



**LEBANON ECONOMIC DEVELOPMENT
COMMISSION AND
DOWNTOWN TIF ADVISORY BOARD
WEDNESDAY, NOVEMBER 30, 2022 - 4:00 PM
Council Chambers, City Hall or
REMOTE VIA VIRTUAL PLATFORM
LebanonNH.gov/LIVE**

1. Call to Order

The November 30, 2022 Joint Economic Development Commission and Downtown TIF Advisory Board Meeting is hereby called to order.

2. Approval of Minutes

A. October 26, 2022

3. New Business

A. Review of Responses to Downtown Redevelopment Request for Interest (RFI)

4. Future Agenda Items

A. Review and Update of Master Plan Chapter 6: Economic Development

5. Next Meeting Date

A. Wednesday, January 25, 2023

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.

DRAFT

**ECONOMIC DEVELOPMENT COMMISSION
WEDNESDAY, OCTOBER 26, 2022 – 4:00PM
City Hall – Council Chambers
51 North Park Street, Lebanon**

MINUTES

EDC MEMBERS PRESENT: William Dunn (Chair), Chip Brown, Dan Nash, David Newlove, Andrew Key

EDC MEMBERS ABSENT: Councilor Doug Whittlesey, Councilor Karen Liot Hill (Vice Chair), Tracy Hutchins (Upper Valley Business Alliance), Kevin Purcell

STAFF PRESENT: Deputy City Manager David Brooks

1. CALL TO ORDER:

- The October 26, 2022 Economic Development Commission meeting was called to order at 4:00 PM.

2. APPROVAL OF MINUTES:

A. August 24, 2022

Motion by Dan Nash to approve the minutes of August 24, 2022, as presented.

Second by Chip Brown.

** The Vote on the MOTION was approved (5-0).*

3. NEW BUSINESS:

A. UVBA Updates

An email from Ms. Hutchins was shared. This noted that the Medtech Collaborative held their New England Medtech Conference on October 12th at the Hanover Inn. There were 140 attendees representing medtech companies and healthcare professionals from all New England states. She heard that at least one local company may have found a new employee and a startup company currently based in Massachusetts is interested in relocating to the Upper Valley thanks to the supportive medtech environment being created. UVBA is sending out a survey to local businesses on the current business environment in the Upper Valley. This is to gather final data from the three business roundtables held throughout the summer. UNH Cooperative Extension is gathering the data. UVBA is also exploring a coordinated effort to bring J1 visa workers to the Upper Valley next summer through Interexchange, a nonprofit organization that facilitates international college students work/travel programs. UVBA hopes to provide group coordination for housing the students and assist businesses with their applications.

Chair Dunn noted that the next meeting is proposed to be held November 30, 2022. This will cover both November and December's meetings.

B. Summary of Proposed Zoning Amendments

Mr. Brooks made a presentation regarding the proposed zoning amendments. This is part of the annual amendment process. Items will either be approved in January or kicked to the Town ballot. The first couple of amendments come from the City Council's action taken back in April when they adopted a resolution that directed the City Manager to take steps to enable, incentivize, and partner in the development of housing that is not currently met by the market. One allows for clustered housing groups, with a number of associated requirements. The size of the units will help to bring down the cost. The minimum amount of units in these clusters would be four, with a maximum of 16. Maximum square footage for a unit is proposed at 1,500. The City Manager has spoken to some developers who may be interested in creating this kind of housing.

The next amendment deals with manufactured housing. Other amendments deal with workforce housing, the establishment of a Highway Commercial District, electric vehicle requirements, manufactured housing PURDs, and the rezoning of Bridge Street from R-3 to CB.

4. FUTURE AGENDA ITEMS: None at this time

1 **5. NEXT MEETING DATE:** November 30, 2022

2
3 **6. OTHER BUSINESS:** None at this time

4
5 **7. ADJOURNMENT.**

6
7 *Motion by David Newlove to adjourn the meeting at 4:56pm.*

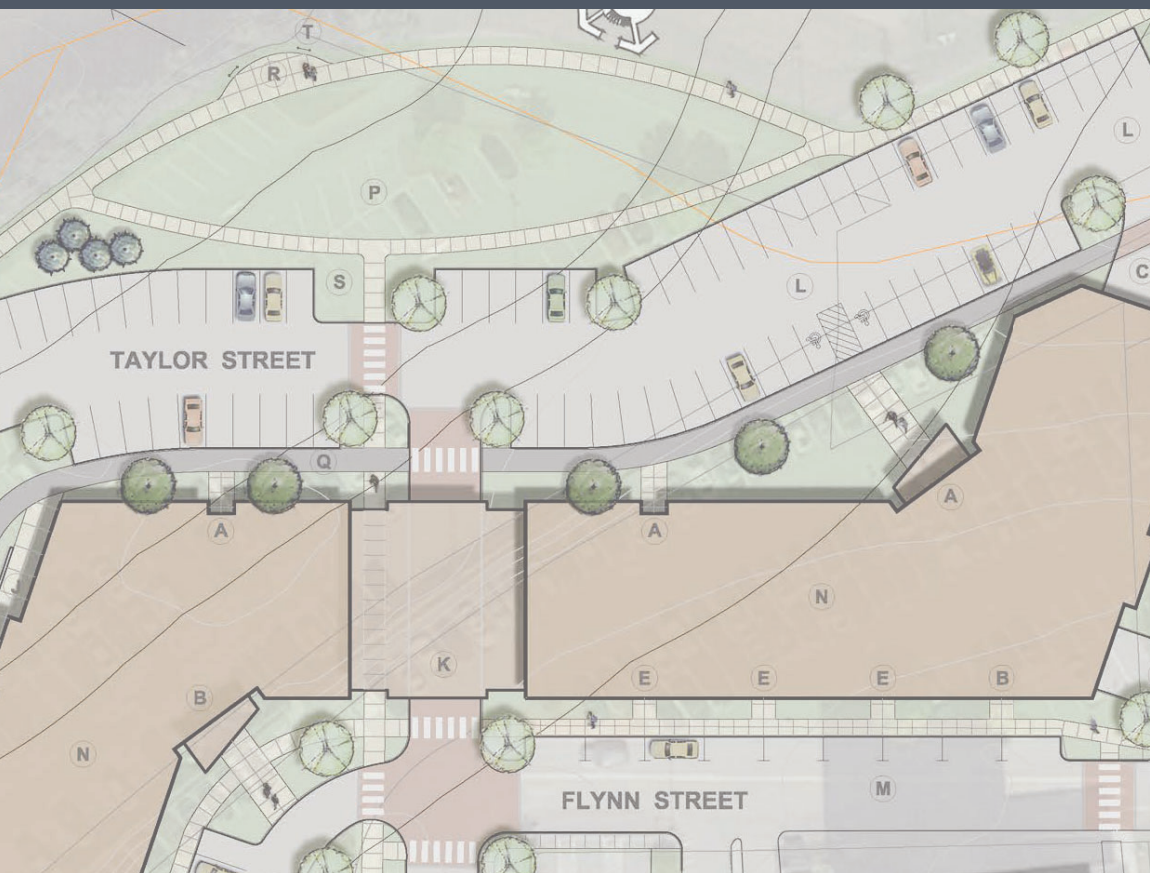
8 *Second by Chip Brown.*

9 ** The Vote on the MOTION was approved (5-0).*

10
11 Respectfully submitted,

12 Kristan Patenaude

MASCOMA YARDS



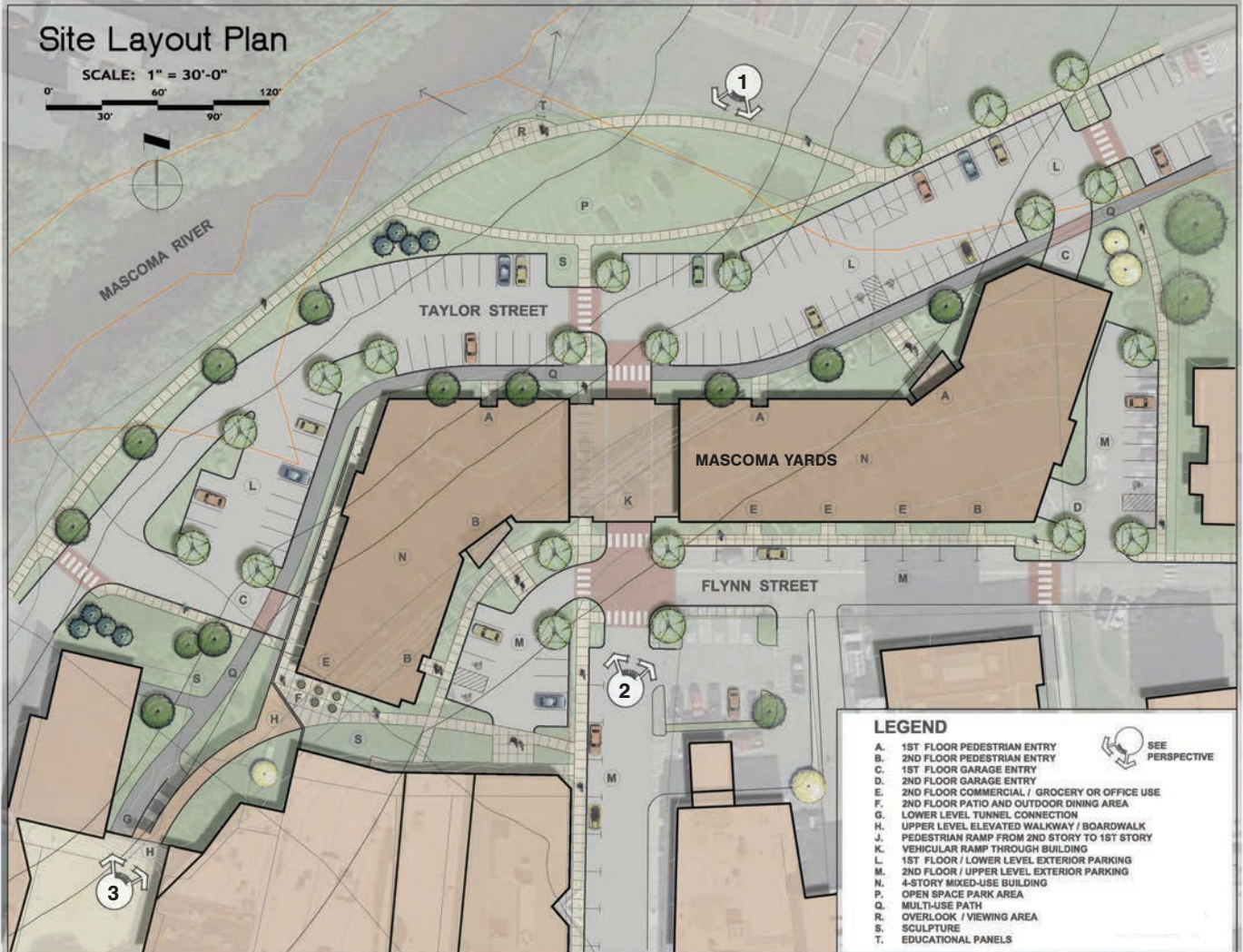
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contact
Paul Simon
603 643 3400
3 School House Ln
Etna, NH 03750
parkarchitecture@gmail.com

