



**LEBANON HOUSING TASK FORCE
MARCH 16, 2026 - 8:15 AM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Call to Order

- A. To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 383 590 071#). If you have trouble accessing this meeting, please email [Catheryn Hembree](#).

2. Approval of Minutes

- A. December 15, 2025
B. January 29, 2026
C. February 9, 2026

3. Study Items

- A. Housing Chapter Discussion

4. Old Business

5. New Business

6. Other Business

- A. Vote on additional dates

7. Future Agenda Items

8. Adjournment

The order of agenda items is subject to change.

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

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

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

DRAFT

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

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

MEMBERS ABSENT: Ellen Smith Ahern, Dave Duncan (Alt)

STAFF PRESENT: Nathan Reichert, Director, Planning & Development,

1 **1. CALL TO ORDER:**

2
3 Meeting was called to order at 8:17AM by Mr. Andrew Faunce, Vice Chair

4
5 Mr. Nate Reichert read the preamble.

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

8 A. October 20, 2025

9
10 B. November 17, 2025

11
12 *Mr. Ryan Dube MOVED to approve both sets of the Minutes as written*
13 *Seconded by Vice Chair Andrew Faunce*

14
15 **The MOTION was approved (5-0)*

16
17 **3. STUDY ITEMS:**

18
19 A. Outreach & Engagement Report

20
21 Mr. Steve Whitman, RKG Associates, started with an overview of what's included in the Outreach draft
22 report and a highlight of some of the major findings. He said that it is fantastic that the City of Lebanon
23 heard from more than 1,000 people, and that the variety of methods used along with the dedication of
24 employees and this Housing Task Force was the driving force behind these results. He added that they do
25 not usually see these types of excellent results.

26
27 Key findings from all outreach reinforces the conversations they have been having:

- 28
29
 - Housing costs are a major pressure against all household types
 - Limited supply restricts options for homeowners and renters
 - Competition and eligibility requirements creates barriers to access
- 30
31

- 1 • Property taxes and overall high cost of living influence housing decisions in Lebanon
- 2 • Neighborhood fit, scale, and design remain important to community considerations (this was also
- 3 reflected in the last Housing Chapter)
- 4 • A wide range of housing types needed to meet community demand
- 5 • Rental experiences and property management practices affect housing stability
- 6 • Housing challenges directly affect the local workforce and regional economy
- 7 • Transportation access shapes housing feasibility for many residents and would be residents
- 8 • Community members are open to creative and flexible housing solutions

9

10 He said that the remainder of the document is set up with summaries, for example, the focus group
11 feedback begins on page 4, the community conversations are grouped together and summarized as well,
12 and lastly the housing survey including who they heard from, the demographics, and they have included
13 all of the raw data including actual responses, in the Appendix.

14

15 Chair McNamara asked Mr. Whitman if there was anything “new” to them? Mr. Whitman responded that
16 people new to the community and renters have found it challenging to find housing and for renters, trying
17 to get through the process with landlords.

18

19 Chair McNamara said one thing that stood out to him was that so many of the respondents are already
20 residents of Lebanon and he was encouraged by this. Mr. Dube added that the mix of these respondents
21 was almost 50/50 (residential property owners/renters), which provides both perspectives. Both sides are
22 facing similar but yet very different challenges, realities, and difficulties in either maintaining their
23 current status as a homeowner or becoming one. Whether or not they are looking to rent or to buy. He
24 appreciated that RKG provided all of the raw data and said that as he read through this his takeaway is
25 that everybody had their own reasons/ issues/scapegoat to blame but many people offered suggestions and
26 were optimistic and choose to remain here in Lebanon. For example, one scapegoat is Dartmouth Medical
27 Center, and yet many employees of DMC responded that they are not highly paid doctors, and they are
28 facing the same issues as other residents/would be residents.

29

30 Everybody agrees that more affordable housing is needed.

31

32 Chair McNamara said that there is *not* a lot of support of large-scale building of more studios and one-
33 bedroom rentals. Employers have said this as well. We need smaller-scale housing developments, more
34 distributed than what the City has on Mount Support Road.

35

36 Mr. Dube added that small-scale housing is needed, and that many people with larger properties are also
37 ready to downsize or interested in looking to downsize and yet they too have limited opportunities for
38 smaller housing options.

39

40 Chair McNamara said that the results affirm some of the colloquial things that he was hearing with some
41 real data. Mr. Dube said that it was also helpful to see what the “other housing” was such as renters of
42 rooms, and that these are clearly not regulated, and is a cause for concern, and it gives a clearer
43 perspective to this Housing Task Force. He also said that with his work in the community, that a majority
44 of rents have more than doubled since 2019, and yet improvements (or lack thereof) are not in line with
45 these increases. This is a large drag on the local family economy.

46

47 Chair McNamara asked Mr. Nate Reichert how the results they have with this initiative correlate, if at all,
48 of where they are heading with some of the Zoning amendments that are housing related.

49

1 Mr. Reichert said a key takeaway to get housing in general with a preference to ownership opportunities
2 as well as more rentals and that the Zoning changes they are making are reflecting this need. He added
3 that Zoning cannot dictate the exact housing that will be built in Lebanon, and there is a misunderstanding
4 with some of the public, as many think that Zoning controls the exact types of housing that can be built in
5 Lebanon.

6
7 Vice Chair Faunce was asked about an update on The Brickyard. Vice Chair Faunce said that he thinks
8 this project will be +400 units total (potentially with ownership opportunity), which will be 5-6 mid-rise
9 complexes with a majority being single bedrooms and/or efficiency (studios), and there will also be
10 approximately 51 townhome units that are rumored to become condominiums.

11
12 Mr. Dube said that of what he knows, the waiting list for people in need of small renter units like is being
13 built, has over 200 people waiting (for 1 bedrooms and studios), and depending on the list, 5-10 (or more)
14 years waiting for a voucher for lower income families. He reiterated that these are the same people that
15 will need different housing as they marry, have families, etc. There will be a greater need for more houses
16 and larger rental properties. And there is already an unmet need for many seniors, even though Lebanon
17 has more senior housing per capita than other areas in New Hampshire.

18
19 Mr. Reichert said that building costs are a real detriment as well. Costs structure on the building side of
20 “Autumn Path” near Oakridge Rd., for 1500 square ft. units have a build cost of close to \$750,000. If they
21 are rented, rents will go for at least \$2,000-\$3,000 per month, even with employer-based subsidies from
22 Dartmouth Medical Center. Most families cannot afford these amounts.

