



**LEBANON ECONOMIC DEVELOPMENT
COMMISSION AND DOWNTOWN LEBANON
TIF ADVISORY BOARD
WEDNESDAY, MARCH 16, 2022 - 4:00 PM
Council Chambers, City Hall or
REMOTE VIA VIRTUAL PLATFORM
LebanonNH.gov/LIVE**

-
- 1. Call to Order**
 - 2. Approval of Minutes**
 - A. February 16, 2022
 - B. February 23, 2022
 - 3. New Business**
 - A. Discussion: Redevelopment of lower parking lots
 - B. Public comment
 - 4. Future Agenda Items**
 - 5. Next Meeting Date**
 - A. March 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 Lebanon TIF Advisory Board
March 16, 2022**

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

February 16, 2022

DRAFT

**ECONOMIC DEVELOPMENT COMMISSION &
DOWNTOWN TIF ADVISORY BOARD
JOINT MEETING
WEDNESDAY, FEBRUARY 16, 2022 – 4:00PM
City Hall – Council Chambers
51 North Park Street, Lebanon**

MINUTES

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

MEMBERS ABSENT: Kevin Purcell, Councilor Doug Whittlesey, Tracy Hutchins (Upper Valley
Business Alliance), David Newlove

TIF MEMBERS PRESENT: Barry Schuster (Chair), Peter Owens (Vice Chair), Victoria Smith

STAFF PRESENT: City Manager Shaun Mulholland, Planning and Development Director David Brooks

1. CALL TO ORDER:

- The February 16, 2022 Economic Development Commission meeting was called to order at 4:00 PM
- The February 16, 2022 Downtown TIF Advisory Board meeting was called to order at 4:01 PM

2. APPROVAL OF MINUTES:

A. January 26, 2022

Motion by Dan Nash to approve the EDC minutes of January 26, 2022, as presented.

Second by Andrew Key.

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

Motion by to Victoria Smith approve the TIF minutes of January 26, 2022, as presented.

Second by Peter Owens.

** The Vote on the MOTION was approved (3-0-0).*

Chip Brown arrived at 4:02pm.

Chair Dunn asked for an update on the Spencer Street project. City Manager Mulholland explained that the project is in the third excavation phase. This is a testing phase after the removal of new material. Equipment is staged on site; in case more is found. Ken Braverman is prepared to go through the Planning Board process. Mr. Brooks stated that the application from Braverman could be ready within 45-60 days; it may take approximately 3 months to complete the Planning Board process. This would lead to a start toward the end of the summer.

3. NEW BUSINESS:

A. Discussion: Redevelopment of the lower parking lots –

Chair Dunn explained that the group's role is to come up with concepts to then advise the City Council. The project does not need to be viewed as just one lot, and a number of items could be considered for the area.

Mr. Mulholland explained that there are processes to change the current road configuration and pole placement in the future if necessary. Mr. Key stated that there could be an issue due to an AT&T fiberoptic line in that area.

Mr. Brooks explained that the groups can discuss any of the area around the lower parking lot, depending on what the committees would like to see. He stated that the stakeholder/public engagement piece of this project can likely be held off on until it is clearer what will be moved forward.

1 Mr. Brown noted that the area closest to the river lends itself toward a park, and behind it could be an area for
2 development, due to the existing floodplain and gradient of the area.

3
4 Mr. Brooks explained that Public Works is working on an asset management system to collect more information for
5 this area. He noted that, while improvements to pull back any development of the site from the river are most favorable
6 for Shoreland Protection regulations, this does not necessarily need to happen if there is consensus.

7
8 *Councilor Karen Liot Hill entered at approximately 4:10pm.*
9

10 Mr. Brooks stated that the groups previously reviewed the 2016 Visioning Study and Master Plan Chapters 1, 2, and
11 3. Chapter 6 – Economic Development encourages mixed uses of structures in both Central Business Districts (CBDs).
12 It also encourages the City government to take a more active role in promoting sustainable economic development.
13 Chapter 7 – Housing notes that economic vitality is dependent on the availability of affordable housing for the City's
14 workforce. The City has an opportunity to influence what happens on this property, due to the fact that it's City-
15 owned. Chapter 7 also encourages mixed use development.

16
17 Mr. Brooks explained that smart growth was discussed approximately one year ago. Most of the basic principles, such
18 as mixed land uses, fostering distinctive attractive communities with a strong sense of place, and providing a variety
19 of housing and transportation choices, could influence this project. A recent presentation by the Urban3 explained that
20 the highest property values per acre tend to occur in downtown. A community's downtown land is a finite resource,
21 so redevelopment of the downtown parking lots is a form of smart growth. It would allow for residential/mixed uses
22 downtown, at the core area that would have the most impact on vitality to the City. The value per acre of a single-
23 family unit is \$0.56M, a multi-family unit is \$1.2M, a mixed-use structure is \$6.2M, and the Court Street property is
24 approximately \$14.4M.

25
26 Mr. Brooks explained that this parking lot does not appear to be located within the floodplain based on FEMA
27 mapping. However, the 577 flood elevation line runs through the middle of the parking lot, so a good portion of the
28 site below the wall is technically within the floodplain. He stated that the site would need to be surveyed for more
29 accurate information.

30
31 Mr. Nash explained that he believes the area on the City Hall side of the river could be removed from the floodplain
32 using a barrier along the river and an installed drain line along the railroad. The Corp of Engineers studied the cost of
33 a pump station, which was cost-ineffective, however a drain line would have no real cost. Mr. Brooks explained that
34 the floodplain requirements do not strictly prohibit building within the 100-year floodplain. There are simply extra
35 requirements for design and construction.

36
37 Mr. Brooks stated that the Planning Department is working on a request for a Shoreland Protection Urban Exemption,
38 per RSA 483-B:12, as all of the lower parking lot and some of the upper parking lot are located within the 250' buffer.
39 This request must be authorized by the City Council. Based on conversations with NHDES, he believes that portions
40 of the site along with other nearby properties will likely qualify for this exemption.

41
42 Mr. Brooks explained that the City could sponsor a request on non-City land for this exemption as well. There are a
43 number of properties along the Mascoma River that may also meet the requirements for the exemption. Some areas in
44 West Lebanon may also qualify. Mr. Brooks stated that he is not sure if there is any downside to removing properties
45 from Shoreland Protection with this exemption since other regulations would remain in place to protect the river.

46
47 Mr. Brooks stated that there are currently more than 550 public parking spaces behind City Hall and around the
48 perimeter of Hanover Street Mall and along Taylor Street. There are 100 more public spaces located around Colburn
49 Park. Even at the highest usage demand, a 2017 report found that only 67% of the spaces below the retaining wall
50 were used. In other words, there were still about 75 parking spaces available behind City Hall and more available in
51 other nearby areas. There appears to be ample parking in the downtown area, even on Farmer's Market and special
52 event evenings. Another study will be completed in 2022. The utilization of this area needs to be studied to make sure
53 it meets the need.

54
55 Mr. Owens stated that there is a strong case to have a mixed-use environment, with green space along the river and
56 extending housing/parking/community uses toward the tunnel. An RFP may want to include the broad goals for this
57 area, and then allow the designers to come back with idea proposals.

58
59 Ms. Smith agreed with asking developers or consultants to create a few plans for the Committees to choose from.

1
2 Mr. Schuster stated that it would be nice for the river to be a focal point of the area. An open space downtown may
3 increase development pressure in the surrounding area. To connect the area to the Greenway and Rail Trail would be
4 wonderful for the community.

5
6 Mr. Key stated that there needs to be a balance between creating tax revenue downtown, allowing a place for the
7 community and parking areas. He questioned what the future of the parking needs will be if mixed use development
8 is added into this area.

9
10 Ms. Cicotte agreed with Mr. Schuster regarding creating another park area in this location. She stated that she believes
11 a contractor/developer could be used to create ideas to achieve the goal. She also noted that it needs to be clear what
12 the goal is for this project.

13
14 Mr. Nash stated that he believes any loss of parking will need to be revisited in a different area, as it will likely be
15 necessary in the future.

16
17 Mr. Brown asked about how much parking will be necessary, depending on the plan for the space. There appears to
18 be enough elevation to complete under-building parking areas.

19
20 Clifton Below noted that he has been examining these parking lots since the 1990's. There is a busy street in this area
21 that is often used. There was a time when all of these lots did fill up with parking, however, there seems to be an
22 opportunity now do to other things with this area. Part of the important piece of this project should be connecting the
23 Greenway to the Rail Trail. This could also be designed for mixed level income housing units.

24
25 Councilor Liot Hill explained that the parking lots are never at max capacity, and there's also a road running through
26 them. There is no sense of predictability and continuity for pedestrians and others. The area is not currently generating
27 any revenue for the City. The river should become a feature, but there should also be a buffer around the river. An
28 appropriately scaled development could lead for there to be a park-like feeling to the area. The project could extend
29 the green space around the river, to an area of small development behind City Hall. It would be a major improvement,
30 even if only the roads in this area were redesigned. Doing this piece might then buy time to explore other ideas with
31 a developer/contractor.

32
33 Chair Dunn stated that he believes the project will need to be phased for different uses in different areas. The river
34 could be used as not only a downtown feature, but a feature for the whole City. This concept could be brought to a
35 professional for concrete ideas to choose from. This project could also bring in a cultural vibrancy. This process has
36 led to discussions that show consensus that the river is important, and that the layout could be better.

37
38 Mr. Schuster explained that future cars will likely be self-driven and electric. Thus, parking will likely be needed, but
39 it may not be heavily necessary right in this space.

40
41 Sarah Riley expressed her hope that a significant green space be included in the design of this project. There is an
42 opportunity for an ecological celebration of the river. A bike/ped connector crossing the river could allow for
43 connection to a green space. She believes residents and visitors will seek this area out. She would like for the project
44 to start at the river and work outwards. There are other City organizations/stakeholders that would happily help with
45 this project.

46
47 **4. FUTURE AGENDA ITEMS:**

48
49 **5. NEXT MEETING DATE:** February 23, 2022

50
51 **6. OTHER BUSINESS**

52
53 **7. ADJOURNMENT.**

54 *Both Chairs agreed to adjourn the meeting.*

55
56 *Meeting adjourned at 5:42 PM.*

57
58 Respectfully submitted,

1 Kristan Patenaude

**Agenda
Economic Development Commission &
Downtown Lebanon TIF Advisory Board
March 16, 2022**

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

February 23, 2022

PRELIMINARY DRAFT

**ECONOMIC DEVELOPMENT COMMISSION &
DOWNTOWN TIF ADVISORY BOARD
JOINT MEETING
WEDNESDAY, FEBRUARY 23, 2022 – 4:00PM
City Hall – Council Chambers
51 North Park Street, Lebanon**

MINUTES

EDC MEMBERS PRESENT: William Dunn (Chair), Dan Nash, Andrew Key, Chip Brown, Johanna Cicotte, Councilor Karen Liot Hill (Vice Chair), Councilor Doug Whittlesey, Kevin Purcell, David Newlove, Tracy Hutchins (Upper Valley Business Alliance, remote)

MEMBERS ABSENT:

TIF MEMBERS PRESENT: Barry Schuster (Chair), Victoria Smith

STAFF PRESENT: City Manager Shaun Mulholland, Planning and Development Director David Brooks

1. CALL TO ORDER:

- The February 16, 2022 Economic Development Commission meeting was called to order at 4:03 PM
- It was noted that members of the Downtown TIF Advisory Board were present, but not enough to constitute a quorum.

2. APPROVAL OF MINUTES: None

3. NEW BUSINESS:

A. Discussion: Redevelopment of the lower parking lots

Chair Dunn explained that the discussion on this topic has focused on brainstorming a number of ideas. There seems to be a strong consensus for doing more with the river and making it into a focal point of the area. The group will review an aerial photo of the location this evening to spark more discussion. He also noted an interest in inviting other stakeholders to the conversation, such as the Ped/Bike Committee, the Lebanon Tree Advisory Board, the Conservation Commission, the Arts and Culture Commission, etc.