THE HOUSING INITIATIVE





renderings

Photo Simulation 1 (above) shows a view from roughly the CCBA tennis courts across Mascoma Overlook Park and Taylor Street to the new Mascoma Yards building. Landscaped greenspace is located between the building and the shared use path. Landscaping within the surface parking lot is focused at the pedestrian crossings to facilitate snow removal. The park would provide a location for public art installation as well as passive enjoyment of the riverfront.

Photo Simulation 2 (right) is a street level perspective from the intersection of Court and Flynn Streets. It shows the pass through carrying traffic between downtown and the riverfront surfaced to indicate priority for pedestrians and bicyclists. As illustrated, the storefronts along Flynn Street will add vitality and interest, extending the downtown experience offered from Colburn Park and the Lebanon Mall to Flynn Street.





RIVER VALLEY COMMUNITY COLLEGE

Photo Simulation 3 (above) shows a view looking towards Taylor Street and Mascoma Overlook Park from the Lebanon Mall entrance. The shadowed area (right) represents the wall of the River Valley Community College building. It illustrates the elevated walkway connecting the Lebanon Mall to Level 2 of the new Mascoma Yards building, meeting up with the cafe patio seating area. The walkway then ramps down along the side of the building until it meets the level of Taylor Street. An entrance to the lower level parking passes under the ramped walkway. The shared use path connecting the Northern Rail Trail to the Mascoma Greenway is seen entering the tunnel below the mall.

our approach

We are a local team of designers and developers with deep roots in the Upper Valley. We are excited about partnering with the City of Lebanon to transform this back-lot site into a welcoming mixed-use neighborhood that celebrates the city's heritage, connection to the natural environment, and passion for outdoor recreation. In developing this vision, we have sought a closer link to the Mascoma River and re-imagined the mix of uses that existed before the fire of 1964. The name, Mascoma Yards, recognizes the railroad and industrial history of the site. The neighborhood we envision will be anchored by strong opportunities for home ownership contributing to a diverse wider community contributing to the ongoing revitalization of downtown Lebanon. The retail spaces are intended to serve the new residents of this development as well as the wider Lebanon community and visitors enjoying the river, sporting facilities, the rail trail and greenway, or cultural events at the nearby Opera House or Colburn Park.

PARTNERSHIP

We are familiar with Lebanon's Housing and Community Development Plan and are excited by the chance to play a role in the transformation of downtown Lebanon through the creation of economic and housing opportunities.

INCLUSIVITY

This proposal envisages a variety of tenure forms and dwelling unit sizes for a broad range of households – young families looking for a start in home ownership, older residents taking advantage of amenity while downsizing, busy professionals leasing while getting to know Lebanon.

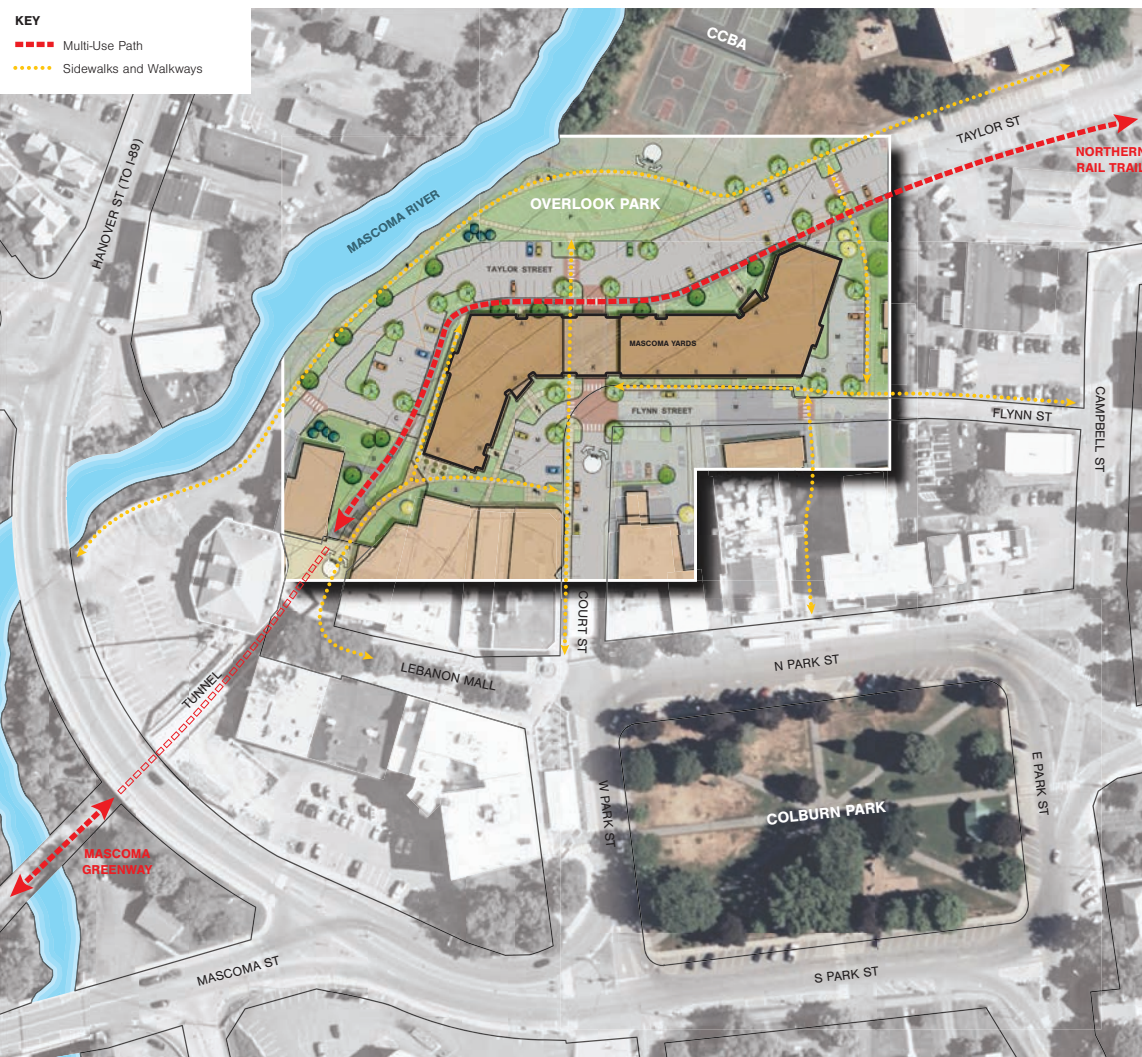
HERITAGE

We celebrate Lebanon's history as a powerhouse of early industrial New England with a connection to the river's energy and the excitement and constant movement of the rail yards.

RECREATION

We place our development among the rich recreational offerings of the rail trail and greenway, existing public and private recreation facilities and link the development to year-round events at the Opera House and Colburn Park.





planning objectives

Our conceptual development plan advances the city's planning objectives for the site. The Downtown Vision Plan sets forth six key concepts, four of which are integrated into the proposed redevelopment project:

- Create the Downtown Arts Walk
- Seek mixed use and infill development that enhances the vibrancy of downtown
- Complete the Mascoma River Greenway with new riverfront and tunnel segments
- Connect downtown, neighborhoods and recreation with a more walkable, bikeable street and path network

Our design features the Mascoma Overlook Park positioned to provide an attractive visual anchor that links downtown to the river. We complete the connection between the Northern Rail Trail and the Mascoma Greenway with a wide multi-use path with limited vehicular crossings. The park and path provide locations for additional public art installations.

