



**LEBANON ECONOMIC DEVELOPMENT
COMMISSION AND DOWNTOWN LEBANON
TIF ADVISORY BOARD
WEDNESDAY, JANUARY 26, 2022 - 4:00 PM
Council Chambers, City Hall or
REMOTE VIA VIRTUAL PLATFORM
LebanonNH.gov/LIVE**

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- 1. Call to Order**
 - 2. Approval of Minutes**
 - A. December 8, 2021
 - 3. New Business**
 - A. Discussion: Redevelopment of lower parking lots
 - B. Discussion: Reinitiate Business Listening Tours
 - C. Discussion: Downtown Landscaping requirements
 - 4. Future Agenda Items**
 - A. Inventory Opportunities/Determine What's Missing
 - B. Apply Success of Lebanon Downtown District Elsewhere
 - C. Think Regionally
 - D. Creation of subcommittees
 - 5. Next Meeting Date**
 - A. February 23, 2022
 - 6. Other Business**
 - 7. Adjournment**

Meetings are open for in-person and remote attendance. Members of the public that 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 disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.

**Agenda
Economic Development Commission & Downtown TIF
Advisory Board
January 26, 2022**

**Agenda Item #2A
Approval of Minutes**

December 8, 2021

DRAFT

**ECONOMIC DEVELOPMENT COMMISSION
WEDNESDAY, DECEMBER 8, 2021 – 4:00PM
City Hall – Council Chambers
51 North Park Street, Lebanon**

MINUTES

MEMBERS PRESENT: William Dunn (Chair), Dan Nash, Johanna Cicotte, Andrew Key,
Councilor Karen Liot Hill (Vice Chair), Councilor Doug Whittlesey (remote), Chip Brown

MEMBERS ABSENT: David Newlove, Kevin Purcell

STAFF PRESENT: Planning and Development Director David Brooks

1. CALL TO ORDER:

- The December 8, 2021 Economic Development Commission meeting was called to order at 4:05 PM

2. APPROVAL OF MINUTES:

- A. October 27, 2021

Amendments: Page 2, Line 12: change Mr. Dunn, to Mr. Brooks.

Motion by Dan Nash to approve the minutes of October 27, 2021, as amended.

Second by Karen Liot Hill.

** The Vote on the MOTION was approved (7-0).*

3. NEW BUSINESS:

- A. Business Retention & Home-Grown Success –
B. Setting Goals for 2022 –

The Commission discussed items A & B concurrently.

Mr. Dunn explained that years ago the Economic Vitality Exchange Committee created listening tours. These tours consisted of small subcommittees speaking with local businesses regarding how the City can be of assistance of them. This information was then distilled down into key focus items. He asked the Commission if it would consider taking these listening tours up again in 2022.

Councilor Liot Hill explained that, at that time, the subcommittees met with approximately 20-30 businesses. This project could be taken up by the Commission in the first quarter of 2022. It helps businesses to feel valued and appreciated. It is also a chance for the City to promote things it's doing or encourage certain resources.

Mr. Dunn noted that the kiosks in the City have been wrapped in informational artwork.

Councilor Whittlesey, remote, stated that having an overarching goal for surveying businesses will be important. Councilor Liot Hill explained that the listening tours have generally been more conversational, and open-ended. The listening tours could be Phase I of the project and could then be followed up on with a possible survey in Phase II. The groups could also create a handout with information and potential resources for subcommittees to give to businesses.

The Commission discussed the Local Upper Valley app and promoting it within the City.

Mr. Dunn read updates from Tracy Hutchins, including the Commission hearing from Charlie French at the UNH Cooperative Extension on a scope of work for a business retention item at its next meeting; the Upper Valley Business Alliance is hosting a Great Gift card Giveaway through the Local Upper Valley app; and there is a local workshop on December 15, 2021, regarding the vaccine mandate for employers over 100 employees.