Chair Schuster stated that other stakeholders should be invited in to comment one at a time, to keep things orderly. When considering what to do with the river, he would like for the groups to also think of the Taylor Street and Hanover Street side. He suggested that river crossings may be useful in this project. He noted interest in making the interplay of vehicles moving outward from Emerson Place more effective, increasing green space along the river, and making sure there is adequate parking available for the downtown. He believes making the river a focal point of the area will enhance the developability of and incentive to develop/redevelop properties in the vicinity.

Chair Dunn explained that there could be a roadway reconfiguration from the Taylor Street parking lot toward the bike path, allowing for much of the area to become green and creating a longer, meandering stroll along the river.

Ms. Cicotte asked whose goal and vision this plan reflects. She stated that the area, as it currently exists, has a bizarre layout with a lot of wasted space.

Tracy Hutchins entered the meeting at 4:12pm.

Chair Schuster explained that these discussions are being held to build momentum to get broad acceptance that the proposed plan will be beneficial to the community at large.

Chair Dunn agreed that the current layout of the area is bizarre and confusing. The concept of this project is that these lots provide the City with an opportunity to develop the area with no stated goal, per say. Everyone in the group likely has different goals for the area, and this discussion is to put forth all of the possible ideas.

1
2 Ms. Cicotte suggested that a consultant be hired to examine what can be done with these lots and then these options
3 presented to the group.
4

5 Councilor Whittlesey stated that there are fundamental questions that need to be answered and discussions had before
6 someone can be chosen to layout the potential options for this project. The groups first need to discuss what is the best
7 usage of this area for the City.
8

9 Mr. Purcell agreed that the groups may not recognize the best potential design until these baseline discussions are had.
10

11 Mr. Brown noted that the Master Plan and 2016 Visioning Study both mention a need for housing and parks. This
12 project looks to make the downtown area front and center to display that Lebanon is a great place to live, work, and
13 play. He stated that he would like to see more downtown cultural events. He noted that the 2016 Visioning Study
14 surveys were completed by 500+ people.
15

16 Ms. Cicotte reiterated that she would like to see someone hired to come up with design options for the area for the
17 groups to review.
18

19 Ms. Smith noted that she is also somewhat confused by the goal of the project, as the initial discussions revolved
20 around parking.
21

22 Mr. Brooks explained that the larger goal was to stimulate this type of discussion over what to do with the opportunity
23 presented by this space. A request for information (RFI) would explore interest for this project in the market and then
24 see if the presented options align with the ideas laid out in these discussions. The groups could consider laying out the
25 key components they would like to see, such as making the river into a focal point, and then create an RFI to determine
26 what is actually possible with the space. The next step forward could be engaging a larger section of the public and
27 additional stakeholders in this process. He explained that one option to look at might be making the area between
28 Village Pizza and the Charter School a bricked space and closing it on the weekends to car traffic.
29

30 Chair Dunn stated that, if the lower lot is developed as green space, it may encourage homes across the river to consider
31 bridges or right of ways to make connections.
32

33 Ms. Cicotte stated that people would need to drive to reach this area if it was transformed into a green space, and then
34 it is also not close enough to walk into the downtown area. She questioned if these proposals might fit better in a
35 different space and if this project makes sense for the long-term.
36

37 Mr. Purcell asked if there is a reason for the groups to be meeting jointly twice a month if there is no urgency to
38 complete this project. He explained that he feels as though this project is being rushed.
39

40 Chair Schuster explained that he had originally asked for there to be a hard stop date on discussing this project.
41

42 Councilor Liot Hill noted that the tunnel study was completed 5 years ago and thus this does not feel like a rushed
43 project. The City Council also endorsed the idea of the EDC and TIF exploring an RFP for this project. She believes
44 great conversations have been had and that there appears to be some consensus at least regarding the river area.
45

46 Mr. Brown stated that the EDC's job is to create value and vibrancy for the City, while considering its economic
47 vitality. He explained that creating the proposed amenities creates value.
48

49 Chair Schuster suggested that the groups work toward identifying 5-6 key components for this project, and that Mr.
50 Brooks can then seek design consultants for potential proposals.
51

52 Mr. Newlove noted that this river area could also be used as access to the Mascoma River for recreational purposes.
53

54 Mr. Purcell stated that he would like to think about how to connect this area to West Lebanon, as this would create
55 true economic drivers. He would like to see the lower parking lot become an arts and culture center, along with a
56 greenway.
57

58 Ms. Smith agreed with looking at keeping this area green.
59

Chair Schuster stated that he is a proponent of redeveloping the lower lot as a park with river access or viewing points. This could connect to the rail trail and be an anchoring amenity for future points. Connectivity to the river is important for Lebanon to create economic value.

Ms. Cicotte stated that she does not know the best use of the area yet. She agrees that green space is important but making this a destination location will be a place people have to drive to. There could be a higher value location for this around the City elsewhere. She would like to see a professional create options for the groups to review.

Mr. Nash stated that the groups need to be careful that the proposal does not leave the City with a shortage in parking.

Mr. Key stated that he believes there should be a green connection between the rail trail, Greenway, and out to West Lebanon. He also does not want to lose sight of the parking component, as mentioned by Mr. Nash. He noted that the upper lots could then be redeveloped for mixed use.

Councilor Liot Hill stated that expanding the lower lot's green space along the river is a good idea but expanding green space through the entire lower lot may not be necessary, as part of it may be more appropriate for more intensive or mixed-use development. She echoed the idea of expanding the area to the rail trail and Greenway.

Chet Clem agreed with the importance of connecting this area to West Lebanon with the Greenway. He is happy to provide information regarding greenways as economic development drivers. He noted that green space and development do not need to be mutually exclusive. A thoughtful plan would balance both to create economic sustainability.

Clifton Below suggested a site visit to this area at a future date. He has advocated for improving the connection along the river. The process could look into opening up some views along the river. Parking helps downtown vitality, and much of the commercial space downtown is currently underutilized.

Chair Schuster asked if Mr. Brooks could look into more information regarding RFIs to report back at the next meeting.

B. Discussion: Reinitiate Business Listening Tours

Ms. Hutchins stated that the UVBA was recently granted a \$46,000 NH Travel and Tourism Grant to do marketing and promotion of tourism assets in the region. As for the Business Retention/Expansion, an MOU has been formalized with the UNH Cooperative Extension and the decision has been made to hold 5 business roundtables. These will occur in the warmer months.

She explained that a new private school is proposed to be located in downtown Lebanon, with a focus on the arts. There will be a building, but downtown establishments will be used for certain classes. Mr. Brooks noted that the NE School of the Arts will be in front of the Planning Board for a conditional use permit on March 14, 2022. The proposal is to place the school at 9 Hanover Street.

C. Public Comment – *this was previously addressed.*

4. FUTURE AGENDA ITEMS:

Councilor Liot Hill noted that West Lebanon items could be discussed at a future meeting, including the recently submitted report to the City Council. One of the recommendations was to create the West Lebanon Committee. Mr. Clem stated that he would like a presentation on the action plan to be made to the groups. It was noted that this could occur on March 23, 2022.

5. NEXT MEETING DATE: March 16, 2022 and March 23, 2022

6. OTHER BUSINESS

7. ADJOURNMENT.

The meeting was adjourned at 5:21 PM.

Respectfully submitted,
Kristan Patenaude

**Agenda
Economic Development Commission &
Downtown Lebanon TIF Advisory Board
March 16, 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: March 9, 2022

Members of EDC and Downtown TIF Advisory Board,

During the most recent joint meeting regarding the potential redevelopment of the downtown parking lots, the idea of using a Request for Interest (RFI; also known as a Request for Expressions of Interest, RFEI), was suggested as a useful tool to better understand potential private-sector interest and design needs relative to market conditions, project costs, and the expected relationship needed between the City and a development partner. Staff was requested to look into more information regarding RFIs and report back at the next joint meeting.

Based on the request, staff conducted a brief search and found some sample RFIs that could be analogous to Lebanon's opportunity to redevelop the downtown parking lots. Attached are samples from White Plains, NY; Aliquippa, PA; and Kalama, WA, which reflect a broad spectrum of detail and presentation format. Again, these are samples that may be useful for the continued joint discussions on developing a preferred approach for the City's property.

As noted in the White Plains example, the purpose of the RFI is to solicit interest and redevelopment strategies for the development site(s) that will advance the community's goals and objectives as expressed in its recent strategic plan for the district. The community may then utilize responses generated from the RFI process to inform a subsequent Request for Proposals (RFP) process, with the goal of identifying and selecting a developer/partner to move forward with.

An RFI process has the potential to generate additional development ideas for the committees to consider, as was suggested at the last meeting, based on core planning principles instead of pre-conceived designs or outcomes.



TRANSIT DISTRICT DEVELOPMENT OPPORTUNITY CITY OF WHITE PLAINS, NY

REQUEST FOR EXPRESSION OF INTEREST
June 12, 2017



TABLE OF CONTENTS

I. INTRODUCTION	3
II. TIMELINE	4
III. SITE CONTEXT AND TRANSIT DISTRICT STRATEGIC PLAN	4
IV. DEVELOPMENT PARCELS	7
V. COMMUNITY PLANNING PRINCIPLES AND DEVELOPMENT	13
VI. EXISTING ZONING AND UTILITIES	14
VII. SUBMISSION REQUIREMENTS	15
VIII. SUBMISSION INSTRUCTIONS	20



I. INTRODUCTION

The City of White Plains is releasing this Request for Expression of Interest (“RFEI”) to solicit interest from qualified parties in the redevelopment of three City-owned properties and one White Plains Urban Renewal Agency-owned parcel (together the “Development Site”) totaling approximately 4.5-acres along the easterly side of the White Plains Metro-North railroad station, within the White Plains Transit District. The purpose of the RFEI is to solicit interest and redevelopment strategies for the Development Site that will advance the goals and objectives of the recently released White Plains Transit District Strategic Plan (www.wptransitdistrict.com).

This project represents a significant development opportunity for the City. It also presents a unique opportunity to enhance critical pedestrian connections between the Transit District and adjacent neighborhoods including Battle Hill, Fisher Hill and Ferris Avenue as well as reinforce the existing Main Street connection to the downtown core. All development concepts must be consistent with the six primary community-driven planning principles developed through significant public input during the Transit District Strategic Plan process including: Density, Economic Development, Open Space, Parking, Pedestrian/Bicycle, and Placemaking (see Section V).



