



**LEBANON ECONOMIC DEVELOPMENT
COMMISSION AND DOWNTOWN LEBANON
TIF ADVISORY BOARD
WEDNESDAY, MAY 25, 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. April 27, 2022
 - 3. New Business**
 - A. UVBA Updates
 - B. Discussion: Redevelopment of downtown parking lots
 - C. Public Comment
 - 4. Future Agenda Items**
 - 5. Next Meeting Date**
 - A. June 6, 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 and Downtown
Lebanon TIF Advisory Board
May 25, 2022**

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

April 27, 2022

DRAFT

**ECONOMIC DEVELOPMENT COMMISSION &
DOWNTOWN TIF ADVISORY BOARD
JOINT MEETING
WEDNESDAY, APRIL 27, 2022 – 4:00PM
City Hall – Council Chambers
51 North Park Street, Lebanon**

MINUTES

EDC MEMBERS PRESENT: William Dunn (Chair), Andrew Key, Councilor Karen Liot Hill (Vice Chair), Kevin Purcell, David Newlove, Dan Nash, Chip Brown [4:23pm]

EDC MEMBERS ABSENT: Johanna Cicotte, Councilor Doug Whittlesey, Tracy Hutchins (Upper Valley Business Alliance)

TIF MEMBERS PRESENT: Victoria Smith, George Sykes

TIF MEMBERS ABSENT: Barry Schuster (Chair), Peter Owens

STAFF PRESENT: Planning and Development Director David Brooks

1. CALL TO ORDER:

• The April 27, 2022 Economic Development Commission meeting was called to order at 4:03 PM
There was no quorum present for the Downtown TIF Advisory Board, so it did not formally call a meeting to order.

2. APPROVAL OF MINUTES:

A. March 16, 2022 & March 23, 2022

Victoria Smith noted a comment on the minutes of March 16, 2022. Page 1, Line 12 – to make it clear that Ms. Riley’s comments were in regard to the green space and access to the river, not the potential redevelopment of the lower parking lots.

Motion by Dan Nash to approve the minutes of March 16, 2022, and March 23, 2022 as amended.

Second by Andy Key.

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

Chair Dunn thanked everyone involved with the write up regarding the potential economic growth of green spaces. He also noted that Tracey Hutchins is attending the Upper Valley MedTech pitch with businesses and investors from around the region and Quebec. There are three scheduled business retention roundtables: June 21st 5:30pm-7:30pm, July 19th 11:30am-1:30pm, and August 10th 7:30am-9:30am. Once locations have been determined, RSVPs will be accepted for these events.

3. NEW BUSINESS:

A. Discussion: Redevelopment of the lower parking lots

The group reviewed the draft Request for Interest (RFI). Proposed edits from Clifton Below were reviewed by the group. One of the suggested edits was to include extra areas, such as Lot 92-17 and others, to the RFI. David Brooks explained that his intent was not to leave areas out, but that the map was drawn somewhat freehand. As currently drawn, it appears that the retaining wall would need to remain on the site, but per the suggested edits, there would be greater leeway to remove it. The edits from Mr. Below also noted that there is a small portion of the lot that exists in the Senior Center property. This is an issue that will likely want to be cleaned up cooperatively with the Senior Center and the State.

David Brooks explained that much of the document is based on an example from White Plains, New York. There are similar concepts in that document that were used to generate this draft. He highlighted a portion of the document, “This project represents a significant development opportunity for the City. It also presents a unique opportunity to enhance the rediscovery and restoration of the Mascoma River frontage through downtown and to provide critical

1 pedestrian and bicyclist connections between the Northern Rail Trail and the Mascoma River Greenway and
2 downtown tunnel area, while also providing for economic development opportunities in the downtown core. All
3 development concepts must be consistent with the Key Concepts and planning principles developed through
4 significant public input during the Downtown Vision Plan process including Reconnection to the Mascoma River,
5 Placemaking, Pedestrian/Bicycle Connectivity, and Economic Development.”

6
7 Victoria Smith stated that there was consensus regarding development and access of the riverfront. She would like to
8 see more emphasis in the introduction regarding enhancement and restoration of the Mascoma Riverfront and
9 adjacent green space. Chair Dunn stated that this language would be better in the RFP phase. This non-descript
10 language is being proposed in hopes of enticing professionals to give the group different options to analyze.

11
12 Kevin Purcell noted that he does not want the priority of open space to be a byproduct of the project but would
13 prefer there to be an emphasis on recreation and access to the river.