23
24 He suggested they talk with the builder along with Dartmouth (partnered with this builder) to learn more
25 details about this project.

26
27 Chair McNamara said they are seeing this same type of thing on the Barrows Street project, though he
28 also thinks that modular units are still reasonable. They are finding it difficult to find contractors to finish
29 siding, add porches, etc. The ancillary services like these are problematic and when they do get bids, the
30 pricing is typically egregious.

31
32 Mr. Dube said he knows of builders needing to charge high prices to build and cited an example of a 2-
33 bedroom house that would cost about \$800,000 to build here in Lebanon, just to break even; if they want
34 to make a profit these would sell for \$900,000. This might be because of our higher standards or planning
35 or zoning costs. He also hears it from local homeowners where they get quoted higher here than in other
36 New Hampshire towns. Impact fees were noted as being high in Lebanon as well, and an impediment to
37 building here. Vice Chair Faunce added that these fees also help offset higher taxes for Lebanon property
38 owners.

39
40 Mr. Reichert added that many contractors from out of the area come to work in Lebanon. Many follow the
41 building codes and rules, whereas some nearby towns do not follow the rules, building codes, etc.

42
43 Chair McNamara asked if we cannot control building costs, what can we (Lebanon) do and what direction
44 can the City of Lebanon head? For the Barrows Street project, the City decreased the land costs for
45 builders and plans to offer pattern zoning. Mr. Dube added that this has a long tail though, and it is hard
46 to know if what they are doing is working, at least for the short term.

47
48 The City of Lebanon has had a general policy for at least the past 20 years, that they do not want to
49 expand water and sewer. It is very costly to build and to maintain, and capacity is limited. There is no
50 desire to push out into new areas so we are for the most part looking at infill. Are we better off with

1 zoning that limits the number of large-scale apartment complexes and reserving that land for a future time
2 when the cost of construction is more reasonable? Once the land is gone, it is gone, and given it is finite,
3 this could be a logical policy to put in place here. Mr. Dube asked if this is posing more of a problem for
4 the short term. Vice Chair Faunce said that he thinks there is a place for both opportunities and he thinks
5 ***Planning needs to come ahead of Zoning from this point forward***, with a more human scale. Lebanon
6 needs to declare what they want here and entertain that. He suggested that building properties that look
7 like houses (2-4 units) could make sense, rather than mostly high rises. Solely single-family new
8 construction is not practical at this juncture. Providing approved plan sets for builders and buyers is in
9 the works, and this could be lucrative for builders while helping achieve Lebanon's housing goals.
10 Planning is very open and welcoming to those builders who want to build here.

11
12 Chair McNamara suggested it would be timely to have the City of Lebanon review R-3 to allow for more
13 duplexes and larger units (2-4), lower roofline housing.

14
15 Ms. Sara Riley asked to have a map displayed on the room screen and said that the duplex and triplex
16 would be allowed wherever the pattern zoning overlays R-3s are, and these can be completed in the
17 denser, downtown areas, which is a large area.

18
19 Chair McNamara said that there is a bank, Merrimack Savings Bank, who is willing to honor the low
20 interest rates of current homeowners, to loan them money (as a second mortgage) at that same low rate
21 (for example 3%), to build ADUs on their properties. Mr. Reichert said the issue here is that the ages of a
22 majority of these property owners are more senior (50-70 years of age or older) and they for the most part
23 are unwilling to become landlords at this stage in their lives.

24
25 Ms. Riley agreed with Vice Chair Faunce in his earlier comment that ***Planning needs to come before***
26 ***Zoning***. She posed that this Housing Task Force can take a closer look at this, to ***see what they would***
27 ***like for the City of Lebanon to look like, and also what kind of carrots could be put out in the market,***
28 ***to help make this vision happen, as opposed to what they have been seeing in recent years.***

29
30 Ms. Riley said there is also ample opportunity to build housing on parking lots, and turn those into denser
31 areas, both in Lebanon and West Lebanon.

32
33 There was much discussion and opinion about the term "neighborhood" and clearly, this takes on many
34 faces depending on the location. Mr. Dube suggested that this Housing Task Force define the term
35 neighborhood. Chair McNamara said he sees 2 different ways of addressing neighborhoods, one where
36 you are taking an existing neighborhood and amping it up a bit, without disturbing or destroying the
37 character of the neighborhood, in other words "infill". The second is creating a new neighborhood, such
38 as Centerra, and creating new neighborhoods is much more challenging than infill. Vice Chair Faunce
39 added that most of us grew up in neighborhoods, and those did not exist as some point in time, they were
40 created. The immediate task at hand is to influence what happens to housing here in Lebanon, and what
41 the City of Lebanon becomes.

42
43 They want to be more intentional about defining what a new neighborhood is; ***this is the inflection point***
44 ***for the City of Lebanon***. To be intentional, with a focus on encouraging what is needed to be built here,
45 the "long look", even though this takes longer with a plan for the next 20, 30, 40 years). ***Hurrying is not***
46 ***the answer.***

47
48 Mr. Dube mentioned Quail Hollow and wondered if that could be duplicated? Chair McNamara said he
49 was involved in that project from day one, it is freestanding and that this area has clearly become a
50 "neighborhood" to the people who live there.

1
2 In terms of “new neighborhoods”, next steps could be to identify those areas where there is potential to
3 contribute to an existing neighborhood or build a new one and also have a better definition of what
4 exactly the City of Lebanon considers a neighborhood, so that people understand what the City means
5 when this term is used. He noted that there is a lot of fear in the community that the City of Lebanon is
6 going to allow big apartment buildings to be plunked down in the middle of a single-family
7 neighborhood, which is not the case.

8
9 B. Housing Chapter Outline & Process

10
11 Mr. Reichert said that they are planning to have a meeting with the Planning Board, along with Steve
12 Whitman, RKG Associates, in the month of January. There, they will present the deliverable and once
13 they get that feedback, they’ll share potential deliverables with the Housing Task Force. Mr. Whitman
14 proposed that for their next meeting with the TF in January, the TF look at the outline and share any
15 issues or opportunities with how it was structured, prior to their meeting with the Planning Board, and
16 focus most of their time on what are some actions that are housing related, that could help guide the
17 writing of the Chapter.

