LEBANON PLANNING BOARD
MARCH 23, 2026 - 6:30 PM
COUNCIL CHAMBERS, CITY HALL OR REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE

To participate in this meeting, please join live via Microsoft Teams or call 929-229-9356 (Access Code: 576 586 512#). If you have trouble accessing this meeting, please email Tim Corwin.

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1. Call to Order

2. Conceptual Review

A. **Audra D. Smith, Slayton Hill Road (Tax Map 105, Lot 48), zoned R-3:** Per Section 7.3 of the Subdivision Regulations, applicant requests conceptual review of a proposed Minor Subdivision. **PB2026-22-CON**

3. Public Hearing Items

A. **Master Plan Historic Resources Chapter Update:** A public hearing will be held for the purpose of receiving input and taking action on proposed changes to the Lebanon Historic Resources Chapter of the Master Plan. Copies of the proposed changes are available for review at the Planning and Development Department and will be made available online at the City's website, lebanonnh.gov, prior to the public hearing.

B. **Master Plan Energy Chapter Update:** A public hearing will be held for the purpose of receiving input and taking action on proposed changes to the Lebanon Energy Chapter of the Master Plan. Copies of the proposed changes are available for review at the Planning and Development Department and will be made available online at the City's website, lebanonnh.gov, prior to the public hearing.

C. **Amendments to the Site Plan Review Regulations and Subdivision Regulations:** A public hearing will be held for the purpose of receiving input and taking action on proposed regulatory amendments regarding phased development, expiration of approvals, vesting thresholds, and related requirements, including amendments to Sections 1.6, 4.10, 4.11 (new), 8.1, 8.3, and 8.4 of the Site Plan Review Regulations, and Sections 7.12 and 14.1of the Subdivision Regulations. Copies of the proposed amendments are available for review at the Planning and Development Department and will be made available online at the City's website, lebanonnh.gov, prior to the public hearing.

4. Study Items

A. Housing Task Force Update and Presentation on Draft Update to Master Plan Chapter 7 (Housing)

B. Capital Improvement Program (CIP) – discussion of Planning Board policies and procedures, 2026 capital budget update, and preparation of 2027-2032 CIP Project List

5. 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
--Planning & Development Department – Task Status

C. **Planning Board Subcommittees:**
--Planning Board Capital Improvement Program
--Planning Board Development Regulations Update

D. Planning Board Development Regulations Subcommittee

E. Minor Site Plan Committee

F. Housing Task Force

6. Other Business

7. Approval of Minutes

A. February 9, 2026

B. February 23, 2026

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.

Tim Corwin, Planning Office 9 February2026

City of Lebanon
51 North Park Street
Lebanon, NH 03766

Re: Conceptual Review
Minor Subdivision
Lot 105-48, 0 Slayton Hill Road

Dear Mr. Corwin:

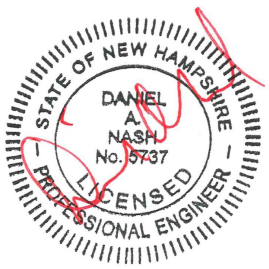
Enclosed is an application and plan for a conceptual review of a subdivision for a parcel on Slayton Hill Road. The Owner desires to subdivide the parcel to create lots for sale. The parcel is zoned R-3, so has potential for a greater subdivision than the two currently proposed. Owner is not interested in developing the lots but wants to explore the potential before offering land for sale.

The Owner would like to explore the following questions in the conceptual review:
-Will the board allow the access through the existing ROW. The current width is 43.5'+/-; the subdivision regulations require 50'. We would ask for a waiver of this requirement. Will the Board consider such a waiver? What are the concerns?
-As a minor subdivision, 2 new lots, Owner would like to avoid the expense of building a road. Will the Board consider a waiver to allow more than 2 lots to use the driveway? The potential number of lots using the drive would be:

-existing lot 105-99, existing driveway for existing residence
-existing lots 105-93, 105-95, & 105-98
-two new lots 105-48-1 & 105-48-2

Please let me know if you need any further materials to support this application.

Sincerely,



Daniel A. Nash, PE
Principal

Attachments:
-application form
-Sketch
M:\2025_projects\25-015-smith\planning_board\col_slaytonhill_concept_9feb2026.docx

CITY OF LEBANON
APPLICATION FOR

SPECIAL EXCEPTION	☐	☐	SITE PLAN REVIEW
VARIANCE	☐	☐	SUBDIVISION
MOTION FOR REHEARING	☐	☒	LOT LINE ADJUSTMENT
APPEAL OF AN ADMIN. DECISION	☐	☐	CONDITIONAL USE PERMIT

☐ OTHER_____

PROPERTY OWNER (APPLICANT):

NAME: Audra D. Smith TEL.#: [redacted]

MAILING ADDRESS: [redacted]

E-MAIL ADDRESS: [redacted]

CO-APPLICANT, AGENT, OR LESSEE:

NAME: TEL.#:

MAILING ADDRESS:

E-MAIL ADDRESS:

PROJECT LOCATION:

TAX MAP #: 105 LOT#: 48 PLOT #: ZONE: R-3

STREET ADDRESS OF PROJECT: 0 Slayton Hill Road

IS THIS PROPERTY LOCATED IN THE: **WETLANDS** ☐ YES ☒ NO **HISTORIC DISTRICT** ☐ YES ☒ NO

FLOOD PLAIN ☐ YES ☒ NO

SCOPE OF PROJECT:

Concept review of 3 lot subdivision

TYPE OF OCCUPANCY:

EXISTING ☒ VACANT ☐ ONE FAMILY ☐ TWO FAMILY ☐ MULTI-FAMILY ☐ COMMERCIAL ☐ INDUSTRIAL

PROPOSED ☒ VACANT ☐ ONE FAMILY ☐ TWO FAMILY ☐ MULTI-FAMILY ☐ COMMERCIAL ☐ INDUSTRIAL

IF USE IS **COMMERCIAL** OR **INDUSTRIAL**, PLEASE NOTE **SPECIFIC** USE:_____

SIGNATURE BLOCK:

FOR PLANNING BOARD APPLICATIONS ONLY: I, the undersigned, hereby submit this application on the date noted below with the knowledge and understanding that the Planning Board shall determine if the submitted application is complete according to its regulations at its next regularly scheduled meeting on _____, 20____, unless I personally request, in writing, that the Board delay its determination of completeness to a later date.

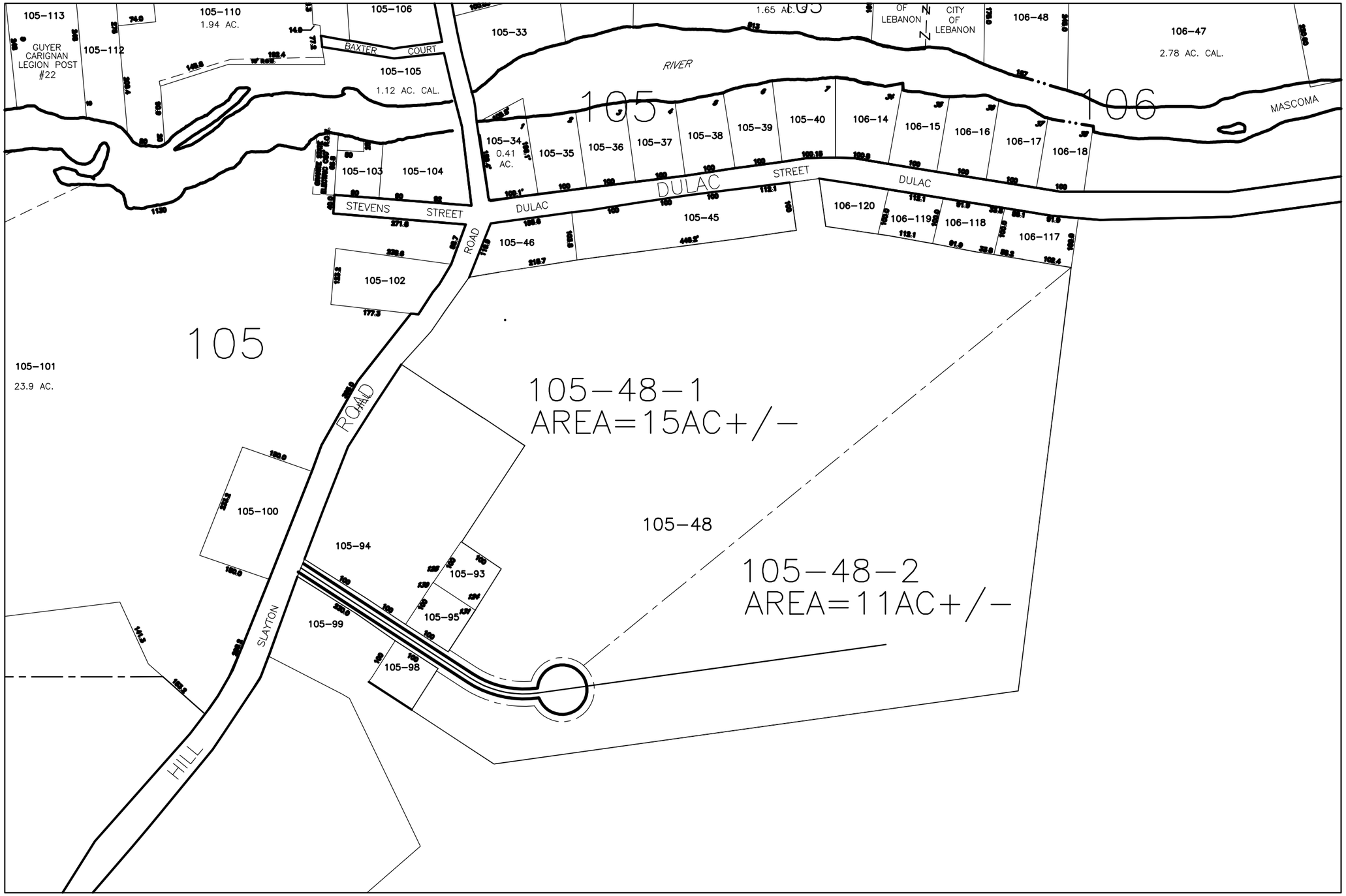
PROPERTY OWNER: Audra D. Smith DATE: 2/7/2026

NOTE: IF, AS OWNER, YOU WISH TO DESIGNATE AN AGENT TO ACT ON YOUR BEHALF, PLEASE READ THE FOLLOWING AND SIGN BELOW: I hereby designate the person listed above as my agent for the purpose of procuring the necessary local permits for the proposed work as described herein. Representations made by my agent may be accepted as though made by me personally, and I understand that I am bound by any official decision made on the basis of such representation.

PROPERTY OWNER: Audra D. Smith DATE: 2/7/2026

DATE RECEIVED	FILE # (MAP/LOT)	APPLICATION #			
2026-02-09	105-48	PB2026-22-CON			

(Last Revised 4/04/18)



SK-1

SURVEYED: GIS
DESIGNED: DAN
DRAWN: DAN
CHECKED: DAN
DATE: 9FEB2026
DWG: C:\

SKETCH PLAN
FOR
AUDRA SMITH
IN
LEBANON, NH

ADVANCED GEOMATICS & DESIGN
105 BANK STREET - PO BOX 512
LEBANON, NEW HAMPSHIRE 03766
PHONE: (603) 448-6295
E-MAIL: advancedgeomatics@comcast.net

CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

To: Lebanon Planning Board
From: Planning and Development Staff
Re: Historic Resources & Energy Master Plan Chapters
Date: March 16, 2026

Planning Board Members:

Due to an error in public notification, staff is requesting the Planning Board to review and adopt the Historic Resources and Energy Master Plan Chapters again. No changes have been made to the context of either chapter and the Heritage chapter has been formatted to match the themes of the other recently approved chapters.

Staff request the Planning Board adopt the two attached Master Plan Chapters.

Attachments:
1. Historic Resources Master Plan Chapter
2. Energy Master Plan Chapter

Historic Resources

Chapter 11

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 structures 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 20th 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 19th 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 20th 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 20th 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-20th 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 18th and early 19th 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 20th century, but the 21st 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.

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 specific 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 deterioration. 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

OUTCOMES	11.1	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.	

OUTCOMES	11.2	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	
	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.	

Energy

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 taxpa yer 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

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

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

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 hydro electricity 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

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

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

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

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.

13 | E Energy Commitments & Accomplishments

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.

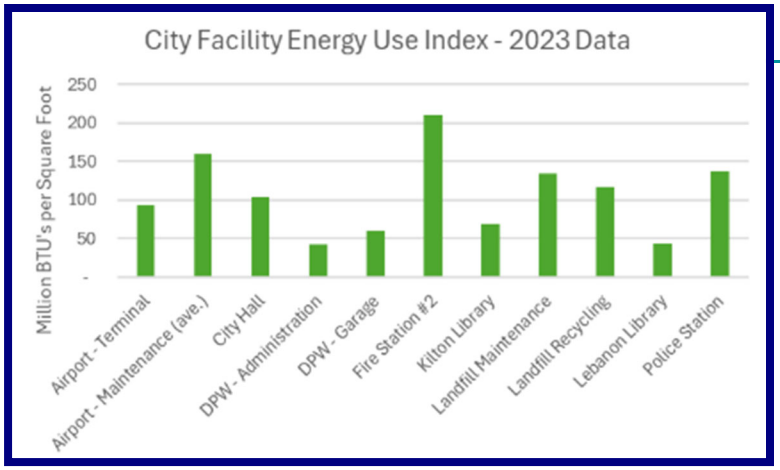
While the above sources have resulted in a net decrease in the City's estimated carbon footprint 2015-2023 of approximately 4,190 metric tons of carbon dioxide equivalent (MTCO2), in order to hit the City's commitment to reduce GHG emissions by 80% from the 2015 baseline of 16,522 metric tons of CO2E by 2050 at least an additional 9,014 MTC02 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.

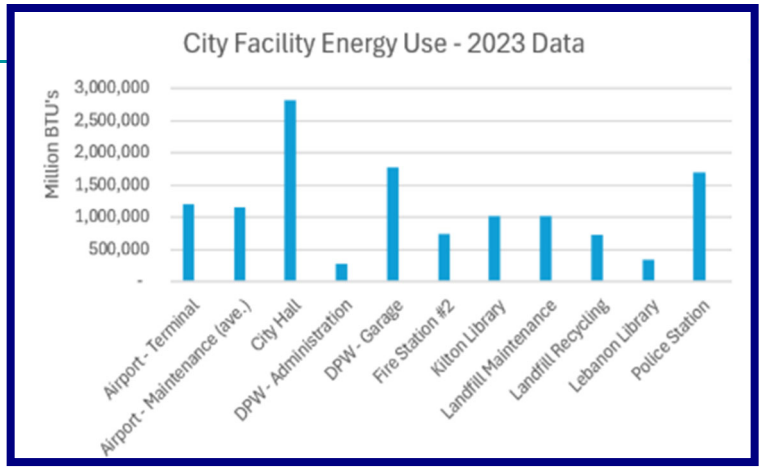
The City Council also gave unanimous final approval in 2017 to the creation of the position of Energy and Facilities Manager. The position was cut in December 2024 due to budget constraints. The position has helped the City and taxpayers save money over time through increased energy efficiency and has 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 (N20) 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 CO2 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 Manger 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 CO2 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 CO2.

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 Vallely 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 difficultly, 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

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 micropolitan 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 MTCO2e 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

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

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

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 that 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

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

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

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**	**Existing residential and commercial buildings in the City are made more energy efficient and new construction adheres to energy efficient standards.**
Strategies	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	
Actions	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.
Strategies	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.	
Actions	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.
Strategies	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.	
Actions	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.
Strategies	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.	
Actions	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 tenets.	
	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.
Strategies	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.	
Actions	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.**
Strategies	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.	
	B. The City shall promote employee adoption of zero-emission vehicles and other clean-transportation alternatives.	
	C. The City shall install public EV charging stations and encourage the private sector to do so as well.	
Actions	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.	
	2. Install public EV charging stations at strategically chosen locations throughout Lebanon.	
	3. Institute and enforce a City-wide Anti-Idling Policy based on the current policy issued by the Department of Public Works	
	4. Explore ways to incentivize residents and visitors to switch to zero emissions vehicles.	
	5. Investigate and draft a proposal for an EV car-sharing program in Lebanon.	

OUTCOMES	13.7	**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.**
Strategies	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	

Actions	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.

OUTCOMES	**13.8**	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.
Strategies	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.	
Actions	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.	

OUTCOMES	13.9	The City shall strive to be more resilient in terms of renewable energy sources, energy usage, and climate adaptation.
Strategies	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.	
Actions	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: Lebanon Planning Board
From: Planning and Development Staff
Re: Historic Resources & Energy Master Plan Chapters
Date: March 16, 2026

Planning Board Members:

Due to an error in public notification, staff is requesting the Planning Board to review and adopt the Historic Resources and Energy Master Plan Chapters again. No changes have been made to the context of either chapter and the Heritage chapter has been formatted to match the themes of the other recently approved chapters.

Staff request the Planning Board adopt the two attached Master Plan Chapters.

Attachments:
1. Historic Resources Master Plan Chapter
2. Energy Master Plan Chapter

Historic Resources

Chapter 11

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 structures 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 20th 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 19th 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 20th 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 20th 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-20th 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 18th and early 19th 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 20th century, but the 21st 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.

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 specific 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 deterioration. 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	**11.1**	**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.	

OUTCOMES	11.2	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	
	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.	

Energy

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 taxpa yer 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

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

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

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 hydro electricity 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

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

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

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

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.

13 | E Energy Commitments & Accomplishments

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.

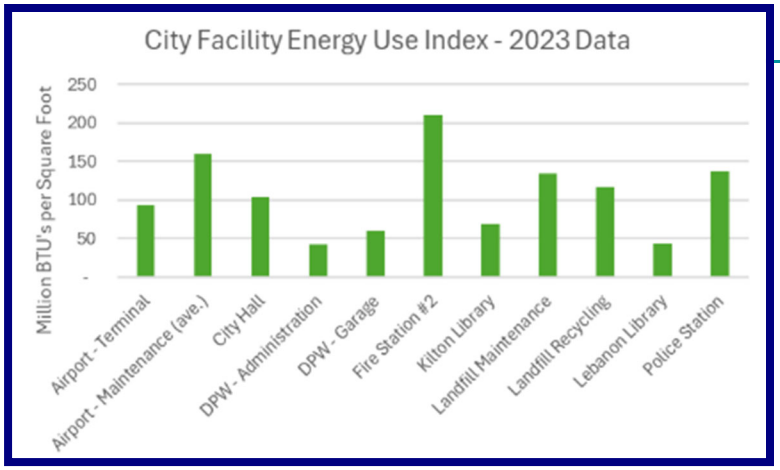
While the above sources have resulted in a net decrease in the City's estimated carbon footprint 2015-2023 of approximately 4,190 metric tons of carbon dioxide equivalent (MTCO2), in order to hit the City's commitment to reduce GHG emissions by 80% from the 2015 baseline of 16,522 metric tons of CO2E by 2050 at least an additional 9,014 MTC02 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.