Pedestrians will be able to easily move between Colburn Park, the Lebanon Mall, public parking, the riverfront and the CCBA. Sloping walkways will provide direct routes accessible to all and will connect the upper (downtown) level to the lower (river) level of the site.

A cafe, market and small retail/service businesses at street level will enliven Flynn Street and contribute to the vibrancy of downtown Lebanon.





RECONNECT TO THE RIVER

The Mascoma Overlook Park would offer a place for people to pause and enjoy views of the river. In the future, it could provide water access as part of a larger whitewater park that is being explored for this portion of the Mascoma River.



PLACEMAKING

From parking to place – this project is about transformation. The vision inspiring Mascoma Yards is a community openly engaged in exchanges with the outdoors and all that Lebanon has to offer.



BIKE/PED CONNECTIVITY

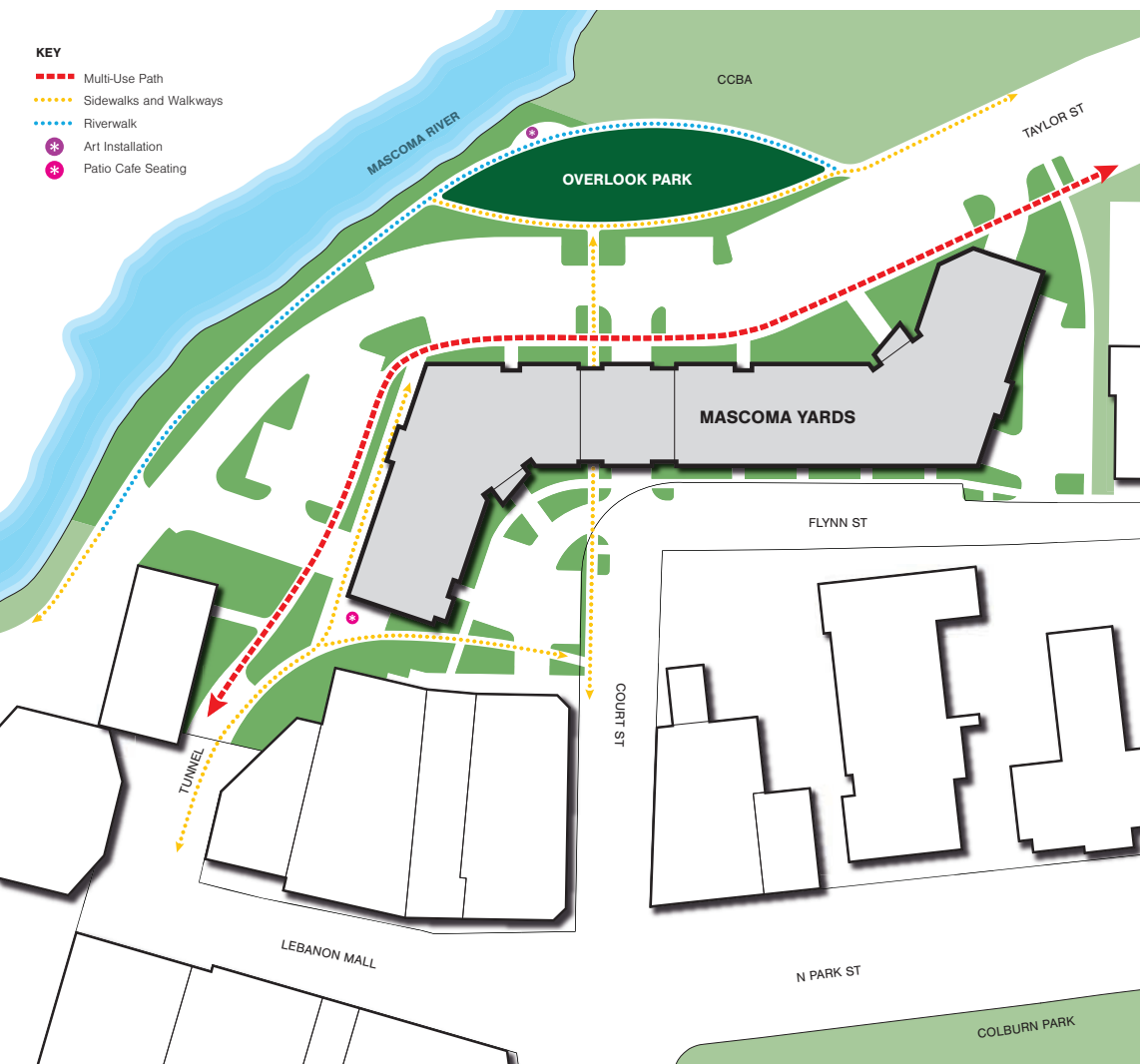
The location between the rail trail and greenway allows us to plan for a new urban community that prioritizes bike and pedestrian activity, for daily needs such as accessing work and retail needs as well as recreation.



ECONOMIC DEVELOPMENT

Mascoma Yards will offer storefronts on Flynn Street, enlivening a space that now fulfills service functions for the buildings on North Park Street. It will extend the pedestrian Lebanon Mall to a new cafe with outdoor seating.





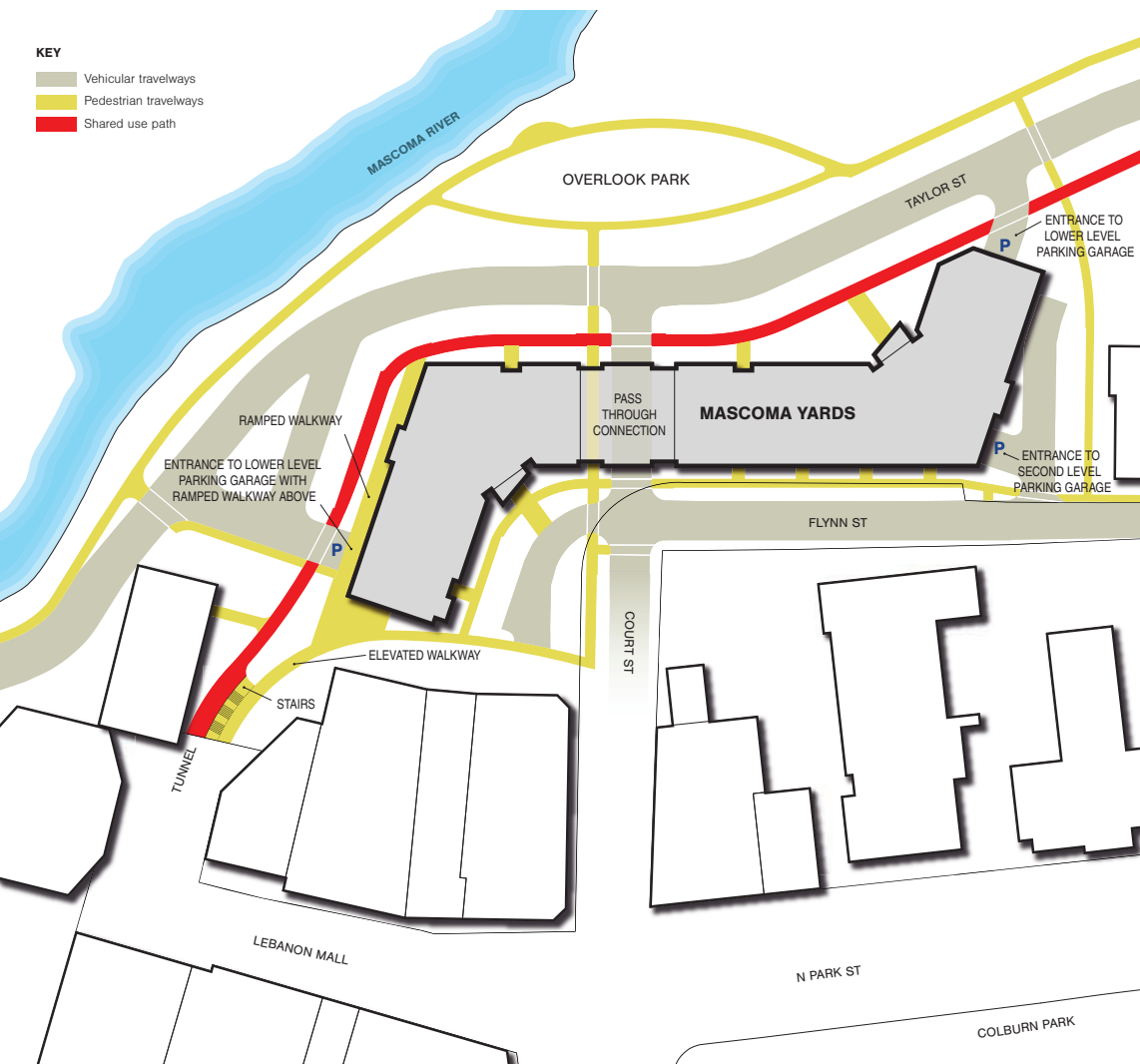
open space

Our proposed design includes an approximately quarter-acre riverfront park – Mascoma Overlook Park – to be city-owned. The park will feature a river walk with seating and space for an installation. The open lawn will provide passive recreation and a place for outdoor performances, exercise and similar activities.

The park will adjoin CCBA's tennis courts creating uninterrupted greenspace along the Mascoma River that connects to the city-owned Eldridge Park. A naturally vegetated buffer will be retained between the park and the river with ongoing maintenance to control invasive species and keep open views of the water.