14
15 *Chip Brown entered the meeting at 4:23pm.*

16
17 Dan Nash stated that he believes there should potentially be a limiting factor on this project. He is concerned about
18 preserving the entire parking lot area and giving up all opportunity to develop. He does not want the City to give up
19 all of its prime developable land.

20
21 Chip Brown stated that the recreation component would be a huge economic driver and focal point for the City.

22
23 Chair Dunn explained that the goal is to get companies to give the groups creative options for the area. This can
24 either be a park that will an expense to the City, or a park with a development opportunity to make it revenue
25 neutral, or something else.

26
27 George Sykes stated that he likes the document as presented because it is broad and should encourage free-thinking
28 about the project. He believes the project should consider both the land along the river's edge and the river itself as a
29 resource as well. He would like the document to look at it from a wider perspective.

30
31 Councilor Liot Hill stated that she agreed with adding language about creating a true amenity for the City along the
32 riverfront. This could also be a performing arts venue in the future, so it would be good to tie the language in with the
33 City's interest in arts & culture amenities. David Brooks stated that this could echo back to the 2016 Visioning Study,
34 which highlighted the idea of an art walk downtown.

35
36 Councilor Liot Hill stated that she would like to revisit the idea of considering development for a portion of the lots
37 after responses from this RFI are elicited.

38
39 Victoria Smith stated that the study previously mentioned showed a lot of support for using and developing the
40 riverfront, and the return on the investment that all communities that have done so have seen. The groups need to think
41 about this project, not just in terms of recreation benefits, but as an economic engine.

42
43 David Brooks stated that he will have a final draft document for the groups to review at their next meeting.

44
45 Chair Dunn stated that he took a field trip to the riverfront in West Lebanon. He suggested to the City Council that the
46 opportunity to examine riverfront areas in the City should be done holistically. There may be an opportunity for the
47 City to consider a lease option on the DOT land for sale in West Lebanon. The City could then gain site control and
48 be able to have similar conversations as this for that space.

49
50 Victoria Smith asked about the time period for this RFI. David Brooks stated that the time period for similar projects
51 has been 75-90 days to respond.

52
53 B. Public Comment – *none at this time.*

54
55 **3. OTHER BUSINESS:**

56 A. Benefit of enhancing riverfront access and amenities

57 Victoria Smith stated that this report had an almost overwhelming amount of information included. It appears that
58 New Hampshire is a bit behind the times, as other states have been doing this and creating revenue from it for a while.

1 There are some towns in New Hampshire that are a bit ahead, such as Franklin, and continue to put money into these
2 projects.

3
4 Kevin Purcell stated that these types of projects are big economic drivers in South Carolina, Arkansas, West Virginia,
5 etc. The returns on investment mentioned are shocking. There have been tremendous benefits to local businesses in
6 these communities.

7
8 Councilor Liot Hill stated that a hallmark of Lebanon seems to be redevelopment. The City is becoming an arts
9 community. Redevelopment of the river area could be the next chapter of economic activity for the City.

10
11 **4. FUTURE AGENDA ITEMS:**

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13 **5. NEXT MEETING DATE:** May 25, 2022

14
15 **6. OTHER BUSINESS**

16
17 **7. ADJOURNMENT.**

18 *The meeting was adjourned at 4:46 PM.*

19
20 Respectfully submitted,

21 Kristan Patenaude

Agenda
Economic Development Commission and Downtown
Lebanon TIF Advisory Board
May 25, 2022

Agenda Item #3B
New Business

Discussion: Redevelopment of
downtown parking lots

DOWNTOWN DEVELOPMENT OPPORTUNITY
CITY OF LEBANON, NH

REQUEST FOR EXPRESSIONS OF INTEREST
Month Date, Year

INTRODUCTION

The City of Lebanon, New Hampshire is issuing this Request for Expressions of Interest (“RFEI”) to solicit interest from qualified parties in the redevelopment of city-owned property (the “Development Site”) totaling approximately 2.9-acres along the southerly side of the Mascoma River within Downtown Lebanon. The purpose of this RFEI is to solicit interest and redevelopment strategies for the Development Site that will advance the city’s goals and objectives, including those documented in the 2016 Lebanon Downtown Vision Plan and Tunnel Assessment report (<https://lebanonnh.gov/474/Downtown-Visioning-Study-Tunnel-Project>).