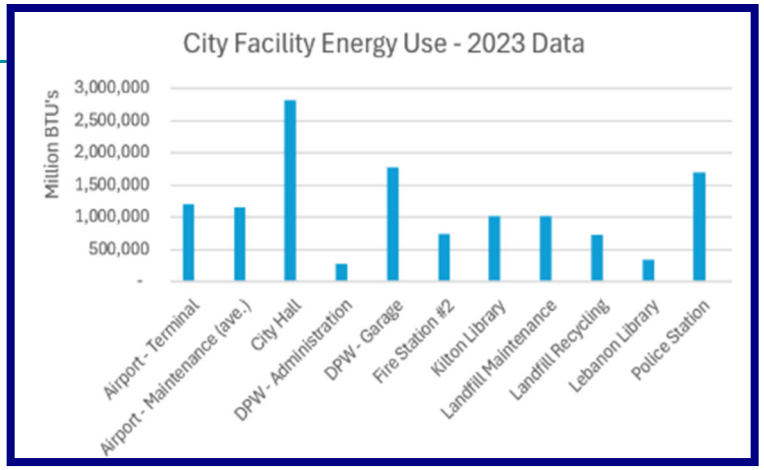
The City Council also gave unanimous final approval in 2017 to the creation of the position of Energy and Facilities Manager. The position was cut in December 2024 due to budget constraints. The position has helped the City and taxpayers save money over time through increased energy efficiency and has 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 (N20) 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 CO2 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 Manger 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 CO2 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 CO2.

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 Vallely 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 difficultly, 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

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 micropolitan 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 MTCO2e 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

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

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

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 that 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

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

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

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**	**Existing residential and commercial buildings in the City are made more energy efficient and new construction adheres to energy efficient standards.**
Strategies	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	
Actions	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.
Strategies	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.	
Actions	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.
Strategies	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.	
Actions	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.
Strategies	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.	
Actions	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 tenets.	
	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.
Strategies	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.	
Actions	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.**
Strategies	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.	
	B. The City shall promote employee adoption of zero-emission vehicles and other clean-transportation alternatives.	
	C. The City shall install public EV charging stations and encourage the private sector to do so as well.	
Actions	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.	
	2. Install public EV charging stations at strategically chosen locations throughout Lebanon.	
	3. Institute and enforce a City-wide Anti-Idling Policy based on the current policy issued by the Department of Public Works	
	4. Explore ways to incentivize residents and visitors to switch to zero emissions vehicles.	
	5. Investigate and draft a proposal for an EV car-sharing program in Lebanon.	

OUTCOMES	13.7	**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.**
Strategies	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	

Actions	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.

OUTCOMES	**13.8**	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.
Strategies	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.	
Actions	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.	

OUTCOMES	13.9	The City shall strive to be more resilient in terms of renewable energy sources, energy usage, and climate adaptation.
Strategies	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.	
Actions	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: **Public Hearing on Proposed Amendments to the Site Plan Review & Subdivision Regulations – Plan Expiration and Exemption Periods**
March 23, 2026 Work Session - Agenda Item 3.C

MEMO DATE: **March 19, 2026**

Planning Board members,

As discussed at the Board's March 16th regular meeting, a public hearing on proposed amendments to the Site Plan Review Regulations and Subdivision Regulations is scheduled for the March 23rd work session, pursuant to the procedural requirements set forth in Article IX of the Site Plan Review Regulations and Section 15 of the Subdivision Regulations. As originally discussed with the Planning Board at the January work session and following endorsement by the Development Regulations Subcommittee at its meeting on January 5, 2026, the amendments were driven by HB 413, enacted last year and effective as of July 1, 2025, which extends the exemption periods set forth in RSA 674:39 (during which approved subdivision and site plans are exempt from changes in local planning and zoning regulations).

As the Board is aware, approved plans are vested for a period of five (5) years from subsequently enacted local zoning and planning amendments if the project achieves "active and substantial development or building" within 24 months of approval. The project is permanently protected from changes in the land use regulations if the development achieves "substantial completion" within 5 years of approval. HB 413 extends these time periods to 3 and 7 years, respectively. The 7-year and 3-year exemption periods apply to any Planning Board approval granted on or after July 1, 2023. To comply with HB 413, the exemption periods set forth in Lebanon's Site Plan Review Regulations and Subdivision 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.

The changes necessitated by HB 413 also present an opportunity for broader updates to the Site Plan Review Regulations and Subdivision Regulations with respect to other related topics, including 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).

The proposed amendments originally included changes to the phased development regulations, however these have now been removed as those regulations require additional scrutiny and consideration. At the same time, other related aspects of the Site Plan Review and Subdivision Regulations have been more recently incorporated into the proposed amendments. These more recent changes follow a courtesy review of the draft amendments by a civil engineer who often appears before the Planning Board, as well as the Board's discussion of the proposed

amendments at the March 16th meeting. Additional amendments include, *inter alia,* clarification on the issuance of certificates of occupancy and the posting of security.

Following the public hearing, the Board may vote to adopt the proposed amendments as shown in the attached redlines, or as may be further amended if any such additional changes are deemed desirable by the Board. The attached redlines have been provided to the City's legal counsel for review which is expected to be completed in time for the public hearing.

Attachments:

- Redline of the Site Plan Review Regulations - §§1.6, 4.10, 4.11 (new), 8.1, 8.3, and 8.4
- Redline of the Subdivision Regulations - §7.12 and §14.1

SITE PLAN REVIEW REGULATIONS
PLAN EXPIRATION AND EXEMPTION PERIODS
DRAFT AMENDMENTS

ARTICLE I – ENACTMENT AND GENERAL PROVISIONS

[…]

Section 1.6 – Compliance

[…]

D. The Chief Building ~~Inspector~~ Official shall not issue a Certificate of Occupancy under the Lebanon Building Code for any building on a site plan except in accordance with Section 8.1. ~~that does not comply with the Notice of Action on the approved site plan. Any requirement of the Notice of Action to be performed in the future and that has been bonded under Section 8.2 of these Regulations will satisfy the condition for the issuance of the Certificate of Occupancy.~~

[…]

ARTICLE II – DEFINITIONS

For the purpose of these Site Plan Regulations, in addition to the terms included in this Article, the meaning of terms used herein shall be as defined in the Lebanon Zoning Ordinance and the Lebanon Subdivision Regulations.

[…]

Required work. All physical improvements both on-site and off-site that are shown on a site plan or site plan set approved by the Planning Board or the Minor Site Plan Committee in accordance with and pursuant to these Regulations.

[…]

ARTICLE IV – PROCEDURE

[…]

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.~~

2~~B~~. Extensions.

a. 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~~.

~~C.~~ c. In determining whether there is good cause 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 financing of the project - including but not limited to any difficulty or inability of the applicant to obtain financing for the project - shall not be considered. ~~The Board shall indicate in its minutes the reason(s) for its decision on an extension request under this Section~~.

d. 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~~.

[...]

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 demonstrated 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 is not demonstrated within the timeframe set forth in the Planning Board's extension approval.

C. Substantial 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 in accordance with the procedures set forth in Article IV. 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.

Section 4.~~11~~ 12 – Permission to Visit Property

[…]

ARTICLE VIII – CONSTRUCTION, COMPLETION, AND BONDING

Section 8.1 – ~~Period for Construction and~~ Completion of the Required Work ~~Workand~~ Certificates of Occupancy

A. Completion of Required Work. All ***required work*** - ~~The Applicant~~ including both on-site and off-site improvements - shall be constructed and completed ~~all design and construction requirements~~ in accordance with Article VI and ~~any~~ all other applicable S~~s~~ections of these Regulations, and as required in the Notice of Action, prior to the issuance of the Certificate of Occupancy.

B. Certificates of Occupancy.

1. The Chief Building Official shall not issue a Certificate of Occupancy under the Lebanon Building Code for any building on a site plan unless and until the Planning & Development Director or his or her designee verifies in writing that the applicable requirements of the Notice of Action for the site plan and all applicable requirements of these Regulations have been satisfactorily completed.

2. In the event security is provided in accordance with Section 8.3.A.1, a temporary Certificate of Occupancy may be issued (as may be permissible under the Building Code).

[…]

Section 8.3 – Security for ~~Site Plan Improvements~~Required Work

A. ~~Certificate of Occupancy/~~Incomplete ~~Site~~ Required Work

1. In the event ~~that the~~an Applicant is entitled to a Certificate of Occupancy under the Lebanon Building Code~~,~~ but ~~for work that~~ cannot ~~be~~ complete~~d~~ all ***required work*** because of weather-related reasons (for example, landscaping and paving postponed due to cold weather), ~~then~~ the Applicant may post security in an amount equal to the cost of completing the remaining ***required work*** ~~required in the Notice of Action~~and a temporary Certificate of Occupancy may be issued (as may be permissible under the Building Code). ~~(See Section 1.6, "Compliance.")~~ The Planning & Development Director or his or her desigee may deny the request for a Certificate of Occupancy if he or she determines that the work could have been completed within the usual construction season. Such denial may be appealed by the Applicant to the Planning Board~~, which shall either affirm or reverse the decision of the Planning Director~~. The provisions of this section are not intended to be used or interpreted to permit occupancy of a development prior to the completion of required improvements when there are no weather-related circumstances existing which limit ~~an applicant's~~the ability to complete such ***required work*** ~~improvements~~.

2. The amount of the security shall be determined by the Public Works Director and the duration of the security shall be determined by the Planning & Development Director.

3. The financial security shall be released and a final Certificate of Occupancy shall be issued when the Planning & Development Director is satisfied that the Applicant has complied with all requirements set forth in the Notice of Action.

B. Off-Site Improvements

Security to guarantee completion ~~within 2 years~~ of all off-site improvements is required prior to the commencement of any construction activities. The amount of the security shall be set by the Planning Board, which shall obtain the recommendation of the Public Works Director.

C. On-Site Improvements

~~The Planning Board may require security to guarantee completion of all site improvements within 2 years for site plans for which the~~When the cost of on-site site improvements is expected to exceed $~~25,000~~50,000, or ~~for which~~when incomplete site work could pose a special hazard to the environment; be injurious to abutting properties, the neighborhood, or public services and facilities; or cause unnecessary municipal expense, the Planning Board may require security to guarantee completion of all or any part of the ***required work***. Such security shall be provided prior to the commencement of any construction activities. The amount of such security shall be ~~intended to cover the cost of completing all site improvements and shall be~~ set by the Planning Board, which shall obtain the recommendation of the Public Works Director.

[…]

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. U~~For purposes of these Regulations, u~~nless 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, subject to appeal to the Planning Board:

   a. Substantial progress in the c~~C~~onstruction ~~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 of subgrade for gravels ~~base~~and pavement; 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~~Substantial progress in the construction 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~~ demonstrated within ~~two~~ three (~~2~~3) 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~~ applicant. 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 financing of the project - including but not limited to any difficulty or inability of the applicant to obtain financing for the project - shall not be considered.

5. The Board shall grant no more than one (1) extension.~~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.~~

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. U~~For purposes of these Regulations, u~~nless 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~~***required work*** has been constructed or installed by the Applicant and inspected and approved by the Reviewing Engineer, subject to appeal by to the Planning Board~~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 (~~5~~7) years from the date of the Planning Board's approval.

SUBDIVISION REGULATIONS
PLAN EXPIRATION AND EXEMPTION PERIODS
DRAFT AMENDMENTS

[...]

SECTION 7 – PLANNING BOARD PROCEDURES

[...]

7.12 Time to Record Plat and Extensions

[...]

B. The Board's approval of a Final Plat shall be considered void unless all conditions precedent have been met, and the Plat has been recorded in the Registry of Deeds, within two (2) years from the date of the ~~Notice of Action~~Planning Board's approval; however the Planning Board, for good cause, may specify in the original Notice of Action some alternative time limit for recording. ~~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.~~

C. Extensions.

1. Notwithstanding paragraph B 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 ~~Office~~ & Development Department prior to such expiration date, and requests ~~for extension of the subdivision 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 7.6.

~~D.~~2. ~~—~~In determining whether there is good cause 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 financing of the project - including but not limited to any difficulty or inability of the applicant to obtain financing for the project - shall not be considered. ~~The Board shall indicate in its minutes the reason(s) for its decision on an extension request under this Section.~~

3. The Board shall grant no more than one (1) extension ~~for any Subdivision, unless it determines, based on legal advice, that such extension is required in order to prevent a violation of constitutional rights~~.

[…]

SECTION 14 – COMPLETION OF REQUIRED IMPROVEMENTS AND BONDING

14.1 Completion of Improvements

[…]

B. 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:

1. Active and Substantial Development or Building

a. ~~For purposes of these Regulations,~~ U~~u~~nless 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, subject to appeal to the Planning Board:

i) Substantial progress in the c~~C~~onstruction ~~of and/or installation~~ of basic infrastructure to support the development (including ~~all of the following: one or more subdivision~~ roadways ~~, access ways, etc.~~ to a minimum of subgrade for gravels ~~base~~ and pavement; 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,

ii) Substantial progress in the c~~C~~onstruction 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,

iii) 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 i, ii, and iii, above, shall not be considered "Active and Substantial Development or Building." ~~Plans approved in phases shall be subject to this definition for the phase currently being developed.~~

b. Unless otherwise specified by the Board, Active and Substantial Development or Building shall be ~~achieved~~ demonstrated within two (2) years from the date of the recording of the plat.

c. The Planning Board may extend the time for completion of Active and Substantial Development or Building by an additional two (2) years upon demonstration of ~~may be extended for~~ good cause by the ~~Planning Board~~applicant. A request for an extension of the time within which to complete such Active and Substantial Development or Building shall be submitted by the Applicant to the Planning ~~Office~~ & Development Department prior to such expiration date. 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.

In determining whether there is good cause 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 financing of the project - including but not limited to any difficulty or inability of the applicant to obtain financing for the project - shall not be considered.

The Board shall grant no more than one (1) extension. ~~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 recording of the plat, unless the subdivision has been approved for completion in phases in accordance with Section 7.13 of these Regulations.~~
In the event the Planning Board approves an extension request, the Applicant shall be required to update all Subdivision Agreements, Security Agreements, and other documents, as necessary, to reflect the dates of the extended approval.

2 Substantial Completion

a. ~~For purposes of these Regulations,~~ U~~u~~nless 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 subdivision approval have been constructed or installed by the Applicant and inspected and approved by the Reviewing Engineer, subject to appeal by to the Planning Board ~~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.

b. ~~Unless the subdivision has been approved for completion in phases in accordance with Section 7.13 of these Regulations, or as otherwise specified by the Board,~~ Substantial Completion shall be achieved within ~~five~~ seven (7~~5~~) years from the date of the recording of the plat.

[…]

CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

To: Lebanon Planning Board
From: Planning and Development Staff
Re: Housing Chapter Update
Date: March 17, 2026

Planning Board Members:

The Lebanon Housing Task Force has been hard at work and at the point where the consulting team from Resilience Planning will start writing the Housing Master Plan Chapter. Steve Whittman, Founder of Resilience Planning, will be joining City Planning Staff at the Planning Board meeting to give an update and status report.

Before we start the discussion, we wanted to share a few key documents with the Planning Board. First is the draft Action Items that will be included in the Master Plan Chapter. Additionally, we wanted to share the results of the months of public outreach performed by staff, consultants, and the Lebanon Housing Task Force Members. Additional information can be found on the Lebanon Housing Task Force website: Lebanon Housing Plan - Living in Lebanon | Lebanon, NH .

We will be giving a project overview, update on the current status of the project, and the timeline of creating the Housing Master Plan Chapter.

Attachments:
1. Draft Action Item List
2. Public Outreach Summary

Housing Chapter Action List

Promote and Support:

Expanded and Diversified Housing Supply

- Create housing production opportunities for households of all sizes and income levels using a variety of additional unit types including: ADUs, duplexes, triplexes/quadplexes, 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) to improve housing opportunities for all household types.
- 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.
- Incentivize or encourage the creation of family-sized housing options (2+ bedrooms) in both rental and owner-occupied housing.

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 promote regional cooperation on housing solutions.
- 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

- Expand partnerships with Lebanon Housing Authority, nonprofits, employers, and developers to deliver affordable and community-focused housing solutions.
- 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.
- Explore employer-supported nonprofit housing models that allow local employers to partner in acquiring, rehabilitating, and maintaining affordable housing.
- Continue pursuing all appropriate municipal, state, and federal funding sources to develop local infrastructure and housing projects and explore innovative financing tools to allow sustainable growth.
- 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 to deliver improved outcomes.

Preserve and Improve:

Housing Affordability and Stability

- Preserve and expand the availability of affordable rental and ownership housing options, including subsidized housing, workforce housing, and homeownership programs. Reduce financial barriers to enable construction or redevelopment projects that will deliver affordable/workforce housing developments through fee waivers, tax relief, incentives, and impact fee adjustments.
- Explore new ways to provide renter assistance (deposits, documentation, stabilization supports).
- Commit to strengthening the inspection/quality standards for rental units in Lebanon.
- Expand options for transitional, short-term, and supportive housing for unhoused or precariously housed populations.

- Evaluate the adequacy of the seasonal winter shelter system and explore options for more consistent year-round shelter and supportive services for unhoused residents.
- 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. This should be in addition to traditional single-family detached homes in order to promote additional owner-occupied housing types such as townhomes, small-lot starter homes, cottage courts, limited-equity models, rent-to-own, etc.
- Incentivize the inclusion of a percentage of ownership units in larger residential rental developments.
- Support downsizing options, intergenerational housing, and home-sharing/co-housing models.
- Explore programs that help homeowners finance repairs, conversions, or accessory units that allow them to create rental housing while remaining in their homes.
- Assist 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-appropriate designs that reinforce a human-scale and help maintain the existing character, 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.
- Advocate for expanded weatherization, electrical upgrade, lead paint remediation, and home rehabilitation programs that allow older housing units to remain safe and habitable.

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.
- Reduce or eliminate 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-owned or sponsored, 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.

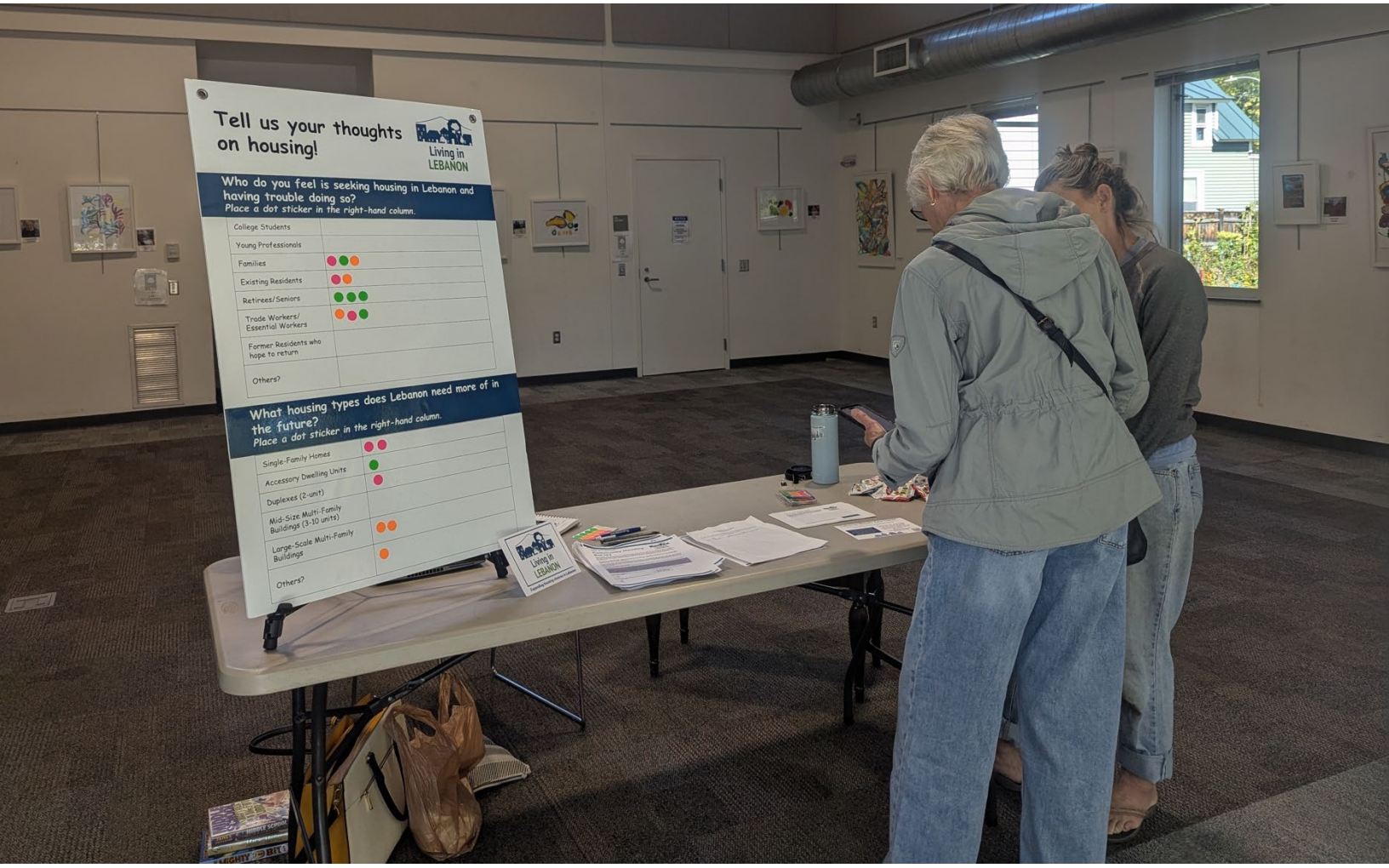
- Encourage local ownership and management practices that enhance resident stability. Incentivize occupancy and revitalization of vacant housing units, structures, or storefronts.