Our plan also proposes greening of the surface parking area, streetscaping and landscaping around the building. Combined this results in approximately one acre of greenspace on a site that is almost entirely impervious surface today. Greenspace will capture, filter and infiltrate stormwater run-off before it reaches the river supporting city efforts to improve water quality and attenuate flooding.





travelways

Our plan prioritizes pedestrian and bicyclist movement through the site. Taylor Street will continue to provide vehicular access to parking and service functions for the downtown blocks. The Downtown Vision Plan recommended a street grid through the project site defining new blocks. Our plan suggests an alternative approach that would discourage through vehicular traffic in order to retain a strong recreational focus for the lands along the river.

A wide multi-use path will carry pedestrian and bicycle traffic through the site connecting the Mascoma River Greenway and Northern Rail Trail. The path offers a safe route through the site that will not require bicyclists to make sharp turns or use vehicular lanes.

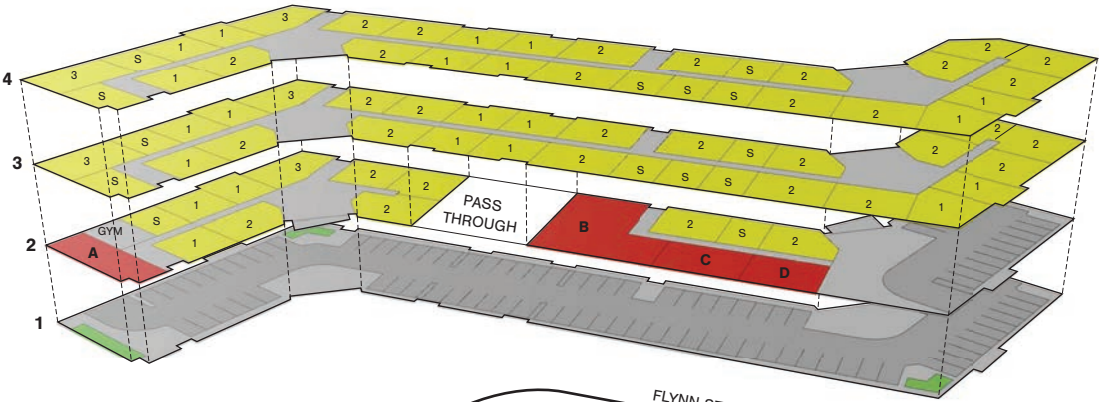
A pass through will provide a convenient connection from the downtown side of the building to the river side of the building via Court Street. Recognizing that Court Street has been closed to vehicular traffic to make space for outdoor dining, we designed the pass through with removable bollards to control vehicular access.

Gently sloping ramped walkways will allow pedestrians to move between the lower and upper levels of the site, linking the riverfront/path to the pedestrian mall/ downtown and expanding convenient access to all users.

In coordination with the city, we would envision further discussion of traffic management. We recognize that there are a number of development and transportation projects currently moving forward. District-wide solutions are needed to ensure safe, multi-modal travel throughout downtown Lebanon.



- KEY**
- Commercial
 - Residential
 - Common / Access
 - Parking
 - Bike Storage



- COURT ST

FLYNN ST

Levels

 1. Parking level is entirely below grade at Flynn Street and partially below grade at Taylor Street.
 2. Level at street grade on Flynn Street and slightly above grade at Taylor Street. Court Street passes through this level sloping from Flynn Street down to Taylor Street. Storefronts along Flynn Street and cafe behind Lebanon Mall.
 - 3 & 4. Residential upper levels.

Commercial Spaces

 - A. Cafe with outdoor seating
 - B. Market
 - C & D. Shops or service businesses

Residential Units

 - S. Studio
 - 1. One bedroom
 - 2. Two bedroom
 - 3. Three bedroom

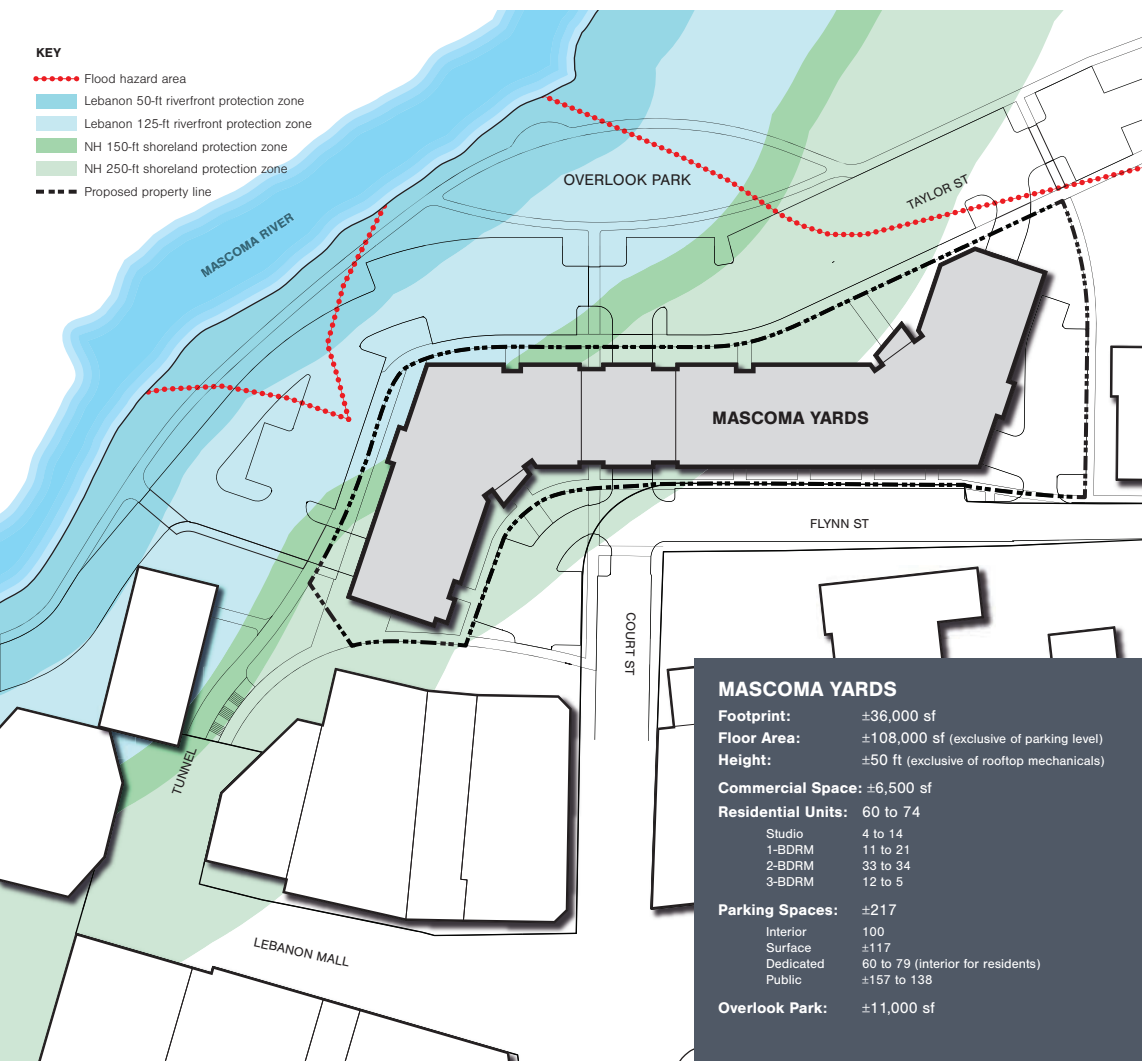
land use

Mascoma Yards would be a four-story building with below grade parking, a mixed-use street-level story and two upper residential floors.

It would complement the commercial block buildings on West Park Street and the Lebanon Mall with their street-level storefronts and upper floor offices or apartments. By building into the slope, the building will be in scale with City Hall and other buildings in front of it on North Park Street.

The floor plan features a mix of studio, one, two and three bedroom units, which could be adjusted in response to market demand. Smaller units could be combined if there is more interest in family-sized units in the building. With the Woolen Mill and Recreo projects featuring primarily studio and one bedroom apartments, we see a need for two and three bedroom ownership units to broaden housing choice in downtown Lebanon. We intend to explore an ownership model for the building.