6. OTHER BUSINESS (this item was taken out of order)

Mr. Nash noted concerns regarding proposed zoning changes for landscaping in the downtown areas. He believes the proposal creates conflicts between the Zoning Ordinance and Site Plan Review Regulations relative to landscaping and other requirements and would undermine the downtown concept of being dense and walkable. Mr. Key agreed that this could create a real conflict with creating a walkable/urban landscape. Green space can still be created in parks and other areas of the landscape.

Councilor Liot Hill noted that the City Council adopts zoning changes. She suggested that the EDC could vote on a resolution of a recommendation for changing the language.

Chet Clem, remote, noted that it is concerning to have conflict between the proposed zoning ordinance and the site plan/subdivision process. This is counterproductive to economic development.

Mr. Brooks stated that zoning allows owners to build to the property line in the downtown district, but not all do. If there is an area open along the perimeter of the property, staff has always recommended that there should be some landscaping. He agrees there needs to be clarity in the site plan and subdivision regulations, but that it is not a zoning issue. There needs to be more guidance to the Planning Board as to what landscaping and site improvements are appropriate in the downtown district. The zoning describes what can be done with the property and the site plan/subdivision regulations describe how to do it. The proposed amendment language for the site plan and subdivision regulations can be brought forward to the Planning Board at any time. He suggested that he could draft edits to Section 6.2 of the site plan regulations, to show that some areas of the City need clearer guidance on the perimeter landscaping guidelines.

The Commission agreed to review the draft language from Mr. Brooks at its next meeting.

Mr. Nash commented on waiving impact fees for workforce housing. Councilor Liot Hill stated that the City Council has identified housing as a major priority. There will be a strategic planning retreat on January 26, 2022. Items such as this could be brought up at that meeting, and she hopes that the EDC may champion certain items that come out of the discussion.

Mr. Dunn reminded the Commission that it should submit any input on potential redevelopment of the parking lots behind City Hall to Mr. Brooks before the next meeting.

Mr. Dunn asked that the Commissioners also consider 2-3 businesses they would be willing to visit on a listening tour and questions to ask during those visits, promotion of the Soofa signs and the Local Upper Valley app, and to review the Parks & Rec newsletter.

Mr. Brooks asked that any issues the Commission has with the Planning Department staff should come to him.

4. FUTURE AGENDA ITEMS:

- A. Inventory Opportunities/Determine What's Missing
- B. Apply Success of Lebanon Downtown District Elsewhere
- C. Think Regionally
- D. Creation of Subcommittees

5. NEXT MEETING DATE: January 26, 2022 (Joint Meeting with Downtown TIF Advisory Board)

7. ADJOURNMENT.

Motion by Dan Nash to adjourn.

Second by Councilor Liot Hill.

** The Vote on the MOTION was approved (7-0).*

Meeting adjourned at 5:00 PM.

Respectfully submitted,
Kristan Patenaude

Agenda
Economic Development Commission & Downtown TIF
Advisory Board
January 26, 2022

Agenda Item #3A
New Business

Discussion: Redevelopment of lower parking lots



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

TO: Economic Development Commission
Downtown TIF Advisory Board

CC: Shaun Mulholland, City Manager

FROM: David Brooks, Director of Planning & Development

RE: Redevelopment of Downtown Parking Lots

DATE: January 20, 2022

Members of EDC and Downtown TIF Advisory Board,

During a joint meeting on September 22, 2021, the two committees agreed to work together to develop a Request for Proposals (RFP) for the potential redevelopment of the lower parking lots behind City Hall. At the time, it was agreed that EDC and Downtown TIF would have another joint meeting on January 26, 2022 to start the process and work from there.

In the intervening months, the Planning Department and City Manager have created a Gantt chart suggesting a process and schedule for how the committees might best approach the parking lot redevelopment effort. The attached chart outlines the specific issues to be reviewed and discussed and a proposed timeline within which the committees would undertake the work.