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 existing transit options.
- Ensure that new housing developments provide a net fiscal benefit to the city, reducing the tax burden per resident.
- Preserve and 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. Advocacy at the state level for tax structure improvements should continue to focus on allowing appropriate distribution of municipal cost burdens between businesses, residents, and other parties.

Living in LEBANON

Outreach and Engagement Report



December 2, 2025

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Introduction

Living in Lebanon is an ongoing, multi-year effort to understand current housing conditions, identify community needs, and update City policies and regulations to better support a diverse, affordable, and livable housing landscape. A major component of this work has involved gathering input from residents, workers, employers, and community partners to understand how housing challenges and opportunities are experienced across different parts of the community.

This Outreach Summary compiles findings from the City's 2025 engagement activities, which included targeted focus groups, community conversations, tabling at local events and community facilities, and a citywide online housing survey. These activities were designed to reach people in multiple settings, ensure that a broad range of voices were heard, and provide opportunities for individuals to share their perspectives in ways that felt comfortable and accessible.

The following sections document the feedback gathered during each outreach method and highlight the themes that emerged across conversations. Raw notes from all engagement sessions and the complete online survey dataset are included in the Appendix to provide a transparent record of public input that will help inform the creation of a new Housing Master Plan Chapter and future housing strategies.

Key Findings from All Outreach

These key findings reflect themes that emerged consistently across the focus groups, community conversations, tabling events, and the online housing survey. Together, they provide a broad and accurate picture of how respondents experience the housing landscape in Lebanon today.

- **Housing costs are a major pressure across all household types**
    - Respondents described rising rents, property taxes, and utilities as central factors affecting household stability, financial stress, and the ability to remain in or move to Lebanon.
- **Limited supply restricts options for renters and homeowners**
    - People searching for starter homes, downsizing options, accessible units, family-sized rentals, or modestly priced apartments described difficulty finding available housing that fits their needs.
- **Competition and eligibility requirements create barriers to access**
    - Application paperwork, documentation requirements, income and credit thresholds, and rapid competition for available units limit options for households with constrained resources or nontraditional circumstances.
- **Property taxes and overall cost of living influence decisions**
    - Participants described the combined impacts of rising taxes, utilities, insurance, and maintenance on their ability to stay housed or transition between housing types.

- **Neighborhood fit, scale, and design are important community considerations**
    - Respondents emphasized the importance of thoughtful location, walkability, access to services, and development that fits within existing neighborhoods while providing needed housing options.
- **A wide range of housing types is needed to meet community demand**
    - Feedback identified interest in small homes, single-family homes, duplexes, modest multifamily buildings, mixed-income developments, accessible units, senior-friendly housing, supportive housing, and flexible models like ADUs and co-housing.
- **Rental experiences and property management practices affect housing stability**
    - Concerns included maintenance delays, rising rents, absentee ownership, and inconsistent communication, alongside interest in clearer expectations, improved oversight, and stronger renter supports.
- **Housing challenges directly affect the local workforce and regional economy**
    - Employers and workers noted that limited and costly housing contributes to long commutes, recruitment challenges, and difficulty retaining staff across industries.
- **Transportation access shapes housing feasibility**
    - Respondents described transit, walkability, and proximity to services as important factors in determining whether housing is workable for their daily needs.
- **Community members are open to creative and flexible housing solutions**
    - Interest included modular housing, tiny homes, shared-equity models, downpayment assistance, boarding-house-style options, and other approaches that respond to diverse needs and circumstances.

Insights From Each Outreach Method

The following section summarizes key insights gathered through each outreach method used during the 2025 engagement process. While the previous section highlights themes that appeared consistently across all conversations, the summaries below reflect what participants shared within specific settings, groups, and engagement formats. Presenting the findings this way helps illustrate how different parts of the community experience housing challenges, identify priorities, and describe the types of solutions or approaches they believe would be most helpful. These insights are synthesized from notes recorded during each session and represent the major ideas and perspectives that emerged within each outreach method.

Focus Group Feedback

Housing & Conservation Focus Group

On September 11, 2025, the City hosted a Housing and Land Conservation Focus Group in the City Council Chamber at Lebanon City Hall. In attendance were representatives from Vital Communities, Upper Valley Land Trust, the Lebanon Energy Advisory Committee, Saxon Partners, the Upper Valley Trails Alliance, City Council, The Nature Conservancy, Lebanon Property Management, Valley News, residents from Lebanon, and a resident from Enfield.

Approximately 30 participants attended the session, contributing perspectives that helped inform the key findings summarized below.

- **Relationship Between Housing Development and Conservation**
  - Participants emphasized that housing and conservation do not need to be at odds and can be compatible when planned intentionally.
  - Lebanon was repeatedly cited as a community where conservation organizations and housing developers have worked well together, with the Jackson and Tickner properties referenced as successful examples.
  - Several participants questioned whether conservation is actually limiting housing development, suggesting that regulatory barriers and economic conditions are more influential.
- **Impacts of New Development on Natural Resources & Infrastructure**
  - Concerns were raised about development near natural areas affecting wildlife habitat and ecological integrity.
  - Water availability and long-term capacity to serve new housing were identified as important considerations.
  - Participants also noted potential impacts on schools, transportation, and healthcare systems, even if large multifamily complexes tend to produce relatively few school-aged children.
- **Infill Development & Land Availability**
  - There is a desire for clearer definitions and mapping of "infill" opportunities and undeveloped properties within core urban areas and throughout town.
  - Some participants noted that most current development interest is centered on infill areas rather than conserved lands, although this trend may be shifting.
- **Regional Context & Inter-Municipal Coordination**
  - Members stressed the need for Lebanon to coordinate more actively with neighboring towns, noting that decisions in Lebanon influence the broader Upper Valley.
  - Traffic and housing pressures spill over municipal boundaries, and siloed planning could worsen regional challenges.
- **Demographic & Market Pressures**
  - Participants noted concerns about an aging population and declining numbers of young families.
  - High taxes were mentioned as one factor influencing people to leave Lebanon or avoid moving into the community.
  - The limited supply of single-family homes contributes to turnover among both local households and hospital staff.
- **Influence of Dartmouth-Hitchcock & the Local Job Market**
  - The hospital significantly shapes local housing demand, with temporary staff, new hires, and high-wage professionals all competing for a limited number of appropriate housing options.

        - Limited builders and financers make it difficult to expand the supply of single-family homes at the scale needed to retain employees who want to stay in the region.
    - **Housing Needs Across the Spectrum**
        - Participants highlighted a lack of smaller, more affordable units, including 1-bedroom and studio units that could support individuals experiencing housing instability.
        - Seniors looking to downsize still prefer 2-bedroom options, which the current market does not provide in sufficient quantity.
        - Suggestions also included allowing more boarding-house-style accommodations and enabling denser, vertical development where appropriate.
    - **Access to Nature, Recreation & Mobility**
        - Regardless of future development, attendees stressed the importance of maintaining access to outdoor spaces for residents living downtown and in denser neighborhoods.
        - Trails were described not only as recreation assets but also as transportation infrastructure linking neighborhoods, schools, and employment centers.

Heater Landing Focus Group

On Tuesday, October 7th, the City hosted **a community Pizza Party** at Heater Landing Apartments to hear directly from residents about their housing experiences and priorities for the future. Approximately **25 participants** attended the event, sharing insights that helped shape the key findings summarized below.

- **What Makes Lebanon a Good Place to Live**
    - Residents described Lebanon as a community that balances strong local character with access to essential services.
    - They highlighted the importance of transportation connections, proximity to healthcare, and the sense of safety and support within the neighborhood.
    - Lebanon was viewed as more accessible and affordable than nearby communities such as Hanover, providing opportunities for working families to remain in the Upper Valley.
- **Current Housing Challenges**
    - Participants shared examples of how Lebanon's limited housing supply and rising costs affect everyday life.
    - Many noted the difficulty of finding available units—especially in emergencies—and the need for more accessible apartments for seniors and people with disabilities.
    - Large families struggle to secure homes with adequate space, and waiting lists for income-based housing remain long.

        - Residents expressed concern about investors buying local properties and raising rents, which contributes to displacement and fewer long-term, community-oriented landlords.
        - High property taxes and rising rents make it difficult for households to save for homeownership.
    - **Community Priorities for Future Housing**
        - Residents emphasized the need for more affordable, diverse, and family-friendly housing options.
        - They stressed the value of mixed-income developments, improved apartment amenities, and access to outdoor spaces.
        - Participants supported additional townhouses, duplexes, cottage-style homes, and ownership models that create long-term stability—such as rent-to-own or limited equity partnerships.
        - There was interest in expanding the role of the Lebanon Housing Authority and exploring funding tools or partnerships to support new development.
        - Participants also encouraged the city to consider housing solutions for vulnerable populations, such as tiny homes or supportive housing, alongside efforts to ensure public services can keep pace with growth.
    - **Key Takeaways**
        - Heater Landing residents value affordability, accessibility, and the strong sense of community in Lebanon.
        - There is broad support for mixed-income, well-designed, and family-oriented housing with essential amenities.
        - Residents want policies and partnerships that allow local households to remain in the community long term.
        - Participants see housing as closely tied to transportation access, public services, and overall community well-being.

Housing & Professionals Focus Group (Housing Mixer)

On **Thursday, September 25th, the City hosted a Housing Mixer at Salt Hill Pub to hear from local business owners, workers, and young professionals** about their experiences and priorities related to housing in Lebanon**. Approximately 18 participants attended** the event and contributed to the key findings summarized below.

- **Lebanon's Role in the Upper Valley Housing Landscape**
    - Participants discussed Lebanon's leadership role within the Upper Valley and how responsibilities for meeting housing needs are shared across the region.
    - While Lebanon is viewed as the economic and geographic center of the Upper Valley, several participants emphasized that the city should not be expected to solve the region's entire housing challenge.

        - There was agreement that every community contributes differently and that Lebanon can continue to lead by example while encouraging neighboring towns to do their part.
        - Participants also noted that pressures from outside investment affect the local market and shape what gets built.
    - **Need for Action and More Flexible Regulations**
        - Participants stated a desire to shift from additional study toward more direct action, with emphasis on policies that enable a wider range of housing options.
        - Several described the need for clearer guidance, faster permitting, and municipal investment in housing projects to address barriers such as long approval timelines and economic uncertainty.
        - Some participants supported a more assertive or "authoritative" approach by the City to ensure the market delivers needed housing types, especially those the private market is not currently producing.
    - **What Types of Housing Are Needed**
        - Attendees highlighted a range of unmet housing needs across the spectrum, including:
            - Affordable options for individuals, especially those who work in Lebanon but cannot afford to live there.
            - Starter homes and housing suitable for early-career employees.
            - Housing for DHMC staff who stay 1–3 years as well as those hoping to remain in the community long-term.
            - Options for older adults, including continuing care retirement communities.
            - More flexible models such as boarding houses, co-housing, and small-scale units.
        - Participants noted that modular housing—especially developed through partnerships with local builders—could provide cost-effective, scalable solutions if paired with appropriate zoning.
    - **Key Challenges to Development**
        - Developers and participants cited several constraints that limit housing production, including limited available land, high development costs, reliance on out-of-state labor, and long approval processes.
        - Municipal services, including access to public water and sewer, were described as major factors affecting feasibility.
          In areas without city utilities, community well and septic systems were viewed as feasible options, particularly for modular home developments.
    - **Where Housing Should Be Located**
        - Participants identified locations near major employers, transit routes, and activity centers—such as the hospital and college—as priorities for new housing.

- They noted that limited public transportation creates barriers for workers and younger residents, and that both the City and private sector may need to expand transit options.
- Infill areas, including neighborhoods like Wolf Road, were highlighted as appropriate locations for duplexes and small-scale housing.

LGBTQ+ Focus Group

On **Tuesday, September 16th**, the City hosted an **LGBTQI+ Housing Focus Group** at Lebanon City Hall to hear directly from LGBTQI+ residents about their housing experiences, challenges, and priorities. Approximately **10 participants** attended the session and contributed the insights summarized below.

- **Housing Costs, Safety, and Stability**
  - Participants described Lebanon's housing market as increasingly expensive, competitive, and difficult to navigate, with rents rising faster than wages.
  - Several participants shared concerns about safety and discrimination, noting that hate incidents, hostile neighbors, and inconsistent enforcement of condo or rental policies reduce housing options for LGBTQI+ residents.
  - Participants emphasized that many feel fortunate just to secure housing at all, often needing to act quickly on whatever becomes available regardless of quality or fit.
- **Landlord Practices and Changing Ownership Patterns**
  - Residents reported that locally based landlords tend to maintain better relationships with tenants, whereas absentee landlords and large outside investors are perceived as more likely to raise rents, defer maintenance, or prioritize profit over tenant well-being.
  - Participants described experiences with unsafe units, lack of repairs, and landlords who encourage selling rather than maintaining affordable rentals.
  - They also noted that limited generational wealth and strained family support networks can leave LGBTQI+ renters without the financial safety net needed to exit unsafe or unhealthy housing situations.
- **Affordability Pressures and Limited Rental Protections**
  - Attendees highlighted that many households spend a substantial portion of their income on rent, leaving little capacity for savings, transportation, healthcare, or basic needs.
  - They expressed concern that existing renter protections are insufficient, particularly at the end of lease terms when landlords can raise rents significantly.
  - Participants suggested stronger regulations, consistent inspections, and limits on annual rent increases to prevent sudden displacement, as well as attention to rising utility costs that further strain budgets.

- **Limited Housing Supply and Competitive Market Conditions**
  - Residents described Lebanon's low vacancy rates and limited housing stock as major barriers, contributing to rapid rent escalation and pressure to accept substandard units.
  - They noted that the market offers few options for renters seeking stability or for individuals hoping to transition to homeownership while paying high monthly housing costs.
  - Participants also pointed out that many larger single-family homes are occupied by one or two people, making the overall distribution of housing mismatched with community needs.
- **Community Priorities and Potential Solutions**
  - Participants identified a need for stronger tenant supports, more consistent oversight of rental conditions, and regulations that encourage responsible property ownership.
  - They recommended exploring incentives for local ownership and disincentives for large corporate buyouts, as well as policies that prioritize housing as a human need rather than an investment product.
  - Attendees expressed interest in creative housing models—including duplexes, ADUs, and conversions of larger homes into multi-unit spaces—and called for local advocacy structures that help represent renter interests.

Community Conversations and Tabling Feedback

As part of Living in Lebanon Project, the Lebanon Housing Task Force and City Staff **hosted targeted community conversations** and **conducted tabling and pop-up outreach** to engage residents in multiple ways. Community conversations were held at the **Kilton Library on September 29, 2025,** at the **Upper Valley Haven Food Pantry on September 30, 2025,** and at the **Listen Center Free Community Lunch on October 8** to provide space for deeper dialogue about housing needs and experiences.

In addition, the project used a suite of outreach materials—including a project logo banner, printed resident surveys, "Tell Us Your Housing Story" handouts that could also be dropped off at the Lebanon Planning Department, online survey postcards, an interactive dot-poster with survey questions, an educational poster outlining the planning process, a one-page Housing Needs Assessment summary, and an email sign-up sheet—to support **tabling at the farmers market, school events, a parent–teacher organization meeting, and engagement with the Rotary Club**. Materials were also displayed at **City Hall**, **transit hubs**, and the **community pantry**, ensuring residents could learn about the project and share input across a variety of community settings.

Kilton Library Community Conversations Key Findings

- **Housing affordability and rising costs** are a major concern, with residents noting that prices do not match Lebanon's scale or local wages, making it difficult for families and long-time residents to remain in their homes.
- **Gaps in housing options** were repeatedly identified, including the need for larger rentals for big families, smaller and more affordable units for seniors to downsize into, and alternative models such as tiny homes, boarding houses, and farmsteads.
- **Barriers to securing housing** include limited options for households with criminal backgrounds, long wait times, and market competition with nearby towns like Enfield that offer more space for the cost.
- **A disrupted neighborhood cycle** was noted, with few pathways for seniors to move into smaller accessible units, preventing turnover and limiting opportunities for new families to move into existing neighborhoods.
- **Transportation access** remains important, with residents highlighting the need for expanded public transit to support daily mobility and broader housing choice.

Upper Valley Haven Food Pantry Community Conversations Key Findings

- **Seniors and fixed-income households** are increasingly vulnerable, with many feeling forced to move due to rising housing costs, taxes, and expenses that outpace their income.
- **A need for more affordable and diverse housing options** was emphasized, including smaller-scale apartment or condo buildings that foster community, affordable senior housing complexes, family-friendly homeless shelters, and units accessible to residents with disabilities.
- **Concerns about neighborhood compatibility** were noted, with participants stressing that the *location* and *fit* of new development matter as much as the amount—calling for careful consideration of how multifamily housing is introduced in established single-family areas.
- **Residents expressed frustration with rising taxes and city spending**, feeling that costs are pushing residents out, that spending priorities need reevaluation, and that existing residents should be more directly involved in decision-making.
- **Gaps in support systems** were described, including limits in assistance for low- and moderate-income working households who do not qualify for help but cannot afford local rents. Participants also raised concerns about inequities in who receives housing support, noting unmet needs among working families.

Listen Center Community Lunch Conversations Key Findings

- **Rising housing costs and related expenses**—including taxes, insurance, and ongoing maintenance—are making it increasingly difficult for households to stay housed, especially in older units that require substantial repairs.
- **Barriers to securing rental housing** were commonly raised, including high income-to-rent qualification requirements, nonrefundable application fees, strict background

checks, and challenges replacing stolen or lost identification documents needed for housing applications.