18
19 Chair McNamara said it would be much easier if they had a team of developers that they could work with,
20 that was willing and able to build out that plan, ones that understand the City of Lebanon’s vision. He
21 asked, as they are developing their own Chapter, what do they want to see? They can create “perfection”
22 but that could then go on the shelf. They need to address a plan that can be implemented.

23
24 Ms. Riley asked about the old Land Use Chapter and they have an active Land Use Map. The Planning
25 Board might need to rethink the land use map, right away, given the space that can be built on is limited.

26
27 Vice Chair Faunce proposed that this Housing Task Force should write out things that they want and need
28 to promote, preserve, and modify. He will provide each TF member this same list of topics to work from
29 and come up with their own ideas of wants and needs; this can help inform how they move forward. All
30 of their ideas will be shared with Mr. Reichert. TF members were encouraged to step back from what they
31 think are possibilities or not, stay open, and be creative with vision; they will review their input in their
32 January meeting. Also, they were asked to look at the current Master Plan so that they are familiar with it.

33
34 Mr. Reichert suggested they be sure that they add housing challenges such as for the homeless.

35
36 Chair McNamara reminded the TF that they are heavily influenced by property taxes, and much of this is
37 outside of the City’s control, given the way New Hampshire taxes. There are NH towns like
38 Moultonborough and Meridith with extremely high valued second homes, and those properties absorb
39 much of the tax burden. Lebanon (and Manchester, and Concord and Portsmouth, and Keene) is a highly
40 desired community with an archaic way of taxing homeowners, and so homeowners here and in those
41 towns take the brunt of the tax burden. He added an example that approximately 70% of calls to the
42 Police Department are from people who are not residents here, which requires a much larger police force
43 that would otherwise be needed. The City has proposed ideas to help with property tax relief, but each of
44 their ideas to date have been turned down at the State level. So, they need to understand the environment
45 they are working in. Many would say that Lebanon is not surviving, and in fact is driving people away.
46 This is not a political issue; this will ultimately impact the State negatively and already has in some
47 instances.

1 Ms. Riley suggested they add Lebanon’s Open Space Plan to be included in the Housing Chapter, things
2 to be informed by in the Outline of Sections. There are lots of interesting points, nuggets, and resources
3 within this document, though it is admittedly lengthy.

4
5 Lastly, she also encouraged all TF member to listen to “Brave Little State” on NPR, Vermont. A recent
6 episode focused on housing and conservation and they also touched on why there are no halfway houses,
7 and the reasons why we are where we are today. While it was about Vermont, many similar things apply
8 here in Lebanon.

9

10 **4. OTHER BUSINESS:**

11

12

13 **5. FUTURE AGENDA ITEMS:**

14

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

16

17 **6. ADJOURNMENT:**

18

19 *Vice Chair Faunce MOVED for adjournment*

20 *Seconded by Mr. Dube*

21

22 **The MOTION was approved (5-0)*

23

24 **The meeting was adjourned at 9:52 AM**

25

26 Respectfully submitted,

27 Cinda Mersel

28 Recording Secretary

DRAFT

**LEBANON HOUSING TASK FORCE
SPECIAL MEETING MINUTES
Remote Via Microsoft Teams
LebanonNH.gov/Live
Tuesday, January 29, 2026
11:00AM AM**

MEMBERS PRESENT: Tim McNamara, Andrew Faunce, Vice Chair, Dave Duncan (Alt.)
Ryan Dube, Sarah Riley, Ellen Smith Ahern

MEMBERS ABSENT: John D'Entremont

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

1 **1. CALL TO ORDER:**

2
3 Mr. Tim McNamara, Chair, started the meeting at 11:00AM.

4
5 Mr. Nate Reichert read the Preamble.

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

8 A. October 20, 2025

9
10 *Chair Tim McNamara MOVED to approve the October 20, 2025 minutes as written.*

11
12 **The MOTION was approved (5-0).*

13
14 B. November 17, 2025

15
16 *Chair Tim McNamara MOVED to approve the November 17, 2025 minutes as written.*

17
18 **The MOTION was approved (4-0), 2 abstained*

19
20 **3. STUDY ITEMS:**

21
22 A. Discussion: General Commercial-One: Use Table and Appendix A: Definitions

23
24 Chair Tim McNamara said that at their last meeting, they discussed potentially making some
25 modifications to the proposed housing types to be allowed in the GC-1 zoning district. The concern that
26 was expressed was that by allowing multi-family dwellings without any further definition in the new GC-
27 1 zone, this would essentially continue to allow what we have on Mt. Support Road and to some extent, to
28 just South of Centerra.

29
30 The input that this Housing Task Force has received from the community, is that there is a very limited
31 interest in seeing more of that housing type in the City of Lebanon, and that people prefer something
32 more “neighborhood friendly”. Mr. John D'Entremont shared a note with the TF (since he could not be at

1 today's meeting) that said that the kind of housing in the areas stated above, if allowed to continue, really
 2 changes the character of the City of Lebanon, even more than it's already been changed by the units that
 3 are there today.

4
 5 The idea for today's meeting is to change definitions a bit, so that we allow housing developments in the
 6 GC-1 district but bring it down to a reduced scale than what has been built on Mount Support Road and
 7 thereby allow for more owner-occupied housing. For example, townhouses are typically owner-occupied
 8 due to the economic factor.

9
 10 Staff was asked to draft some proposed amendments, then to discuss allowing GC-1 new construction
 11 with proposed modifications that would allow by right, multi-family units but cap these to 6 units or less,
 12 keeping it a smaller scale and to separately allow townhouse construction (no limit on the numbers).
 13 Historically, we have not had a definition for townhouse.

14
 15 Mr. Nate Reichert presented maps showing what the areas currently look like, and what they could look
 16 like with the proposed changes which he also shared. Additionally, he provided a handout with these
 17 proposed definitions.

18 19 **In the GC-1 District 305-A**

- 20
- 21 • Remove "**multi-family dwelling**" as a permitted use
- 22 • Add "**multi-family dwelling (6 dwelling units or less)**" as a permitted use
- 23 • Add "**townhouse**" as a permitted use
- 24

25 **In Appendix A, add the following definition:**

- 26
- 27 • **TOWNHOUSE:** a *one-family dwelling* having direct ground level access to the outdoors and
 28 which (a) is part of a multi-dwelling unit *building* within which the *dwelling units* are attached
 29 horizontally in a linear arrangement, (b) is separated from any adjoining *dwelling unit* by a wall
 30 extending from the foundation through the roof
- 31

32 It was agreed that the definitions should be kept as simple and understandable as possible. Mr. Ryan Dube
 33 said that the wording needs to be accurate, for example townhouse vs. townhouse unit have two different
 34 meanings. Mr. McNamara concurred.