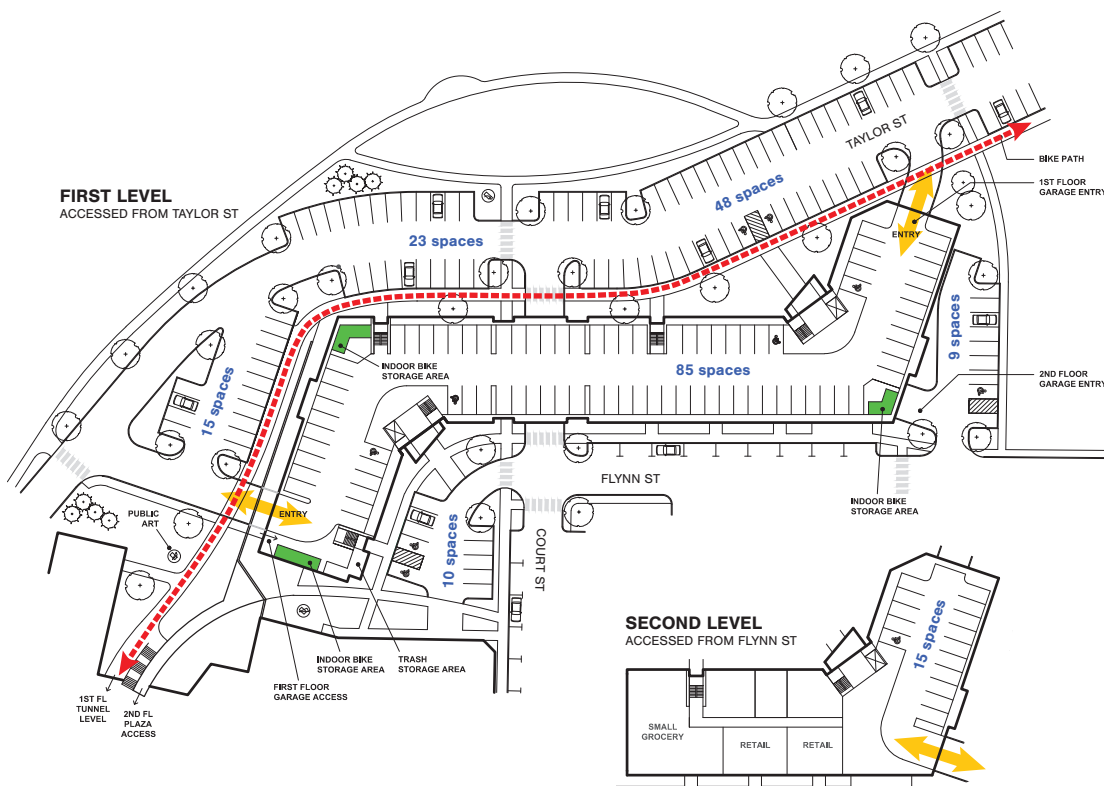
development program

The site is zoned Lebanon Downtown (LD). Our proposed design meets the district dimensional standards. The LD district allows dwelling units above or below street level, restaurants and retail stores as permitted uses. Our review suggests no conditional approvals or waivers are necessary for the project. In general we do not believe that the standards of the Zoning Ordinance and Site Plan Review Regulations, including Section 6.10 (design requirements for the LD district), pose a barrier to our redevelopment plan.

The proposed building is situated on a sloped riverfront site with frontage on two streets (Flynn and Taylor). A portion of Level 2 is at grade on Flynn Street with commercial occupancy and a storefront design. The building is set back from Taylor Street to accommodate the shared use path with under-building parking a the Taylor Street entrance. We would request a determination from the Planning Department that the proposed design meets the requirements of Section 307.6 of the Zoning Ordinance without the need for waivers. We would propose to establish a separate lot for the building that would allow the city to retain ownership of the riverfront lands and ensure access to the rear of the buildings on the north side of the mall.

The building is located entirely outside the flood hazard area and the 50-foot buffer zone from the Mascoma River (Section 410 of the Zoning Ordinance). Improvements within 125 feet of the river are proposed with the understanding that the site is currently nonconforming under Section 410. The proposed design for Mascoma Overlook Park furthers the purposes of Section 410 by greening the riverfront.

The greater challenge is posed by the review and permitting process. We would request the city provide a pathway for administrative review of this project as part of its commitment to advancing the goals and objectives of the Downtown Vision Plan. A streamlined review process would reduce permitting time and costs, and increase certainty for potential partners and investors. The standards of Section 6.10 ensure high quality site and building design, are adequately clear and specific to allow for administrative review. Streamlining the review and permitting process would include raising the threshold on the number of units that triggers a determination of regional impact (at least in the core developed areas of the city).



parking

Our concept plan includes approximately 217 parking spaces, inclusive of up to 79 spaces dedicated for building residents. One hundred spaces are within the building envelope (85 on Level 1 and 15 on Level 2).

The parking utilization study prepared for the city by RSG in 2017-18 found that the existing public parking within the project area was underutilized. The study documented occupancy rates of 55% in the morning, 41% at midday, 34% in the afternoon and 28% in the evening. It provided evidence that the lots are meeting a need for event parking, as the highest measured utilization was 67% during the farmers' market.

We understand that downtown parking supply and management is a concern for the city. After the 1964 fire, this former rail yard along the river behind downtown was perceived to have limited economic value and was converted to public parking. With a greater recognition of the amenity value of the riverfront and a vision for downtown revitalization, the perception of what is the highest and best use of this property has changed. District wide solutions will be needed to support a redistribution of public parking and facilitate redevelopment of this site.

Lebanon has considered whether to implement paid public parking downtown, but has so far decided to not charge. A parking structure was suggested in the Downtown Vision Plan. It is very unlikely that such a structure could be developed without substantial public funding and an ongoing revenue stream from paid parking. Parking structure construction costs are currently well above \$30,000 per space. In the Lebanon market, such costs are too high to be borne by the residential units and commercial space that would be served by the structure.

The site would continue to contribute to public parking supply conveniently located to downtown destinations. We anticipate that the proposed amount of public parking remaining on the site would meet current afternoon and evening utilization. Our plan also provides adequate parking for new residents. Particularly given that households choosing to live downtown are likely seeking a less car-dependent lifestyle.



RENEWABLE ENERGY

With the creation of Lebanon Community Power, the city is positioned to pursue its energy goals. Mascoma Yards can play a role in a greener future. The building's roof area is adequately sized to generate at least enough solar energy to meet the needs of building residents and EV chargers.



ALTERNATIVE TRANSPORTATION

The project is designed to accommodate families that prefer not to be dependent on a car with ample bike storage, connectivity to the rail trail and greenway, and convenient access to local transit services.



HIGH EFFICIENCY CONSTRUCTION

The proposed building will use high efficiency construction methods to reduce the carbon footprint of residents and businesses.



GREEN STORMWATER

The project calls for breaking up the sea of blacktop with plantings and opportunities for green stormwater management. The roof will host solar panels and capture rainwater, stormwater will now be treated rather than being straight piped to the river.



economic impact

Traditional municipal economic development strategies focus on concessions to attract employers or encourage investment. Employers of the Upper Valley have been clear that inadequate supply of workforce housing is the factor inhibiting their growth. This project responds to this need and is structured to offer home ownership and the household wealth creation it provides, fostering a diverse, dynamic community.

We anticipate the four businesses envisioned (cafe, market and two small shops totaling 6,500 square feet) would employ 20 people or more depending on the mix of full- and part-time positions.

We estimate that Mascoma Yards would add approximately \$23 million to the tax rolls, generating nearly \$231,000 in tax revenue annually (at current rates). The building would also generate additional revenue for the water and sewer systems.



The Housing Initiative's goal is assist in the development of affordable and workforce housing opportunities in New England, with an emphasis on regions where there is a shortage and/or lack of much-needed housing. THI has direct experience with designing, permitting and developing missing middle housing with mixed-use projects currently underway in Vermont, New Hampshire and Massachusetts.

“ It is estimated that approximately 10,000 new homes of all kinds will be needed by 2030 to meet increased demand for homes in the greater Upper Valley region, based on demographic trends and projected increases in the number of households. This is approximately three times more homes than were created in the region between 2010 and 2020.

– Keys to the Valley 2020 Housing Needs Forecast

our team



PAUL SIMON, ASLA

Park Architecture & The Housing Initiative

Paul Simon founded The Housing Initiative in 2017 as he shifted the emphasis of his landscape architectural practice from design to development. His goal is to assist in the development of affordable and workforce housing opportunities in New England. Paul is well-versed in workforce housing development and regulatory requirements.

More information at thehousinginitiative.com



ROD FRANCIS

PlaceSense & The Housing Initiative

Rod has more than 25 years experience as a planner and municipal manager. Rod has been responsible for implementing communities' visions through publicly supported projects and has managed successful community development, brownfield revitalization and affordable housing initiatives.

More information at www.placesense.com



JAY CAMPION

Choice Storage, LLC

Jay Campion is a 4th generation Hanover resident, retailer, business owner and developer, and owner of Choice Storage LLC, the developing entity. He has been involved in development of more than 50,000 sq ft of commercial space in Hanover, and the Hilton Garden Inn in Lebanon. Jay has fostered fledgling business owners within his own real estate developments and promoted new business start-ups in other locations.



BRANDY SAXTON, AICP

PlaceSense & The Housing Initiative

Brandy is a land use planner and project manager with more than 20 years of experience, which includes considerable knowledge of housing needs in northern New England. Based in the Upper Valley, Brandy is well aware the qualities that make our region a special place to live and work.

More information at www.placesense.com

REQUEST FOR INFORMATION FOR

DEVELOPMENT OPPORTUNITY

@ DOWNTOWN LEBANON

NOVEMBER 17, 2022

RODE



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TEAM OVERVIEW

01

ABOUT US

As a combined project team, Jon Lividos, RODE Architects and OJB Landscape Architects are excited to submit ideas for enhancing the connection to the Mascota River, building off the vitality of the Lebanon downtown district. Our approach to this site would follow some of the process we recently went through on the Lebanon Woolen Mills site, strategically orienting the site plan to enhance the pedestrian and bicycle experience and connection to the river, to create communities integrated with nature.