- **Limited affordable and appropriate housing options** are affecting seniors, individuals without family support, and those without children or medical needs who feel they fall to the bottom of housing priority lists. Participants also noted conversions of two-unit homes into single-family homes, further reducing available rental stock.
- **Residents emphasized the need for safe, well-managed boarding house options** to serve individuals who do not need or qualify for traditional subsidized housing but still cannot access market-rate units.
- **Workforce and employer challenges** were highlighted, including delays in onboarding, unpredictable work hours, and a disconnect between employer expectations and the financial instability many employees face.
- **Listen Center staff reported significant increases in community need**, including a 46% rise in meals served compared to the previous year, reflecting broader housing and economic pressures in the community.

Online Housing Survey

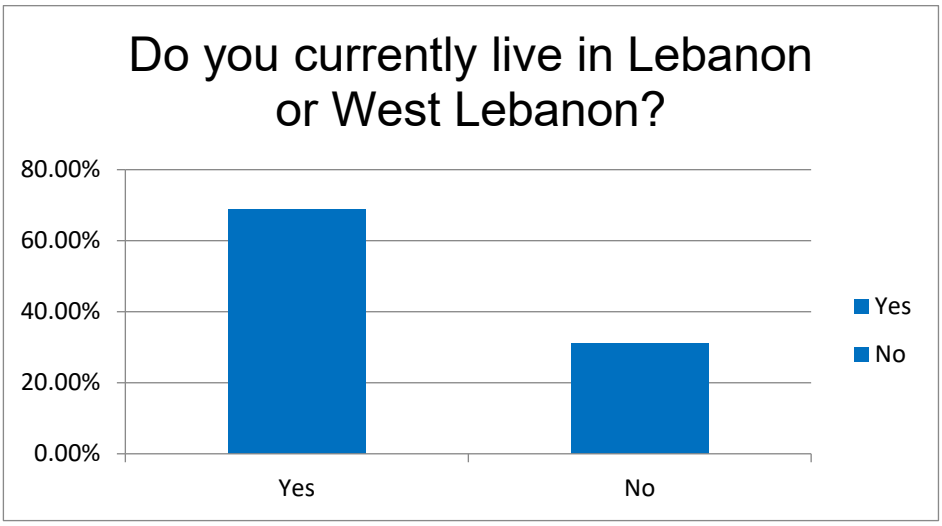
In addition to focus groups and community conversations, the City distributed an online city-wide housing survey to reach a broader cross-section of residents and better understand how housing conditions impact daily life in Lebanon. The survey invited participants to share their experiences with housing affordability, access, availability, and neighborhood needs, and emphasized anonymous, candid feedback to help guide upcoming regulatory recommendations and the development of the Housing Master Plan Chapter and Strategic Plan. The online survey took approximately ten minutes to complete and received **527 responses**, offering a broad range of perspectives for the City to consider as it plans for Lebanon's housing future.

The following section provides a summary of the online Housing Survey. Please note that any hard-copy surveys submitted were manually entered into the online survey system so that all responses are captured in one complete dataset. The summary below reflects the responses to each survey question and highlights the major themes identified in the public's feedback. These themes are based directly on the raw responses received and are not presented in any order of importance. AI-assisted analysis was used to help identify common themes for each question. A full SurveyMonkey report, including all raw comments and responses, is provided in the Appendix.

Who Completed the Online Housing Survey?

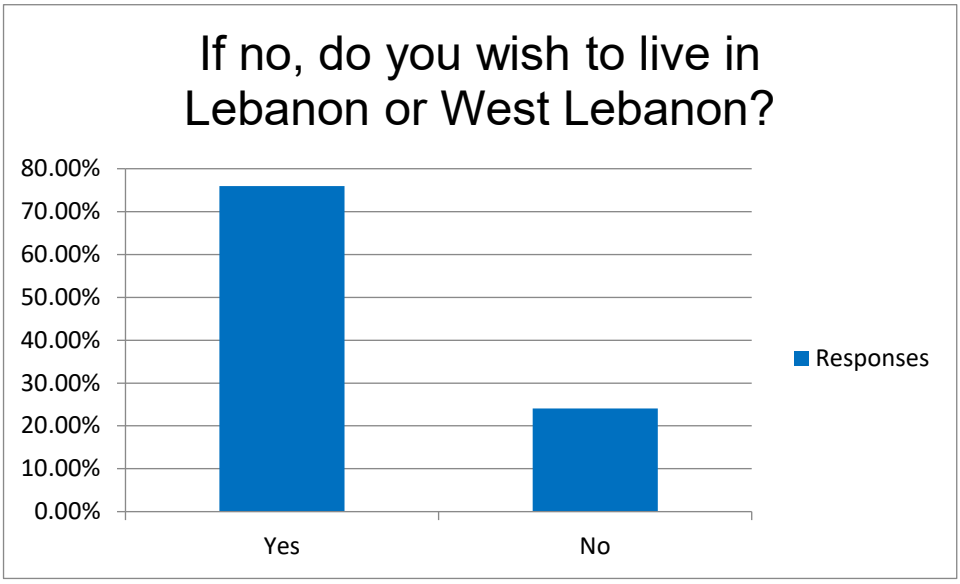
About **70%** of respondents indicated that they currently live in Lebanon or West Lebanon, while about **30%** live outside the city. This shows that the survey received feedback from both local residents and individuals from the surrounding region.

Answered: 524
Skipped: 3



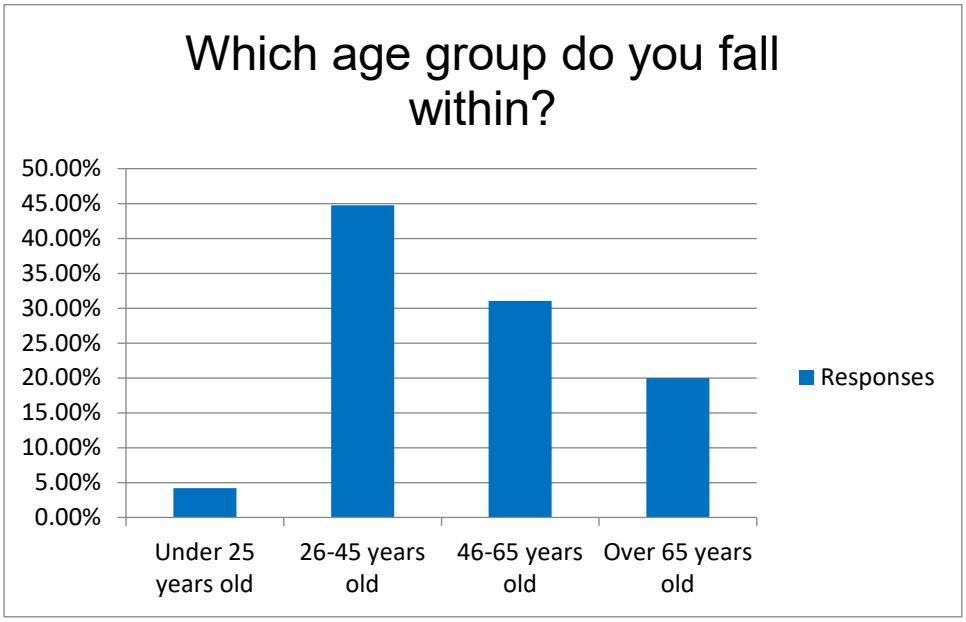
Among respondents who do not currently live in Lebanon or West Lebanon, about **76%** indicated that they would like to live in the city, while about **24%** said they would not. This shows continued interest in living in Lebanon among those residing elsewhere.

Answered: 212
Skipped: 315



Survey participation included respondents across all age groups, with about **45%** between ages 26–45, about **31%** between 46–65, about **20%** over 65, and about **4%** under 25. This distribution reflects input from a broad range of life stages and household types.

Answered: 526
Skipped: 1



How Respondents Are Housed Today

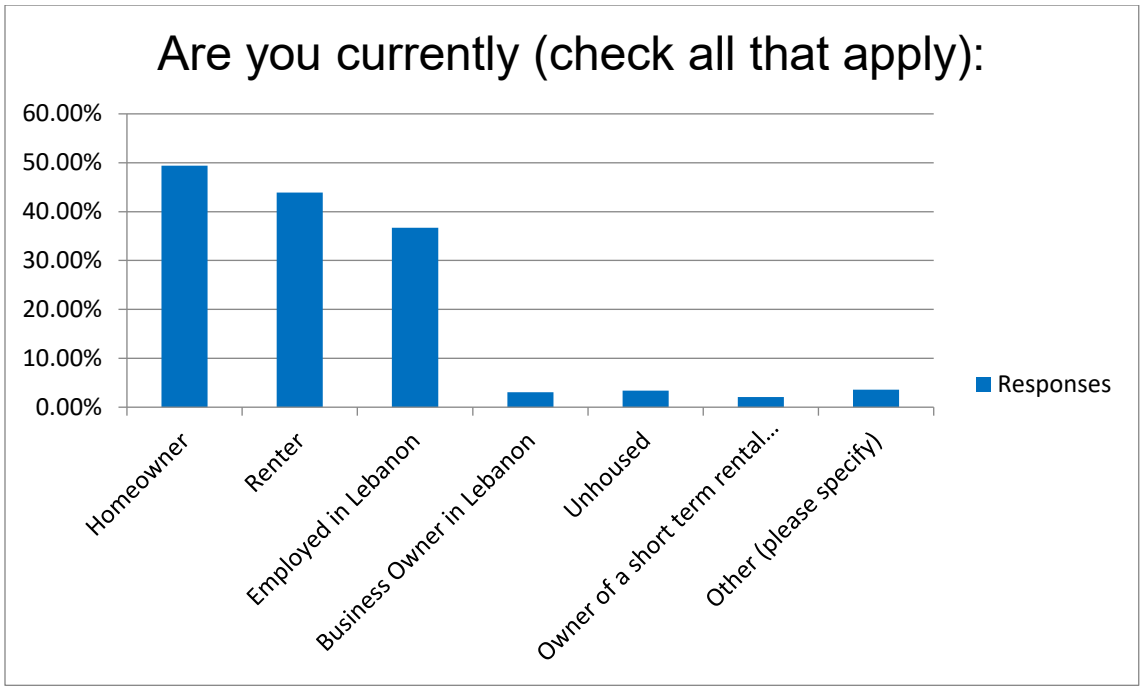
Respondents reported a range of current housing and living situations: **about 49% identified as homeowners, about 44% as renters, and about 37% as employed in Lebanon**. Smaller shares indicated they were unhoused, business owners, or short-term rental/investor owners, reflecting diverse connections to housing and work in the city.

Responses in the "Other" category describe several circumstances not captured by the listed options. These include individuals living with parents or other family members, living with a partner in a home they do not own, and people renting land while owning a mobile home. Several noted unstable or transitional housing, such as staying with friends, staying with a partner after giving up an apartment due to rising costs, or searching for housing while on assignment. A few responses referenced unique situations such as living in a church parsonage, residing in sober living, working as a property manager, being unhoused, or recently leaving a rental and seeking to purchase. Collectively, these responses highlight a mix of informal arrangements and housing instability beyond traditional renter or homeowner categories.

Are you currently (check all that apply):

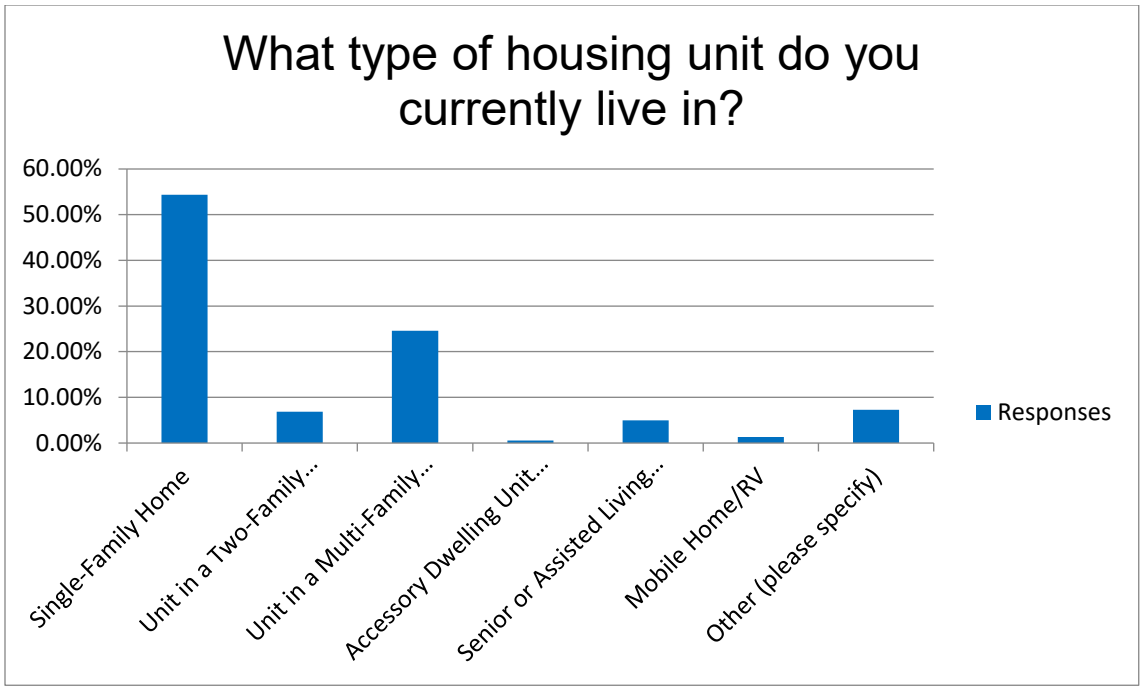
Answer Choices	Responses	
Homeowner	49.43%	260
Renter	43.92%	231

Employed in Lebanon	36.69%	193
Business Owner in Lebanon	3.04%	16
Unhoused	3.42%	18
Owner of a short-term rental or investor property	2.09%	11
Other (please specify)	3.61%	19
	Answered	**526**
	Skipped	**1**



Respondents reported a wide mix of housing types: about **54%** live in single-family homes, about **25%** in multi-family buildings with three or more units, about **7%** in duplexes, and smaller portions in senior living, mobile homes, ADUs, or other arrangements. This range reflects the varied housing stock available in and around Lebanon.

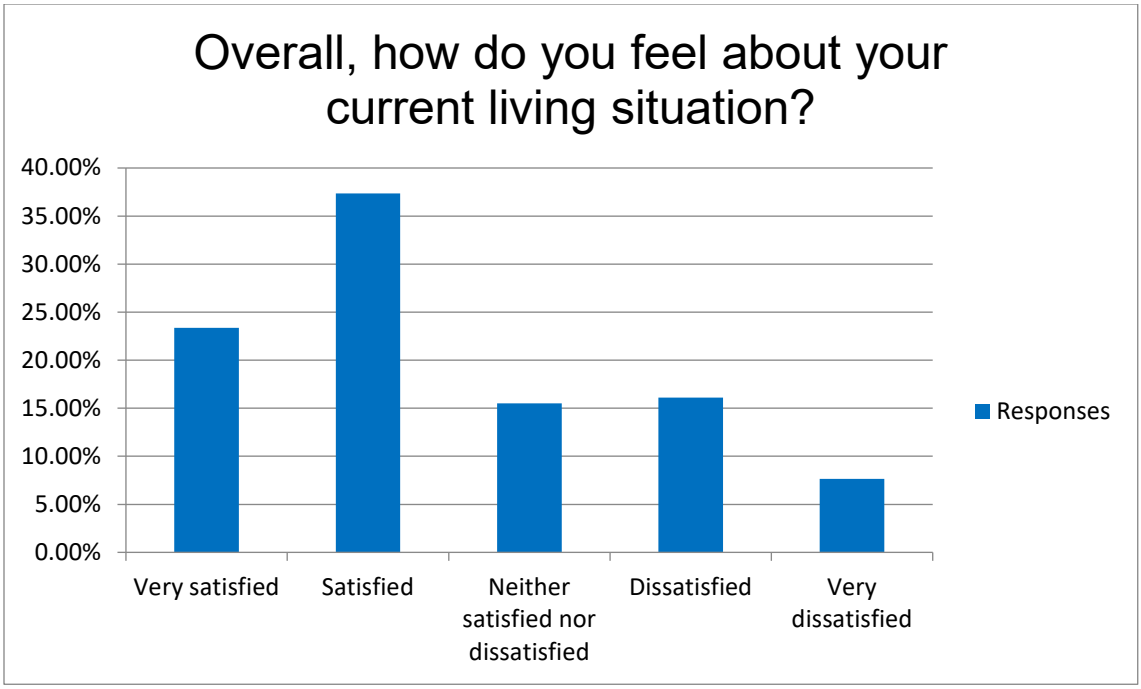
The “Other” responses describe a variety of living situations not included in the predefined categories. These include subsidized units, apartment complexes, rooms for rent, and informal or temporary arrangements such as living in a car, tent, hotel, motel, or identifying as unhoused. Respondents also noted living with parents, with family, with friends, or in specialized settings such as a sober house, recovery house, workforce housing apartment complex, homeless shelter, ski cabin residence, or renting above a garage. Taken together, these entries show a broad spectrum of circumstances beyond traditional rental or ownership housing.



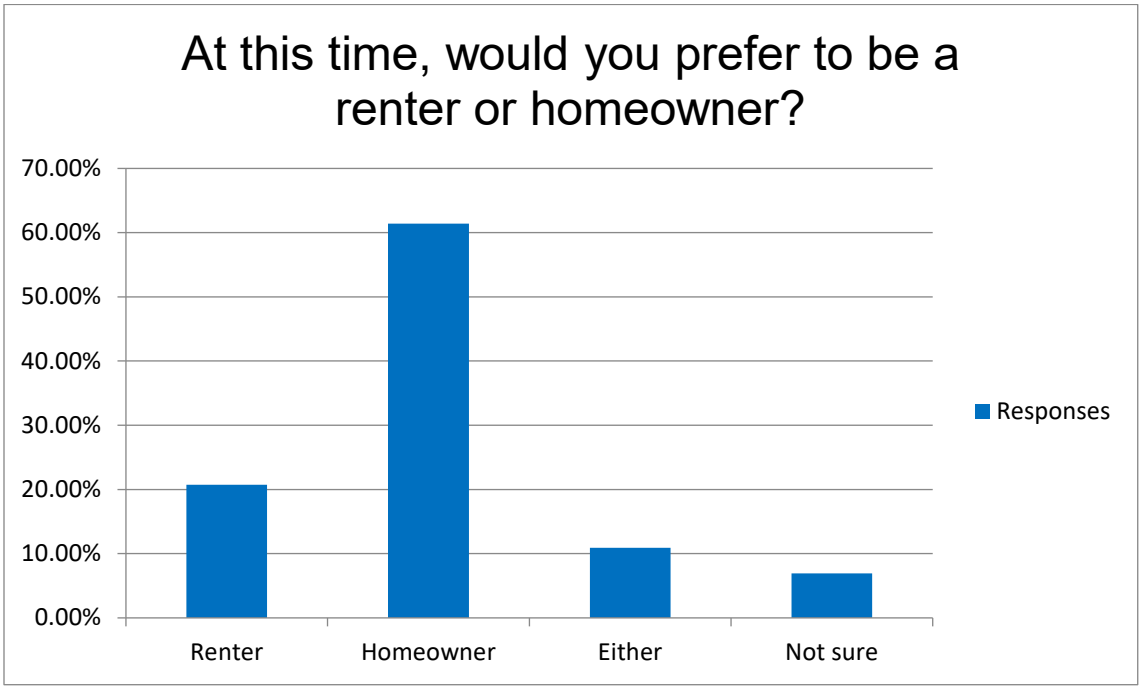
Responses to this question were mixed: about **23%** reported feeling *very satisfied* with their current living situation, about **37%** *satisfied*, about **16%** *dissatisfied*, about **8%** *very dissatisfied*, and about **16%** *neither satisfied nor dissatisfied*. Short written comments indicate that feelings of satisfaction are often linked to safety, neighborhood, location, and stability, while dissatisfaction is frequently tied to high housing costs and taxes, long commutes, limited housing options, and concerns about housing quality or management.