35
 36 The origin of this discussion is as a result of formal and informal meetings with residents over the past
 37 two years of learning what existing residents of Lebanon want to see Lebanon develop into. Residents
 38 have shared their wish for focus on the "missing middle" with more owner-occupied housing on a human
 39 scale.

40
 41 Chair McNamara clarified that the City cannot force private developers to build one thing or another, and
 42 that if they say that in these areas, you cannot build another Mount Support Road, this could delay
 43 building of any sort in those areas, for a long time. That is until the market changes dramatically. *But if*
 44 *they don't define what can be built, and the large apartment complexes are what continue to get built,*
 45 *they are there permanently, and the City cannot then go back and change that.*

46
 47 Ms. Sarah Riley asked about density. She also said that she likes the more livable scale, maybe from
 48 limited sized developments. Coming from a conservation perspective, she also appreciates the benefits of
 49 going *up* in order to minimize the footprint on the land.

50

1 Chair McNamara added that if they stay in the GC-1, they could theoretically build the same number of
2 townhouses that you could if you did a multi-family building. Mr. Dube commented that with the
3 proposed definitions for GC-1, they are letting developers know what they can and cannot build, and that
4 if they want to build in Lebanon, they can only do this in two ways. He shared his concerns that the land
5 could stay undeveloped for some time. But the alternative of more large apartment complexes is not a
6 viable option for the City of Lebanon.

7
8 Chair McNamara asked Mr. Dave Duncan (Dartmouth Medical Center) his perspective, if they
9 incentivized to the extent they can, a townhouse type of development, which is likely to be two or more-
10 bedroom units, is that where his (Dartmouth Medical Center) demand is? Mr. Dave Duncan responded
11 “absolutely” and that the area does not need any more apartments. He said that the amount of
12 professionals (RNs, lab techs, X-ray techs, MRI techs, surgical techs, trained experts (physicians typically
13 find their way), these people all want places to buy and to live, that is not an apartment. The amount of
14 their turnover at year 3-5 is not sustainable. They interview everyone that leaves, and they make
15 statements such as “I have just spent \$30,000 a year paying rent, and I want out of an apartment. They
16 want to buy their own homes and townhouses are a viable option. “Your feet can touch the ground”.

17
18 He thinks any concerns about the need for more apartments is no longer valid as this is already an
19 oversupplied market and will become more so once Dartmouth College opens up 1,100 new dorms on
20 campus. The supply is already there.

21
22 He believes that any townhouses that are built will be sold prior to construction being finished. He shared
23 that Dartmouth placed 1,300 new employees in the last 12 months, without any problems getting
24 apartments for them.

25
26 He added that they will not recommend or put any of their new employees in studio apartments. They do
27 not stay in them, and once they get a skill, they would choose to leave the area because they are still
28 living in the equivalent of their dorm room.

29
30 Vice Chair Andrew Faunce said that major employers are taking more of an interest in creating better
31 housing for their employees, such as, for example, subsidized housing, and a hybrid employer sponsored
32 housing as well as the typical market rate housing. This hybrid housing is currently being built by
33 Dartmouth, and recruitment and retention are more important than turning a profit on these types of
34 housing projects. In all likelihood, Dartmouth is not alone and there may well be other larger employers
35 (e.g. manufacturers) in the area with these same employee retention issues, looking for housing options to
36 improve these. They too may choose to get involved in constructing some of these housing units.

37
38 Mr. Dube posed an idea *for some smaller local companies to come together to help create a cottage*
39 *development, such as 5 employers build 10 units or 30 townhomes. There are numerous benefits for local*
40 *employers to participate in new housing developments in Lebanon.*

41
42 Vice Chair Faunce said that they are trying to create time and space to allow more people to get to their
43 goal of home ownership in Lebanon. Ms. Riley said she thinks this is a worthy goal.

44
45 The question was asked where else is there capacity for multi-family structures of the type that we’re
46 going to consider limiting here? Ms. Cathryn Hembree said there are limited spaces close to being built
47 out, such as one small GC district, that has only 4 parcels. R1, (Residential 1) and CBD (Central Business
48 District), LD (Lebanon Downtown), and that all allow for multi-family dwellings. LD would allow for
49 infill and some towers at current green fields.

50

1 Vice Chair Faunce reiterated that if they continue to let the current market determine what is going to be
2 built, the City of Lebanon will end up with more mid-rise rental developments of studios and one-
3 bedroom apartments being built. Once they are built, they are there forever.

4
5 Ms. Riley said that this is part of a bigger solution. She added that current allowances in R1 might be part
6 of the problem as well.

7
8 Vice Chair Faunce expounded that they might currently have the opportunity to produce a kind of
9 coherent well thought out vision for how the City of Lebanon develops. For example, they could depict
10 things like models for the reuse of the parking lot behind City Hall and have housing there. He is not sure
11 if the people that responded to surveys have looked at development in a broader context and mindset,
12 rather they may have looked at this as a NIMBY type of thing, as opposed to a place where we actually
13 might want density.

14
15 He thinks it comes down to identifying a vision for how the City of Lebanon develops and enlisting
16 people to come on board and to share their ideas and buy into this. He likes the idea of a visioning
17 exercise, which this Housing Task Force can work on in future meetings.

18
19 Today the focus, out of necessity, is to comment on whether the GC-1 redefinition is a good idea. City
20 Council will be voting on this next week. This is about the far future of Lebanon and what the residents
21 want to see Lebanon become. They have spoken, and do not want more of what has already been built on
22 Mount Support Road (a rental community).

23
24 There is a willingness that it may slow down development of new housing to restrict it to a smaller scale
25 in these limited areas. Chair McNamara reiterated that if they continue with no changes, there will be
26 more large apartments rental complexes, and then that land is gone.

27
28 He is cautiously optimistic that they may see more employer sponsored home ownership options, as Mr.
29 Dave Duncan and Mr. Ryan Dube spoke about.