GUIDING PRINCIPLES



Density



Economic Development



Open Space



Parking



Pedestrian/Bicycle



Placemaking

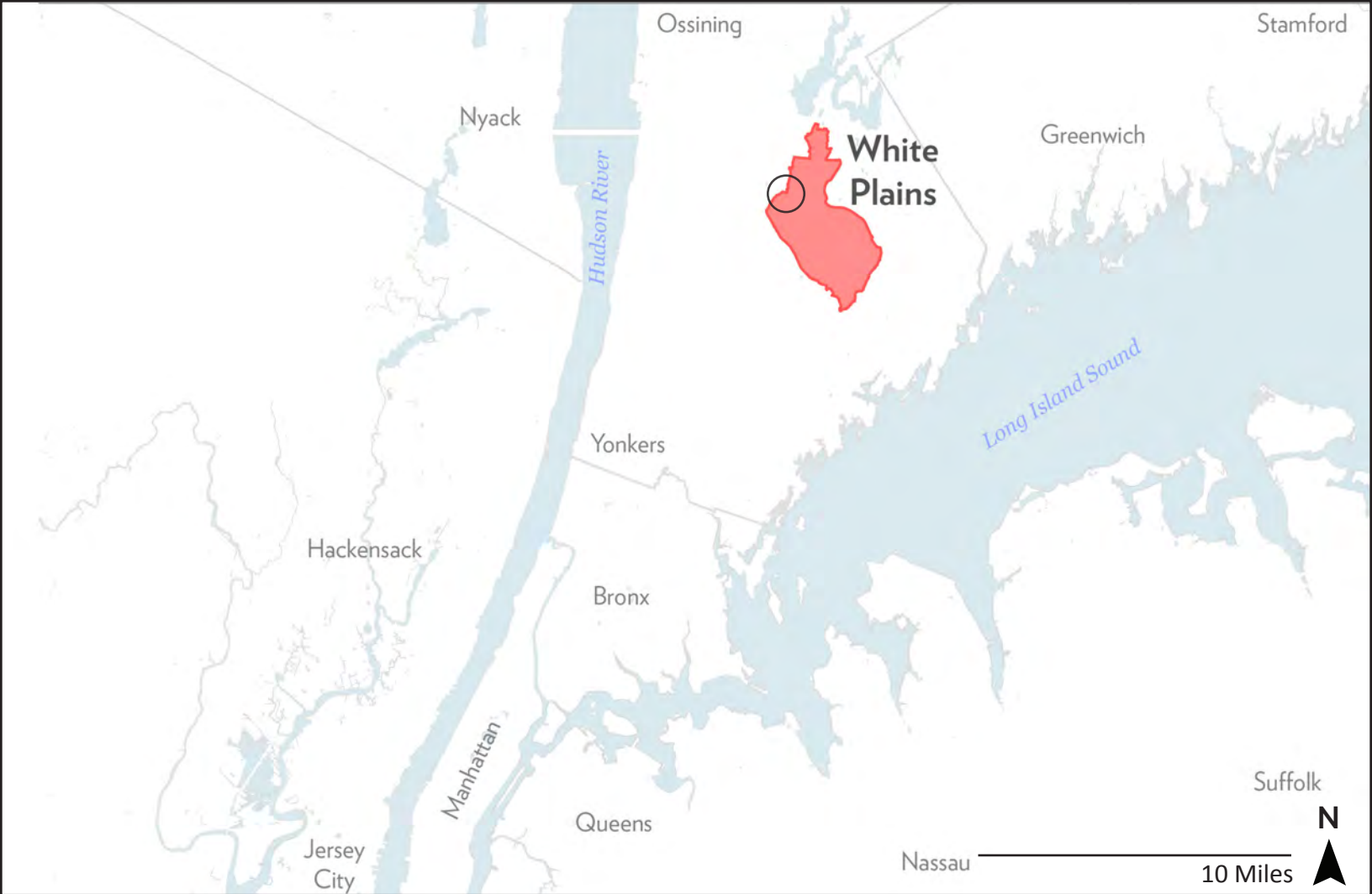
The City of White Plains may utilize responses generated by this RFEI process to inform a subsequent Request for Proposals (“RFP”) process. It is the City’s intent and desire to identify a development team through this RFEI/RFP process to redevelop the properties in a manner that achieves the City’s goals and objectives formulated through the community-driven Transit District Strategic Planning process.

II. TIMELINE

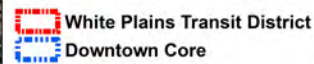
RFEI Release Date	June 12, 2017
Deadline to Submit Questions	July 7, 2017, 4:00pm
Answers to Questions Posted	July 14, 2017, 4:00pm
Deadline to Submit Expressions of Interest	September 15, 2017, 4:00pm

III. SITE CONTEXT AND TRANSIT DISTRICT STRATEGIC PLAN

Located approximately 25 miles north of New York City, the City of White Plains is the commercial and civic hub of Westchester County. The White Plains Metro-North Railroad Station maintains the highest ridership in Westchester County attracting daily commuters from points north, and an increasing number of commuters from New York City. The City’s daytime population of nearly 150,000 benefits from the City’s role as a transportation hub, entertainment destination, and home to major corporations and government offices. As a result, the City of White Plains is experiencing an unprecedented downtown development boom with 4,000 new multi-family residential units and 500,000 square feet of retail/commercial space either under construction or in the development pipeline. The City’s support of these projects demonstrates its commitment to new sustainable development that will serve as a catalyst for economic growth, private investment, and job creation.



PROJECT AREA



1. Bee Line Bus Terminal
2. Metro-North Station and Muni Parking
3. Fire Station No. 2
4. Metro-North ROW
5. Bronx River Reservation
6. Westchester County Center
7. Battle Hill



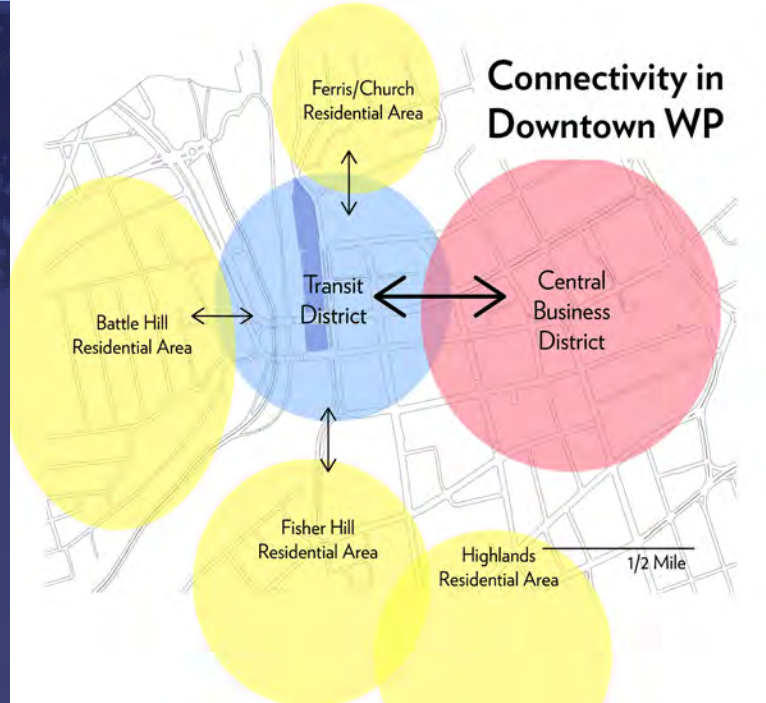
0 500 1,000 Feet

WHITE PLAINS TRANSIT DISTRICT STRATEGIC PLAN

In December 2016, the City released the White Plains Transit District Strategic Plan for the area 1/3 of a mile around the White Plains Metro-North Station (the highest ridership station in Westchester County and leading reverse commute destination on the Harlem Line from New York City). The district also includes the Westchester County Bee-Line TransCenter Bus Terminal, and the future site of multiple stops and planned eastern terminus of the Lower Hudson Transit Link Bus Rapid Transit from Rockland County, NY to White Plains.

The community-driven plan was formulated using extensive feedback received through a comprehensive and robust 15-month community engagement process resulting in the collection of over 2,000 public comments compiled during multiple public engagement meetings, city events, “Question of the Week” surveys and web-based comments. The final Strategic Plan, background studies, presentations, and public comments are available for download at the White Plains Transit District website: www.wptransitdistrict.com

Within this Strategic Plan Framework, the City is poised to begin implementing a series of near-term strategic investments and potential long-term development scenarios to invigorate and further define its Transit District. Such investment will bring vitality to the District while strengthening the existing connection to the City’s Central Business District to the east. The Strategic Plan is intended to provide guidance and an investment roadmap to future developers and property owners.



IV. DEVELOPMENT PARCELS

The Development Parcels are located along the west side of Ferris Avenue and Bank Street to the immediate east of the White Plains Metro-North Station and Right of Way. The northern three parcels (10, 16, and 20 Ferris Avenue), are owned by the City of White Plains, while 3 Hamilton Avenue (“Bronx Street Lot”) is owned by the White Plains Urban Renewal Agency. Combined, the parcels comprise over 4.5 acres and consist of two surface parking lots (Bronx Street Lot and Station Lot), a parking garage, and a municipal fire house.

All four parcels hold great potential for transit-oriented-development and increased connectivity between the White Plains Transit District, adjacent neighborhoods, and the rest of Downtown White Plains. Any redevelopment of this area must be consistent with the Strategic Plan and carefully consider potential impacts and enhancement opportunities for the surrounding residential neighborhoods (Battle Hill, Fisher Hill and Ferris Avenue), including view-sheds, pedestrian and bicycle connections, traffic, and infrastructure.



DEVELOPMENT PARCELS*



*The three city owned parcels, 10, 16, and 20 Ferris Avenue, development sites 2, 3, and 4 respectively, have been “squared off” illustratively above to clearly distinguish existing uses and associated strategies identified by the Transit District Strategic Plan. The three parcels are currently irregularly shaped on the City’s official tax map and would be merged or adjusted by the City to accommodate a future redevelopment plan with respect to dimensional zoning regulations.

SITE #1: 3 HAMILTON AVENUE ("BRONX STREET LOT")



Location: Bordered to the north by Hamilton Avenue, the south by Main Street, the east by Bank Street, and the west by the Metro-North White Plains Station and right-of-way.

Ownership: City of White Plains Urban Renewal Agency

Approximate Lot Size: 40,500 Square Feet

Current Use: Daily permit and meter surface parking lot.

Strategic Plan Vision: Development concepts must include the relocation of existing parking spaces, particularly the existing commuter permit spaces. There is the opportunity to incorporate a new direct pedestrian entrance to the train platform south of Hamilton Avenue either at grade or at platform level through a new development project. Pedestrian counts revealed that the majority of train passengers travel in a southeasterly direction towards the parcel from the main station entrance during peak periods. Mixed-use development is contemplated to activate the Hamilton Avenue, Bank Street, and Main Street frontages. Incorporation of ground level drop off/pick up for private shuttles and the future Lower Hudson Valley Transit Link Bus Rapid Transit (BRT) should be considered.

SITE #2: 10 FERRIS AVENUE ("STATION LOT")



Location: Bordered to the north by an existing driveway, the south by Hamilton Avenue, the east by Ferris Avenue, and the west by Metro-North White Plains Station and right-of-way.

Approximate Lot Size: 37,500 Square Feet

Ownership: City of White Plains

Current Use: Short-term parking lot for the train station, taxi queue, and pick up and drop off area.

Strategic Plan Vision: Development concepts must include the relocation or incorporation of existing parking spaces, taxi queue, and pickup and drop off area into new development. Strategic Plan Preferred Development Scenario C calls for a public green space with bicycle storage capacity, pedestrian realm enhancements, retail, and incorporation of a key Lower Hudson Valley Transit Link Bus Rapid Transit stop in the vicinity of the main station entrance on the north side of Hamilton Avenue. Opportunity to create an enhanced bike/pedestrian connection under the Hamilton Avenue Metro-North Railroad Bridge to the Bronx River Parkway Reservation on the west side of the train tracks.

SITE #3: 16 FERRIS AVENUE ("PARKING GARAGE")



Location: Bordered to the north by an existing driveway, the south by an existing driveway, the east by Ferris Avenue, and the west by Metro-North White Plains Station and right-of-way.