JON LIVADAS

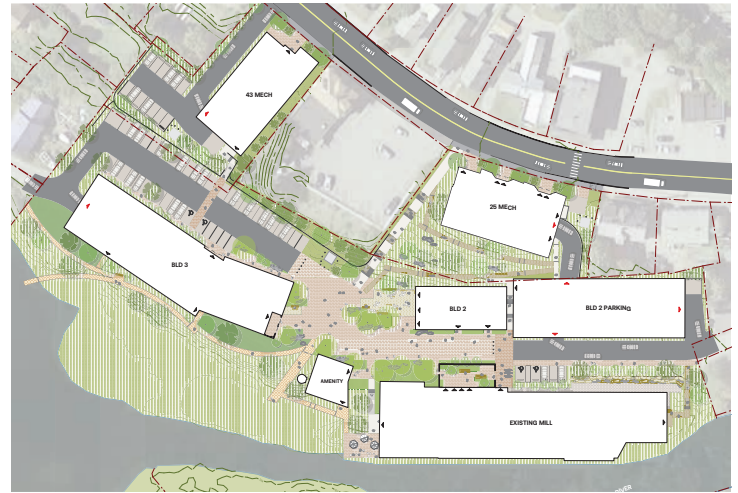
Jon is a Dartmouth Graduate who has kept close ties to the area. After almost 15 years working across different asset classes in the real estate industry, he has created a small partnership with other Dartmouth alumni to focus on building housing in the Upper Valley. The focus of the partnership is to provide high quality urban infill developments to help revitalize the beautiful downtowns in the Upper Valley.

RODE ARCHITECTS

RODE is a full-service collaborative design firm comprised of a team of architects, designers, and urban planners who are guided by two principles: great design has the power to transform our environment, and working collaboratively is the best way to achieve that goal. Our mission is to bring great design to all of our work, and we're finding new partners that share this dedication. Too often architecture is perceived as an unapproachable luxury; we are driven to change this perception. We know that good design improves the daily existence of its users and enhances our overall lives no

OJB

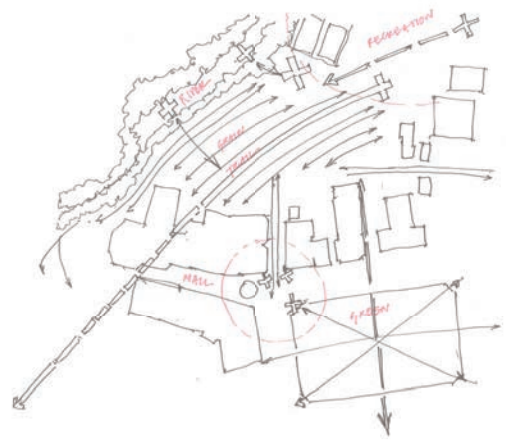
OJB is dedicated to creating landscapes that transform perspectives, evoke emotional responses, and create unique sensory experiences. Well-programmed, beautiful open spaces can restore connections between disparate city neighborhoods, provide transitional space between residential, cultural, and business districts, and act as a catalyst for economic development. Our projects are the result of deep collaboration with constituents and vital civic engagement – the foundation of long-term success and impact.



/Images on this spread, Lebanon Woolen Mills



RODE 7

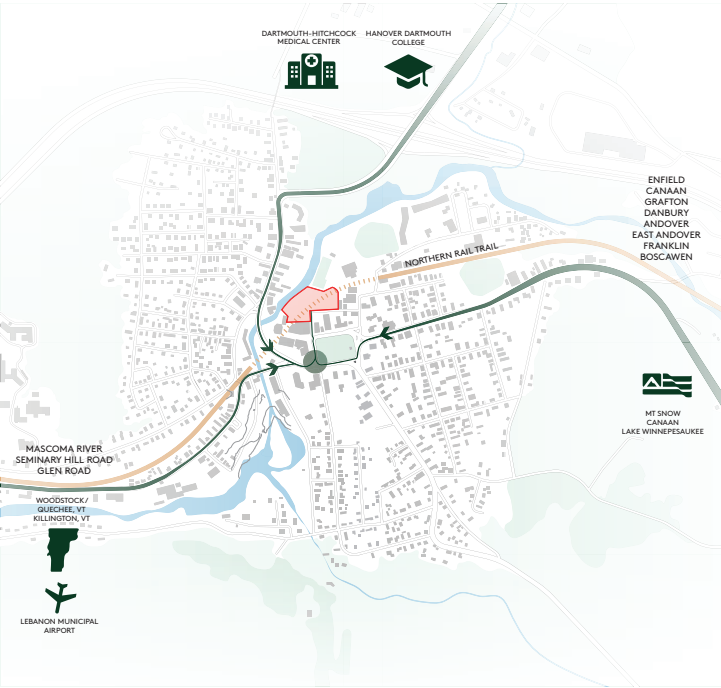


SITE CONCEPTS

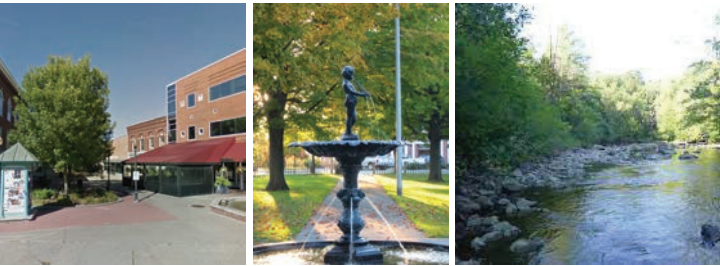
02

SITE ANALYSIS

Lebanon, NH is a regional hub, with a vibrant and active downtown district, centered on Colburn park and the Main Street Mall. These assets have a strong connection to each other, but are separated from the nearby rail trail and riverfront by multiple tiers of surface parking. We believe that the downtown district can be strengthened through more direct, pedestrian friendly connections to the river and riverfront recreation - enhancing and supplementing the retail and community-driven public space currently within the downtown district.



/The development offers a unique opportunity to forge new connections among civic spaces and parks in downtown Lebanon.

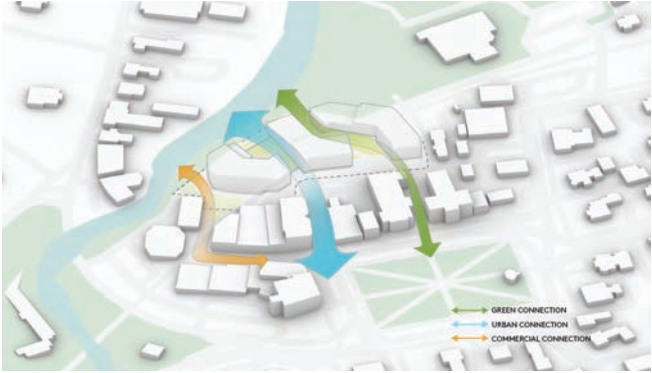


SITE CONCEPT

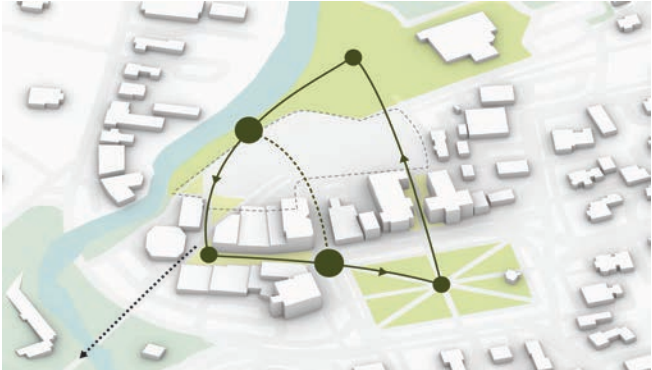
Given the multitude of natural features and public amenities surrounding the site, we envision a development that can become a focal point to connect Colburn Park, City Hall, Main Street Mall, CCBA, the Moscoma River, and the Northern Rail Trail as a cohesive public experience



/ The site has existing connectivity running east/west, along the river, retaining wall and existing vehicular access, while the directions of desired connection run north/south - between Colburn Park, and the entry to the Main St Mall through to the riverfront.



/ The proposed building massings build off these grids - prioritizing pedestrian connections that extend the public realm through the site from Colburn Park to the river, while shifting the urban fabric to respond to the natural east/west grain of the site.



/ The resulting design establishes a "green belt" that cohesively links the development to the rest of the city, shaping the buildings to create pockets of public space that extend the Court Street Plaza and City Hall towards the river.

SITE DESIGN

Our site framework aims to create simple yet impactful gestures to enhance the natural resources, unify the Lebanon public realm, and support healthy community development goals.

The site offers significant opportunities to embrace the Mascoma River and realign the Northern Rail Trail. This would strengthen the connection to the CCBA Witherell Recreation Center and surrounding open spaces. The proposed trail experience along the river will showcase our natural resources while fostering social and recreational wellness.

Considering the sites' proximity to the Main Street mall, the site seeks to create a prominent urban edge that supports retail activation thus promoting economic vitality.

To encourage community engagement and social interaction, the site establishes clarity between open space nodes including the Mascoma River, City Hall and Coburn Park. The community focused development goals aspire to create a more cohesive open space with additional programming possibilities for gatherings of all scales.

The best riverside developments integrate history, ecology and community needs to make a memorable place. We see the site as a wonderful development opportunity that supports urban life, connects natural infrastructure, and enhances community assets.