30
31 Ms. Riley said this is a massive shift of the City, and a larger scale than just Centerra and Altaria, and
32 would prefer for GC-1 to start out physically smaller. That is not something they are talking about today,
33 but the changes that they are talking about this morning, changing the massing of the housing that they
34 are introducing into that as an allowable use. This is the smartest thing they can do at this juncture.

35
36 Chair McNamara asked if there was general support of disincentivizing large scale multi-family projects.
37 There was a consensus that this Task Force has general support for the change in the zoning table along
38 with the GC-1 proposed definition. They also agreed that they need to finalize the definition of
39 townhouse. They will make a recommendation to the City Council.

40
41 ***Mr. Dave Duncan MOVED to endorse the change of the general commercial one (GC-1) zoning tables***
42 ***to expressly allow a more limited form of multi-family dwellings to six units or less as well as***
43 ***townhouse construction and to disallow higher density mid-rise apartments.***

44 ***Seconded by Ms. Sarah Riley***

45
46 ****The MOTION was approved (6-0)***

47
48 **4. OTHER BUSINESS:**

49
50 **5. FUTURE AGENDA ITEMS:**

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6. ADJOURNMENT:

Ms. Sarah Riley MOVED for adjournment

Seconded by Vice Chair Andrew Faunce

**The Vote on the MOTION was approved (6-0)*

The meeting adjourned at 12:13PM

Respectfully submitted,

Cinda Mersel

Recording Secretary

DRAFT

**LEBANON HOUSING TASK FORCE
REGULAR MEETING MINUTES
Council Chambers City Hall or
Remote Via Microsoft Teams
LebanonNH.gov/Live
Monday, February 9, 2026
8:15 AM**

MEMBERS PRESENT: Tim McNamara, Ryan Dube, Andrew Faunce, Vice Chair, joined remotely 8:23AM), Sarah Riley (joined remotely, 8:35AM approx.) Ellen Smith Ahern, Tia Winter

MEMBERS ABSENT: John D'Entremont, Dave Duncan (Alt.),

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

1 **1. CALL TO ORDER:**

2

3 Mr. Tim McNamara, Chair, started the meeting at 8:15 AM.

4

5 Mr. Nate Reichert read the Preamble.

6

7 **2. APPROVAL OF MINUTES:**

8

A. December 15, 2025

9

10 Amendments:

11 Add: Tia Winter under Members Absent

12 Pg. 3, line 22, change Medical Center to **College** (Dartmouth)

13 Pg. 4, Line 12, **remove** "lower roofline housing"

14 Pg. 5, Line 39, change sentence to: **along with** Manchester, Concord, Portsmouth, and Keene

15 **communities**

16

17 There was **no quorum** for the number of Housing TF members who **attended the December 15, 2025**
18 meeting, therefore a motion and vote will take place at the March 16, 2026 Housing Task Force meeting.

19

20 **3. STUDY ITEMS:**

21

22 A. Housing Action Items Brainstorm Discussion

23

24 Chair McNamara provided an update of the City Council meeting that took place last week. A full house
25 was in attendance, representing many from the business and financial community as well as many
26 Lebanon residents. There was a great amount of dissatisfaction expressed by the residents, regarding the
27 proposed rezoning to GC-1, and with what they felt were the unanticipated negative consequences of this,
28 both fiscal (water, sewer, landfill, roadway maintenance) that would occur with residential development

1 and also, that it might have an adverse impact on the business community. Many in the business
2 community were in favor of GC-1, including Dartmouth Medical, Mascoma Bank, and Hypertherm, to
3 name a few.

4
5 There is a real dichotomy between the business community and residents. The City Council decided to
6 take a step back to look at this in a broader scale and learn what the people want to see in Lebanon,
7 including topics such as density, and where they want to see it. Chair McNamara thinks this will get
8 flushed out over the next two months, and he wants to have the Housing TF also talk today about what
9 role they should play in this initiative.

10
11 He said that this Housing TF sunsets in about six months, and so a key focus will be how to productively
12 spend these 6 months to hopefully bring the community together on a shared vision for the City as a
13 whole.

14
15 He just reviewed the RKG Fiscal Impact Analysis and Housing Market Analysis, that they got back in
16 late 2025. He again requested the final version of these and then wants to get them posted on the City's
17 website. He asked all TF members to review these 3 documents over the next week, including Living in
18 Lebanon and provide their feedback and recommended changes, modifications and/or corrections they
19 think need to be made and get them to the Planning office, who will in turn bring those changes back to
20 this TF at their March meeting.

21
22 Ms. Ellen Smith Ahern remembered that there were a lot of concerns voiced about these reports and
23 Mr. Ryan Dube added that he had given 7+ pages of specific feedback so he would like to see an updated
24 version that incorporates this information as appropriate. The only update he has seen so far were
25 disclaimers. There was some discrepancy in the RKG report, for example, the *vacancy rate*, and the RKG
26 report needed some corrections or clarifications on some of their information. The City will rely on this
27 information so it needs to be accurate and consistent.

28
29 This document could be a good marketing tool for future developers, do it is imperative that it be
30 accurate,

31
32 Another tool that could be useful is the significant survey that was done in West Lebanon, about 3-4 years
33 ago. And the raw survey data and summarization would be helpful utilizing all of the information that
34 this Housing TF collected from residents over the past several months.

35
36 Chair McNamara's goal as a Counselor is to try to bring the business community and the residents
37 together, and see,
38 What do they agree on?
39 What do they disagree on?

40
41 He does not want to see this devolve into an *us versus them* discussion. **Everyone needs to be pulling in
42 the same traces, towards the common goal for Lebanon. Chair McNamara stated at the City
43 Council meeting, that they can ask for anything they want, but if we are not doing things that
44 support our City's economy, we are not going to have the Lebanon that we all want anyway.**

45
46 Lebanon's economy is largely dependent on the healthcare sector and has been since the hospital came
47 here in 1991. Retail and manufacturing come in 2nd and 3rd. Some of the conversation that took place was
48 hospital centric, with a mindset of some of "it's your problem so you solve it". This approach is not
49 helpful and will not have the positive result that could happen with *residents and businesses pulling
50 together*. Our economy and the City's success depend on this.

1
2 Chair McNamara disclosed that he was recently appointed to the Alice Peck Day Board of Trustees, so he
3 is starting to learn more about that as well.

4
5 An interesting fact is that 70% of Lebanon residents actually work in Lebanon, which is a much higher
6 number than was anticipated prior to the study.