Overall, how do you feel about your current living situation?

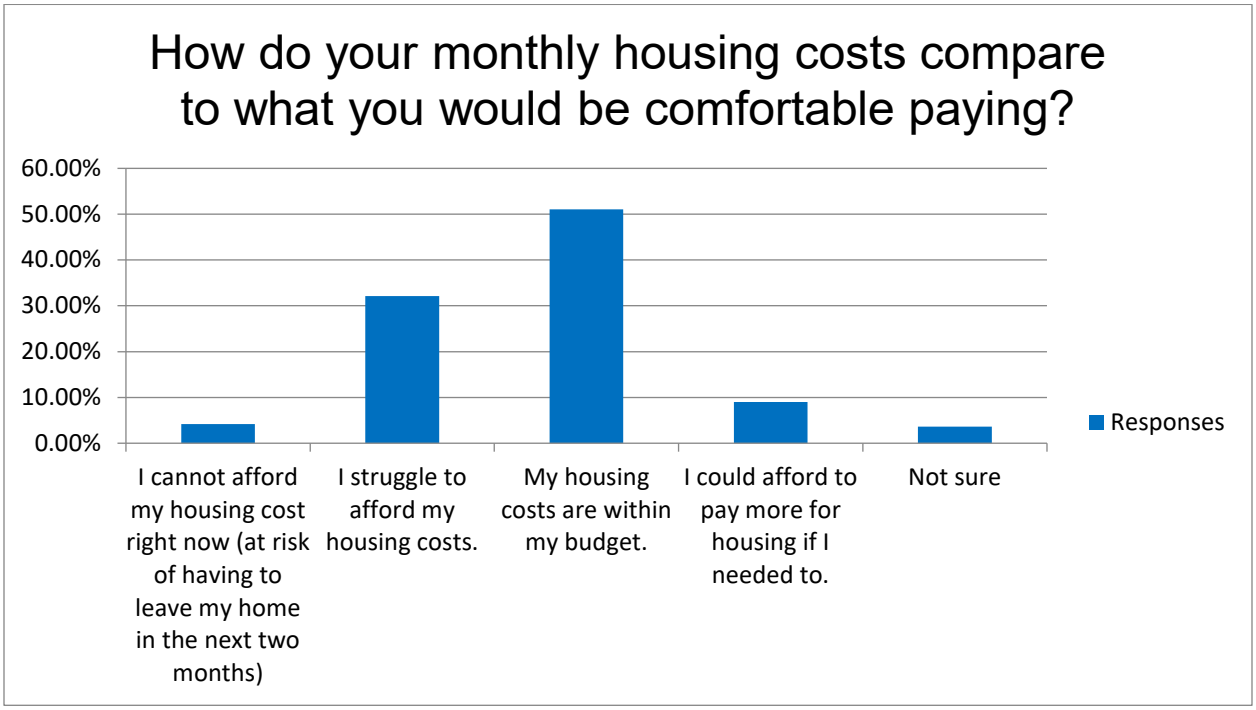
Answer Choices	Responses	
Very satisfied	23.37%	122
Satisfied	37.36%	195
Neither satisfied nor dissatisfied	15.52%	81
Dissatisfied	16.09%	84
Very dissatisfied	7.66%	40
Please explain why you feel this way in 5 words or less.		307
	Answered	**522**
	Skipped	**5**



When asked whether they would prefer to be a renter or homeowner, about **61%** of respondents indicated a preference for homeownership, about **21%** preferred renting, about **11%** said either would be acceptable, and about **7%** were not sure. This suggests a strong interest in ownership while still reflecting a meaningful share of households for whom renting or flexibility remains important.



When asked how their monthly housing costs compare to what they would be comfortable paying, about **51%** said their costs are within budget, while about **32%** reported struggling to afford their housing. Roughly **4%** indicated they cannot afford their housing and are at risk of losing their home in the near term, about **9%** said they could pay more if needed, and about **4%** were not sure.



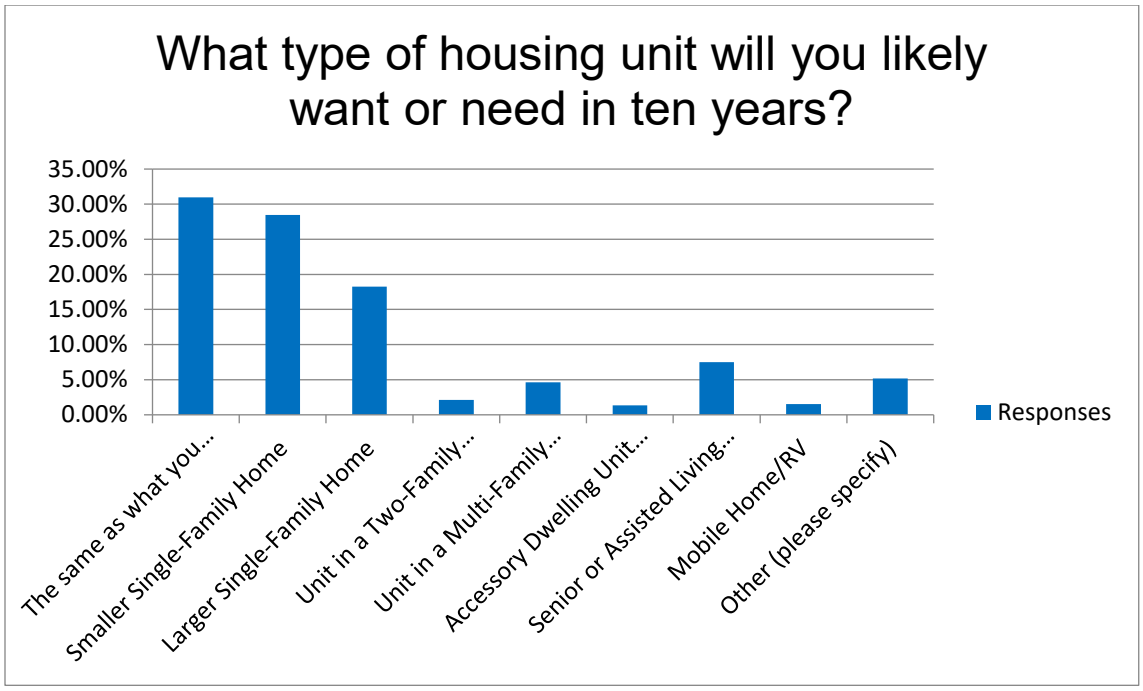
Future Housing Priorities

Looking ahead ten years, about **31%** of respondents expect to want or need the **same type of housing** they live in today. About **28%** anticipate needing a **smaller single-family home**, and about **18%** expect to need a **larger single-family home**. Smaller shares identified interest in duplexes (**about 2%**), multi-family units (**about 5%**), ADUs (**about 1%**), or mobile homes/RVs (**about 2%**). About **8%** foresee needing **senior or assisted living**, and about **5%** selected **"other,"** with comments ranging from uncertainty to desires for co-housing, intentional community living, condos, or housing designed for aging in place or medical needs.

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

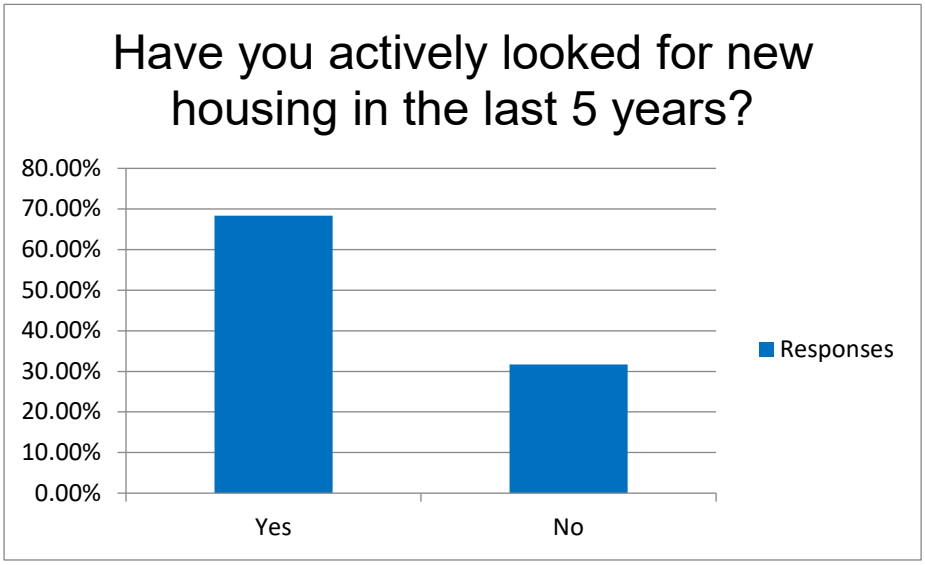
Answer Choices	Responses	
The same as what you currently live in	30.96%	161
Smaller Single-Family Home	28.46%	148
Larger Single-Family Home	18.27%	95
Unit in a Two-Family Structure (Duplex)	2.12%	11
Unit in a Multi-Family Structure (Three or more units)	4.62%	24
Accessory Dwelling Unit (ADUs)	1.35%	7

Senior or Assisted Living Facility	7.50%	39
Mobile Home/RV	1.54%	8
Other (please specify)	5.19%	27
	Answered	**520**
	Skipped	**7**



When asked whether they had actively looked for new housing in the last five years, about **68%** said yes and about **32%** said no. This indicates a high level of recent housing search activity among respondents.

Answered: 521
Skipped: 6

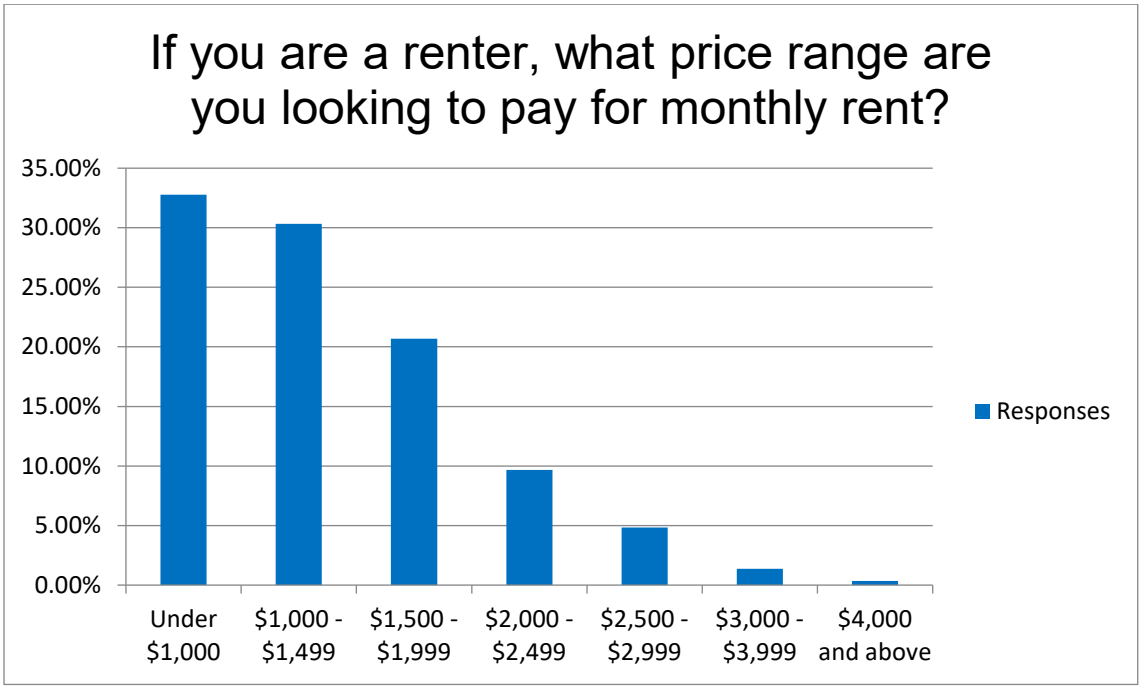


What Residents Can Afford

Among renters, responses show a wide range of preferred monthly rent levels. About **33%** are looking for rents under **$1,000**, and about **30%** are aiming for **$1,000–$1,499**. About **21%** are seeking rents in the **$1,500–$1,999** range, while smaller portions selected higher price bands up to **$4,000 and above**. These responses indicate that the majority of renters are looking for options below **$1,500–$2,000** per month.

If you are a renter, what price range are you looking to pay for monthly rent?

Answer Choices	Responses	
Under $1,000	32.76%	95
$1,000 - $1,499	30.34%	88
$1,500 - $1,999	20.69%	60
$2,000 - $2,499	9.66%	28
$2,500 - $2,999	4.83%	14
$3,000 - $3,999	1.38%	4
$4,000 and above	0.34%	1
	Answered	**290**
	Skipped	**237**



Among respondents interested in purchasing a home, about **38%** are looking for homes priced between **$200,000 and $349,000**, and about **25%** are seeking homes under **$200,000**. About **22%** are targeting homes in the **$350,000–$499,999**range, while smaller portions selected price points above **$500,000**, including about **7%** up to **$649,999** and fewer than **3%** for

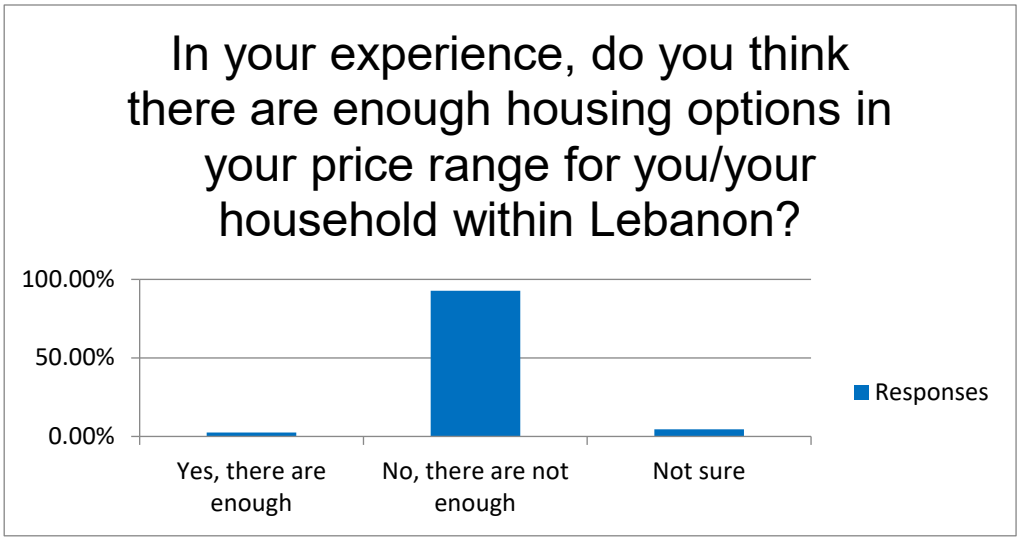
prices above **$650,000**. These responses indicate that most prospective buyers are looking for homes priced below **$350,000–$500,000**.

If you would like to purchase a home, what price range are you looking to pay for a home sale price?

Answer Choices	Responses	
Under $200,000	25.45%	98
$200,000 - $349,000	38.18%	147
$350,000 - $499,999	22.34%	86
$500,000 - $649,999	7.27%	28
$650,000 - $799,999	3.38%	13
$800,000 - $999,999	1.82%	7
$1,000,000 and above	1.56%	6
	Answered	**385**
	Skipped	**142**

Housing Options and Availability

When asked whether there are enough housing options in their price range within Lebanon, about **93%** of respondents said **no**, about **2%** said **yes**, and about **5%** were not sure. This reflects a widespread perception that price-appropriate housing options are extremely limited.

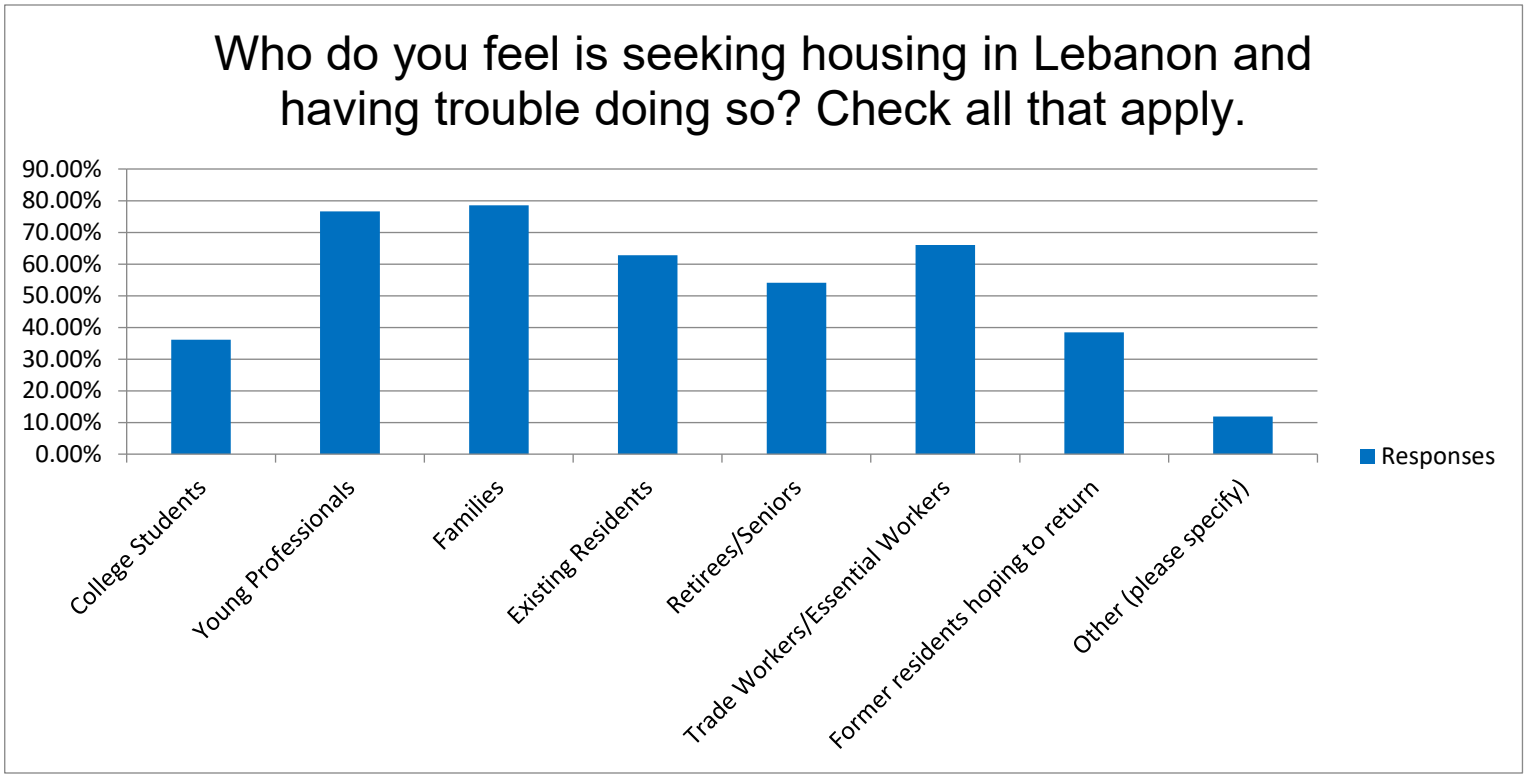


Respondents identified a wide range of groups struggling to secure housing in Lebanon. About **78%** pointed to **families**, about **77%** to **young professionals**, and about **66%** to **trade and essential workers**. About **63%** felt **existing residents** are having difficulty, and about **54%** highlighted **retirees and seniors**. Respondents also identified **college students** (about 36%) and **former residents hoping to return** (about 38%).

