as deadlines within which particular conditions must be fulfilled, the threshold levels of work which shall constitute “active and substantial development” or “substantial completion” for purposes of RSA 674:39, or a phased development phasing schedule timetable pursuant to Section 4.9, which shall be referenced and attached as an exhibit of these Regulations.

[...]

**Section 4.9 – Phased Developments**

The review and approval procedure for phased developments shall be as follows:

- A. ~~For purposes of these Regulations, “P~~phased development” shall mean a project which the applicant intends to construct in phases over a total period of time which may be in excess of the time limits set forth in Sections 4.10, 8.43.AB, or 8.43.BG ~~of these Regulations~~ or those in RSA 674:39. ~~Phased development may also include a project for which the Planning Board has imposed a phasing requirement pursuant to Sections 501.1(D) or 502.2(D) of the Zoning Ordinance, or otherwise, in order to mitigate the impact of a development on community facilities, services, or utilities.~~

[...]

C. The applicant shall submit with the application a proposed phasing schedule, which, if approved by the Board, shall be included as part of any approval. The phasing schedule shall include the following information, for each phase:

1. A ~~written~~ specification of all improvements, on-site or off-site, to be installed as part of that phase.
2. ~~A~~The deadline for the posting of any ~~required~~ security for that phase ~~that may be required pursuant to Sections 8.3.B or C;~~
- ~~3. A deadline for the completion of such improvements subsequent to the posting of such security, and;~~
43. ~~A~~The date by which a Building Permit ~~or, if a Building Permit is not required for the phase, a Zoning Permit,~~ must be obtained to prevent the approval for that phase from being considered void pursuant to Section 4.10.A.1 ~~of these Regulations. The deadline for obtaining a Building Permit for the first phase shall be no later than two (2) years from the date of the Planning Board's approval. The deadline for obtaining Building Permits for each subsequent phase may be no later than two (2) years following the substantial completion deadline for the prior phase.~~
- ~~4. The deadline for achieving active and substantial development or building of that phase pursuant to RSA 674:39 and Section 8.4.A. The deadline for achieving active and substantial development or building of the first phase shall be three (3) years from the date of the Planning Board's approval. The deadlines for achieving active and substantial development or building of each subsequent phase may be no later than three (3) years following the substantial completion deadline for the prior phase.~~
5. ~~The deadline for achieving substantial completion of that phase pursuant to RSA 674:39 and Section 8.4.B. The deadline for achieving substantial completion of the first phase shall be seven (7) years from the date of the Planning Board's approval. The deadlines for achieving substantial completion of each subsequent phase may be no later than seven (7) years following the substantial completion deadline for the prior phase.~~

~~A phasing plan sheet graphically depicting the boundaries of each phase shall be included as part of the plan set per Section 5.1.E.25. The phasing schedule may be included on the phasing plan sheet or, if a separate document, shall reference the phasing plan sheet and shall be attached to the Notice of Action as an exhibit.~~

~~The phasing schedule may also specify threshold levels of work and time lines which must be completed, in order for the project, as a whole, or particular phase(s) of the project, to be considered "vested" pursuant to RSA 674:39, or the New Hampshire common law of vested rights.~~

~~The approval for a particular phase shall not be considered "final" under RSA 676:4, I(i), nor shall any plan of that phase be recorded in the Grafton County Registry of Deeds, until the security for the improvements which are part of that~~

~~phase has been properly posted with the City or until such required improvements have been completed, inspected, and approved by the City.~~

[...]

- E. Prior to obtaining a Building Permit for each later phase, the applicant shall submit to the Planning Director a copy of the Building Permit application. The Planning Director shall then determine whether the application is in accordance with the approved phasing schedule, and whether any required security for that phase has been provided to the City.

~~If the development is proceeding in accordance with the approved phasing schedule, the later phase(s) shall normally be presumed to be “vested” against changes in City land use ordinances and regulations, except as otherwise specified by the Board as part of its approval. However, the Planning Director may determine that, due to specific circumstances, including but not limited to non-compliance with applicable regulations or conditions of approval, a later phase or phases should not be considered “vested” under RSA 674:39 or the New Hampshire common law of vested rights. In such a case, the Planning Director may forward to the Planning Board a recommendation to initiate proceedings, using the procedures of RSA 676:4 as applicable, to revoke approval of an unbuilt phase or phases.~~

F. Expiration of Phasing Schedule.

1. If the applicant fails to meet any such deadline set forth in the phasing schedule, or any extension thereof or as may be amended, then the approval of that phase and all subsequent phases shall be considered void, and such phase(s) shall no longer be presumed “vested.”