7
8 Mr. Nate Reichert said that the West Lebanon survey is posted on the City's site. Also, there is the
9 Northern Lebanon Plan which provides substantial background data.

10
11 Vice Chair Andrew Faunce will be on the City Council for Ward 1, running uncontested. He said that he
12 attended the recent City Council meeting remotely, and he thinks that one of the things that are missing
13 and was wanted was an overall vision of how the City is to develop, and specifically an updated Master
14 Plan Chapter, including land use. He thinks the City was missing a broader context that was referenceable
15 of what exactly was being proposed. He suggested that this Housing Task Force along with the Planning
16 office focus some attention on this. He agrees that the documents referenced in this meeting today will all
17 be very useful.

18
19 Mr. Dube reminded them that the survey raw data provided a diversity of viewpoints, including
20 employees saying they have the same housing issues as others, then you have people blaming the hospital
21 and scapegoating. But there was also a lot of consensus on numerous issues, those that many care about.

22
23 He asked if there is a way for them to find common ground, because knowing this could inform their
24 work and it could become much more efficient moving forward with a vision for Lebanon. Mr. Reichert
25 noted that some are posturing right now since there is a local election here on March 10, 2026. Once that
26 is behind, whoever prevails will be those that move forward getting the work done. Three seats on the
27 City Council will definitely turn over March 10th, possibly five, or in other words a majority. These tools
28 from this Housing Task Force can help with peoples' understanding of the visions being discussed.

29
30 Next, they started the Brainstorm Discussion and turned this over to Mr. Steve Whitman. He said that he
31 has only received draft action items from Vice Chair Faunce. He asked other TF members for their
32 actions they think really should be driving the writing of the Housing Chapter.

33
34 Ms. Smith Ahern said that she and Ms. Sarah Riley had a conversation and shared their ideas such as
35 incentivizing houses, duplexes, cottage clusters, etc. and focus the larger apartment complexes where
36 some already exists. A focus for them was not just new building but also a focus on current housing and
37 how they can improve the quality of these. Also, possibly making it easier for seniors to downsize, and
38 increase shared housing opportunities, How can the City encourage employers (including mid to smaller
39 ones) to work together for cooperative approaches to *improve already existing housing*. She cited a
40 neighbor whose home is much too big for her. Perhaps a local employer does work on that home, and it
41 gets built out to become housing for 2-3 households. There needs to be a way to make it easier for
42 residents to make these changes; address zoning so that the City can work on a workable, cooperative
43 structure. Another goal is vital, active, community centered neighborhoods.

44
45 Chair McNamara added for consideration the redevelopment of existing housing as a way to both increase
46 stock and improve the quality.

47
48 Mr. Dube reiterated the importance of a *true minimum standards ordinance in the City of Lebanon*. Under
49 the section of what they want to regulate, restrict or otherwise modify, they can have an impact on fixing
50 this. He thinks this would benefit Lebanon not only in terms of the quality of the housing, but in terms of

1 getting a *standardized set of rules* that everybody is following and that *can be enforced* within the City of
2 Lebanon.

3
4 Ms. Catheryn Hembree said that she recently talked with a local modular home company, and they are
5 willing to work with local employers and offer them a discount for purchasing multiple homes.

6
7 Ms. Smith Ahern posed that they take a cooperative or nonprofit approach and consider buying up local
8 lands and properties, versus continuing to allow the land grabs from outside developers.

9
10 Chair McNamara agreed that anything that encourages local ownership is a plus, acknowledging that for
11 some projects, you have to have a large outside investor.

12
13 Mr. Dube suggested the possibility of many local businesses working together as a development group
14 (amalgamation of several LLCs) so that they pull their resources (like outside investors are doing), to
15 initiate building new housing in Lebanon. This idea can also work for the City where they can access
16 money through the housing authorities or their own municipal tax-exempt status and they could then be
17 eligible for renewal funding over the course of 20 years, So for example, that original investment of
18 \$250,000 could bring back \$10 million of masked funds for the community by the federal government.
19 These are the types of opportunities that you cannot get without the initial investment. There is local
20 opportunity for our City and for our local businesses/investors.

21
22 This could also provide a degree of control on how projects on City land develop and align with our
23 vision.

24
25 Chair McNamara said that the City is not distinct from the taxpayers and so taxpayer approval is needed.
26 The opportunity it to bring people along and show taxpayers the benefits from the taxpayer standpoint.
27 This is not simply the City subsidizing as the City has been accused of in the past.

28
29 There is a lot of work needed to get to that point, and he is aware of a movement of local businesses to
30 get together with a common fund and he thinks Mascoma Bank is playing a critical role in this initiative.

31
32 Ms. Smith Ahern reiterated that mixed housing and trying to find common ground will be a much more
33 inclusive approach for the future of Lebanon. Mr. Dube posed the idea of incentivizing developers to
34 include unit mixes as well as income mix for any new developments, so that desirable housing becomes
35 more accessible to more people. Currently there is an inordinate amount of 0 and 1-bedroom apartments,
36 yet many people are demanding family style housing.

37
38 He cited the example of the Romano Circle development, which is one of the very few affordable 2-, 3-,
39 and 4-bedroom complexes. *There is a waiting list of more than 400 families, so the demand is clearly*
40 *massive for those types of units.*

41
42 Ms. Catheryn Hembree provided some updated pipeline numbers completed by Mr. Tim Corwin, Deputy
43 Director, Planning & Development as follows:
44 Currently in the pipeline, there are 354 studios and 1-bedrooms, 124 2-bedroom pluses, and 600 unknown
45 units. Two other locations mentioned were River Park and The Brickyard. She said that out of the
46 hundreds of units she just cited, only about 80 are affordable (no definition provided).

47
48 Mr. Nate Reichert noted that one of the issues in New Hampshire is that State law does not allow the City
49 to mandate, rather the City needs to utilize incentive-based programs.

50

1 Chair McNamara said the preference is for local control (New Hampshire) for a more acceptable
2 “product”. He was surprised to see that many single homes are now owned by outside investors, many in
3 Connecticut., so a focus on local, New Hampshire ownership/control is a goal.

4
5 Mr. Dube said that looking at just the last 15 years, 85% of the change of ownerships have gone to larger,
6 out-of-state investors; this is the trend.