This project represents a significant development opportunity for the city. It also presents a unique opportunity to enhance the rediscovery of and access to the Mascoma River and restoration of the river frontage through downtown to protect natural resources and create new open space as a significant public amenity. The project will allow for critical pedestrian and bicyclist connections between the Northern Rail Trail and the Mascoma River Greenway via the recently renovated downtown tunnel area. The project also provides for economic development opportunities in the downtown core. All development concepts must be consistent with the Key Concepts and planning principles developed through significant public input during the Downtown Vision Plan process including Reconnection to the Mascoma River, Placemaking, Pedestrian/Bicycle Connectivity, and Economic Development.

The City of Lebanon 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 property in a manner that achieves the city’s goals and objectives formulated through the community-driven Downtown Vision Plan process.

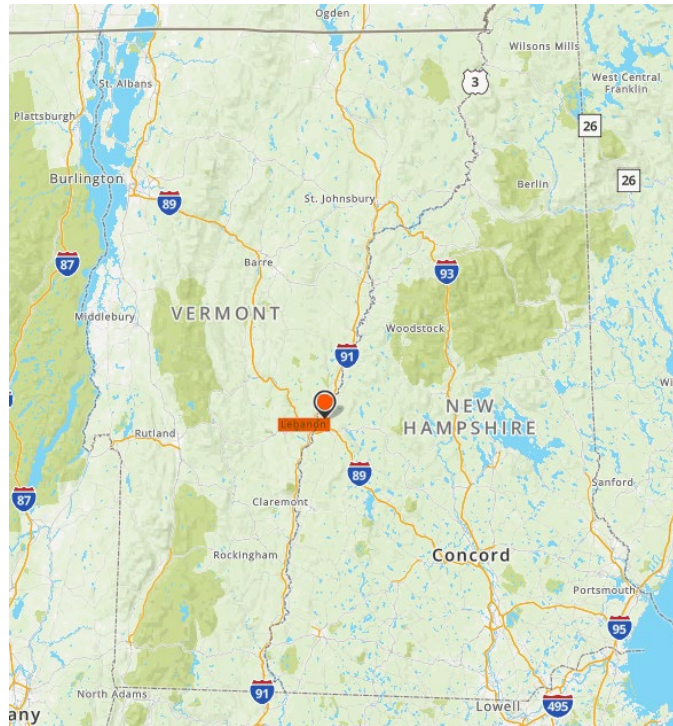
TIMELINE

RFEI Issuance Date:Date
Date to Submit Questions:.....Date + 30 days
Answers to Questions Posted:.....Date + 40 days
Deadline to Submit Expressions of Interest:Date + 90 days

SITE CONTEXT AND DOWNTOWN VISION PLAN

Located between Concord, NH, and Burlington, VT, the City of Lebanon is the employment, commercial, and civic hub of the Upper Connecticut River Valley. Situated near the junction of Interstates 89 and 91, Lebanon itself is a small city with a resident population of just over 14,000 people, but its daytime population is estimated around 40,000 as a result of the city’s role as a major regional destination for shopping, employment, and services. The City of Lebanon is experiencing a development boom with nearly 1,300 new single-family and multi-family residential

units as well as substantial commercial, manufacturing, and institutional projects under construction or in the development pipeline. The city's support of these projects demonstrates its commitment to new development that will serve as a catalyst for economic growth, private investment, and job creation in the city.



Located near the junction of Interstates 89 and 91; approximately 60 miles northwest of Concord, NH and 90 miles southeast of Burlington, VT



Photo of Downtown Lebanon and the Development Site



Aerial photo of Downtown Lebanon and the Development Site (looking south)