2. **Phasing Schedule Amendment.** If the applicant anticipates being unable to meet any time deadline(s) set forth in the approved phasing schedule with respect to any phase, the applicant may apply to the Planning Board to amend the phasing schedule if the requested changes could have been approved by the Planning Board pursuant to the requirements of Sections 4.9.C.3, 4, and 5 at the time the phasing schedule was originally approved.

Requests for amendments received after the date proposed to be amended will not be considered by the Board. A phasing schedule amendment may be granted only after a public hearing with notice as provided in Section 4.8.

In determining whether to grant such an amendment, the Board shall consider the totality of the circumstances, including the extent and complexity of the conditions precedent, the extent of the progress made by the Applicant toward satisfying the conditions precedent and/or starting construction, and whether the need for more time is attributable to unusual circumstances beyond the control of the Applicant, rather than to the Applicant’s neglect or failure to proceed with reasonable promptness. The Board shall indicate in its minutes the reason(s) for its decision. The Board shall grant no more than one phasing schedule amendment unless it

determines, based on legal advice, that such amendment is required in order to prevent a violation of constitutional rights.

### 3. Phasing Extensions.

- a. If the applicant anticipates being unable to meet any Building Permit deadline with respect to any phase, the he or she applicant may apply to the Planning Board for a ~~two (2) year~~ extension of up to two years for the particular phase, pursuant to Sections 4.10.A.2 and A.3 of these Regulations. In accordance with Section 4.10.A.3, the Board shall grant no more than one such extension for each phase. The request for an extension shall be submitted to the Planning and Development Department prior to the expiration of the deadline(s) involved.
- b. If the applicant anticipates being unable to meet any deadline for achieving active and substantial development or building with respect to any phase, the applicant may apply to the Planning Board for an extension of up to two (2) years for the particular phase, pursuant to Sections 8.4.A.3 and 4. In accordance with Section 8.4.A.4, the Board shall grant no more than one such extension for each phase.

~~If the applicant fails to meet any such deadline, or extension thereof, then the approval of that phase and all subsequent phases shall be considered void, and such phase(s) shall no longer be presumed "vested." However, the applicant may resubmit the application for such phase(s) to the Board for further review and re-approval in light of changes in ordinances, regulations, or other material circumstances which have occurred in the City of Lebanon since the original approval.~~

## **Section 4.10 – Expiration of Site Plan Approval**

### A. Building Permit.

1. Any approved site plan for which a Building Permit ~~or, if a Building Permit is not required for the project, a Zoning Permit,~~ has not been obtained within two (2) years of the date of the ~~original Planning Board's~~ approval shall be considered void; however, the Board may, for good cause, specify in the original Notice of Action some alternative time limit for obtaining a Building Permit. ~~The voiding of an approval under this paragraph shall terminate the vesting of the application against changes in regulations, as set forth in RSA 676:12, VI and RSA 674:39.~~
- 2B. Notwithstanding paragraph A above, the Board may grant an extension of up to two (2) additional years beyond the original expiration date. ~~A request for such an extension must be submitted by the Applicant to the Planning and Development Department prior to such expiration date, and Requests for extension of the site plan approval~~ received after the expiration date will not be considered by the Board. An extension may be granted only after a public hearing with notice as provided in Section 4.8 ~~of these Regulations.~~

- 3C. In determining whether to grant such an extension, the Board shall consider the totality of the circumstances, including the extent and complexity of the conditions precedent, the extent of the progress made by the Applicant toward satisfying the conditions-precedent and/or starting construction, and whether the need for more time is attributable to unusual circumstances beyond the control of the Applicant, rather than to the Applicant's neglect or failure to proceed with reasonable promptness. The Board shall indicate in its minutes the reason(s) for its decision ~~on an extension request under this Section~~. The Board shall grant no more than one (1) extension ~~for any site plan~~, unless it determines, based on legal advice, that such extension is required in order to prevent a violation of constitutional rights.
- 4D. For applications subject to both Site Plan and Subdivision review, expiration of Board approvals shall occur as set forth in the Subdivision Regulations.
- 5E. For approved phased developments, the deadlines for obtaining a Building Permit for each phase, as stated in the approved phasing schedule in accordance with Section 4.9.C ~~(43) of these Regulations~~, shall be substituted for the time limitation set forth in Section 4.10 ~~(A.1)~~. Any request for an extension of time for a particular phase, as described in Section 4.9.F ~~3.a of these Regulations~~, shall only apply to the particular phase, and such extension shall not automatically apply to any later phases of the development.