With numerous issues to be reviewed and considered before the committee is able to draft an RFP, meeting only once per month for one hour will result in a very drawn-out process. With that in mind, the committee chairpersons have agreed to meet for an hour-and-a-half on January 26th (4:00pm-5:30pm) and to include a discussion about how frequently to meet and for what amount of time going forward. The Planning Department recommends that all of the topics to be reviewed prior to drafting an RFP for City Council consideration should be completed by June 30, 2022.

To facilitate an efficient review and discussion of the various topics to be considered by the committees, the Planning Department has prepared the following summary of reports and information for review in preparation for the joint meetings. Many of these references and links have been provided previously or are generally available through the City's website.

- The opportunity to redevelop the lower parking lots in downtown was most recently highlighted in the [2016 Downtown Vision Plan and Tunnel Assessment](#) report. Chapter 5 of the Vision Plan outlines several Key Concepts that were developed from public input during the visioning process, including "seek[ing] mixed use and infill development that enhances the vibrancy of downtown" (see p.80 of the online .pdf report linked above). The Plan highlights possible opportunities that exist and offers a summary of the infill potential in various parts of downtown, which is further supported by the Market Analysis (Chapter 3, p.55 of the online .pdf) that was prepared as part of the Vision Plan.
- Several chapters of the City's 2012 Master Plan are relevant to consideration of the redevelopment of the downtown parking lots. Chapter 3 is focused on the [Lebanon Central Business District](#), Chapter 6 addresses [Economic Development](#), and Chapter 7 is devoted to [Housing](#) issues. The committees may find that other chapters are also pertinent.

- In addition, Chapter 1 of the Master Plan is the [Introduction](#), which summarizes the “Principles for a Sustainable Community”, adopted by the City Council on February 18, 2009, and highlights the consistent support among residents for [smart growth principles](#) as one of the core concepts on which the Master Plan is based. As you know, the Planning Department provided an [overview presentation of smart growth concepts](#) to a joint EDC/Downtown TIF meeting on January 27, 2021. (Note: the smart growth presentation starts approximately 7:15 minutes into the video.)
- The Planning Department undertook parking utilization studies for Downtown Lebanon and West Lebanon in 2014 and [2017](#). The 2017 study also included an evaluation of the feasibility and potential success of instituting a pay-for-parking system in Downtown Lebanon. The Planning Department is in the process of engaging a consultant to update the parking utilization analysis for 2022, which is expected to be completed during the summer.

To the extent that housing may be a component of any potential redevelopment of the downtown parking areas, below are several additional links to housing-related information and resources.

- In April 2021, the Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC) released the [Keys to the Valley](#) report in partnership with the Two Rivers-Ottawquechee and Mount Ascutney Regional Commissions. The Keys to the Valley report supersedes the previous 2012 Housing Needs Analysis prepared by UVLSRPC and documents the housing needs of the greater Upper Valley on both sides of the river. The report also provides a variety of information, tools, and resources for communities to utilize in addressing their housing challenges.
- In its [2021 Residential Rental Cost Survey Report](#), New Hampshire Housing Finance Authority (NHHFA) provides a snapshot of the residential rental market across the State. The report indicates that the median monthly gross rental cost for a two-bedroom unit in Grafton County has increased by nearly 12% just in the last year and by nearly 29% since 2016. NHHFA estimates that less than 11% of all two-bedroom units in Grafton County are priced at or below the affordable rental rate for the median renter household income.
- NHHFA has also released its [Housing Market Snapshot](#) as of December 2021, which provides an overview of the residential ownership market across the State.
- On July 19, 2021, the City Council held a special meeting to discuss housing and affordability issues. The Planning and Development Department prepared an [informational memo](#) in advance of the meeting and also provided a [presentation](#) to establish a baseline of information and statistics on recent development, regulatory actions taken since ~2012, and potential strategies for the future.
- Vital Communities worked with many of the towns and cities within its service area to count the number and types of homes constructed between 2010 and 2019. [How](#) the count was conducted and the [results](#) overall and town-by-town are available through their website. Vital Communities also maintains a wealth of [information and resources](#) related to housing in the Upper Valley.