7
8 We are missing the “financial middle”, resulting in a big hole that needs filled, for those not qualifying for
9 subsidized housing, but not able to spend whatever they want to find appropriate housing. Many of these
10 are rent burdened because they make too much to qualify for any housing subsidies (singles \$23,000 or
11 less, couples \$35,000 or less annual income), but not enough to reasonably afford the high rent costs here.

12
13 Ms. Tia Winter said that many families are forced to move out of Lebanon, as they incur substantial rent
14 increases. This puts financial pressures on the School District. She said ideally people setting rent prices
15 or housing prices would actually care about who is here and who is staying here, because of this.

16
17 To her, it also feels more like a local control issue.

18
19 There will be a warrant article in the March 10 election that would limit the initiatives that Lebanon is
20 working towards, if it gets passed. Lebanon School District’s warrant article is that they will choose to be
21 an open enrollment school to gain control of that. But when they get to set the rates, what they are
22 proposing is to accept 1% of students (additional) and they will send out 0% of students. The additional
23 1% will be taken into Mount Lebanon which is the school in the area that has the space.

24
25 The increase in enrollment in Lebanon specifically needs to be included in the Housing Task Force
26 initiative. The New Hampshire numbers are for statewide. Lebanon is the number 2 high school in the
27 State, second only to a private charter school who is very selective with their students. *This reinforces the*
28 *need for local control and ownership.* Currently, Lebanon will take in 1% into Mount Lebanon
29 Elementary School, if allowed to remain as open enrollment.

30
31 *Part of the City of Lebanon’s warrant article is taking care of your neighbor.*

32
33 Concord is proposing that local school districts would not be able to set these enrollment limits, so for
34 now it is wait and see what happens there. Concord is also trying to take away all local control of zoning
35 by towns, so it would eliminate all good zoning, that contributes to home valuations. Thoughtful zoning
36 has proven beneficial for those Cities that utilize it.

37
38 Mr. Reichert reiterated that the quality and desire of local schools positively impacts home values in
39 Lebanon.

40
41 Vice Chair Andrew Faunce said that anything the City of Lebanon can do to encourage local control
42 would be well received by residents, since he is seeing a huge appetite for this. He suggests we “make it
43 happen ourselves” and he thinks this will resonate well with our neighbors and is a more sustainable
44 approach.

45
46 Invest NH was cited as a possible resource for this. Now is the time for all those who are concerned to
47 become part of the process and the solution.

48
49 ***Mr. Whitman again asked the Task Force members to provide the Planning Dept. with each of their***
50 ***“Action List” within the next week*** so that they can create a master set, and review that with the staff

1 during the next two weeks and then put those actions together into a matrix. Then together they can use
2 this working document to make their edits and decide on which actions to keep.

3
4 Mr. Whitman would like to attend the March 16th Housing Task Force meeting in person. He's concerned
5 about the completion of their Master Chapter so that needs to be their focus moving forward.

6
7 Lastly, aside from Ryan's document, any specific feedback concerning the information provided by RKG,
8 he's asking that TF members get those completed and submitted now. Chair McNamara stressed the
9 importance of the in-depth information provided by RKG, and so they need to be sure all information is
10 consistent and accurate.

11
12 Mr. Reichert said that there are some who are positioning themselves on the opposite side of this
13 discussion and could immediately discount the value of the reports that have been done and offered by
14 this Housing Task Force. Since they don't agree ideologically, they simply dismiss valuable information.
15 We need to create a volume of truth on what is happening in the City of Lebanon, and this can help
16 educate and bring them along, rather than ignore, or cherry pick what they choose.

17
18 This Task Force will sunset July 2026. It was agreed that they will start having 2 meetings each month.
19 They want to have a Master Chapter draft by May and allow time for necessary edits. They will work
20 towards the July 2026 end date.

21
22 Chair McNamara ask Vice Chair Faunce about Housing Chapter versus Land Use Chapter, and how he
23 and other Council members see these two coming together. Vice Chair Faunce said that from a logistical
24 standpoint, the only requirements are vision and land use, and he thinks they can be updated on a more
25 regular basis. It is to be understood that there will be some conflicts amongst perspectives that are
26 presented in those offerings, and he thinks some focus should be given to this. He said this responsibility
27 will need to be given to those who have this responsibility moving forward.

28
29 Mr. Reichert added Tim Corwin and staff are trying to get a central core of people thinking about the
30 updates and whether the one-off updates are the best strategy or perhaps a larger revision of the Master
31 Plan; that decision has not yet been made and it will require a sizeable financial commitment in order to
32 do a true Master Plan update. Work continues on this initiative with no decisions made yet.

33
34 Chair McNamara said that they will need to be extremely sensitive to both these Chapters in what they
35 have Mr. Whitman's group prepare for the Housing Chapter, because it will be part of this bigger
36 discussion on Land Use.

37
38 Mr. Reichert noted that they have a contract with Urban Land Institute , that starts after this Housing Task
39 Force ends, to do some work things relative to the implementation of the Housing Master Plan and some
40 things they can do to adopt some practical boots on the ground. This is a logical progression of the work
41 that has been done over the past 3-4 years. A unified vision for the community amongst the Housing Task
42 Force members would be helpful in organizing decision making and policy making.

43
44 The Master Plan Chapter (Final) needs to be delivered by July 1, 2026.

45
46 Future Housing Task Force dates discussed (tentative):

47
48 April 6, April 13

49 May 4, May 18

50 June 1, June 15

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4. OTHER BUSINESS:

Mr. Dube reported that they finally have a housing budget in New Hampshire Congress. Public Housing operating fund increased, capital fund decreased, which means there is less likely to be new public housing developments moving into the area. Regarding rental assistance, there are tenant-based and project-based programs that saw inflationary adjustments, which is much better than was expected. CDBG (Community Development Block Grants) was not entirely eliminated; they saw cuts. These are critical for the municipalities in the area. HOME, a program for the modification of existing homes and development of energy efficiency in new homes, was entirely eliminated. He thinks some of that funding got rolled into other programs that might be available to New Hampshire as a State, and if so, it would be a timely idea to get Lebanon in line for some of those funds. Overall, it was a much better than anticipated budget.