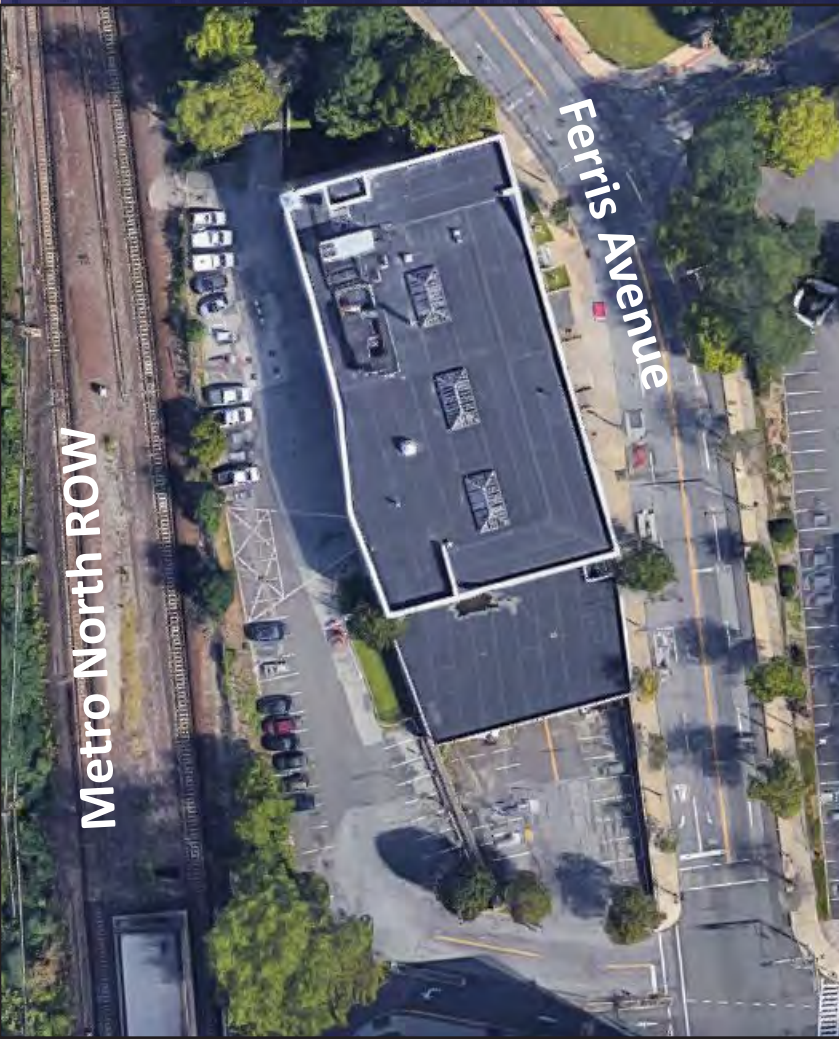
Approximate Lot Size: 40,000 Square Feet

Ownership: City of White Plains

Current Use: Structured parking garage that provides both permit and meter parking.

Strategic Plan Vision: Development concepts must include the long term potential feasibility of relocating the existing parking spaces, or in the alternative providing solutions to integrating the existing structure into a comprehensive transit oriented development scheme that enhances both vehicular and pedestrian access to the main station entrance. Significant opportunity exists to enliven the street-wall along Ferris Avenue and create enhanced pedestrian connections to the Bronx River Parkway Reservation on the west side of the train tracks.

SITE #4: 20 FERRIS AVENUE ("FIREHOUSE")



Location: Bordered to the north and east by Ferris Avenue, the south by an existing driveway, and the west by Metro-North White Plains Station and right-of-way.

Approximate Lot Size: 72,500 Square Feet

Ownership: City of White Plains

Current Use: Municipal firehouse with limited surface parking.

Strategic Plan Vision: Development concepts must include the incorporation of a new 40,000 square foot municipal firehouse facility either in its existing location, or within the 4.5-acre development site area.

V. COMMUNITY PLANNING PRINCIPLES

The City seeks to develop an implementation strategy for an enhanced multimodal Transportation Center that accommodates all modes of travel, maximizes economic development potential immediately around the station, and activates connections in Downtown White Plains, resulting in increased economic vitality. The development of these sites presents unique challenges and opportunities that will require a thoughtful approach to balance existing uses with new development. Submissions must consider the following community-driven planning principles that were developed through the Strategic Planning Process:

Placemaking: Create a vibrant mixed-use destination by enhancing the civic role of the station area and introducing a mix of symbiotic land uses focused on improving the pedestrian experience.

Open Space: Create a signature passive green space to act as the transit district anchor for existing and future residents, and provide opportunity for neighborhood events, markets, etc.

Bike/Pedestrian Infrastructure: Incorporate pedestrian and bicycle infrastructure to enhance non-motorized access to the Transit District, and enhance connections to adjacent neighborhoods, downtown core, and Bronx River Parkway Reservation.

Parking: Maintain and maximize existing commuter parking capacity utilizing district-wide solutions. Incorporate additional parking at appropriate transit oriented development ratios where needed.

Density: Balance high-density transit oriented development with impact on surrounding neighborhoods. Encourage ground floor retail, preserve view-sheds, and supply appropriate height and bulk transitions between the Transit District and surrounding neighborhoods (Battle Hill, Fisher Hill, and Ferris Avenue)

Economic Development: Develop a financially feasible plan that creates value and a variety of vibrant synergistic uses while balancing neighborhood impacts.

Transit District Planning Principles: Placemaking

- Quality Urban Design
- Human Scale
- Vitality
- Connectivity



- Architecture
- Live/Work
- Amenities



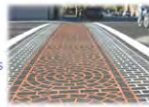
Transit District Planning Principles: Open Space

- Connected to transit station
- Programmable




Transit District Planning Principles: Bike/Pedestrian Infrastructure

- High visibility crosswalks
- Reduce crossing distance, bulb outs
- Pedestrian signals
- Dedicated bike lanes
- Green boxes
- Cycle Traxx
- Bike Corals




Transit District Planning Principles: Parking

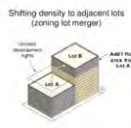
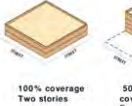
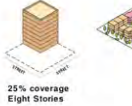
- Maximize existing capacity
- Do not overbuild!
- Share resource
- Highest and best use?
- Design



Category	Capacity	Notes
Existing Capacity	1,000	
Proposed Capacity	2,000	
Total Capacity	3,000	

Transit District Planning Principles: Density

- Various forms
- Height vs. coverage
- Streetscape benefit
- Regulate bulk
- Sustainability
- Synergistic uses
- Balance impacts

Transit District Planning Principles: Economic Development

- Create value in district
- Tax benefit
- Job creation
- Multiplier effect




VI. EXISTING ZONING AND UTILITIES

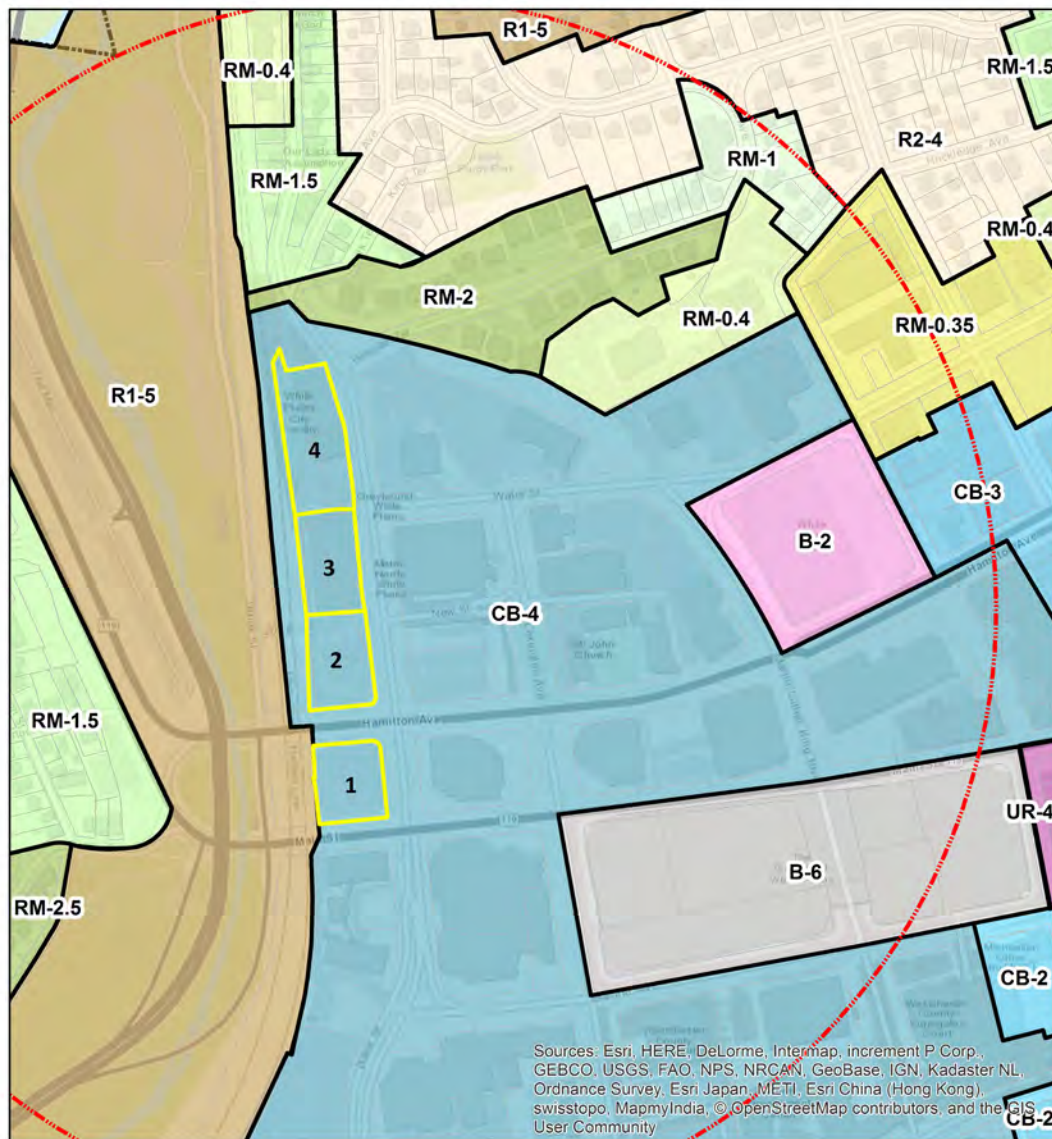
The Development Site is currently zoned CB-4 (Core Business), a high-density, mixed use district encompassing much of the City's central business district. The CB-4 District permits a combination of residential, retail, office, government, business, service, cultural and entertainment uses and permits high-density hi-rise housing (230-280 feet) to be built on development sites greater than 50,000 square feet, and where 50 percent or more of the floor area ratio is residential (www.cityofwhiteplains.com/zoning).

While the three long-term development concepts (Scenario A, B, and C) presented in the Strategic Plan generally conform with current zoning regulations, modified zoning district concepts that clearly advance the stated goals and objectives of the Transit District Strategic Plan may be considered. Modifications to existing zoning regulations needed to accommodate an appropriate development concept must:

1. Enhance the form and function for new transit oriented development with particular attention to ground floor uses and the public realm, and;
2. Include standards for building height and mass that would define a clear transition between the Development Site and surrounding residential neighborhoods as indicated in the Strategic Plan.

Existing Utilities

The existing sanitary sewer line that services the Development Site is a 24" diameter reinforced concrete pipe that leads directly to the Westchester County trunk main. This pipe also services the portion of the City that will ultimately include over 1,000 new multi-family residential units. As such, it is anticipated that the existing 24" pipe would require upgrading to a new 36" ductile iron pipe when the Development Site is improved. Existing potable water and storm water infrastructure capacity appears sufficient to accommodate new development under existing zoning regulations. Additional technical specifications will be made available during the planned RFP process.