Open-ended responses emphasized that housing challenges affect nearly everyone without significant financial means, including **lower-income households, people experiencing homelessness, working-class residents, first-time homebuyers, people in recovery, individuals with disabilities, and workers connected to local institutions such as DHMC**.

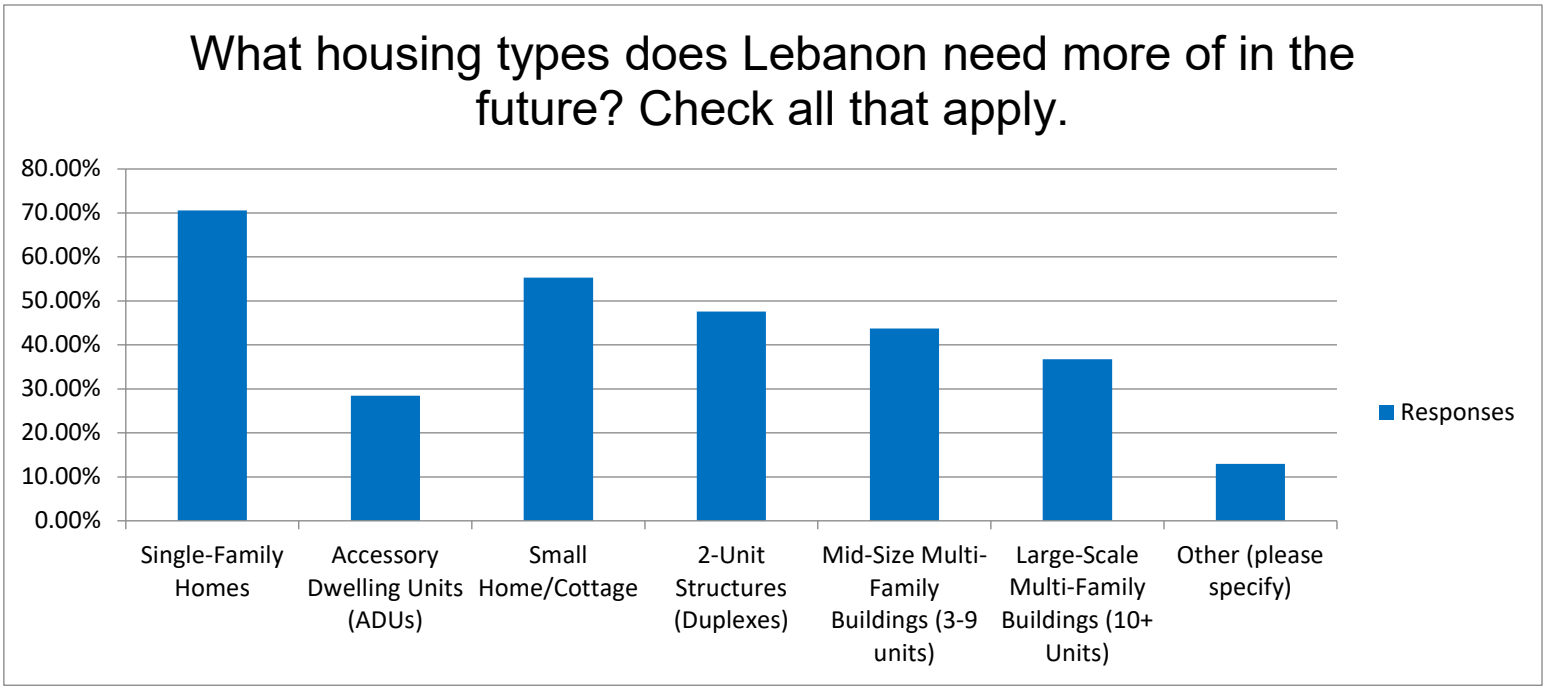
Who do you feel is seeking housing in Lebanon and having trouble doing so? Check all that apply.

Answer Choices	Responses	
College Students	36.08%	188
Young Professionals	76.58%	399
Families	78.50%	409
Existing Residents	62.76%	327
Retirees/Seniors	54.13%	282
Trade Workers/Essential Workers	66.03%	344
Former residents hoping to return	38.39%	200
Other (please specify)	11.90%	62
	Answered	**521**
	Skipped	**6**



Respondents identified clear preferences for additional housing types. **Single-family homes were selected by 70.60% (365)**, the highest of all choices. **Small homes/cottages followed at 55.32% (286)**, while **duplexes were identified by 47.58% (246)** and **mid-size multifamily buildings (3–9 units) by 43.71% (226)**. **Large multifamily buildings (10+ units) were selected by 36.75% (190)**, and **Accessory Dwelling Units (ADUs) by 28.43% (147)**. **12.96% (67)** used the "Other" option, with comments emphasizing affordable units, tiny homes, mixed-use buildings, transitional housing, accessible housing for seniors, and housing appropriate for lower-income households.

Answered: 517
Skipped: 10



General comments on housing (open-ended question)

Answered: 188
Skipped: 339

Open-ended general comments about housing in Lebanon focused on affordability, housing types, property taxes, and the broader impacts of growth on residents, workers, and community character.

Key findings from general comments

- **Housing costs are viewed as unsustainable.**
  Rents and sale prices are described as “astronomical” and “unaffordable,” with people paying well over 30% of income for housing or unable to find any unit within reach. Several comments say the cost of housing is pushing people to leave or preventing them from moving to Lebanon at all.
- **Specific groups feel especially squeezed.**
  Seniors and long-time residents worry about being “taxed out” and not having small, accessible homes or condos to downsize into. Young professionals, first-time homebuyers, families, and low-income or unhoused residents are all described as lacking realistic options, even when they work full-time or in essential jobs.
- **Strong dissatisfaction with what is being built.**
  New development is frequently characterized as “luxury,” high-end, or sized and priced for travelers and high-income workers near DHMC, rather than for local workers and families. Comments repeatedly call for modestly priced single-family homes, small cottages, duplexes, 2–3 bedroom rentals, and truly affordable apartments instead of more expensive large complexes.

- **Mixed views on apartments and density, with shared concern about character and design.**
  Some feedback flatly opposes additional large apartment complexes, calling them "human warehouses" and out of scale with Lebanon's rural character. Other comments explicitly support more density, building "up," converting office space to housing, reducing parking minimums, and focusing new housing in walkable, transit-served areas—paired with better design, green space, and trees.
- **Property taxes, utilities, and city policies are seen as part of the problem.**
  High property taxes, rising utility and fee costs, and fiscal decisions are cited as major contributors to displacement and financial stress, especially for retirees and fixed-income households. Comments point both to developers (high rents, profit-seeking) and to the City (zoning limits, perceived over-regulation of small projects, slow permitting, or failure to deliver truly affordable units) and suggest tools such as rent controls or caps, better renter protections, regional collaboration, and zoning changes to allow more diverse housing types.
- **Housing is clearly tied to workforce and community stability.**
  Employers are reportedly losing candidates or staff due to the lack and cost of housing; some workers commute long distances or choose other regions. Several comments worry that growth is favoring transient populations and out-of-state professionals over long-term residents and essential workers, eroding sense of community and making Lebanon feel less accessible to people who want to live and work there long-term.
- **Desire for more creative and equitable solutions.**
  Suggestions include downpayment assistance and shared-equity or first-time buyer support, "housing first" and recovery-oriented housing for unhoused residents, mixed-income and shared-resource communities, better communication about available units, rethinking ADUs and small apartments, and region-wide coordination so Lebanon is not carrying the housing burden alone.

Barriers and Challenges Securing Housing in Lebanon (Open-Ended Question)

Answered: 296
Skipped: 231

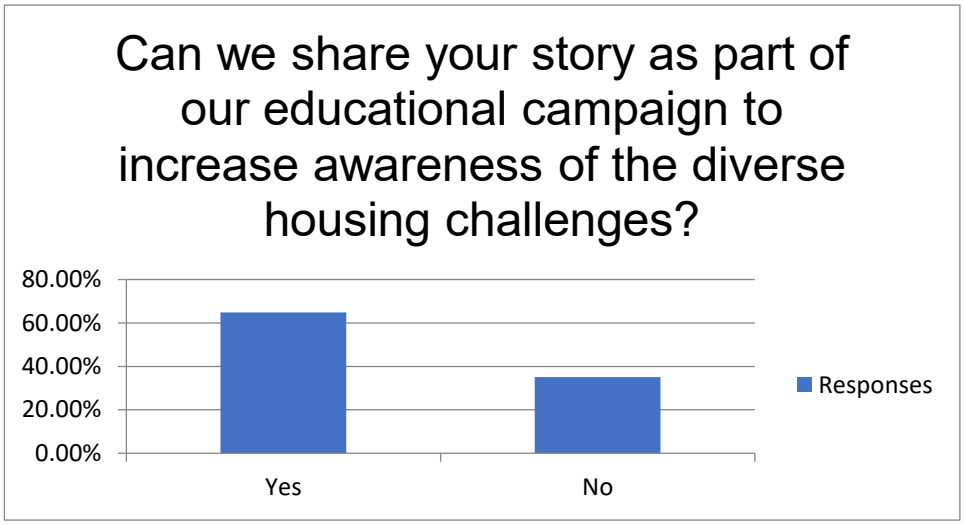
Respondents described significant barriers to securing or maintaining housing in Lebanon, citing extremely high rents and home prices, limited available units, and intense competition for both rentals and home purchases. Many shared that they had to move far outside Lebanon, accept substandard housing, live with roommates or family, or delay major life decisions due to the cost and scarcity of options.

- **High Housing Costs Are the Primary Barrier**
  - Respondents repeatedly highlighted that rental prices ($2,000–$3,000+) and home sale prices ($400k–$600k+) are far out of reach, even for dual-income and professional households.
  - Cost burden was described as affecting ability to meet basic needs, save for a down payment, or remain in the community long-term.

- **Insufficient Supply of Affordable and Quality Housing**
  - Many respondents described a lack of starter homes, downsizing options for seniors, accessible units, and decent non-luxury rentals.
  - Several said they faced long waitlists for subsidized or income-restricted housing, or had no viable options that allowed pets or met accessibility needs.
- **Difficulty Competing for Housing**
  - Renters described bidding wars, being outbid by cash buyers, rising rents, and application requirements (credit, deposits, first/last/security) exceeding what they could afford.
  - Newcomers to the area said DHMC/college demand and travel nurse stipends drove up prices, making it difficult for local workers to compete.
- **Long-Distance Commuting Due to Lack of Local Options**
  - Many respondents live 30–60+ minutes away because Lebanon housing is unaffordable or unavailable, increasing commute costs, reducing family time, and undermining work–life balance.
- **Rising Property Taxes Make Staying Difficult**
  - Longtime homeowners—especially seniors—reported property tax increases that jeopardize their ability to remain in Lebanon or downsize within the community.
- **Substandard or Poorly Maintained Housing**
  - Respondents described deteriorating units, slumlord conditions, mold, safety issues, lack of repairs, and apartment complexes raising rents while offering declining service or maintenance.
- **Barriers for Seniors and People with Disabilities**
  - Seniors reported difficulty finding single-level or accessible homes to age in place.
  - People with disabilities described challenges finding rentals that met physical needs.
- **Homelessness and Housing Insecurity**
  - Some respondents shared situations involving homelessness, living in cars or tents, or relying on emergency or temporary housing due to lack of affordable options.

About **65%** of respondents said the City may share their story as part of the educational campaign, while about **35%** preferred not to.

Answered: 387
Skipped: 140



DRAFT

LEBANON PLANNING BOARD
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA MICROSOFT TEAMS
LEBANONNH.GOV/LIVE
MONDAY, FEBRUARY 09, 2026 6:30PM

MEMBERS PRESENT: Andrew Faunce (Chair), Wes Achord (Vice Chair), Don Collins, Patrick Kennelly, Karen Zook (City Council Rep)

MEMBERS ABSENT: Richard Ford Burley, Kathie Romano (alt), Kellen Appleton

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.

2. NOTICE OF REGIONAL IMPACT

Mr. Corwin presented the following applications that were received by the Planning and Development Department on or before February 09, 2026:

- **Robert S. & Carolyn M. Townsend, Co-Trustees, 125 Storrs Hill Road (Tax Map 134, Lot 17), zoned RL-2: Request for a two-lot minor subdivision. PB2026-12-MIN**
- **Farcast Holdings, LLC, 41 Glen Road (Tax Map 115, Lot 7), zoned GC: Request for a Conditional Use Permit pursuant to Sections 302.4 and 305.2 of the Zoning Ordinance for a proposed conversion of the existing building to a mixed-use facility including a makerspace, café and office space. PB2026-13-CUP**
- **Last One, LLC and Nous Trois, LLC, 207 Mechanic Street (Tax Map 105, Lot 115) and 213 Mechanic Street (Tax Map 105, Lot 116), zoned GC: Request for approval of a Boundary Line Adjustment between Lot 105-115 and Lot 105-116. PB2026-14-BLA**

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

A MOTION was made by Andrew Faunce that the applications of Robert S. & Carolyn M. Townsend, Co-Trustees, 125 Storrs Hill Road (Tax Map 134, Lot 17), PB2026-12-MIN; Farcast Holdings, LLC, 41 Glen Road (Tax Map 115, Lot 7), PB2026-13-CUP; and Last One, LLC and Nous Trois, LLC, 207 Mechanic Street (Tax Map 105, Lot 115) and 213 Mechanic Street (Tax Map 105, Lot 116), PB2026-14-BLA do not have the potential for regional impact. The MOTION was seconded by Patrick Kennelly.

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

3. PUBLIC HEARING ITEMS

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

Chair Faunce noted this application had been postponed at the January 12, 2026 meeting and was to be discussed at this meeting. Mr. Corwin confirmed that the applicant is once again asking to postpone this application to the March 09, 2026 meeting.

Mr. Corwin noted Article VI, Section 6.1 provides that the Board can grant one postponement for an application; the applicant would need to provide provides a sufficient reason for an additional postponement. He said if the Board does not grant the second postponement at this meeting, the applicant would have to resubmit and assume all related fees (noticing fees, etc). The Board members discussed whether to deny the postponement to give the applicant more time to resubmit.

ARTICLE VI APPLICATIONS

6.1 POSTPONEMENTS. The Board may postpone a completeness determination if requested by the Applicant in writing. The Board may grant only one such postponement unless the Applicant demonstrates sufficient cause to allow for a second postponement. No additional postponement shall be permitted.

Motin by tha pb deny request for postpone without prejudice and have resubmit. Wes Achord 2nd Approved 5-0

A MOTION was made by Don Collins to deny the request of Execusuite, LLC, 22 School Street (Tax Map 92, Lot 2), PB2026-02-SPR for postponement without prejudice, and to ask the applicant to resubmit for consideration. The MOTION was seconded by Wes Achord.

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

B. LWM 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 multi-family housing development. Applicant proposes revised parking and site configurations, together with related modifications to utilities, landscaping, grading, and other site improvements. PB2026-04-SPA

Mr. Corwin gave an overview of the site plan changes and approvals for this application. He said the application is complete enough for the Board to accept jurisdiction and commence review.

A MOTION was made by Andrew Faunce that the application of LWM Residential, LLC, 1 Foundry Street (Tax Map 91, Lot 263) and 43 Mechanic Street (Tax Map 106, Lot 34) PB2026-04-SPA, is complete enough for the Planning Board to accept jurisdiction and commence review. The MOTION was seconded by Wes Achord.

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

Jon Livadas (owner) and Nik Fiore (Engineering Ventures) were present on behalf of the applicant. Mr. Fiore gave an overview of the changes that have been made to the plans since the Board last reviewed them.

The group discussed EV charging requirements, and changes to the parking lot configurations. Mr. Livadas explained how the public can access the riverfront through the site. Mr. Kennelly suggested that a grassy area that is being considered for public parking could be used as additional green space for the site instead of parking. The group discussed trees and landscaping planned for the site. Mr. Livadas said the team received input from the Tree Advisory Board today that they would be reviewing as well.

Chair Faunce suggested a signage package be added to the project plans. He said signs could be posted that the area near the river adjacent to the site is open to the public. Mr. Livadas said the team has not created a sign package, but he said they are open to the idea of adding public access signs.

Chair Faunce also asked about the upkeep of the historic aspects of the property, notably the smokestack. Mr. Livadas said his team would ensure the smokestack remains safe and structurally sound. Chair Faunce asked if the applicant would hire an expert to evaluate the smokestack and, if the owner plans to keep the smokestack, would they adopt a maintenance plan for the smokestack and other historic aspects of the project site. Mr. Livadas asked if Staff could provide some guidelines related to such a maintenance plan. Mr. Livadas said the team would work with Staff to develop a maintenance plan.

The group discussed the phasing plan. Mr. Livadas confirmed that there would be changes to the dates of phasing plan as part of the revised plan. Mr. Corwin said the Board cannot approve changed phased construction dates as an amendment to the site plan because there are criteria that must be considered when revising dates to phases of the plan. He said the revised plan could be approved by the Board, with the stipulation that the revised phasing plan would be reviewed at a later date.

The applicant agreed to work with Staff to address the changes to the phasing plan and other considerations raised by the Board and postpone approval of the revised plan until the February 23, 2026 Planning Board meeting.

A MOTION was made by Andrew Faunce that the application of LWM Residential, LLC, 1 Foundry Street (Tax Map 91, Lot 263) and 43 Mechanic Street (Tax Map 106, Lot 34) PB2026-04-SPA be continued to the February 23, 2026 Planning Board meeting. The MOTION was seconded by Don Collins.

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

C. 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 multi-family Planned Unit Residential Development (PURD). Pursuant to Sections 4.9.F and 4.10 of the Site Plan Review Regulations, applicant requests an extension of the phasing plan timelines for obtaining building permits and for constructing required site improvements. PB2026-05-EXT

Mr. Corwin gave an overview of the proposed changes to the project plan.
Attorney Barry Schuster, Mr. Rich Whitehouse (VHB), and Mr. Gil Alexio (owner) were present on behalf of the applicant.

Mr. Whitehouse said the request before the Board is to extend the phasing plan timelines for obtaining building permits. He said there are two main requests:

- Request to extend building permit schedule.

- Request to extend active and substantial development and substantial completion timelines.

He said the applicant is requesting an extension from what's currently allowed under the City's regulations to a timeline that aligns with state statute. He said that would mean an extension of three years (rather than two years per City regulations) to achieve active and substantial development and then seven years to achieve substantial completion (rather than five years per City regulations).

Mr. Corwin explained that state law changed the extension timelines to three years to achieve active and substantial development and seven years to achieve substantial completion. He said the City has not yet changed its regulations to match these new timelines and that review to City site plan regulations would be discussed at the February 23, 2026 meeting. Mr. Whitehouse the waivers that the applicant is requesting are to waive the two- and five-year extension timeframes in order to be in line with the state's regulations.

Mr. Corwin said the application is complete enough for the Board to accept jurisdiction and commence review.