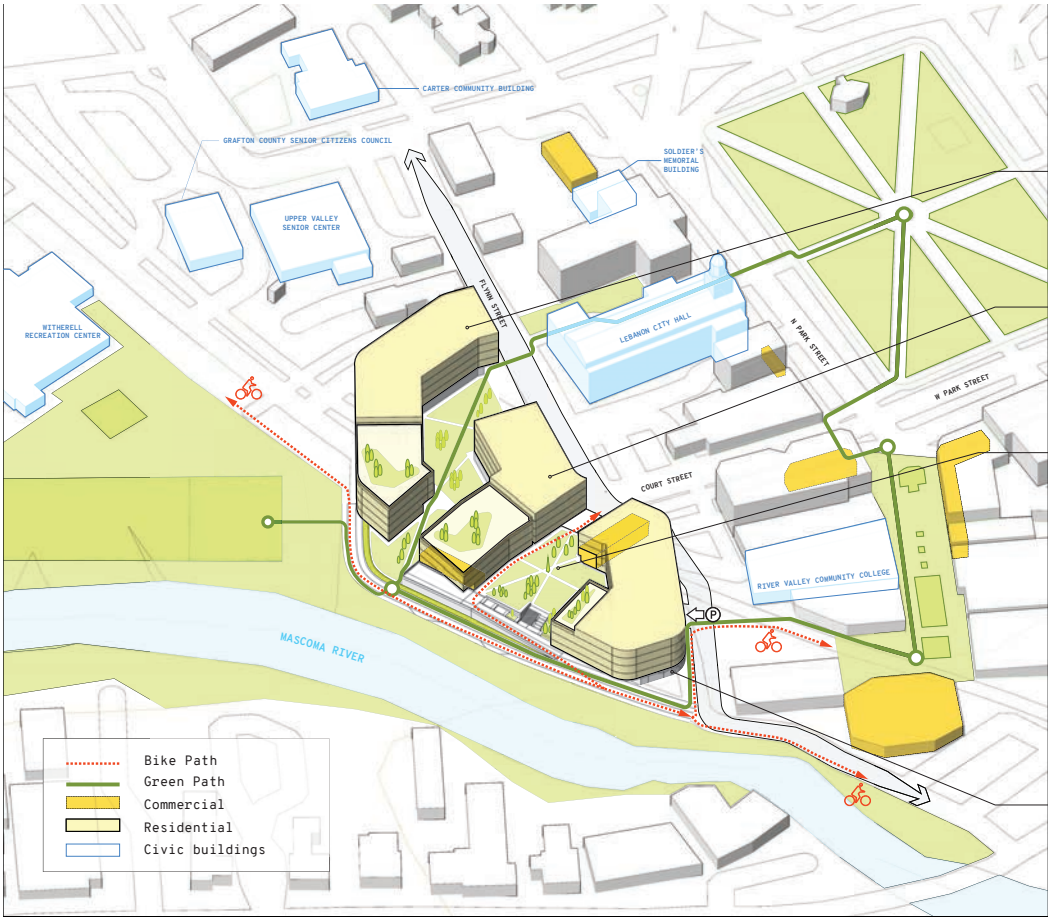


MASSING AND PROGRAM

03

AXON & PROGRAM

- The space and form of the three buildings connects urban fabric to natural resources - using the topography of the site to set the buildings into the landscape. The massing of the buildings is carved holistically to create new street walls, pedestrian ways, and courtyards for both residents and the public alike.
- / The proposed program is multi-family residential, providing much needed housing within a walkable and bikeable location in the downtown district. The project team would like to investigate higher levels of affordability in this area, potentially utilizing LIHTC to make the development feasible.
 - / The development team understands the need to maintain existing parking capacity while providing adequate capacity for future residents. Initial studies would look at how parking could be shared between the day-use parking of the downtown district and the evening-heavy residential use. Parking extents, quantity and location would be explored, including options with multiple levels to optimize footprint and access.
 - / Building resilience can be addressed through multiple approaches, including raising the landscaped buffer along the Mascoma River, illustrated in this scheme
 - / The current bike path along the Northern Rail Trail would continue, and can be altered and expanded in the future to follow the banks of the Mascoma
 - / The scheme aims to connect key retail anchors on the green, and the pedestrian mall to selective new retail tenants by way of new pedestrian and bike crossings
 - / The massing is further carved away to step down from the town center to the river to maximize density while maintaining views to the hills and river beyond - leaving rooftop amenity space for residents



The program, generally composed of 3- to 4-stories of residential over 1 level of parking, is envisioned as follows:

BUILDING 1
/ 68,000 SF UNITS
/ 80 UNITS

BUILDING 2
/ 50,000 SF UNITS
/ 60 UNITS
/ 2,000 SF RETAIL

BUILDING 3
/ 58,000 SF UNITS
/ 70 UNITS
/ 3,500 SF RETAIL

TOTAL SF
/ 181,500 SF TOTAL
/ 210 UNITS TOTAL

PARKING
/ 69,000 SF TOTAL
/ 215 SPACES

LOOK & FEEL







THE RIVER AND THE PARK
Downtown Lebanon Development RFI

KaTO

KaTO

November 17, 2022

Mr. David Brooks
Planning & Development Director
51 N. Park St Lebanon, NH 03766

Re: Downtown Development Opportunity RFI

Dear Mr. Brooks,

Thank you for this opportunity to submit our proposal for the Downtown Development Opportunity RFI.

A bold architectural approach will be necessary to create the highest and best use of this site, which will leverage tremendous value for the entire region. This requires that we fundamentally re-think how large development projects are normally designed with respect to public spaces, amenities, and residences.

Our design intent is to create a project which feels organic to the place, softens the large scale of the buildings, and introduces a new and exciting epicenter of activity into the community.

Because of the unique attributes of our design approach, we felt it necessary to include visual renderings with a high degree of detail. This is not to suggest that the project design is final, rather, this level of detail is important to communicate the overall ideas. The project design will evolve in many ways beyond what we have shown.

We look forward to your response and thank you for your consideration.

Sincerely,



Kyle Murphy
Registered Architect

RFI SUBMISSION REQUIREMENTS

A. Respondent Information Contact information for primary and secondary contacts including the name, address, telephone number, and email of the individual(s) who will be authorized to act on behalf of the Respondent to answer questions or requests for additional information.

Kyle Murphy, Architect
7 Old Farm Meadows
Manchester Center, VT 05255
(802) 688-3617
kyle@katoarch.org

B. Development Concept Plan A conceptual development plan must consist of the following elements:

- A brief narrative identifying how the conceptual development plan will advance the objectives set forth in this RFI and the Downtown Vision Plan.

Please refer to narrative diagrams provided in the presentation.

- Identification of the approximate location, 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 RFI and the Downtown Vision Plan.

Please refer to site plan with delineation of open park spaces. Two spaces have been provided: one which is elevated above the parking, which descends down to another along the Mascoma River. The elevated space is approximately 14,900 SF and the space along the river is approximately 25,000 SF.

- A brief narrative articulating 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.

Please refer to narrative diagrams provided in the presentation.

- 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.

Please refer to schematic site plan provided in the presentation.

- 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.

Please refer to schematic site plan provided in the presentation. Zoning height adjustments would be required to accommodate the highest portion of the building.

- A preliminary plan to maintain and maximize existing parking capacity utilizing district-wide solutions.

Please refer to parking diagram provided in the presentation. Approximately 500 spaces will be provided between existing parking maintained and additional parking levels.

- A description of sustainable building practices and energy efficiency improvements that could be incorporated into the project.

The project intends to implement a range of sustainable design strategies, such as: geothermal heating and cooling, mass timber structure, solar, green roofs, rainwater harvesting, and graywater reuse. Further graphics can be provided to illustrate how these approaches would be implemented.

- An 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.

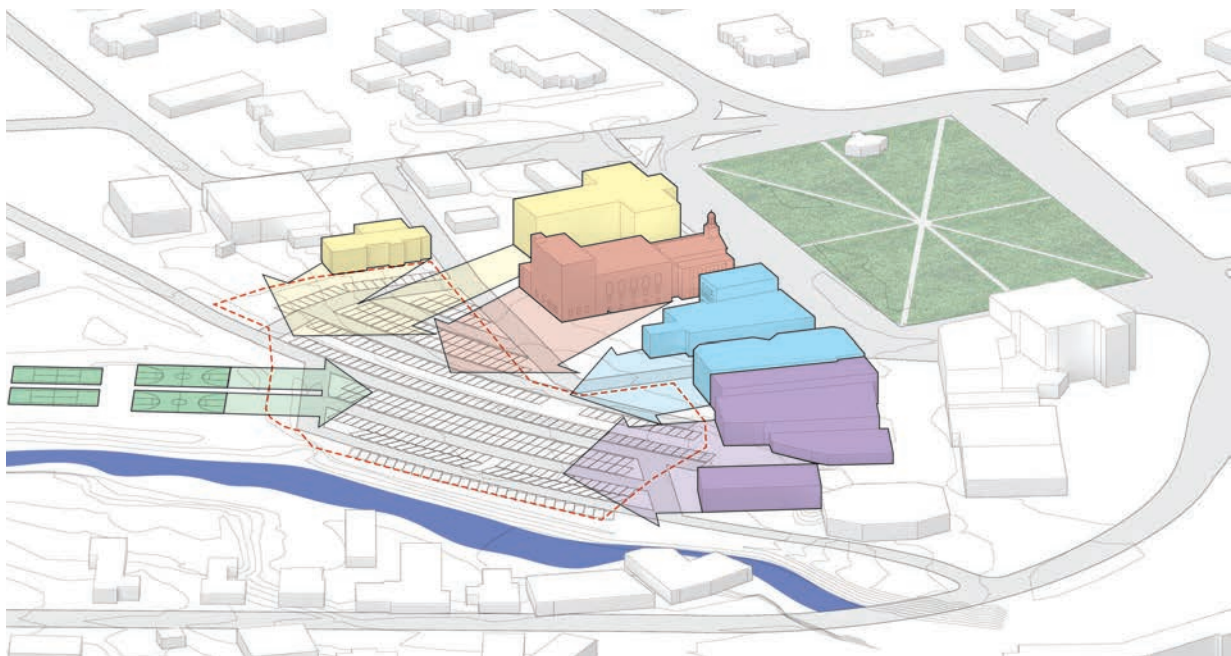
Please refer to economic impact estimate provided in the presentation. Please note this is a high-level estimate based on conceptual design imagery provided and would require further evaluation as the project is developed.