B. Active and Substantial Development or Building.

Any approved site plan for which active and substantial development or building per Section 8.4.A.1 has not been achieved within three (3) years of the date of the Planning Board's approval shall be considered void, unless extended pursuant to Section 8.4.A.3, in which case the approved site plan shall be considered void if active and substantial development or building per Section 8.4.A.1 has not been achieved within five (5) years of the date of the Planning Board's approval.

C. Substantial Development Completion.

Any approved site plan for which substantial completion per Section 8.4.B has not been achieved within seven (7) years of the date of the Planning Board's approval shall be considered void.

**Section 4.11 – Reapproval of Expired Site Plan Approval**

For any site plan approval that has expired pursuant to Section 4.10, the applicant may resubmit the application to the Board for re-approval. The resubmitted application, including the plan set and supporting materials, shall be updated as needed to comply with current ordinances and regulations and to address any changes in material circumstances which have occurred in the City of Lebanon since the original approval that may impact the proposed development.

*[\*\*TBD - Submission requirements for a "reapproval"\*\*]*

**Section 4.11-12 – Permission to Visit Property**

[...]

## **ARTICLE V – SUBMISSION REQUIREMENTS**

### **Section 5.1 – Drawings and Other Submittals**

[...]

An application for Site Plan Review shall include the following information:

[...]

- E. Paper copies of the proposed Site Plan drawing (the number to be determined by the Planning and Development Department on an as-needed basis).

[...]

Site Plan drawings shall include the following information (NOTE: The submission requirements described in paragraphs E.1 through E.4 below shall not be waivable under the procedures set forth in Article VII - “Waiver Procedure” ~~of these Regulations~~):

[...]

25. A phasing plan sheet shall be provided for any phased development per Section 4.9.C.

[...]

## **ARTICLE VIII – CONSTRUCTION, COMPLETION, AND BONDING**

[...]

### **Section 8.4 – Active and Substantial Development and Substantial Completion**

As provided for in RSA 674:39, III, the Board may specify the threshold levels of work that shall constitute the following terms, with due regard to the scope and details of a particular project:

#### **A. Active and Substantial Development or Building**

1. ~~UFor purposes of these Regulations, u~~unless modified by the Board at the time of approval of a specific application, the completion of all of the following shall imply “Active and Substantial Development or Building” when inspected and approved by the Reviewing Engineer:
  - a. Construction of and/or installation of basic infrastructure to support the development (including all of the following: roadways, access ways, parking lots, etc. to a minimum gravel base; and water and wastewater lines and other utilities placed in underground conduit

ready for connection to proposed buildings/structures) in accordance with the approved plans; and,

- b. Construction and completion of drainage improvements to service the development (including all of the following: detention/retention basins, treatment swales, pipes, underdrains, catch basins, etc.) in accordance with the approved plans; and,
- c. Placement and maintenance of all erosion control measures on the site as specified on the approved plans.

Movement of earth, excavation, or logging of a site without completion of items a, b, and c above, shall not be considered "Active and Substantial Development or Building." Plans approved in phases shall be subject to this definition for the phase or phases currently being developed.

- 2. Unless otherwise specified by the Board, Active and Substantial Development or Building shall be achieved within ~~two~~ three (23) years from the date of the Planning Board's approval.
- 3. The Planning Board may extend the time for completion of Active and Substantial Development or Building by an additional two (2) years may be extended for upon demonstration of good cause by the ~~Planning Board~~. Requests received after the expiration date will not be considered by the Board. An extension may be granted only after a public hearing with notice as provided in Section 4.8.
- 4. In determining whether to grant such an extension, the Board shall consider the totality of the circumstances, including the extent and complexity of the conditions precedent, the extent of the progress made by the Applicant toward satisfying the conditions precedent and/or starting construction, and whether the need for more time is attributable to unusual circumstances beyond the control of the Applicant, rather than to the Applicant's neglect or failure to proceed with reasonable promptness. The Board shall indicate in its minutes the reason(s) for its decision. The Board shall grant no more than one extension, unless it determines, based on legal advice, that such extension is required in order to prevent a violation of constitutional rights. A request for an extension of time within which to complete such Active and Substantial Development or Building shall be submitted by the Applicant to the Planning and Development Department prior to such expiration date for review in accordance with the provisions of Section 4.10 of these Regulations. Requests for extension of time to complete Active and Substantial Development or Building received after the expiration date shall not be considered by the Board. An extension may be granted only after a public hearing with notice as provided in Section 4.8 of these Regulations.