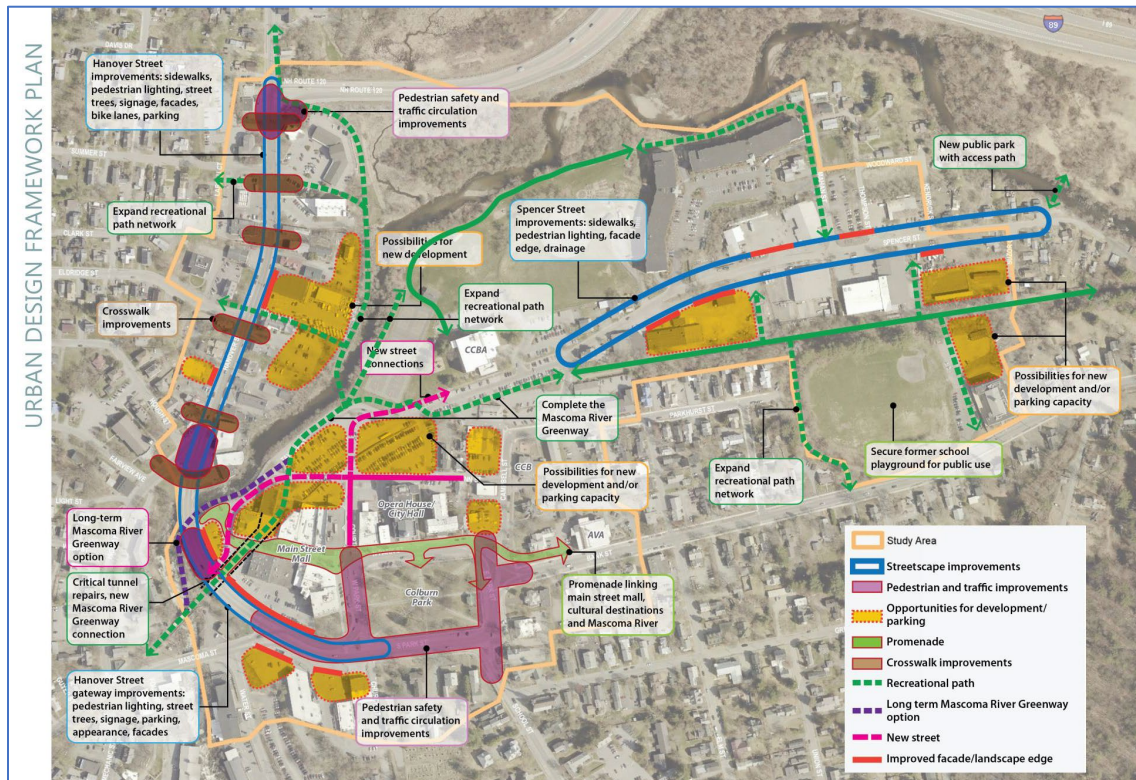
LEBANON DOWNTOWN VISION PLAN

In November 2016, the city released the Downtown Vision Plan and Tunnel Assessment report for the core area of Downtown Lebanon, including Colburn Park and the major approaches to it as well as sections of the Mascoma River that are part of the historic downtown pattern of development. The purpose of the Downtown Vision Plan was to identify and assess, through citizen engagement and professional analysis, the range of alternatives and feasibility for revisoning the downtown and to enhance the physical appearance and functionality of the area. The study identified opportunities and established alternatives for building (re)development, traffic circulation, bike and pedestrian connections, streetscape amenities, and the opportunity to emphasize the city's performing and visual arts institutions as a focal point for downtown.

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 nearly 1,300 public comments compiled during multiple public engagement meetings, city events, surveys, and web-based comments. The final Downtown Vision Plan, background studies, presentations, and public comments are available for download at the Downtown Visioning Study & Tunnel Project webpage: (<https://lebanonnh.gov/474/Downtown-Visioning-Study-Tunnel-Project>).

Since the completion of the study, the city has already completed a number of the near-term recommendations, including the rehabilitation of the former rail tunnel passing beneath the Hanover Street pedestrian mall for pedestrian and bicyclist connectivity, substantial reconstruction of Spencer Street, creation of a Downtown Tax Increment Finance (TIF) District, and updates to the zoning and development regulations applicable within the downtown area. Now, the city is poised to continue implementing other near-term strategic investments and

potential long-term development scenarios to invigorate and further enliven its downtown area. Such investment will bring vitality to the downtown while strengthening the existing connection to the Mascoma River itself. The Downtown Vision Plan is meant to become a resource for the city and an investment roadmap to future developers and property owners as the initiatives and strategies that are included in the report move forward.



Framework Plan from the 2016 Downtown Vision Plan and Tunnel Assessment report

DEVELOPMENT SITE

The Development Site is located along the southerly side of the Mascoma River and is situated north of City Hall and north of the buildings along the Hanover Street pedestrian mall. The +/-2.9-acre parcel is owned by the City of Lebanon and is currently improved with all-day and time-limited surface parking lots. The “upper” and “lower” parking lots are separated by a retaining wall that delineated the southerly side of a former railroad right-of-way, but is now owned by the City of Lebanon. The existing retaining wall need not be maintained depending upon the development strategy proposed.