**Zoning Districts**

- B-1 Restricted Business
- B-2 Neighborhood Business
- B-3 Intermediate Business
- B-6 Enclosed Mall
- BR-1 Business Residential -1
- BR-2 Business Residential -1
- CB-2 Core Business - 2
- CB-3 Core Business - 3
- CB-4 Core Business - 4
- R1-5 Residential One Family
- R2-4 Residential One and Two Family
- R2-2.5 Residential One and Two Family
- RM-2.5 Residential Multi-Family
- RM-2 Residential Multi-Family
- RM-1.5 Residential Multi-Family
- RM-1.5T Residential Multi-Family
- RM-1 Residential Multi-Family
- RM-0.7 Residential Multi-Family
- RM-0.4 Residential Multi-Family
- RM-0.35 Residential Multi-Family
- UR-4 Urban Renewal Central Business District - 4

- Transit District Boundary
- Development Parcels



VII. SUBMISSION REQUIREMENTS

Respondents must submit the following information:

A. Respondent Information

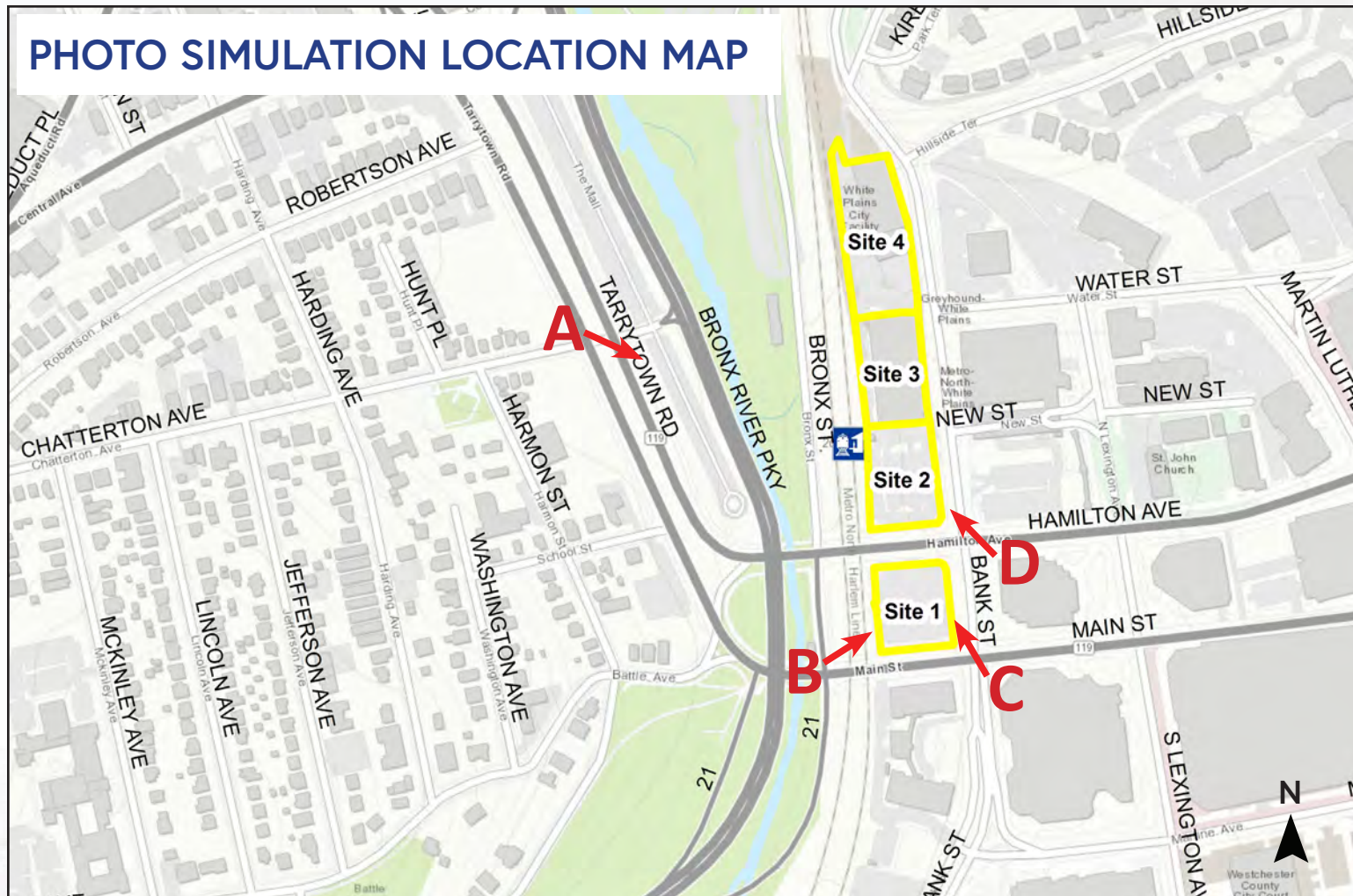
Contact information for a primary and secondary contact including name, address, telephone number, and e-mail of the individual who will be authorized to act on behalf of the Respondent to answer questions or requests for additional information. Respondent's organizational structure, including relevant project experience, website, and CV for each team member is required.

B. Detailed Development Concept Plan

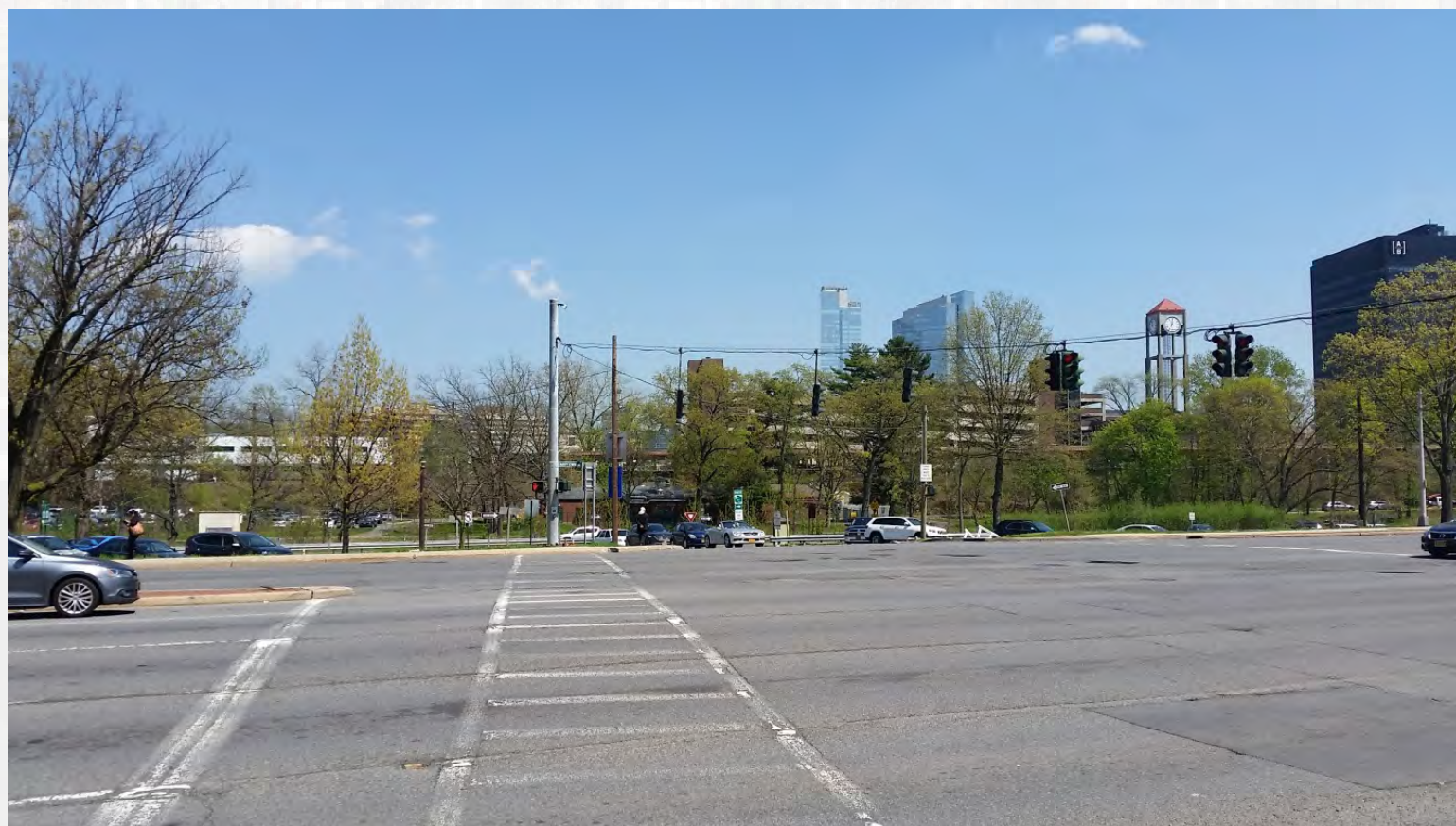
A detailed conceptual development plan must consist of the following 10 elements:

1. Narrative identifying how the conceptual development plan will advance the objectives set forth in this RFEI and the Transit District Strategic Plan.
2. A schematic site plan depicting each land use proposed and how they relate to the entire Transit District, the Downtown core area, Main Street, Hamilton Avenue, Battle Hill, Fisher Hill, and Ferris Avenue neighborhoods.
3. Delineation of the bulk and size of each component of the conceptual development program relative to existing CB-4 zoning regulations and/or discussion of any zoning modifications required to facilitate the conceptual development plan and further advance the goals and objectives of the Transit District Strategic Plan.
4. Identification of the location, approximate size, and intended use of a community green, park, or open space on the Development Site consistent with the goals and objectives of the Transit District Strategic Plan.
5. Articulate how the conceptual development plan will enhance existing and future vehicular, pedestrian, and bicycle access to the train station and specifically enhance pedestrian/bicycle access from the development site to the Bronx River Parkway Reservation and the Battle Hill, Fisher Hill, and Ferris Avenue neighborhoods.
6. A plan to maintain and maximize existing commuter parking capacity utilizing district-wide solutions. Incorporate additional parking at appropriate transit oriented development ratios where needed.
7. A general strategy regarding incorporation of a new 40,000 square foot municipal firehouse, either at its existing location, or within the 4.5-acre Development Site.
8. A description of sustainable building practices that will be incorporated into the project.
9. Estimate of the economic impact of the conceptual development project including but not limited to temporary and permanent job creation, increased municipal tax revenue, economic development multipliers, etc.
10. Visual photo simulation illustrating a scaled massing model or rendering of the conceptual development plan from four (4) specific public vantage points as viewed from approximate eye level (6 feet from ground). The exiting and future views must be from the specific locations (A,B,C,D) depicted on the map and street level images below:

PHOTO SIMULATION LOCATION MAP



A. Northwest corner of the intersection of Chatterton Avenue and Tarrytown Road

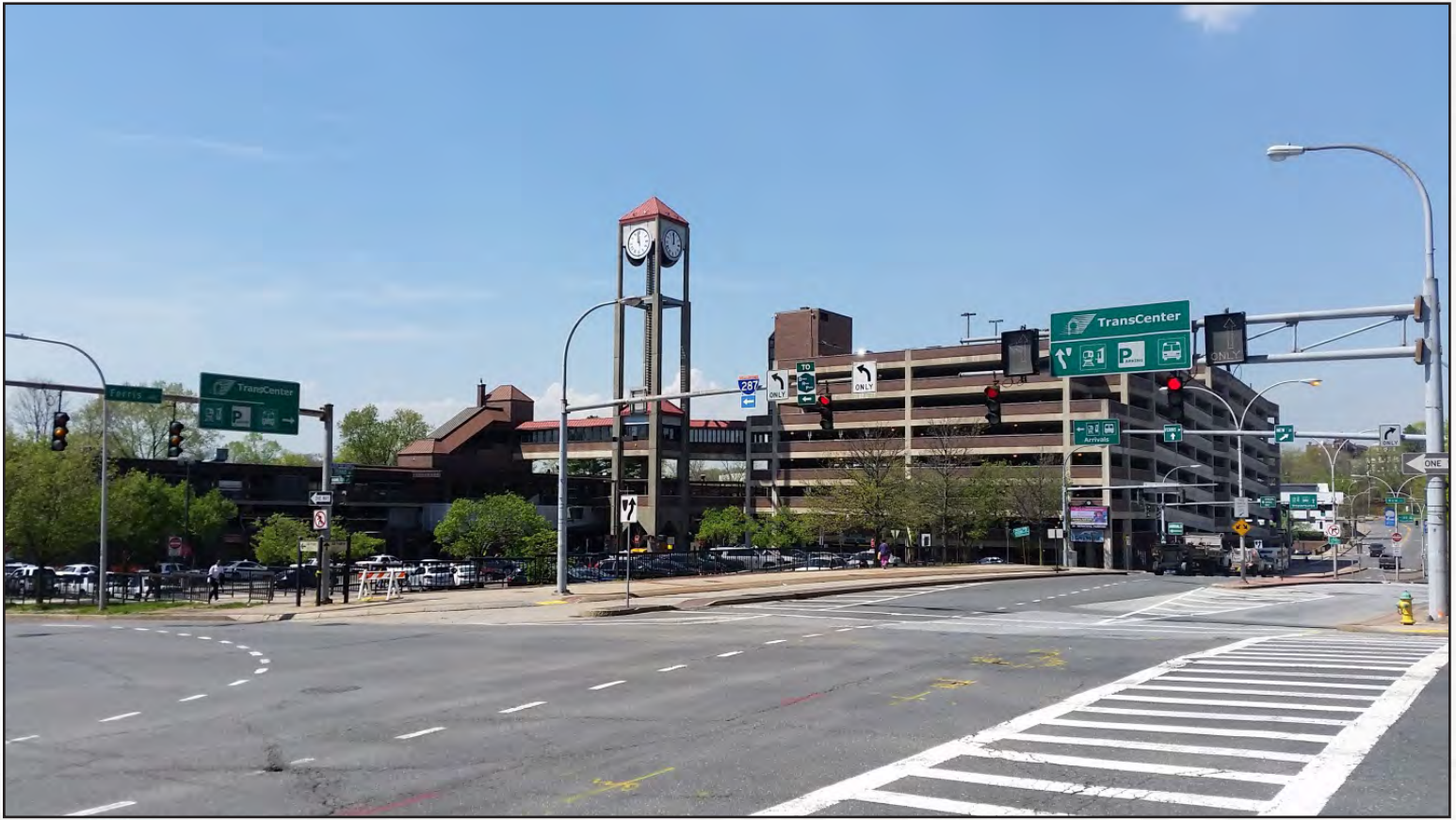


B. Intersection of Main Street and Bronx River Parkway southbound on-ramp



C. Southeast corner of the intersection of Main Street and Bank Street





C. Financial Information

1. Respondent must describe a general approach to financing development of the project site, specifically the development of infrastructure and assets through debt, equity, Public Private Partnership (PPP) including the possibility of outright sale, ground lease, payment in lieu of taxes (PILOT), value capture, or other innovative mechanisms to fund both sustainable development and improvements identified in the City's Transit District Strategic Plan.
2. The submission must include three (3) project examples in which the development team has utilized the financing strategies listed above including a clear overview of previous Public Private Partnership experience with municipal governments or other public entities. Include specific details on the role and financial commitment of both the development team and municipality/public entity for each project example.

VIII. SUBMISSION INSTRUCTIONS

A. Submission of Expression of Interest

Eight (8) hard copies and one (1) electronic copy in the form of a flash drive/CD of the submission titled “City of White Plains Transit District Development Opportunity RFEI Response” must be received by the City of White Plains by **September 15, 2017 at 4:00 pm** EST at the following address:

City of White Plains
Planning Department
70 Church Street
White Plains, NY 10601
Attn: Christopher N. Gomez, AICP
Commissioner of Planning
Re: White Plains Transit District Development Opportunity RFEI

B. RFEI Inquiries

The City of White Plains will accept written questions via email only from prospective respondents no later than **July 7, 2017**. Please submit questions to: transitdistrict@whiteplainsny.gov

Written questions must include the requestor’s name, e-mail address and the Respondent represented. Responses to all timely and appropriate questions will be posted on the City’s website (<http://www.cityofwhiteplains.com/Bids.aspx>) by **July 14, 2017**.

The City of White Plains reserves the right to conduct interviews with or pose questions in writing to Respondents in order to clarify the content and to ensure a full and complete understanding of each submission.

The City of White Plains reserves the right to modify the RFEI schedule at its discretion. Notification of changes in connection with this RFEI will be made available via the City’s website (<http://www.cityofwhiteplains.com/Bids.aspx>).



REQUEST FOR EXPRESSION OF INTEREST



**Residential Development Opportunity
Aliquippa “Bricks” Site
Request for Expressions of Interest
Release date: Nov. 5, 2021**

Introduction

The Bricks Site (near the intersection of Temple Street and Carroll Street) was a previously constructed 80+ multi-family unit neighborhood. The historic “bricks” structures were company houses built during the expansion of the steel industry when Aliquippa was experiencing growth. The entrance to the “bricks” is immediately adjacent to the Aliquippa High School. This is an historic site that was proudly identified in photographs that appear in the Library of Congress records of historic places. During the 1970s and 1980s, the once sturdy and proud structures were slowly demolished due to blight and vacancy. During this period the City’s population decreased, the steel production declined, and the demand for housing decreased. Although the land sits in a prime location within minutes of Interstate 376 and adjacent to the Broadhead Road business district, the approximately 5 acres of land have remained vacant.

Development Opportunity

The City of Aliquippa is seeking proposals for the redevelopment of the “Bricks” site. This former residential area is primed for new residential development of homes to serve existing and future community residents. We are currently seeking expressions of interest from interested developers.

Interested parties should visit the Aliquippa City page at www.aliquippapa.gov for conceptual plans of potential redevelopments. The project website also includes additional information on community priorities and preferences for the Bricks Site. These are just a reference though, the City is open to receiving any residential development proposal, in any style and configuration preferred by the interested party.

Interested parties should complete the following expression of interest survey at the project website linked at www.aliquippapa.gov) a member of the site redevelopment working group will contact you as soon as possible to coordinate further discussions.

Strategic Importance

The “bricks” site is a prime residential redevelopment site - it is located within a short drive (15 miles) via Interstate 376 to one of the largest economic development projects in the Commonwealth: the Shell Industries ethane cracker plant. In 2016, the Shell Chemical Appalachia LLC announced it would build a long-awaited petrochemical plant in Beaver County that will transform the state’s shale gas industry. Construction of the massive polyethylene complex in Beaver County has created 6,000 construction jobs and will create 600 permanent jobs over the next few years. With increased jobs comes the increased demand for new housing opportunities and the “bricks” site in Aliquippa is perfectly positioned for market-priced residential housing.

Preliminary Development Concepts

Please see project website at link at www.aliquippapa.gov

Selection Process – Expression of Interest Form (Online)

If interested please complete the expression of interest form at the project website, link at www.aliquippa.gov

The development team will vet all submitted expressions of interest, selected developers will be invited to present a full proposal and qualifications.

Selection Criteria

The selection of the development team will be based upon:

1. Qualifications
2. Experience with similar projects and/or in similar area(s)
3. Proposed architectural and general contracting partners

4. Need for public incentives, and ability to estimate total needs at the beginning of the process
5. Results of the interview process

Proposal Requirements

After interested parties are vetted and invited to submit proposals, we will ask for:

1. Company profile:
 - a. General description of the firm.
 - b. Description of company approach/ philosophy for this project.
2. Relevant experience
 - a. History of working on projects of similar scope/scale.
 - b. Summary of experience, if any, working in the region.
3. Project Staffing
 - a. Qualifications of the project team.
 - b. Resumes/Bios of key personnel.
4. Project Requirements
 - a. Proposed development timeline.
5. Other
 - a. Information regarding firm safety record.
 - b. A list of litigation and claims history for the past ten years.
 - c. Insurance certificate.
 - d. List of references with contact information

We will ask that interested parties keep the responses to the RFP as short as possible. We view the content to be much more important to the selection process than the quantity of information.

Project Contact

For all questions related to this request for expressions of interest, please contact

City of Aliquippa
c/o Greg Jones (consultant)
(540) 818-2484
gjones@cecinc.com or greg@exurbanplanning.com

Pre-proposal Tours

Our team will be available for pre-bid tours of the property on an individual basis. Property tours are not considered mandatory and will not be factored into the bid selection process, rather are offered for potential bidders interested in seeing the property to help inform their bids.

Pre-proposal Conference

A pre-proposal meeting is NOT scheduled for this proposal. Project contact will share relevant additional info from any interested parties with recipients.

Special Conditions

1. The City of Aliquippa reserves the right to cancel this RFP at any time.
2. The City of Aliquippa reserves the right to negotiate proposals.

Attachments

None

END OF REQUEST FOR EXPRESSIONS OF INTEREST

The Bricks Redevelopment – Aliquippa, PA







Development Solicitation Request for Interest

Spencer Creek Business Park
Commercial Development Parcel

Port of Kalama, Washington



January 22, 2018

Dear Prospective Developer:

The Port of Kalama is excited to present this Request for Interest (RFI) for a commercial development parcel. The approximately five-acre parcel is located at the entry to the Spencer Creek Business Park. This site is highly visible from Interstate 5, at exit 32, and a critical first phase of the broader development. The Park is expected to be a major focus of ongoing economic development efforts, with an estimated 600,000 square feet of office and industrial space housing over 1,000 projected employees at full build-out.

The Port of Kalama is looking for a partner for this project who can bring vision and expertise to the development of this important site. The Port has already made a significant investment in site preparation, permitting and infrastructure to support future development, and has the financial capability and commitment to provide the necessary ongoing support to assure a successful outcome to this development. The Port is committed to reducing barriers and providing incentives, clarity and certainty throughout the development process for projects that support the Port's economic and community development objectives.

Thank you for your interest in collaborating with us to develop a quality project that supports our objectives for the site. On behalf of the Port of Kalama, thank you for your interest in this Request for Interest.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Yakovich", is written over a faint, stylized outline of the Port of Kalama logo.

Eric Yakovich
Economic Development Manager
PORT OF KALAMA

TABLE OF CONTENTS

I.	INTRODUCTION.....	2
II.	DEVELOPMENT OPPORTUNITY.....	3
A.	CONTEXT	3
B.	THE SITE	3
C.	DEVELOPMENT GOALS AND PREFERRED USES	7
III.	SUBMISSION REQUIREMENTS.....	9
A.	SUBMITTAL INSTRUCTIONS AND REQUESTS FOR CLARIFICATIONS	11
IV.	EVALUATION CRITERIA.....	11
V.	TERMS OF THIS RFI.....	12
VI.	QUESTIONS.....	12
VII.	APPENDIX: EXISTING STUDIES AND PLANS	14

I. INTRODUCTION

The Port of Kalama seeks innovative developer/partner for first phase of Spencer Creek Business Park commercial development. The Port's mission statement is "to induce capital investment in an environmentally responsible manner to create jobs and to enhance public recreational opportunities". Development of the Spencer Creek Business Park is viewed as the next major phase of the Port's ongoing economic and amenity development for the Kalama area.

The Spencer Creek Business Park is in Kalama, just 30 minutes north of Portland, at Washington Interstate 5 exit 32. The subject site is five acres of prime commercial land ready for development. The Port seeks an innovative partner to create a desirable destination at the entry to the Spencer Creek Business Park. The first phase of commercial development is now being planned as the gateway for the rest of the mixed-use property. More than 30 companies, employing more than 1,000 people, already call the Port of Kalama home, and the Port's Industrial Parks employ more than 400 people just ¾ of a mile from the proposed site.

Our promise to you is simple: you've got a committed business partner when you choose the Port of Kalama. A competitive, driven and innovative team, Port of Kalama staff are your 'Boots on the Ground'—committed to customer service and helping developers and businesses thrive:

- Experienced developers
- Capital-rich entity with funding for partnership
- Economic and environmental award-winning team
- Right off I-5
- Collaborative, business-friendly

Through this Request for Information (RFI), the Port of Kalama is seeking expressions of interest and statements of qualifications from qualified development teams to develop a 5-acre property in the Spencer Creek Business Park. The RFI outlines the Port's objectives for the property and development parameters, instructions governing the submittals, the requirements to be eligible for consideration, general evaluation criteria, and other requirements to be met by each submittal.