Additional information and resources will be made available to the committees in advance of future discussions to maintain an efficient review process.

Also on January 26th, following the joint EDC/Downtown TIF meeting, the City Council will hold the first of several workshops starting at 6:00pm to discuss housing policies for the City. The Planning Department has prepared a [summary memo](#) for the City Councilors similar to the preceding information to prepare them for the meeting. The main focus of the discussion among the City Councilors that night will be: “What is the City’s role in the development of housing in Lebanon?” Depending on what policy position(s) the City Council chooses to take, the Planning

Department and City Manager will begin to prepare a menu of tools and techniques that the City could utilize to achieve its goals, which would be considered by the City Council during subsequent workshops.

It is noted that the position the City Council takes relative to housing development will likely affect the direction of the RFP prepared for the downtown parking lots. For that reason, members of the EDC and Downtown TIF Board are encouraged to stay after your joint meeting to listen to the City Council's discussion.

Lower Parking Lot Redevelopment Effort

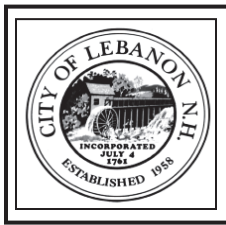
Need to discuss meeting frequency and duration

	1/26 4-5:30	mtg 2	mtg 3	mtg 4	mtg 5	mtg 6	mtg 7	mtg 8	mtg 9	mtg 10	mtg 11	mtg 12
What should development in the lower parking lots look like?												
Review 2016 Downtown Visioning Study Recommendations/Opportunities												
Review City Master Plan (Ch. 1, 3, 6, 7, ...)												
Review Smart Growth Concepts												
Floodplain Review												
Shoreland Urban Exemption Request												
Review Previous 2014 and 2017 Parking Utilization Studies												
Undertake 2022 Parking Utilization Study												
Determine Quantity of Parking Necessary for Residential Development												
Review Sample P3 Agreements (Nashua)												
Involve potential consultant?												
Determine Value of Property												
Determine Process Cost and Cost Centers												
Stakeholders (CCBA, LHA-Rogers House, Ledyard Charter School, Osher, UVBA, others)												
Develop Draft Request for Interest/Proposals (RFI/RFP) by June 30, 2022?												
Present Draft RFI/RFP to City Council for approval prior to advertising												
Advertise RFI/RFP												
Review RFI/RFP responses												
Submit recommended Proposal/Developer to City Council for Review and Approval												
Prepare and Negotiate Development Agreement/MOU												

Agenda
Economic Development Commission & Downtown TIF
Advisory Board
January 26, 2022

Agenda Item #3B
New Business

Discussion: Downtown Landscaping requirements



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

TO: Economic Development Commission

FROM: David Brooks, Planning & Development Director

CC: Tim Corwin, Senior Planner

RE: Potential Amendments to Site Plan Review Regulations RE: Downtown Landscaping Requirements

DATE: January 20, 2022

Economic Development Commission members

During the EDC meeting on December 8, 2021, the Commission discussed the apparent conflicts between the allowed dimensional requirements of the Lebanon Downtown (LD) and Central Business (CB) Districts as set forth in the Zoning Ordinance in relation to the landscaping requirements as set forth in the Site Plan Review Regulations.

In the LD and CB Districts, the required minimum front, side, and rear yard setbacks are 0', 0', and 10', respectively, although the rear yard requirement in each district may be reduced or eliminated by conditional use permit, and the LD District (Section 307.7) does specifically include situations where a minimum setback may be required. On the other hand, Section 6.2 of the Site Plan Review Regulations outlines the landscaping requirements associated with new development (or redevelopment subject to Site Plan Review), including a minimum 15-foot landscaped area around the perimeter of each property. Section 6.2.B.1.a of the Site Plan Review Regulations currently provides an exception to the perimeter landscaping requirement for development in the LD and CB District in recognition of this potential conflict, but still requires compliance with the minimum landscaping requirements for areas of the property that are not otherwise proposed to be occupied by a building or parking as allowed under zoning.