5. FUTURE AGENDA ITEMS:

- A. February Planning Board Work Session Housing Chapter Discussion

6. ADJOURNMENT:

Ms. Ellen Smith Ahern MOVED for adjournment
Seconded by Ms. Tia Winter

**The Vote on the MOTION was approved (4-0)*

The meeting adjourned at 9:45 AM

Respectfully submitted,
Cinda Mersel
Recording Secretary

Housing Chapter Action List

Promote and Support:



Expanded and Diversified Housing Supply

- Create housing production opportunities across all income levels and for all household sizes using a variety of unit types including: ADUs, duplexes, triplexes/fourplexes, cottage courts, rowhouses, co-housing, shared living, boarding/rooming houses, modular/manufactured homes, and tiny homes where appropriate.
- Incentivize multifamily, small-scale infill, mixed-use, missing middle, and upper-story residential redevelopment in walkable and service-rich areas. Doing so will prioritize development and redevelopment in downtown neighborhoods and established development areas before greenfield expansion.
- Promote mixed-income and mixed-tenure developments (rental and ownership).
- Encourage the conversion of underutilized or overbuilt commercial sites and vacant buildings to residential uses.
- Explore the potential for modular or prefabricated housing units to provide cost-effective housing alternatives.

Housing Related Outreach, Education, and Engagement

- Maintain a variety of ongoing, accessible engagement efforts on housing city-wide (tabling, surveys, focus groups, forums, etc.).
- Provide clear and accessible information about housing programs, processes, and resources.
- Use real stories and local examples to build broader understanding and support for local housing solutions, and frame housing as a shared regional and community responsibility.
- Research and promote the concept of home-sharing through a partnership with a dedicated organization that can provide coordination and oversight.

Housing Partnerships and Delivery Capacity

- Partner with Lebanon Housing Authority, nonprofits, employers, and developers to deliver income-restricted and workforce housing units.
- Coordinate with major regional and local employers to forecast and monitor housing demand, and collaborate on solutions. This should include addressing housing barriers affecting recruitment and retention in essential sectors.
- Pursue municipal, state, and federal funding; and innovative financing tools.
- Explore the potential for cooperative or community-based housing ownership opportunities and management models.
- Coordinate regionally with neighboring communities on housing supply and transportation strategies, share best practices, and learn from peer communities.

Preserve and Improve:

Housing Affordability and Stability

- Increase the availability of deeply affordable and income-restricted rental and ownership units; preserve existing subsidized housing.
- Reduce financial barriers to affordable/workforce housing developments through fee waivers, tax relief, incentives, and impact fee adjustments.
- Provide renter assistance (deposits, documentation, stabilization supports) and strengthen inspection/quality standards for rental units in Lebanon.
- Expand options for transitional, short-term, and supportive housing for unhoused or precariously housed populations.
- Stabilize rent escalation and promote consistent property management standards.

Homeownership, Wealth-Building, and Aging in Place

- Create new pathways to homeownership using both regulatory and non-regulatory strategies and incentives. (Townhomes, small-lot starter homes, cottage courts, limited-equity models, rent-to-own, etc.).

- Incentivize the inclusion of a percent of ownership units in larger residential rental developments.
- Support downsizing options, intergenerational housing, and home-sharing/co-housing models.
- Assist older homeowners with rehabilitation and accessibility improvements to remain in their homes. This could include the adoption of a revitalization tax incentive for existing older residential structures.
- Partner with housing focused nonprofits or cooperatives to acquire and rehabilitate homes while keeping them out of speculative markets.

Design, Neighborhood Character, and Rehabilitation

- Within established neighborhoods require context-sensitive designs that reinforce a human-scale, but do not drive-up construction costs.
- Integrate or improve green space, safe outdoor access, and trail/open space connectivity within existing neighborhoods and into new developments.
- Support weatherization, energy efficiency, and rehabilitation of older housing stock to incentivize the reuse and improvement of these existing properties before promoting new construction.

Regulate, Invest, and Incentivize:

Modernize Zoning and Development Regulations

- Update zoning to allow a wider range of housing types and lot configurations by right or through a streamlined approval process.
- Reduce or eliminate dimensional, parking, and design mandates that add unnecessary development or regulatory cost.
- Enable a streamlined process for the conversion of existing buildings or large homes into multi-unit housing.
- Remove any regulatory barriers to the development or conversion of existing structures or the creation of new structures to support alternative living arrangements (boarding houses, co-housing, etc.).

- Offer density bonuses or other incentives for workforce and affordable housing unit creation.
- Encourage employer-assisted, employer-adjacent, or workforce-dedicated housing and provide a regulatory path for the creation of these housing units. This could include options for both short-term/rotational workers and long-term employees.
- Simplify subdivision and site plan review processes for smaller projects through the expansion of staff-level approvals.
- Relocate parking and architectural standards to site plan regulations to provide greater flexibility.
- Balance housing growth with protection of wetlands, steep slopes, wildlife corridors, and agricultural lands.
- Consider the use of conservation subdivision design, transfer of development rights (TDRs), and other regulatory tools to direct housing development and to protect natural resource areas.
- Review the Policy and Regulatory Audit Finding generated in 2025 through the Housing Opportunity Planning Grant for additional specific regulatory amendments.

Market Pressures and Long-Term Housing Supply

- Regulate short-term rentals and other uses that remove units from the long-term housing stock available to residents.
- Discourage speculation and absentee ownership that reduces resident stability
- Incentivize occupancy and reuse of vacant housing, structures, or storefronts.

Coordinated Infrastructure and Service Investments

- Assess and plan for water, sewer, utilities, transportation, and emergency service capacity to support projected housing unit development.
- Align housing growth with capital improvement planning and fiscal sustainability to ensure that higher-density housing is directed to areas already served by infrastructure and greater transit options.

- Improve multimodal access and regional transit opportunities accessible to residential areas to reduce auto dependence.
- Review assessment and tax policies to avoid any disproportionate burdens on homeowners.



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

TO: Lebanon Housing Task Force
FROM: Planning and Development Department Staff
RE: Additional Meeting Dates
DATE: March 2, 2026

At the February Lebanon Housing Task Force Meeting, it was decided we needed additional meetings in order to get the Housing Master Plan Chapter completed by the July 1, 2026, due date.

The new spring schedule would include:

Adding April 6, 2026

Adding April 13, 2026

Cancelling April 20, 2026

Adding May 4, 2026

Keeping May 18, 2026, as scheduled

Adding June 1, 2026

Keeping June 15, 2026, as scheduled

Recommendation:

The Housing Task Force needs to make a motion and vote to approve the proposed schedule shown above.