Development teams responding to this RFI will be evaluated by a Port led committee based on the criteria outlined in this RFI. The Port expects to select a preferred team from submittals, and will negotiate with that team to establish parameters of disposition and development of the site. The team selected through the RFI process will be granted an exclusive negotiation period, and if successful, the Port of Kalama and the development team may enter into a formal agreement outlining in detail the terms and conditions of the Property conveyance and development.

Those interested in submitting in response to the RFI should, at a minimum, address the general requirements outlined.

II. DEVELOPMENT OPPORTUNITY

A. CONTEXT

The City of Kalama has been one of the fastest-growing parts of Cowlitz County in recent years. The Kalama area has been among the most robust areas economically in Cowlitz County, and is expected to outperform the County in terms of future population and household growth. The area is expected to continue to strengthen its ties to fast-growing Clark County over the next decade, as development activity shifts north along the I-5 Corridor.

The Port of Kalama is a key generator of economic activity in the Kalama area as well as broader Cowlitz County. Based on the current tenant profile, the Port's activities directly support 1,220 full time equivalent positions per year. Over the next two decades, sustained employment levels on Port owned properties would be roughly 2,175. This excludes the planned Kalama Manufacturing and Marine Export Facility (KMMEF), which will add over 1,000 FTE construction jobs and an additional 192 on-site jobs when fully operational.

The Port of Kalama recently completed the master plan for the Spencer Creek Business Park, a 70-acre development that will feature retail, office, and industrial space. The subject site is the first parcel to be released to the market. The site's location on a full I-5 interchange provides opportunity for a range of retail commercial services, including fuel, meals, and coffee. In addition, Kalama has strong potential for a limited service hotel, which would be supported by freeway travelers, the large local employment base, visitors to the La Center casino, Mount Saint Helens, the Kalama and Lewis rivers, and Haydu Park.

B. THE SITE

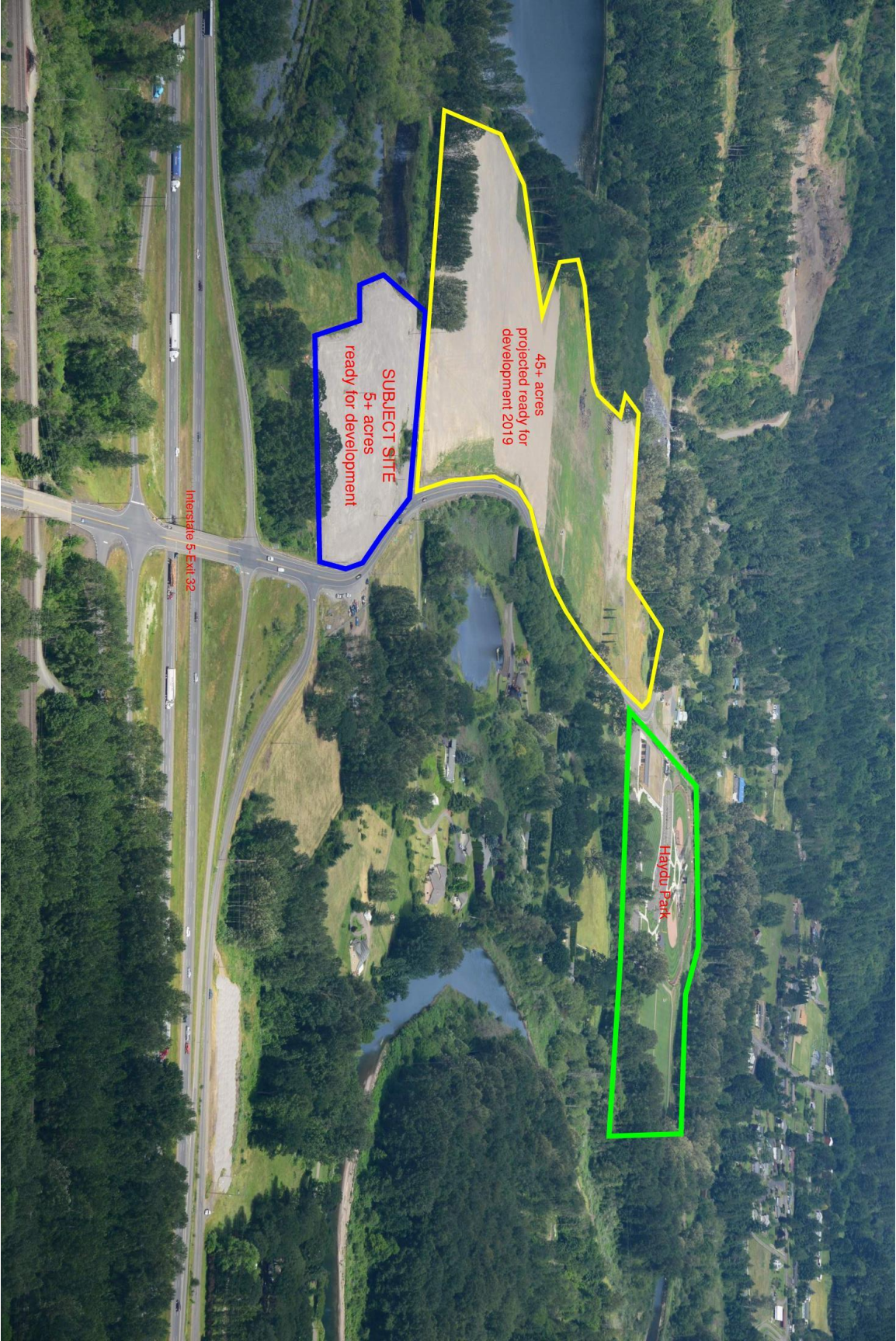
LOCATION

The subject site is located at Exit 32 of Interstate 5, a full intersection providing easy access to and from the freeway for both northbound and southbound traffic. Annual average daily traffic on I-5 was approximately 66,000 in 2016. Traffic growth has increased from 49,000 vehicles per day in 1995, reflecting a 2.74% average annual rate of growth in traffic volume through the Kalama area.

The site is in the northeast quadrant of the intersection, with visibility from Interstate 5. The site is in Kalama city limits, just north of the City's downtown business core and east of the Port of Kalama's existing employment center. The property will be the initial development site for the Spencer Creek Business Park, a 50-acre master planned development that will include office and industrial development. In addition, the Haydu Park recreation complex is east of the site, as well as the Kalama fairgrounds.

The Port of Kalama is scheduled to begin construction of the road infrastructure serving the site as well as the broader Spencer Creek Business Park in early 2018. The Port will be making extensive infrastructure investments to support development of the site. This includes a current \$5 million road project, filling and compacting the site to bring it up to a final build elevation, installing utilities, and relocation of utilities. The Port envisions the development built with architectural and landscape elements paying homage to the area's rich lumber mill history. Spencer Creek Business Park will be a desirable destination, where travelers seek to make a restful stop off I5 to access goods, services and recreation. The following images illustrate the location of the site, as well as some of these investments and aesthetic vision:

SITE LOCATION



DEVELOPMENT INFRASTRUCTURE AND VISION

Intersection of Kalama River Road and Highway 99 facing west toward subject site



DEVELOPMENT INFRASTRUCTURE AND VISION

Kalama River Road facing east toward subject site



SIZE

The subject property has a net developable area of approximately 5 acres.

ZONING AND LAND USE REQUIREMENTS

The property is entitled under the City of Kalama's Mixed-Use zoning designation. This classification carries several criteria that any future development will need to be consistent with, including setbacks, heights, noise and other features. The Port and the City of Kalama have worked collaboratively to develop entitlements for the site, the details of which are included as an addendum to this RFI.

UTILITIES

The site is served by City of Kalama water and sanitary sewer. Cowlitz PUD provides power. High speed fiber optic and cable service is available at the site.

ENVIRONMENTAL/GEOTECHNICAL

The Port has conducted geotechnical and environmental assessments of the property. These reports are provided as RFI appendices.

TRANSPORTATION AND ACCESS

The site has excellent regional access via a full intersection with Interstate 5. Local access to the City of Kalama is via Meeker Drive, as well as I-5 to exit 30. Kalama River Road links to the site to the Port's waterfront industrial hub to the west.

C. DEVELOPMENT GOALS AND PREFERRED USES

The Port's objectives for the development Spencer Creek Business Park (SCBP) is a high-quality development, and the aesthetics and quality of early development phases is expected to set a tone for the remaining buildout of the development. The subject property will be the initial phase of the development, and will be located at the primary access point for the development, and the Port is open to suggestions regarding prospective uses. An economic study commissioned by the Port in 2017 suggests a successful development program on this site will include a combination of retail commercial space and lodging.

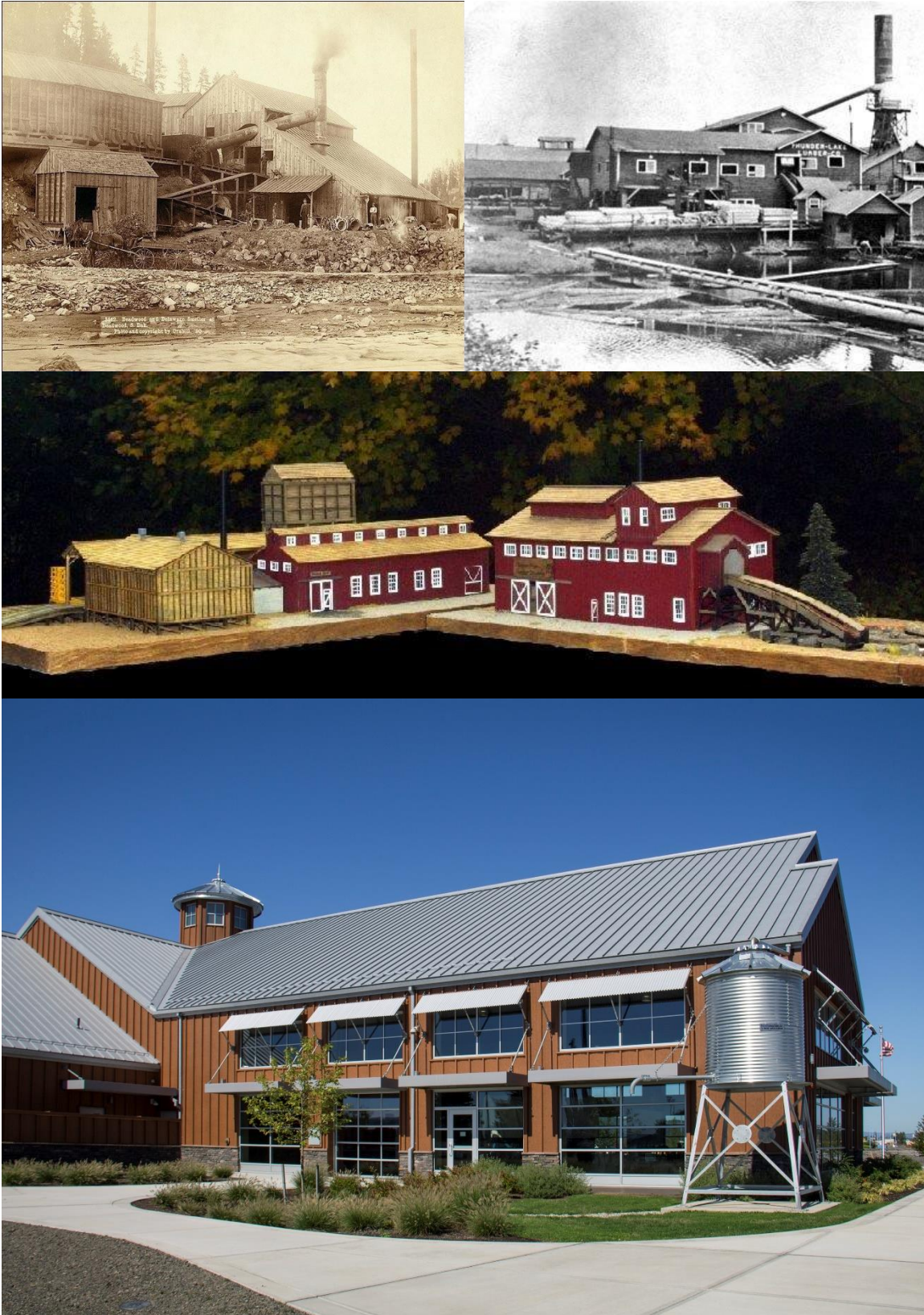
The retail component is of significant strategic importance to the SCBP, both due to its location at the entrance to the business park and the amenities it might provide to the park's users and the local community. The following is a summary of prospective program components:

Category	Program Elements	Comments
Fuel Service	▪ Travel Center ▪ Fuel/Multi-Tenant Retail ▪ Fuel/convenience	The Port will want some level of control regarding program and finishes to assure compatibility with the remainder of SCBP
Food Service	▪ Coffee Shop ▪ Fast Food Restaurant ▪ Fast Casual ▪ Sit Down Restaurant	Initially supported by freeway-related traffic, but also providing an amenity to SCBP and the broader community.
Lodging	▪ Limited Service Hotel	This would likely be a flagged hotel development, capitalizing on I-5 traffic, employer-generated stays, and the local population.
Other Uses	▪ Office Space	Speculative or build-to-suit space

This list is informational only, and should not be viewed as either required program elements or limiting the options for the site. The Port desires to work in partnership with Development Team to facilitate development of the subject site to meet these objectives. The Port does not want a lot of semi truck parking on the site, and any development will have design restrictions to achieve the desired look and feel, both of which will impact the nature of the project.

The design requirements for the new development are based on a historic mill aesthetic, which will be carried out through the Spencer Creek Business Park. The Port is looking for a modern look with historical elements that are referential to a mill aesthetic. The following photos show examples of historic mills, as well as new design incorporating the desired aesthetic:

EXAMPLES OF "HISTORIC MILL" DESIGN AESTHETIC



III. SUBMISSION REQUIREMENTS

Proposals shall conform to the following general format:

- Introductory Letter
- Narrative of Qualifications/Experience
- Preliminary Concept/Vision for the Site
- Proposed Terms
- Developer capabilities disclosure form (sent under separate cover)

The following provides a summary description of what is expected to be contained in the individual sections.

COVER LETTER

Proposers shall provide a cover letter with introductory information, such as point of contact, address, phone and fax numbers and email address. This letter should provide a concise summary of the project team, identify the key individual for Project Manager and his/her relevant experience, and generally introduce the Port of Kalama to the capabilities of the team. The letter should be signed by an authorized officer or director of the Development Team submitting the proposal.

DEVELOPMENT TEAM QUALIFICATIONS AND EXPERIENCE

Outline of the Development Team

- A. Principals, members and/or owners of Development Team
- B. Project Manager
- C. Ownership Entity
- D. Development Experience
- E. Status of projects
- F. Design Team
- G. References

Demonstrate relevant development projects and team member's experience, with an emphasis on the lead firm's role. This section should describe projects with a similar size and range of uses with an emphasis on projects of a similar scale and program mix. The respondent must also address their experience with public/private partnerships. The response shall identify the Development Team's management and structure of who will have overall responsibility for directing the planning and negotiations.

CONCEPT/VISION

General description of your initial expected approach to this site, including information on expected program elements and development concept. While the Port recognizes a final development program on the site may substantively vary from initial concepts, the submittal must include an articulation of your vision for development of the site. This section must include a preliminary plan as well as a written description of the type and amount of uses.

Describe how your proposed development will meet the objectives outlined, addressing the following specific items:

- A. Proposed mix of uses
- B. Timing/Phasing
- C. Parking
- D. Access and signage
- E. Design character and quality standards

F. Open/green/public space if any

The submittal should include a narrative describing the proposed development program, as well as schematic level drawings that illustrate the proposed development concept, including a color rendering, site plan, sections, floor plans and building elevations. The drawings should indicate building height.

DEVELOPER FINANCIAL CAPACITY

Provide a description of the development entity's financial capacity, including sources and availability of capital and history of recent financing commitments from debt and equity providers. This section should provide the Port with an understanding of the capability of the Developer to secure the financing necessary to complete a project of this scale. A summary should be included in the main body of the submittal, while a more detailed statement of financial capability should be submitted under separate cover.

Within 7 days of being selected for a short-list, a proposer may be required to submit to the Port for review their last three years of year-end audited financial statements. Financial statements should include income statements, balance sheets and cash-flow statements, along with accompanying notes. The financial statements will be used only for the interview process and will be returned to the proposer following the completion of the Port's review.

PROPOSED TERMS

In this section, provide an overview of the proposed offer to the Port of Kalama, as well as the proposed financing plan for your project. Please address the following in the greatest level of detail possible, understanding this is a pre-development phase:

- Requested negotiation and due diligence period and conditions
- Cost sharing arrangement for pre-development work
- Proposed valuation for the property
- Description of development options team will consider, including, but not limited to, land lease, joint development, partial acquisition, and full acquisition. The Port has a strong preference for retaining ownership in the property, and proposals that allow for this option will be scored more favorably. Respondents may propose multiple development options, but need to be clear about the terms and program for each option.
- Desired conditions of property transfer (timing, outright sale, land lease, other arrangement)
- Willingness to consider alternative disposition options
- Proposed timeline for undertaking and completing the proposed project
- Planning-level financial feasibility analysis of proposed project
- Anticipated Financing Plan
- Public financial assistance requested and its proposed use (if any)
- Public participation in the development, including investment, debt financing, and/or ownership of program elements.

This section is intended to provide the Port of Kalama with an understanding of the anticipated terms and conditions that teams seeking to develop the property are willing to consider. The Port is open to a range of prospective disposition options on the property. Consistent with the Port's mission statement, the balance between jobs and recreation will be part of its consideration of return on investment.

DEVELOPMENT SCHEDULE

Include a schedule that shows the proposed timing for the completion of project entitlements, anticipated construction, and occupancy for the project.

Prospective teams can request to tour the site, ask clarifying questions, and meet Port staff prior to the submittal deadline. The Port may offer oral comments or responses to questions asked at the site visit, but such comments

or responses will not modify the terms of this RFI. In the event the Port of Kalama determines that formal clarification or modification to the RFI is warranted, it will issue a written Addendum to this RFI.

A. SUBMITTAL INSTRUCTIONS AND REQUESTS FOR CLARIFICATIONS

Please submit an electronic copy of your response to:

Eric Yakovich
Economic Development Manager
PORT OF KALAMA
110 West Marine Drive
Kalama, WA 98625
Office: (360) 673-2337
eyakovich@portofkalama.com

Submissions should be limited to no more than 10 pages in length, not including the cover letter. Additional graphics or promotional materials for past projects may be in addition to the page limit.

Proposals are due at the above address by February 28, 2018 at 5pm.

For additional information, please visit <http://portofkalama.com/scbp-rfi>.

Receipt of proposals in response to this RFI does not obligate the Port in any way to engage any developer and the Port reserves the right to reject any or all proposals. The Port may, at its discretion, request that the developer modify or supplement their submittal with additional information. All costs incurred during the proposal preparation shall be the sole cost of the submitter. The Port reserves the right to negotiate the final terms and conditions of any agreements entered into.

IV. EVALUATION CRITERIA

All complete and responsive proposals will be evaluated by the Port of Kalama. The evaluation will be based on the information submitted as well as any related information that the Port may discover in analyzing or verifying information submitted in the proposal; or subsequently requested. In addition, to the extent that the proposed project meets the project objectives described earlier, the following additional criteria will be considered in evaluating responsive proposals:

DEVELOPMENT PROGRAM AND DESIGN

- Extent proposed development meets the Port's stated objectives
- Extent the proposal demonstrated quality site planning concepts, architectural design and character, and urban design considerations
- The balance between jobs and recreation will be part of the Port's consideration of return on investment.

DEVELOPMENT TEAM CAPABILITY

- Demonstrated ability of the Development Team in the successful development, operations and economic performance of projects of comparable type, size, scale and complexity.
- Demonstrated ability of the Development Team in financing, constructing and completing projects of comparable type, size, scale and complexity on time and within forecasted budgets.

- The quality of architectural and urban design aspects of other projects completed by the Development Team
- Financial capacity of the Development Team to complete the project as proposed

BUSINESS DEAL

- The feasibility of the proposed business offer and the amount of public assistance necessary, if any, relative to public benefit¹ received and risk assumed.
- The Port is not expecting a binding proposal of terms in response to this RFI, but is looking for the range of prospective disposition options that the development team will entertain, as well as any preliminary thoughts on valuation of the property under alternative acquisition structures.

This RFI is expected to result in the selection of a development team for an exclusive negotiating period. The Port of Kalama reserves the right to cancel this RFI without the selection of a development team. The selection process may include interviews of prospective teams, at the Port's discretion.

V. TERMS OF THIS RFI

This RFI is not a request for competitive proposals, and in no way obligates the Port of Kalama to enter into a relationship with any entity that responds to this RFI or limits or restricts the Port's right to enter into a relationship with an entity that does not respond to this RFI. In its sole discretion, the Port may pursue discussions with one or more entities responding to this RFI or none at all. The Port of Kalama further reserves the right, in its sole discretion, to cancel this RFI at any time for any reason. To the extent that the Port elects to enter into a relationship with an entity regarding a development proposal, such entity shall be required to comply with the Port of Kalama's policies.

Information provided in response to this RFI will become the property of the Port of Kalama and will be subject to public inspection. If an entity responding to this RFI believes that a specific portion of its response constitutes a "trade secret" under Washington Public Records Law and is, therefore, exempt from disclosure, the entity must clearly identify that specific information as a "confidential trade secret." Identification of information as a "confidential trade secret" does not necessarily mean that the information will be exempt from disclosure. The Port of Kalama will make that determination based on the nature of the information and the requirements of the Washington Public Records Law.

The Port of Kalama is self-represented for this transaction and will not be paying any third-party brokerage fees.

VI. QUESTIONS

Questions about any matter contained in this RFI should be emailed to Eric Yakovich, Economic Development Manager, at eyakovich@portofkalama.com no later than ten (10) business days prior to the deadline of the RFI. All material changes or clarifications of any matter contained in this RFI will be published in the form of a written addendum to this RFI and distributed to registered holders of the RFI as well as posted at the following url: <http://portofkalama.com/scbp-rfi>. The Port may make a courtesy effort to notify interested parties that an addendum has been published, but is under no obligation to do so. As such, parties interested in this RFI should

¹ Public benefits would include items such as employment, compatibility with and support for other Port and City objectives, fiscal characteristics of the program, and quality of development.

refer frequently to the website for the RFI. The Port may also load supplemental information about this project to that location as well.

The contents of this packet are for informational purposes only and the representations made herein, though thought to be accurate, are without warranty. Development teams should rely exclusively on their own investigations and analyses. The Port of Kalama will honor confidentiality requests to the extent possible under applicable law. If attachments to the are proprietary, please mark items as such.

VII. APPENDIX: EXISTING STUDIES AND PLANS

1. Spencer Creek Business Park Master Plan
 - a. Geotechnical Evaluation
 - b. Site Plan
 - c. Environmental Assessment
2. Economic Development Study
3. Kalama Municipal Code for Zoning and Architectural Elements
https://library.municode.com/wa/kalama/codes/code_of_ordinances?nodeId=TIT17ZO_CH17.25MI_USZODI