The Development Site holds great potential for downtown redevelopment, including opportunities to reconnect to the Mascoma River, visually and physically, and to restore and enhance the riverfront area to protect natural resources and create new open space as a significant downtown amenity. Improved connectivity between the Northern Rail Trail and the Mascoma River Greenway is also desired. Any redevelopment of this area must be consistent with the Key Concepts outlined in the Downtown Vision Plan and should carefully consider potential impacts and enhancement opportunities for the surrounding natural and recreational resources and neighborhoods, including pedestrian and bicycle connections, traffic, parking, and infrastructure.



SITE: 0 HANOVER STREET and 0 FLYNN STREET; TAX MAP 91, LOT 245; TAX MAP 92, LOT 17; and p/o TAX MAP 91, LOTS 230;

Location: Roughly bounded to the north by the Mascoma River and the CCBA Recreation Fields; to the south by Flynn Street and existing buildings along the Hanover Street pedestrian mall; to the east by the edge of the existing parking lot; and to the west Ledyard Charter School building.

Ownership: City of Lebanon

Approximate Lot Size: ~2.9 Acres or ~126,000 Square Feet

Current Use: All-day and time-limited surface parking lots.

Downtown Vision Plan: Development concepts must include the restoration and enhancement of the Mascoma River and the riverfront area along with appropriate connections to the adjacent recreation and green spaces and the downtown core. There is also the opportunity to incorporate connections between the Northern Rail Trail and the Mascoma River Greenway via the recently renovated downtown tunnel area. The relocation of Taylor Street and the relocation, incorporation, or replacement of existing parking spaces should be considered. Closer to the downtown core, additional mixed-use development is contemplated to activate and enliven the downtown area.



Aerial photo of Downtown Lebanon with the Development Site highlighted (looking south)

PLANNING PRINCIPLES

The city seeks to develop an implementation strategy for an enhanced downtown experience that rediscovers and restores the Mascoma River and the riverfront area, provides attractive multi-modal connections to and within the downtown area, and maximizes economic development potential, resulting in increased economic vitality. The development of this site presents unique challenges and opportunities that will require a thoughtful approach to balance existing uses with new development. Submissions must consider the following Key Concepts and planning principles that were developed through the Downtown Vision Plan process:

Reconnect to the Mascoma River: Create an improved and engaging green space along the Mascoma River to act as an attractive amenity for existing and future residents and visitors, and provide opportunities for river access and for active and passive recreation.

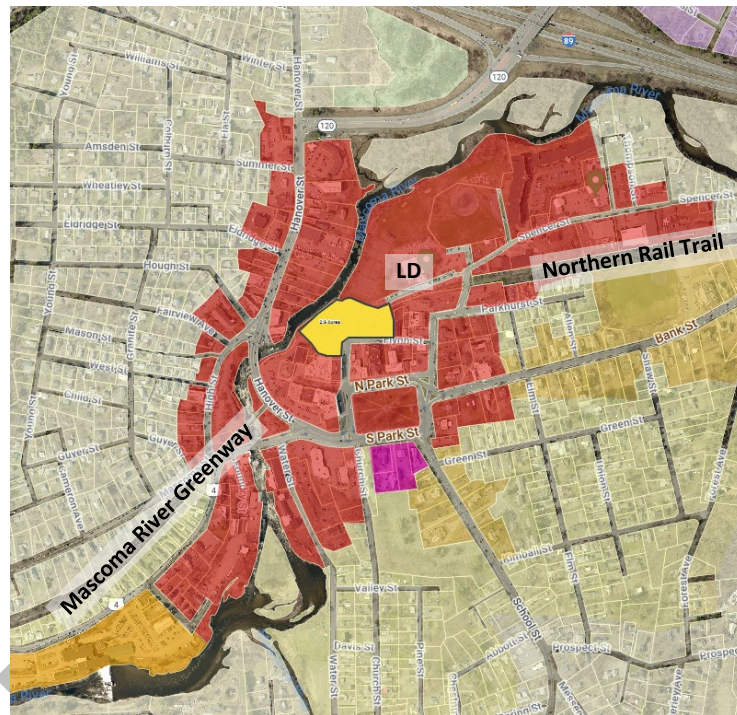
Placemaking: Create a vibrant destination by enhancing the riverfront and building on the civic role of downtown Lebanon and by introducing a mix of complementary land uses focused on improving the pedestrian experience.