A MOTION was made by Andrew Faunce that the application of Brickyard One Nominee Trust, Hanover Street Ext (Tax Map 48, Lot 1), PB2026-05-EXT is complete enough for the Planning Board to accept jurisdiction and commence review. The MOTION was seconded by Patrick Kennelly.

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

Chair Faunce opened the public comment portion of the meeting. No one from the public spoke. Chair Faunce closed the public comment portion of the meeting.

A MOTION was made by Andrew Faunce that for the application of Brickyard One Nominee Trust, PB2026-05-EXT, the Lebanon Planning Board approves a waiver from Section 4.10.B of the Site Plan Review Regulations which provides that "the Board may grant an extension of up to two (2) additional years beyond the original expiration date." In support of its decision the Board finds that the applicant has demonstrated the requested waiver satisfies Criteria B set forth in Section 7.1. The motion was seconded by Wes Achord.

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

A MOTION was made by Andrew Faunce that, for the application of Brickyard One Nominee Trust, PB2026-05-EXT, the Lebanon Planning Board approves a waiver from Section 8.4 of

the Site Plan Review Regulations which provides that "active and substantial development" and "substantial completion" must be achieved within 2 years and 5 years of the date of the Planning Board's approval, respectively. In support of its decision the Board finds that the applicant has demonstrated the requested waiver satisfies Criteria A set forth in Section 7.1.

The motion was seconded by Don Collins.

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

A MOTION was made by Patrick Kennelly that the Lebanon Planning Board approves the application of Brickyard One Nominee Trust regarding the phased multi-family Planned Unit Residential Development (PURD) originally approved on December 17, 2024 (PB2024-22-SPRCUP) for property located on Hanover Street Extension (Tax Map 48, Lot 1), zoned R-1, R-O-1, R-3 & RL-3, PB2026-05-EXT, per application materials submitted and including any and all submissions and testimony provided for and during the public hearing.

The applicant requests the following:
1. An amendment to the phasing schedule and to condition #4 of the December 17, 2024 Notice of Action to extend the deadlines for the issuance of a building permit for each building.
2. An amendment to conditions #5 and #6 of the December 17, 2024 Notice of Action to update the vesting thresholds of 2 years to achieve active and substantial development and 5 years to achieve substantial completion to 3 years and 7 years, respectively, consistent with recent changes to NH RSA 674:39.
3. An additional 2-year extension for achieving "active and substantial development" per Section 8.4.A.3 to allow "active and substantial development" to be achieved by December 17, 2029.

In support of its decision, the Board finds that:
1. Per Section 4.10.B, the applicant has demonstrated that an extension of time to obtain building permits for each building is warranted, considering 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 the need for more time that 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.
2. To allow changes to conditions of approval #4 and #5 of the December 17, 2024 Notice of Action, the applicant has demonstrated per Section 9.1 that a material change of circumstances has occurred affecting the merits of the original application.
3. Per Section 8.4.A.3, the applicant has demonstrated good cause for an extension of time to achieve "active and substantial development".

This approval is subject to the following conditions:
1. The applicant shall comply with the Planning Board Notice of Action for the Brickyard Planned Unit Residential Development (PURD) Conditional Use Permit and Site Plan approvals, dated December 17, 2024 (PB2024-22-SPRCUP) and the Minor Subdivision approval dated November 24, 2025 (PB2025-45-FMAJ) and all conditions of approval thereof, except as may be superseded by the conditions below.

2. Within 45 days of the Planning Board's approval, the "Building Permit Schedule" set forth on the plan sheet titled, "Overall Site Plan," prepared by Vanasse Hangen Brustlin, Inc., dated May 10, 2024, last revised February 2, 2026, Project Number 52933.00, Sheet C1.5 (Sheet 6 of 50), shall be updated to remove the original deadlines and to replace note #1 with the following: "Active and substantial development and substantial completion will be undertaken in accordance with RSA 674:39 and with the Planning Board Notice of Action dated February 9, 2026 for PB2026-05-EXT" and to identify the waivers granted from Sections 4.10.B and 8.4 of the Site Plan Review Regulations.

3. Condition #4 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, is hereby stricken and replaced with the following:
Pursuant to the phased development regulations set forth in Section 4.9 of the Site Plan Review Regulations, deadlines for the issuance of building permits for each building shall be as set forth on the plan sheet titled "Overall Site Plan," prepared by Vanasse Hangen Brustlin, Inc., dated May 10, 2024, last revised February 2, 2026, Project Number 52933.00, as further revised pursuant to condition of approval #2 set forth above, and as may also be further revised pursuant the Notice of Action for PB2024-22-SPRCUP dated December 17, 2024.
4. Condition #5 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, is hereby stricken and replaced with the following:
"Active and substantial development," as defined in Section 8.4.A.1 of the Site Plan Review Regulations, shall be achieved within _____of the date of this approval (8.4.A.2), subject to an extension if applied for by the applicant and if approved by the Planning Board per Section 8.4.A.3. If active and substantial development is not achieved within _____ years of the date of the Planning Board's approval, the development shall be subject to any changes in the City's land use regulations.
5. Condition #5 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, is hereby stricken and replaced with the following:
"Substantial completion," as defined in Section 8.4.B.1 of the Site Plan Review Regulations, shall be achieved within seven (7) years of the date of this approval. If substantial completion is not achieved within seven (7) years of the date of the Planning Board's approval, the development shall be subject to any changes in the City's land use regulations.
6. Condition #27.f set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, is hereby stricken and replaced with the following:
[The applicant shall revised the plan set to] remove the phasing plan sheets and replace the sheet titled "Overall Site Plan" (Sheet C1.5) with the revised version of Sheet C1.5 approved by the Planning Board on February 9, 2026 in connection with PB2026-05-EXT, as may be further revised pursuant to the conditions of approval set forth in the Notice of Action for PB2026-05-EXT.
7. Conditions of approval #34 through #44 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, under the heading "Conditions to be Satisfied Prior to the Issuance of a Building Permit" shall be satisfied prior to the issuance of any building permit for the development.
8. Conditions of approval #45 through #52 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, under the heading "Conditions to be Satisfied Prior to the Issuance of a Temporary Certificate of Occupancy" shall be satisfied prior to the issuance of any temporary certificate of occupancy for the development, except for the payment of impact fees per condition #50 which may be made separately for each building prior to the issuance of a Certificate of Occupancy for each building.

The MOTION was seconded by Don Collins.

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

D. Robert J. Oakes, Laplante Road (Tax Map 138, Lot 27), zoned R-3, RL-1 & RL-2: Pursuant to Sections 501.1 and 501.2 of the Zoning Ordinance, applicant requests a Conditional Use Permit for a proposed 13-unit Planned Unit Residential Development (PURD). PB2026-08-CUP - Completeness review only on February 9, 2026; public hearing to commence at the March 9, 2026 meeting.

E. Robert J. Oakes, Laplante Road (Tax Map 138, Lot 27), zoned R-3, RL-1 & RL-2: Applicant requests Final Plat Review pursuant to Section 10.3 of the Subdivision Regulations and Site Plan Review pursuant to Sections 3.1.D and 4.8 of the Site Plan Review Regulations of a proposed Planned Unit Residential Development (PURD) containing 13 detached dwelling units together with related site improvements including an access road, community wells, and community septic. PB2026-09-FMAJSPR - Completeness review only on February 9, 2026; public hearing to commence at the March 9, 2026 meeting.

Mr. Corwin noted that no one was present on behalf of the applicant Robert J. Oakes for either Item 3D or Item 3E.

A MOTION was made by Andrew Faunce to postpone the completion reviews for Robert J. Oakes, Laplante Road (Tax Map 138, Lot 27), PB2026-08-CUP and Robert J. Oakes, Laplante Road (Tax Map 138, Lot 27) PB2026-09-FMAJSPR applications to March 09, 2026 to be followed immediately by public hearings for those applications. The MOTION was seconded by Don Collins.

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

4. OTHER BUSINESS - None

5. CONCEPTUAL REVIEW

A. Choice Storage, LLC, Etna Rd (Tax Map 26, Lot 17) & 40 N Labombard Rd (Tax Map 51, Lot 10), zoned IND-L & RL-3: Per Section 7.3 of the Subdivision Regulations, applicant requests conceptual review of a proposed Major Subdivision. PB2026-07-CON

Mr. Jay Campion (owner), Mr. Paul Simon (developer/landscape architect) and Mr. Dan Nash (Advanced Geomatics) were present on behalf of the applicant. Mr. Campion gave an overview of the history of the applicant's proposed Planned Business Park project. He asked the Board to review the current plans. He said the team would like to move forward with a full conceptual plan that includes comments by the Board.

Mr. Campion noted that part of the development includes playing fields (which he said would be used by the City for recreation fields) would be tied to a privately funded TIF district. Mr. Campion provided an explanation of what the "privately funded TIF" is and Mr. Simon explained that it is similar to Vermont's CHIP model.

Mr. Campion explained the zoning changes that have been made during the development of the project plans. The group discussed the plans, which Mr. Campion said would ultimately include the recreational fields, residential and commercial properties. Mr. Campion said the project would include two- and three-bedroom condominiums and possibly other types of homes.

Mr. Ernst Oidtman (neighbor of Dan Nash) said he suggested all City committees and Boards undertake a site walk to review the site. He said there are steep slopes and there may be soil concerns. He also suggested the unused acreage be conserved as preservation land.

Mr. Campion said he has an Alteration of Terrain permit to address the soil and land issues. He said there is 18-feet of material covering some of the site. He said the location has been used to store fill from other construction project sites. Mr. Campion discussed the solar panels that he said are to provide heat for the buildings in the plan. He said he did not know if the solar panels will be part of the final plans. He said he and his team are working on developing a master plan for the project.

Ms. Sarah Riley (Ward 2 - Chair of the Conservation Commission) noted that project might involve a new main road coming off of Etna Road. She said that new road would involve some wetlands crossings. She said the City would like to avoid impact to wetlands. Mr. Campion said the plan will have to be designed so there is little impact to wetlands or include mitigation of the impacts to wetlands.

6. APPROVAL MINUTES – None

Mr. Corwin noted that the January 12, 2026 minutes were approved at the last meeting.

7. ADJOURNMENT

A MOTION was made by Wes Achord to adjourn the meeting at 8:56pm. The MOTION was seconded by Andrew Faunce.

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

The meeting adjourned at 8:56pm.

Respectfully submitted,
Paula Roux
Recording Secretary

DRAFT

LEBANON PLANNING BOARD
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA MICROSOFT TEAMS
LEBANONNH.GOV/LIVE
MONDAY, FEBRUARY 23, 2026 6:30PM

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

MEMBERS ABSENT: None

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.

2. PUBLIC HEARING ITEMS

A. REVISED NOTICE - LWM 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 phased Site Plan (PB2022-36-SPR, PB2023-38-SPA & PB2024-35-SPA) for a proposed multi-family housing development including changes to parking and site configurations with related modifications to utilities, landscaping, grading, and other site improvements. Pursuant to Sections 4.9.F, 4.10, and 8.4 of the Site Plan Review Regulations, applicant also requests an additional extension of the phasing plan timelines for obtaining building permits and for constructing required site improvements, together with related waiver requests. PB2026-04-SPAEXT - Continued from February 9, 2026

Mr. Corwin said Staff and the applicant reviewed materials submitted prior to the meeting, particularly the waiver to request more than one extension for this project.

Mr. Jon Livadas (LWM Residential) and Mr. Nik Fiore (Engineering Ventures) were present on behalf of the applicant. Mr. Livadas gave an overview of the project plans. He described the remediation efforts that they have made to remove the hazardous materials that existed in the structure and on the site.

Mr. Fiore gave an overview of the most recent adjustments to the site plans, which were described in the February 09, 2026 Planning Board meeting. He said the back property line located catch basins on the Foundry Street, and said Mr. Corwin suggested a lot line adjustment, which would be

made as a separate request. He said the applicant is requesting an extension of 45 days instead of 30 days to allow the ground to thaw and to facilitate construction. He explained the trees that are being added to the site, based on the recommendation by the Tree Advisory Board. He discussed the other conditions of approval proposed by Staff and explained how the team will meet those conditions.

[Ms. Zook arrived at the meeting.]

Mr. Fiore explained the extensions to the phasing plan Phases 1 and 2 that are being requested by the applicant.

Phase 1	Deadlines		
Original Approval: 10/24/2022	Originally Approved	Currently Approved	Extension Request
Building Permit	06/26/2023	06/01/2026	10/24/2026
Active and Substantial Development	10/24/2024	12/01/2026	10/24/2027
Substantial Completion	10/24/2027	05/31/2027	10/24/2027

Mr. Lavidas explained the financial issues that contributed to the delay in construction and the request for additional extensions for the phases.

Mr. Fiore explained the changes in dimension of the proposed ramp that will be added. He confirmed that the development will include 155 units in total. Mr. Fiore said Advanced Transit does not want pullouts for bus stops. He explained the proposed dewatering noted in the plans will be done for the rain gardens on the site is a process to remove water from the site during construction.

Chair Faunce said the applicant was asked to address three items at the February 09, 2026 meeting.

- Changes to add landscaping towards street to the parking at the north of the site – Mr. Jon Livadas said trees/plantings have been added to the plans.
- Add signage to the area that is open to public – Mr. Fiore said they will work with Staff to ensure appropriate signage is developed and added.
- Smokestack maintenance and care – Mr. Livadas said they received a memo from the Heritage Commission today with recommendations related to adherence to the 79E statute. He said considerations are already being made to adhere to 79E. He said the buildings that were removed were agreed-upon changes (with the City) per 79E, which allows for the removal of structures that were unsafe.

The group discussed the maintenance of the smokestack at length. Mr. Livadas said the team will have an expert evaluate it and will provide maintenance for the smokestack. He said the Heritage Commission recommendation suggests the smokestack be maintained in perpetuity by current and future owners. He said the team has not had time to fully review the Heritage Commission's recommendation, but he said he feels it is excessive to expect the current and future owners to pledge to maintain the smokestack in perpetuity. The group discussed how the Planning Board can ensure routine maintenance will be done to ensure the smokestack will be kept in good condition so it is preserved and safe for the public.

Ms. Nicole Ford Burley (Chair of Heritage Commission and City Historian) said two smokestacks have come down in the Upper Valley in the last five years due to conditi demotion by neglect. She said the Heritage Commission is very supportive of the project, but feels the smokestack is an important part of the project and it is important to have a preservation plan in place to maintain the structure. She said she could help the applicant seek an expert to evaluate the structure. Mr.

Achord noted the language of the Heritage Commission's recommendation was taken from the kiln preservation language included as a condition of approval for the Brickyard project.

Chair Faunce opened the public comment portion of the meeting.

Mr. Jeremey Katz (Ward 3) said he has a managerial interest in five properties that abut this project site. He explained the challenges and financial increases that have occurred for projects in that area. He described the problems that occur for projects that are in development (vandalism, theft, etc.) in the area. He asked the Board to do anything it can to help the project to move forward.

Chair Faunce closed the public comment portion of the meeting.

Mr. Livadas noted that it is difficult to agree to a maintenance plan in perpetuity when the project team doesn't know what work and cost might be involved. The group discussed draft language presented by Mr. Corwin to address this condition. Mr. Livadas' attorney, Mr. Denis O. Robinson (who was attending the meeting remotely) said the draft language was acceptable. The group noted that a condition of approval would be that any plans to remove the smokestack would have to be brought to the Planning Board before they can be executed.

Chair Faunce closed the public hearing.

The group discussed whether to grant the waiver request to extend the timeframe for the project. Mr. Achord said he did not feel the reasons given by the applicant for the need to extend (financial challenges and changes to EV zoning) were "unforeseen" are not applicable for this applicant and project. Mr. Corwin said the requests being made today are pursuant to the current City site plan regulations.

A MOTION was made by Wes Achord that, for the application of LWM Residential, LLC, PB2026-04-SPAEXT, the Lebanon Planning Board approves waivers from Sections 4.9.F, 4.10.C, and 8.4.A.3 of the Site Plan Review Regulations to allow the applicant to request an additional extension where more than one extension request has previously been granted. In support of its decision the Board finds that the applicant has demonstrated the requested waiver satisfies criteria B set forth in Section 7.1.

The MOTION was seconded by Don Collins.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None
****The MOTION was approved (6-0).***

A Motion was made by Kellen Appleton that the Lebanon Planning Board approves the application of LWM Residential, LLC, PB2026-04-SPAEXT, for a modification pursuant to Section 9.1 of the Site Plan Review Regulations to a previously approved Site Plan (PB2022-36-SPR, PB2023-38-SPA & PB2024-35-SPA) for a proposed multi-family housing development at 1 Foundry Street (Tax Map 91, Lot 263) including changes to parking and site configurations with related modifications to utilities, landscaping, grading, and other site improvements, and,

pursuant to Sections 4.9.F, 4.10, and 8.4 of the Site Plan Review Regulations, for an additional extension of the phasing plan timelines for obtaining building permits and for constructing required site improvements, together with related waiver requests, as set forth on a plan set titled, "Lebanon Woolen Mill," prepared by RODE Architects, dated January 31, 2025, last revised February 3, 2026, EV Project: 22122, and including any and all submissions and testimony provided for and during the public hearing.

In support of its decision, the Board finds that:
1. Per Section 4.9.F and Section 4.10.C, the applicant HAS demonstrated that an extension of time to obtain building permits for each building is warranted, considering 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 the need for more time that 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.
2. Per Section 8.4.A.3, the applicant HAS demonstrated good cause for an extension of time to achieve "active and substantial development".
In support of its decision, the Board further finds that the applicant has submitted plans, testimony, technical data, information, reports, and studies that together satisfactorily demonstrate compliance with the applicable requirements of the Site Plan Review Regulations, except as may reasonably be addressed through the imposition of certain conditions of approval, set forth below.

This approval is subject to the following conditions:
1. The applicant shall comply with the Planning Board Notices of Action for PB2022-36-SPR dated October 24, 2022, PB2023-38-SPA dated December 11, 2023, and PB2024-35-SPA dated September 30, 2024, and shall satisfy and comply with all conditions of approval thereof except as may be superseded by the conditions below.
2. The development is subject to the Site Plan Review Regulations adopted May 13, 1991, last revised September 13, 2021, and the Zoning Ordinance adopted January 16, 2013, last amended January 19, 2022, which are the regulations in effect at the time application PB2022-36-SPR was submitted. Notwithstanding the foregoing, the Planning Board approves the applicant's changes to the number and type of EV parking spaces as shown in the above-referenced plan set which changes are in conformance with amendments made to Section 607.8 of the Zoning Ordinance adopted on January 21, 2026.
3. Condition #7 set forth in the Planning Board Notice of Action for PB2024-35-SPA dated September 30, 2024, is hereby stricken and replaced with the following:
Pursuant to Section 4.9 of the Site Plan Review Regulations, the project may be constructed in phases per the phasing plan submitted for the February 23, 2026 meeting of the Planning Board.
4. Within 90 days of the Planning Board's approval, the applicant shall, with respect to the off-site improvements at 43 Mechanic Street (Tax Map 106, Lot 34) and 39 Mechanic Street (Tax Map 91, Lot 269) take the following action or actions:
a. Redesign the plans to eliminate the need for off-site improvements;
b. Submit a Conditional Use Permit to allow some or all of the off-site improvements per Section 215.2.C of the Zoning Ordinance, as may be deemed permissible by the Zoning Administrator; and/or

c. Submit an application for a Boundary Line Adjustment application to adjust the lot lines so that all improvements associated with the development are located on 1 Foundry Street (Tax Map 91, Lot 263).