~~In no event shall the time for completion of Active and Substantial Development or Building be extended to more than five (5) years from the date of the Planning Board's approval, unless the development has been~~

~~approved for completion in phases in accordance with Section 4.9 of these Regulations.~~

5. ~~For approved phased developments, the deadlines for achieving Active and Substantial Development or Building for each phase shall be as set forth in the approved phasing schedule in accordance with Section 4.9.C.5. Any request for an extension of time for a particular phase, as described in Section 4.9.F.3.b, shall only apply to the particular phase, and such extension shall not automatically apply to any later phases of the development.~~

6. In the event the Planning Board approves an extension request, the Applicant shall be required to update any Security Agreements or other documents, as necessary, to reflect the dates of the extended approval.

B. Substantial Completion

1. ~~UFor purposes of these Regulations, u~~ unless modified by the Board at the time of approval of a specific application, Substantial Completion shall be deemed to have occurred when all on-site and off-site improvements specified in the Site Plan approval have been constructed or installed by the Applicant and inspected and approved by the Reviewing Engineer, except for those improvements which are explicitly deferred by vote of the Board.

In the event that the City calls a performance security for such improvements and the funds are paid to the City, Substantial Completion of the improvements ~~in the subdivision~~ shall be deemed to have occurred.

2. Unless the Site Plan has been approved for completion in phases in accordance with Section 4.9 ~~of these Regulations~~, or as otherwise specified by the Board, Substantial Completion shall be achieved within ~~five~~ seven (57) years from the date of the Planning Board's approval. [...]

DRAFT

**LEBANON PLANNING BOARD  
COUNCIL CHAMBERS, CITY HALL OR  
REMOTE VIA MICROSOFT TEAMS  
LEBANONNH.GOV/LIVE  
MONDAY, JANUARY 12, 2026 6:30PM**

**MEMBERS PRESENT:** Andrew Faunce (Chair), Kellen Appleton, Don Collins, Patrick Kennelly, Wes Achord, Karen Zook (City Council Rep), Kathie Romano (alt) (REMOTE)

**MEMBERS ABSENT:** Richard Ford Burley, Steven Cole (alt)

**STAFF PRESENT:** Tim Corwin (Deputy Planning Director)

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**1. CALL TO ORDER**

Chair Faunce called the meeting to order at 6:30pm. Mr. Corwin reviewed the City's meeting in-person and REMOTE attendance policies and procedures. Ms. Romano said she is participating remotely because she is out of town. She said no one was in the room with her during the meeting. Chair Faunce included Ms. Romano in voting during the meeting.

Chair Faunce said **Item 2 Election of Officers** will be addressed at the end of the meeting, which is out of the order of the meeting agenda.

**3. NOTICE OF REGIONAL IMPACT**

The following applications were received by the Planning and Development Department on or before January 12, 2026:

- **LVM Residential, LLC, 1 Foundry Street (Tax Map 91, Lot 263) and 43 Mechanic Street (Tax Map 106, Lot 34), zoned LD: Pursuant to Section 9.1 of the Site Plan Review Regulations, applicant requests modifications to a previously approved Site Plan (PB2022-36-SPR & PB2023-38-SPA & PB2024-35-SPA) for a proposed 148-unit multi-family housing development. Applicant proposes revised parking and site configurations and the removal of approved modifications to the structure at 43 Mechanic Street, together with related modifications to utilities, landscaping, grading, and other site improvements. PB2026-04-SPA**
- **Brickyard One Nominee Trust, Hanover Street Ext (Tax Map 48, Lot 1), zoned R-1, R-O-1, R-3 & RL-3: Applicant received Site Plan approval on December 17, 2024 (PB2024-22-SPRCUP) for a phased 474-unit multi-family Planned Unit Residential Development (PURD). Applicant now requests an extension of the phasing plan timelines for obtaining building permits and for constructing required site improvements. PB2026-05-SPA**
- **Greg Kutvirt (applicant), TLL Realty LLC (property owner), 41 N Labombard Road (Tax Map 51, Lot 1), zoned IND-L: Applicant requests a partial waiver of an impact fee**

1 associated with a proposed change of use from a Federal Express facility to pickleball  
2 courts. PB2026-06-AAD

- 3 • Robert J. Oakes, Laplante Road (Tax Map 138, Lot 27), zoned R-3, RL-1 & RL-2:  
4 Applicant requests a Conditional Use Permit, Final Major Subdivision approval and  
5 Site Plan Review for a proposed Planned Unit Residential Development (PURD)  
6 containing 13 detached dwelling units together with related site improvements. PB2026-  
7 07-FMAJ

8  
9 Mr. Corwin said Staff recommends the applications do not have the potential for regional impact.