Bike/Pedestrian Connectivity: Incorporate pedestrian and bicycle infrastructure and connections to enhance non-motorized access to and along the Mascoma River with appropriate connections to the existing Northern Rail Trail and the Mascoma River Greenway as well as to adjacent neighborhoods and the downtown core.

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

EXISTING ZONING, UTILITIES, AND INFRASTRUCTURE

The Development Site lies within the Lebanon Downtown (LD) zone – a high-density, mixed-use district encompassing much of the city's downtown area. The LD district regulations are intended to promote an active pedestrian environment consistent with the mixed-use character of the area. The LD district permits a combination of retail, office, restaurant, government, business, service, cultural and entertainment uses, and high-density residential units, as well as other uses that will contribute positively to the vibrancy of downtown Lebanon. (<https://lebanonnh.gov/570/Zoning-Ordinance-Map>).



As an outcome of the Downtown Vision Plan, the city has already adjusted the zoning and development regulations applicable to the Development Site to increase allowed building height, incorporate design requirements, and to adjust the permitted uses of the street level story. However, modified zoning district concepts that clearly advance the stated goals and objectives of the Downtown Vision 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 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 neighborhoods as indicated in the Vision Plan.

Existing Utilities and Infrastructure

The existing sanitary sewer line that services the Development Site is a 36" diameter reinforced concrete pipe that leads directly to the city's main interceptor line. Existing potable water and stormwater infrastructure capacity appears sufficient to accommodate new development under

existing zoning regulations. The “lower parking lot” is considered to be part of Taylor Street and existing roadway connections to the east and west for general vehicular circulation should be accommodated into the project design. The existing retaining wall separating the upper and lower parking lots need not be maintained depending upon the development strategy proposed.

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 elements:

1. Narrative identifying how the conceptual development plan will advance the objectives set forth in this RFEI and the Downtown Vision Plan.
2. Identification of the location, approximate size, and intended use of a park or open space along the Mascoma River on the Development Site consistent with the goals and objectives of this RFEI and the Downtown Vision Plan.
3. Articulate how the conceptual development plan will enhance existing and future vehicular, pedestrian, and bicycle access from Hanover Street, Spencer Street and the Park Streets, and specifically enhance pedestrian/bicycle access between the Mascoma River Greenway and the Northern Rail Trail.
4. A schematic site plan depicting each land use proposed and how they relate to the entire downtown, the downtown tunnel, the Mascoma River, and Taylor, Flynn and Court Streets.
5. Delineation of the bulk and size of each component of the conceptual development program relative to existing LD 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 Downtown Vision Plan.
6. A plan to maintain and maximize existing parking capacity utilizing district-wide solutions.
7. A description of sustainable building practices and energy efficiency improvements that will be incorporated into the project.
8. 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.
9. Visual photo simulation illustrating a scaled massing model or rendering of the conceptual development plan from various public vantage points as viewed from approximate eye level (6 feet from ground).



Aerial photo of Downtown Lebanon with the Development Site (looking north)

C. Financial Information

1. Respondent must describe a general approach to financing development of the project site, specifically the development of riverfront improvements, 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 Downtown Vision Plan or other adopted plans.
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.

SUBMISSION INSTRUCTIONS

A. Submission of Expressions of Interest

One (1) hard copy and one (1) electronic copy in the form of a flash drive/CD of the submission titled "City of Lebanon Downtown Development Opportunity RFEI Response" must be received by the City of Lebanon by **Month Date, Year at x:xx pm** EST at the following address:

City of Lebanon
Planning & Development Department
51 North Park Street
Lebanon, NH 03766
Attn: David Brooks

Planning & Development Director
Re: Lebanon Downtown District Development Opportunity RFEI

B. RFEI Inquiries

The City of Lebanon will accept written questions via email only from prospective Respondents no later than **Month Date, Year**. Please submit questions to: Planning@LebanonNH.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 (<https://lebanonnh.gov/682/Bids-RFPs-RFQs-and-RFIs>) by **Month Date, Year**.

The City of Lebanon 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 Lebanon 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 (<https://lebanonnh.gov/682/Bids-RFPs-RFQs-and-RFIs>).

TERMS OF THIS RFEI

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

Information provided in response to this RFEI will become the property of the City of Lebanon and will be subject to public disclosure. If an entity responding to this RFEI believes that a specific portion of its response is 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 City of Lebanon will make that determination based on the nature of the information and the requirements of the New Hampshire Law.

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