Even with the stated exception, the existing Site Plan Review Regulations do not provide adequate guidance to applicants or to the Planning Board with respect to when landscaping should be provided and when waivers of the landscaping requirements might be appropriate.

As a result, Planning Staff has drafted potential amendments to the Site Plan Review Regulations as requested by EDC. The potential amendments would augment the Purpose statements outlined in Section 6.2.A and would further clarify the exception for perimeter landscaping in the LD and CB Districts set forth in 6.2.B.1.a. Additionally, the amendment would clarify that the requirement for Landscaping Around Buildings (6.2.D) would also not strictly apply in the LD and CB Districts.

As discussed by EDC on December 8th, if the Commission is supportive of the potential amendments, it may choose to make a recommendation to the Planning Board to consider adopting the amendments.

Section 6.2 – Landscaping Standards

A. Purpose

Landscaping shall be required around the perimeter of the parcel, in the parking area, and around the buildings to meet the following objectives:

1. To enhance the overall visual attractiveness of the building, the site, and the City;
2. To protect and preserve the appearance, character, and value of surrounding neighborhoods by improving the compatibility between different land uses in the City and by buffering neighboring properties and areas from any adverse effects of site development;
3. To mitigate the appearance and aesthetic impact of accessory uses (such as loading areas, dumpsters, utility equipment and areas, storage areas, and parking areas) with appropriate screening and landscaping as warranted;
4. To facilitate safe movement of pedestrian and vehicular traffic onto, around, and over a site, and to protect pedestrian movement in areas with vehicular traffic;
5. To mitigate increased temperatures caused by large expanses of unshaded asphalt;
6. To reduce erosion and protect wetlands, surface waters, and aquifer recharge areas;
7. To promote energy efficiency and conservation through landscaping and site design; and,
8. To soften glare, filter noise and air pollution, create privacy, and provide an attractive boundary between properties.
9. To reduce storm water peak flow rates and maintain existing water quality.
10. Within the Central Business (CB) District and Lebanon Downtown (LD) District, to ensure overall visual attractiveness of the building, site, and the City, while not unduly limiting the use of downtown parcels as efficiently and intensely as possible.

B. Perimeter Landscaping

1. A minimum landscaped area along the front, side, and rear property lines shall be provided. This area shall be a minimum of 15 feet in width for the length of each property line and shall comply with the design requirements set forth in Sections 6.2.B.2-7, 10 and 11.

- a. Exception. Development in the Central Business (CB) District and Lebanon Downtown (LD) District, in lieu of full compliance shall provide the required perimeter landscaping in accordance with the design requirements set forth in Sections 6.2.B.2-7, 10 and 11, except within those portions of the required perimeter landscaped area proposed to be occupied by (i) a building, and/or (ii) a parking area located in the side and/or rear yard the applicant shall be required to demonstrate that the landscaping proposed for the development satisfies the purposes set forth in Section 6.2.A. The purpose of this exception is to avoid a conflict between the minimum 15 ft. perimeter landscaping requirement and the CB District and LD District zoning regulations which, except as otherwise provided in the Zoning Ordinance, do not require a minimum setback along the front and side lot lines (see Sections 306.3 and 307.3 of the Zoning Ordinance), and which require a rear setback of only 10 ft.

[...]

D. Landscaping Around Buildings

1. Landscaping around buildings shall be provided to a minimum width of 10 feet and planted with trees, shrubs, and ground cover appropriate to the architecture in order to buffer parking areas, define entrances, provide foundation planting, and soften large expanses of walls or long roof lines. This requirement shall not apply in the Central Business (CB) District and Lebanon Downtown (LD) District.
2. As part of the landscape design, functional features (such as patios, entrance walks, and loading areas that cross through the landscaped area to the building) may be permitted if they are necessary for the normal functioning of the building.