10  
11 *A MOTION was made by Andrew Faunce that the applications of LVM Residential, LLC, 1*  
12 *Foundry Street (Tax Map 91, Lot 263) and 43 Mechanic Street (Tax Map 106, Lot 34),*  
13 *PB2026-04-SPA; Brickyard One Nominee Trust, Hanover Street Ext (Tax Map 48, Lot 1),*  
14 *PB2026-05-SPA; Greg Kutvirt (applicant), TLL Realty LLC (property owner), 41 N*  
15 *Labombard Road (Tax Map 51, Lot 1) PB2026-06-AAD; and Robert J. Oakes, Laplante Road*  
16 *(Tax Map 138, Lot 27), PB2026-07-FMAJ do not have the potential for regional impact. The*  
17 *MOTION was seconded by Don Collins.*

18  
19 *\*The MOTION was approved (6-0).*

#### 20 21 22 4. PUBLIC HEARING ITEMS

- 23  
24 A. Execusuite, LLC, 22 School Street (Tax Map 92, Lot 2), zoned R-O: Applicant  
25 requests Site Plan Review to add seven (7) additional dwelling units within the  
26 existing building, together with associated site improvements. PB2026-02-SPR - To  
27 be postponed to February 9, 2026

28  
29 Chair Faunce said this application has been postponed to the February 9, 2026 Planning Board  
30 meeting. Mr. Corwin said the reason for the delay is the applicant needs to obtain a special  
31 exception by the Zoning Board of Approvals for part of the project before the site plan  
32 application can be reviewed by the Planning Board.

#### 33 34 5. CONCEPTUAL REVIEW

- 35 A. SPNH Mount Support, LLC, Mount Support Road (Tax Map 24, Lot 1, Plot 100),  
36 zoned R-1 & RL-3: Applicant requests conceptual review per Section 4.3.B of the  
37 Site Plan Review Regulations of a proposed 260-unit residential development  
38 consisting of three (3) 4-story multi-family dwellings. PB2025-42-CON

39  
40 Mr. Don Smith (Saxon Partners) and Mr. Dave Fenstermacher (VHB) were present on behalf of  
41 the applicant.

42  
43 Mr. Smith reviewed the proposed revised conceptual plan, which he said included changes made  
44 based on feedback received after the previous conceptual review at a September 2025 Planning  
45 Board meeting. He said this revised plan includes central green areas and other amenities for the  
46 residential community, reconfigured parking areas, and a new location of the access  
47 road/driveway into the development. He said the building has been relocated about 85 feet back  
48 from the previous plan, which increases setbacks from the road. He said the new plan results in

1 about 2,500 fewer square feet of wetlands that are impacted. He also said the plans include a  
2 townhouse concept which he said may be considered in the future on this site.

3  
4 The group discussed wetlands concerns and impacts to the wildlife crossing that is near the  
5 project side. They discussed the revised parking lot locations and ways to provide additional  
6 parking spaces and areas. The group discussed whether a walkway could be added between the  
7 future townhomes and the parking area to provide a safe place for children to walk to the car.

8  
9 Mr. Smith said the project has not been completely engineered. He said the next step is to have  
10 NHDES review the plan. He said if they receive NHDES approval, they will re-engineer the plan  
11 and the submit the project for site plan approval.

12  
13 Ms. Sarah Riley (Chair of Conservation Commission) said she has concerns that the new plan's  
14 long driveway is encroaching into the protected open space area, which she said provides  
15 wildlife connectivity from the west side to the east side of the property. She asked the Planning  
16 Board to review this proposal carefully and review the impact on the wildlife corridor. She said  
17 the Conservation Commission has asked the project team and Planning Board to reconsider the  
18 size of the development because it includes more than 10,000 square feet of impacted wetlands.  
19 Chair Faunce said he'd like to know the extent of the wildlife corridor and more convincing data  
20 to support the argument to make the change to extend the driveway. Mr. Smith said the new  
21 location of the driveway was the team's response to previous concerns expressed by the  
22 Conservation Commission, but they can move it back to its original location if it is not a good  
23 solution.