5. Within 45 days of the Planning Board's approval, the applicant shall make the following revisions to the plan set to the satisfaction of the Planning and Development Department and the City Engineer:

a. Add the phasing plan submitted for the February 23, 2026 meeting of the Planning Board.
b. Revise the utility plan to relocate sewer manhole 04 to the south to maintain 15 ft. of separation from the property line shared with 15 Blacksmith Street.
c. Complete all plan changes required pursuant to the Notices of Action for PB2022-36-SPR dated October 24, 2022, PB2023-38-SPA dated December 11, 2023, and PB2024-35-SPA dated September 30, 2024.
d. Depict any changes made pursuant to Condition of Approval #2 above.
e. Remove all clouding and all other notations related to proposed changes.
f. Amend Sheet L101 to remove the property boundary between the Mechanic Street parking lot and the remainder of the property.
g. In the parking summary on the cover sheet, identify the number of required accessible parking spaces.
h. With respect to the accessible ramp extending from Mechanic Street to the proposed courtyard, demonstrate compliance with accessibility standard, A117.1 Section 403.5.4.1 (requiring a minimum of 60 inches between rails or the provision of an acceptable passing area).
i. Amend the cover sheet to identify the date of the plan set as the date of the plan set at the time of initial submission in 2022 (Section 5.1.E.4.d).
j. Add a signage plan that includes wayfinding signage to encourage public use of the proposed public amenities.
k. All changes identified by the applicant at the February 23, 2026 meeting of the Planning Board, including but not limited to certain landscaping changes recommended by the Lebanon Tree Advisory Board.
l. Update the "Building Programs" chart on the cover sheet to identify 155 total units, adding an additional unit to either the Mill Building or Building 3.
m. Amend the cover sheet to provide description of plan revisions (Section 5.1.E.4.d).
The applicant shall provide the Planning and Development Department with one (1) full size copy of the complete revised plan set, and a digital copy of the revised plan set saved in a PDF-A format for archival purposes.

6. Prior to commencement of construction activities, the applicant shall obtain a structural assessment of the smokestack performed by a qualified professional and shall prepare a plan for review and approval by the Planning Board for the reasonable maintenance of the smokestack to reasonably ensure that the smokestack remains intact and standing for the reasonably foreseeable future.

The MOTION was seconded by Kathie Romano.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

B. Greg Kutvirt (applicant), TLL Realty LLC (property owner), 41 N Labombard Road (Tax Map 51, Lot 1), zoned IND-L: Per Section 213.8.B.2 of the Zoning Ordinance, applicant requests a partial waiver of an impact fee assessed for a proposed change of use. Per Section 213.7.D of the Zoning Ordinance, applicant also requests an alternate schedule of payment for the impact fee owed. PB2026-06-AAD

Mr. Corwin noted the applicant is requesting a partial waiver of the impacts fees for the property where his business is located. He said he is also requesting a 12-month repayment schedule for the impacts fees the business will be assessed.

A MOTION was made by Andrew Faunce that the application of Greg Kutvirt (applicant), TLL Realty LLC (property owner), 41 N Labombard Road (Tax Map 51, Lot 1) PB2026-06-AAD is complete enough for the Planning Board to accept jurisdiction and commence review. The MOTION was seconded by Patrick Kennelly.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

Mr. Greg Kutvirt (owner of Paddleworks Pickleball Club) was present on behalf of the applicant. He said the impact fee for the previous use at the location (FedEx facility) is massive for his much smaller, fledgling business (Pickleball courts). He confirmed he has a five-year lease on the property. He said he did not know what the fees would be for the property prior to signing the lease. Chair Faunce explained the fee is for the change in use and is a one-time transaction. Ms. Romano suggested the impact fee could be broken down and paid as the lease is renewed. Ms. Zook noted the differences in impact on City services that might be appropriate for a FedEx facility and pickleball courts, and said the fee seems higher than the costs.

Mr. Achord asked if the fee could be spread out over the five years of the lease. Mr. Corwin said there are no constraints on alternative payment arrangements in the zoning ordinance. He suggested the Board take time to consider alternative payment arrangements if they want to consider them. He noted that legal review of waiving impact fees would be required.

The group discussed whether impact fees should be waived, considering the considerable work and time that goes into the calculation of impact fees.

Chair Faunce opened the public comment portion of the meeting. No one from the public spoke.
Chair Faunce closed public comment portion of the meeting.
Chair Faunce closed the public hearing.

A MOTION was made by Andrew Faunce that the Lebanon Planning Board disapproves the request of Greg Kutvirt (applicant) and TLL Realty LLC (property owner), application PB2026-04-AAD, made pursuant to Section 213.8.B.2 of the Zoning Ordinance for a partial waiver of an impact fee assessed for the applicant's proposed change of use at 41 N Labombard Road (Tax Map 51, Lot 1) from a distribution facility/warehouse use to a health club/pickleball courts use.

In support of its decision, the Board finds that neither of the criteria available to the Board for offering a reduction or a waiver are applicable in this case.

The MOTION was seconded by Kellen Appleton.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

A MOTION was made by Patrick Kennelly that the Lebanon Planning Board approves the request of Greg Kutvirt (applicant) and TLL Realty LLC (property owner), application PB2026-04-SPA, made pursuant to Section 213.7.D of the Zoning Ordinance, to allow the impact fee assessed for the applicant's proposed change of use at 41 N Labombard Road (Tax Map 51, Lot 1) from a distribution facility/warehouse use to a health club use to be paid in equal installments over the course of twelve (12) months with the first installment to be paid at the time of the issuance of a Certificate of Occupancy and then on the same day every month thereafter until the impact fee is paid in full. This alternative payment schedule shall be memorialized by an agreement made between the applicant, property owner, and the City of Lebanon in a form substantially similar to the sample agreement attached hereto as Exhibit "A".

The MOTION was seconded by Kellen Appleton.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Appleton
Voting Against – Collins

****The MOTION was approved (5-1).***

C. Cornerstone Chartered Public School (applicant), MSBC 325, LLC (property owner), 325 Mount Support Road (Tax Map 48, Lot 9), zoned R-1: Pursuant to NH RSA 674:54 ("Governmental Land Uses"), applicant requests advisory Site Plan Review for a proposed change of use of a portion of the existing building to a public charter school together with related site modifications. PB2026-11-SPRGOV

Mr. Corwin said the applicant is requesting a change in use of the property to a charter school, which is a governmental use, so applicant is asking for review of its plans by the Board.

Mr. Jeremy Katz (LLC Manager of MSPC 325 LLC), Adam Bristol (Chairman of Board, Cornerstone Charter School) and Lynn Howard (Executive Director, Cornerstone Charter School) were present on behalf of the applicant.

Mr. Katz said the space in question is the northern half of a building shared by Hypertherm. He noted the growth and changes that have taken place to the Mt. Support Rd area make it ideal for a school. Mr. Bristol gave an overview of the school's goals and objectives, and the plans for the classrooms and facilities for the space. He said landscaping improvements are planned for phase 2

of the project. Ms. Howard said they hope to grow to encompass 144 students through grade 8 and to use the entire building space. She explained all the funding for the school comes from state of NH. She explained state adequacy aid follows each student, so the school (and not the City) would receive adequacy aid for any Lebanon students that attend.

Chair opened public comment portion of the meeting.

Mr. Connor Abdelnoor (Ward 2) said he lives in an adjacent property to the site. He said he has concerns about traffic and safety. He said he has a question about State statute RSA 674-574 in relation to government use. He said because this property is privately owned and being rented to another private entity, he is unsure how the government use comes into play. Mr. Corwin explained that, because this is occupancy and use by a government entity, the proposal constitutes a "governmental use" under the statute. He said the property does not have to be owned by the government.

Mr. Abdelnoor said traffic on Mt. Support Rd is heavy and average speed is well above the posted 35-mile/hour limit. He said more traffic with limited ability to implement traffic safety measures is concerning.

Margery Godfrey (Ward 2) said she is an educator, but she is worried about the location. She said when this was approved in Jan 2025, it was approved for 16 students per grade and up to 128 students by 2029. She said (related to RSA 67454 governmental land use) that the NH Supreme Court has made it clear that governmental entities are not exempt from reasonable land use regulation and local Boards may consider traffic safety, neighborhood impacts, and site feasibility when evaluating such proposals. She noted that traffic is already congested and the school will add more traffic during peak travel times. She said they have already seen dangerous situations involving bus pick-ups/drop-offs and cars speeding and other violations. She also said the application for the school included an intent to apply for a tax-exempt status she expressed concerns about taking money out of the school district to go to a charter school. Mr. Corwin said the Planning Board can address some of the issues that Ms. Godfrey brought up about traffic during site plan review.

Mr. Bristol said the school wants to meet the needs of the community and to ensure the safety of its students. Ms. Howard noted that the school will include students from 12 different school districts, so not all students will be from Lebanon. She also noted that the school plans to implement staggard pick-up and drop-off times.

The group discussed the bus drop-off plans, which Mr. Bristol noted would change as enrollment in the school increased.

Mr. Matt Smith (Ward 2) asked if parents are going to wait in line to pick up students, potentially causing back-up on Mt. Support Rd. Mr. Bristol explained the three-stage implementation for car traffic in and out of the school site. He said the access road would be one-way, so no cars would be exiting onto Dartmouth Rd or Mt. Support Rd. They would use the existing exit from the lot to exit.

A MOTION was made by Andrew Faunce to extend the meeting to 9:50pm. The MOTION was seconded by Kellen Appleton.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

Mr. Katz said he has seen cars speeding on Mt. Support Rd and had hosted the Lebanon Police Department's speed trap on a regular basis on the road. He asked that information about the court case related to RSA 67454 be reviewed by the City's legal counsel and Staff.

3. STUDY ITEMS

A. Presentation on and Review of Draft Update to Master Plan Chapter 11 (Historic Resources)

Ms. Hembree explained the update process for Chapter 11. She noted that Chair Nicole Ford Burley and Vice Chair Matt Smith of the Lebanon Heritage Commission were present at the meeting to answer questions. Ms. Ford Burley said the Commission is taking the chapter as its road map and considers the actions items the responsibility of the Commission.

Chair Faunce noted that the partnership between the Heritage Commission and the Planning Board could be strengthened.

B. Presentation on and Review of Draft Update to Master Plan Chapter 13 (Energy)

Ms. Hembree explained the update process for Chapter 13. She noted that Mr. Jon Chaffee of Lebanon Energy Advisory Committee (LEAC) was present at the meeting to answer questions. The group discussed if the information could be streamlined, and how to transfer the information in the Master Plan chapter to the strategic plan and how to prioritize the action items. Mr. Chafee explained the activities of LEAC team members that aim to move forward the priorities delineated in the chapter.

A MOTION was made by Andrew Faunce to endorse and adopt Chapter 11 (Historic Resources) and Chapter 13 (Energy) of the Lebanon Master Plan as presented. The MOTION was seconded by Kellen Appleton.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

C. Review 2024-2026 Capital Budgets to Commence 2027-2032 CIP process and Prepare Preliminary CIP Project List --Postponed to next meeting

A MOTION was made by Andrew Faunce to extend the meeting to 10:00pm. The MOTION was seconded by Kellen Appleton.

Roll Call Vote:

Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None
****The MOTION was approved (6-0).***

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4. PUBLIC HEARING ITEMS

A. Amendments to the Site Plan Review Regulations: A public hearing will be held for the purpose of receiving input and taking action on proposed amendments to the Lebanon Site Plan Review Regulations regarding phased development, expiration of approvals, and vesting thresholds and related requirements. Sections to be amended include 4.8 ("Procedure for Site Plan Review"), 4.9 ("Phased Developments"), 4.10 ("Expiration of Site Plan Approval"), 4.11 – new ("Reapproval of Expired Site Plan Approval"), 5.1 ("Drawings and Other Submittals"), and 8.4 ("Active and Substantial Development and Substantial Completion"). Copies of the proposed amendments are available for review at the Planning and Development Department and will be made available online at the City's website, lebanonnh.gov, prior to the public hearing. --Postponed to next meeting

5. COMMITTEE REPORTS - none

6. OTHER BUSINESS

A. Application of Brickyard One Nominee Trust, Hanover Street Ext (Tax Map 48, Lot 1), PB2026-05-EXT: Reconsideration of Motion approved on February 9, 2026, to revise wording of conditions related to the active and substantial development and substantial completion exemption periods.

Chair Faunce noted that the request is to update from language that interpolates between dates as a descriptor of the deadline to the actual date and that is the deadline correct.

A MOTION was made by Andrew Faunce that the Lebanon Planning Board amends its motion, adopted on February 9, 2026, approving the application of Brickyard One Nominee Trust regarding property located on Hanover Street Extension (Tax Map 48, Lot 1), PB2026-05-EXT, to replace conditions of approval #4 and #5 with the following:
4. Condition #5 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, is hereby stricken and replaced with the following:
"Active and substantial development," as defined in Section 8.4.A.1 of the Site Plan Review Regulations, shall be achieved by December 17, 2029. If active and substantial development is not achieved by December 17, 2029, the development shall be subject to any changes in the City's land use regulations.
5. Condition #6 set forth in the Planning Board Notice of Action for PB2024-22-SPRCUP dated December 17, 2024, is hereby stricken and replaced with the following:
"Substantial completion," as defined in Section 8.4.B.1 of the Site Plan Review Regulations, shall be achieved by December 17, 2031. If substantial completion is not achieved by December 17, 2031, the development shall be subject to any changes in the City's land use regulations.
As originally adopted on February 9, 2026, the wording of Conditions #4 and #5 lacked clarity and did not adequately reflect the Planning Board's intent to approve the applicant's extension as requested. The amendments adopted herein, which are intended to clarify the conditions of approval and not to change the substance or effect of the motion adopted on February 9, 2026,

are made pursuant to the inherent authority of land use boards to correct errors within the statutory appeal period as recognized by the New Hampshire Supreme Court. See 74 Cox Street, LLC v. City of Nashua, 156 N.H. at 231 (2007).
A revised Notice of Action shall be prepared for PB2026-05-EXT to reflect the changes made to conditions of approval #4 and #5, which amend conditions of approval #5 and #6 of the Board's motion adopted on December 17, 2024, for PB2024-22-SPRCUP.

The MOTION was seconded by Patrick Kennelly.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

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7. APPROVAL OF MINUTES - January 29, 2026

A MOTION was made by Andrew Faunce to approve the January 29, 2026 Planning Board Meeting minutes as presented. The MOTION was seconded by Kellen Appleton.

Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None
Abstaining – Collins

****The MOTION was approved (5-0, with Collins abstaining).***

Mr. Corwin said the March 9 Planning Board meeting has been rescheduled to March 16 because of the election being held during that week.

8. ADJOURNMENT

A MOTION was made by Andrew Faunce to adjourn the meeting at 9:56pm. The MOTION was seconded by Wes Achord.
Roll Call Vote:
Voting For – Romano, Kennelly, Zook, Achord, Faunce, Collins, Appleton
Voting Against – None

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

The meeting adjourned at 9:56pm.

Respectfully submitted,
Paula Roux
Recording Secretary

CITY OF LEBANON, NEW HAMPSHIRE
Agreement for Alternate Payment Schedule for Impact Fees

AGREEMENT made this _____ day of May, 2015 by and between:

Dana Seguin, with a place of residence at 17 Summer Street, Apartment #1, Lebanon, NH 03766 (hereinafter referred to as "**Property Owner**")

and

The **City of Lebanon**, a New Hampshire municipal corporation, having its principal place of business at 51 North Park Street, Lebanon, NH 03766 (hereinafter referred to as "**City**")

WHEREAS, the **Property Owner** is the owner of lands at 4 South Park Street, Tax Map 92, Lot 8, Lebanon, NH, in the Professional Business (PB) zoning district (hereinafter referred to as "**Property**"); and,

WHEREAS, the **Property Owner** obtained approvals from the Zoning Board of Adjustment on June 2, 2014 and February 17, 2015 and also obtained approvals from the Planning Board on August 11, 2014 and March 9, 2015 for the conversion of a one family dwelling on the **Property** to an 8-unit multi-family dwelling; and,

WHEREAS, the **Property Owner** has requested to phase the Building Permits for the multi-family conversion project such that a total of five (5) residential units will be developed in the main house pursuant to Building Permit #P2015-00029, submitted on February 4, 2015, and the remaining three (3) residential units will be developed in the rebuilt 'back ell' structure under a separate Building Permit yet to be applied for; and

WHEREAS, new residential development created by conversion or modification of an existing use is subject to City of Lebanon Impact Fees pursuant to Section 213.5.E of the Zoning Ordinance and the **Property Owner** executed an Impact Fee Acknowledgment/Invoice form on May 5, 2015 (attached hereto as Exhibit A), thereby acknowledging a Total Impact Fee Assessed of $5,996.25 for the creation of four (4) new residential units within the main house (with credit being given by the **City** for the 5th residential unit in the main house pursuant to the terms of Section 213.5.E); and,

WHEREAS, Section 213.7.D of the Zoning Ordinance provides for the establishment of an alternate, mutually-acceptable schedule of payment of impact fees; and,

WHEREAS, the **Property Owner** has submitted a written request to the **City** for an alternate, mutually-acceptable schedule of payment of impact fees for acceptance by the City Manager on behalf of the **City**;

NOW THEREFORE, the **Property Owner** and the **City** agree as follows:

1. The **Property Owner** shall be obligated to pay to the **City** the Total Impact Fee Assessed of $5,996.25 in six monthly payments. The initial payment shall be in the amount of $1,000.00 and shall be due and payable to the **City** prior to issuance of any Certificate of Occupancy for any of the first five (5) multi-family residential units being developed in the main house

pursuant to Building Permit #P2015-00029. Four subsequent payments of $1,000.00 each shall be paid to the **City** on or before the 15th of each subsequent month for four (4) consecutive months after the initial payment and the final payment in the amount of $996.25 shall be paid to the **City** on or before the 15th of the fifth month following the initial payment until the Total Impact Fee Assessed has been paid.

2. Upon receipt of this executed Agreement and receipt of the first required payment of $1,000.00 described above, the **City** shall issue a Temporary Certificate of Occupancy for the first five (5) multi-family residential units. The **Property Owner** acknowledges that no Final Certificate of Occupancy for the first five (5) multi-family residential units shall be issued until the Total Impact Fee Assessed has been paid in accordance with this Agreement.

3. The **Property Owner** and the **City** acknowledge that this Agreement covers only the five (5) multi-family residential units to be constructed pursuant to Building Permit #P2015-00029, and that any additional Impact Fees due and payable as a result of the development of the three (3) remaining multi-family residential units approved for construction shall be addressed separately prior to the issuance of any separate Building Permit requested for those remaining three (3) units.

4. The **Property Owner** and the **City** further agree that failure by the **Property Owner** to pay the Total Impact Fee Assessed in accordance with the terms of this Agreement may result in the revocation by the **City** of the Temporary Certificate of Occupancy for the five (5) multi-family residential units.

5. Upon receipt of each monthly payment, the **City** shall apportion the Impact Fees received among the three (3) Impact Fee categories (Schools, Recreation, and Police Department) in the same relative percentages as noted on the Impact Fee Acknowledgment/Invoice form attached hereto and as further set forth on the City of Lebanon Impact Fee Schedule, as adopted by the Planning Board on July 22, 2013.

6. This Agreement shall be binding upon the successors and assigns of the respective parties.

Dated this _____ day of May, 2015

PROPERTY OWNER

By: _____
Dana Seguin

CITY OF LEBANON

By: _____
Greg Lewis, City Manager