24  
25 Chair Faunce asked if more information could be provided to the Board regarding the wildlife  
26 corridor. Mr. Smith said they would include that information as a separate report with the plan  
27 when they apply for site plan approval.

28  
29 Ms. Riley said it seems like the new plan for the development locates it further west and into a  
30 larger open space area that she referred to as the "greater Boston Lot." She said it is better to  
31 keep projects like this closer to the road than up the slope and into the woods. She said any  
32 movement of the development to the west is problematic. She said sometimes projects are too  
33 large for the site. Ms. Appleton acknowledged that the relocation of the project was done in  
34 response to feedback that it was too close to the road, but they said it is better for pedestrian  
35 access to keep the project as close to the road as possible.

36  
37 The group discussed the applicant's request to change the conditions of the protected wildlife  
38 corridor. Mr. Corwin said Attorney Philip Hastings provided his opinion that the Board has the  
39 authority to make changes requested by the applicant. Mr. Corwin said Attorney Hastings'  
40 opinion should be reviewed by the City's legal counsel.

41  
42 Mr. Corwin noted that Section 4.7.E.2 - *Additional Fees for Special Investigative Studies and*  
43 *Expenses* of the Site Plan Review Regulations provides that the Board has the right to require the  
44 applicant to pay necessary and reasonable fees sufficient to cover the City's expenses for the cost  
45 of special investigative studies, review of documents, extraordinary or unusual legal expenses,  
46 etc. Mr. Corwin said the cost for legal review of Attorney Hastings' opinion should be borne by  
47 the applicant (as opposed to taxpayers). Chair Faunce said the expense should be borne by the  
48 applicant because they are requesting the change in conditions of the protected wildlife corridor.

1 Attorney Philip Hastings (Cleveland, Waters, and Bass) said he drafted three previous wildlife  
2 corridor restrictions that are similar to this one. He said this type of request is relatively new to  
3 Lebanon. He said the developer/owner can make changes to the wildlife corridor with the  
4 approval of the Planning Board as a condition of site plan approval. He agreed that the City's  
5 legal counsel should review his opinion.

6  
7 Mr. Corwin suggested Dr. Rick Van de Poll, of Ecosystem Management Consultants, could  
8 review this proposal as well. He asked VHB to prepare a document for Dr. Van de Poll to review  
9 at a future meeting.

10  
11 [At 7:38pm Ms. Zook left the meeting.]  
12  
13

## 14 **6. STUDY ITEMS**

### 15 16 **A. Review of and Discussion re: Master Plan Update and Implementation Process**

17  
18 Mr. Corwin said Staff has suggested this item should be discussed at a future meeting.  
19  
20

## 21 **2. ELECTION OF OFFICERS – Chair and Vice Chair**

22  
23 *A MOTION was made by Kathie Romano to nominate Andrew Faunce as the Chair of the*  
24 *Lebanon Planning Board. The MOTION was seconded by Wes Achord.*

25  
26 *\*The MOTION was approved (6-0).*  
27

28 Chair Faunce said Dr. Ford Burley (current Vice Chair) has declined to be nominated as Vice  
29 Chair.  
30

31 *A MOTION was made by Andrew Faunce to nominate Wes Achord as the Vice Chair of the*  
32 *Lebanon Planning Board. The MOTION was seconded by Don Collins.*  
33

34 *\*The MOTION was approved (6-0).*  
35  
36

## 37 **7. APPROVAL MINUTES – November 24, 2025 and December 08, 2026**

38  
39 The Board members said they had small, typographical edits, which they gave to Mr. Corwin to  
40 give to the recording secretary.  
41

42 *A MOTION was made by Andrew Faunce to approve the November 24, 2025 and December*  
43 *08, 2025 Planning Board Meeting minutes as amended. The MOTION was seconded by*  
44 *Patrick Kennelly.*  
45

46 *\*The MOTION was approved (6-0).*  
47  
48  
49

**8. ADJOURNMENT**

*A MOTION was made by Kellen Appleton to adjourn the meeting at 7:43pm. The MOTION was seconded by Patrick Kennelly.*

*\*The MOTION was approved (6-0).*

The meeting adjourned at 7:43pm.

Respectfully submitted,

Paula Roux

Recording Secretary