- Visual photo simulations or renderings of the conceptual development plan from various public vantage points as viewed from approximately eye level.

Please refer to renderings provided in the presentation.

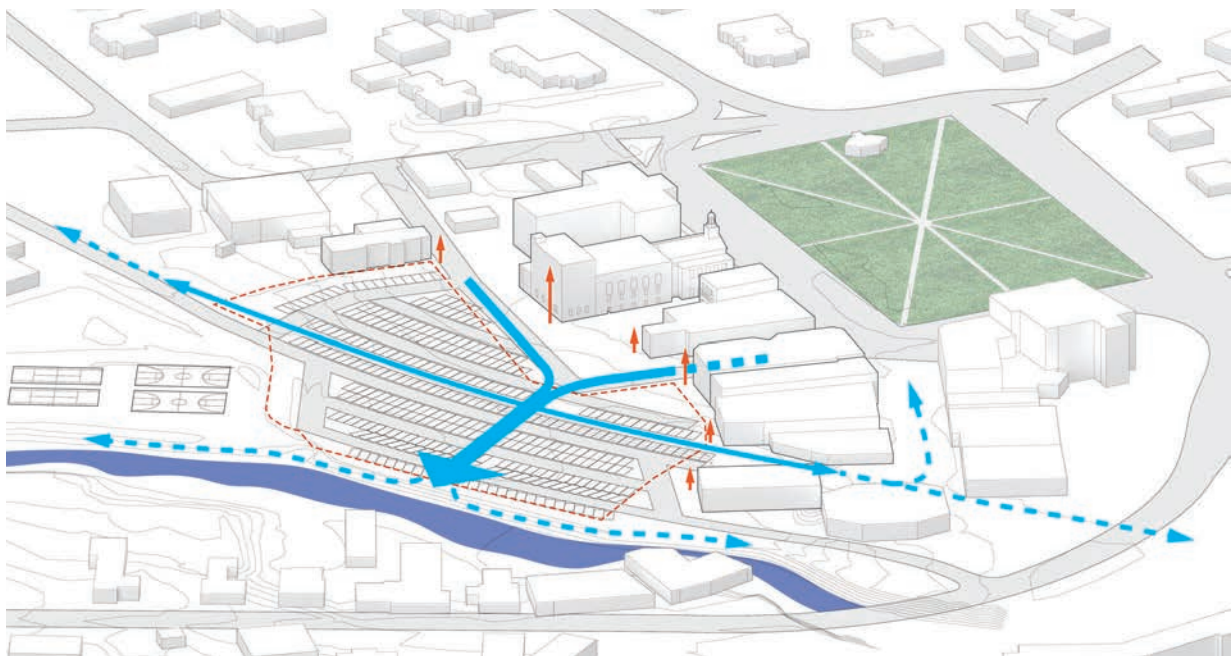






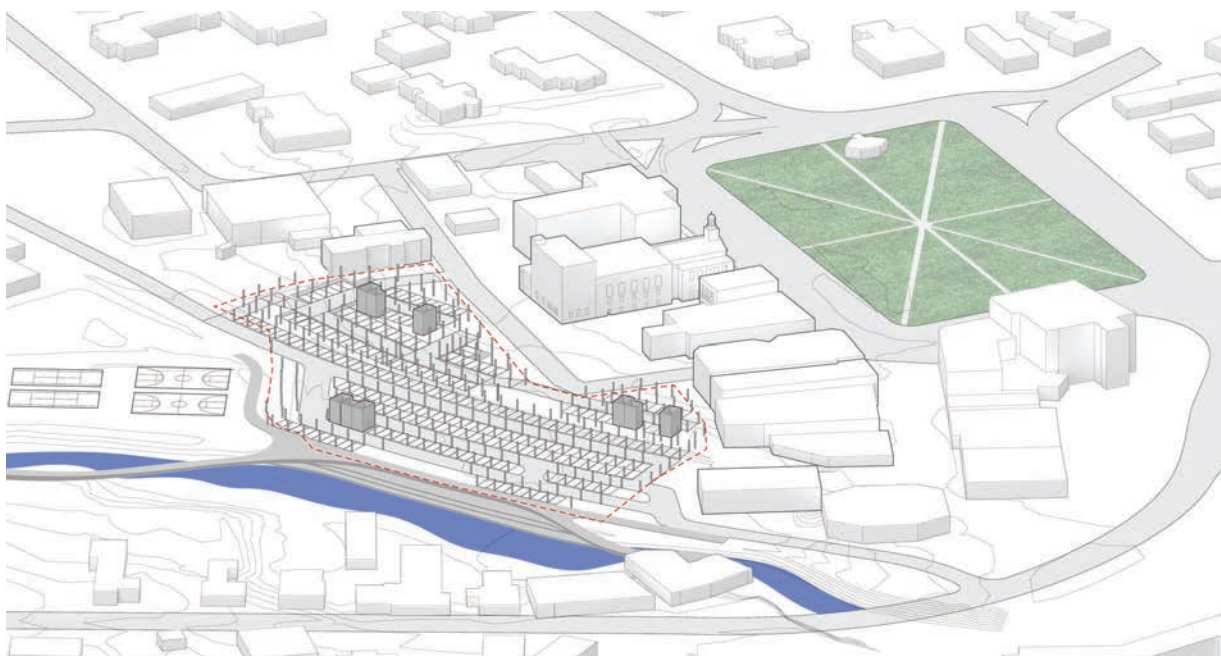
EXISTING CONDITIONS

The site represents a convergence of surrounding diversity, including: Town Hall, education, recreation, retail, restaurants, arts, and public spaces. All of these programs can be enhanced and united through the development of the site. The site and Colburn Park form a barbell connection of downtown energy and vibrancy. The project should enhance this by creating a new epicenter and activity hub, complimenting and not competing with the park.



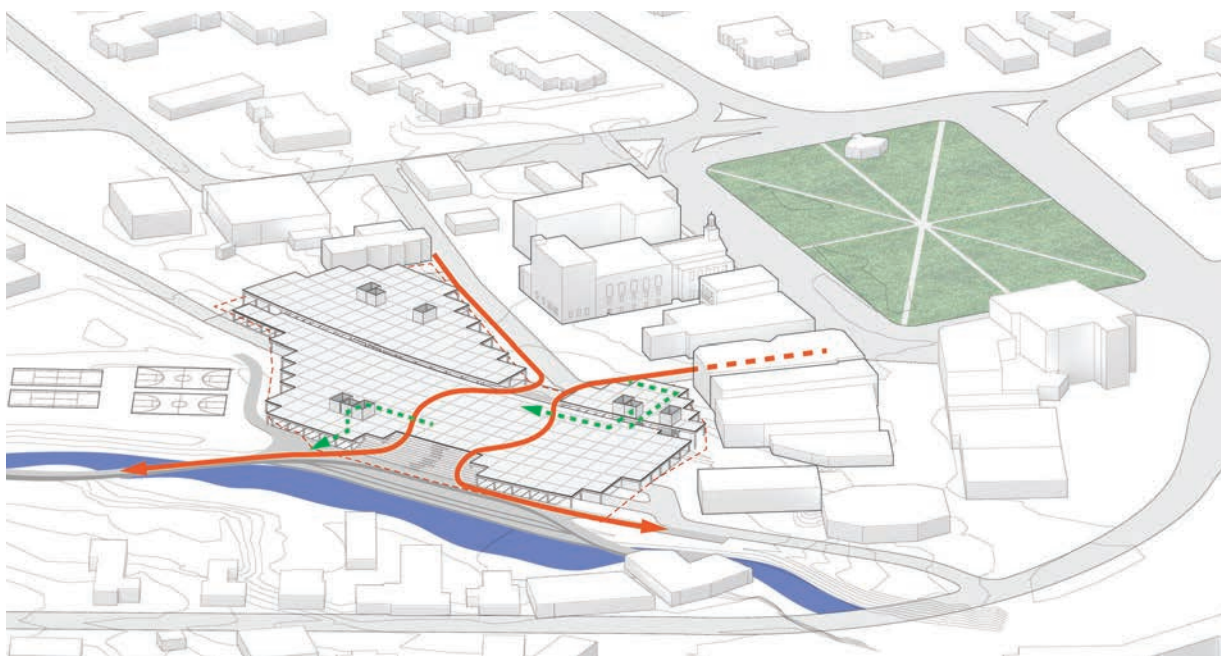
EXISTING CONDITIONS

The scale and massing of the project should respond to the gradient of surrounding building heights. On the ground plane, there are two clear "axes" which define the project. The first is the connection between the downtown tunnel and the Northern Rail Trail, and the second is the convergence of Flynn street and Court Street which can create the connectivity with the river.



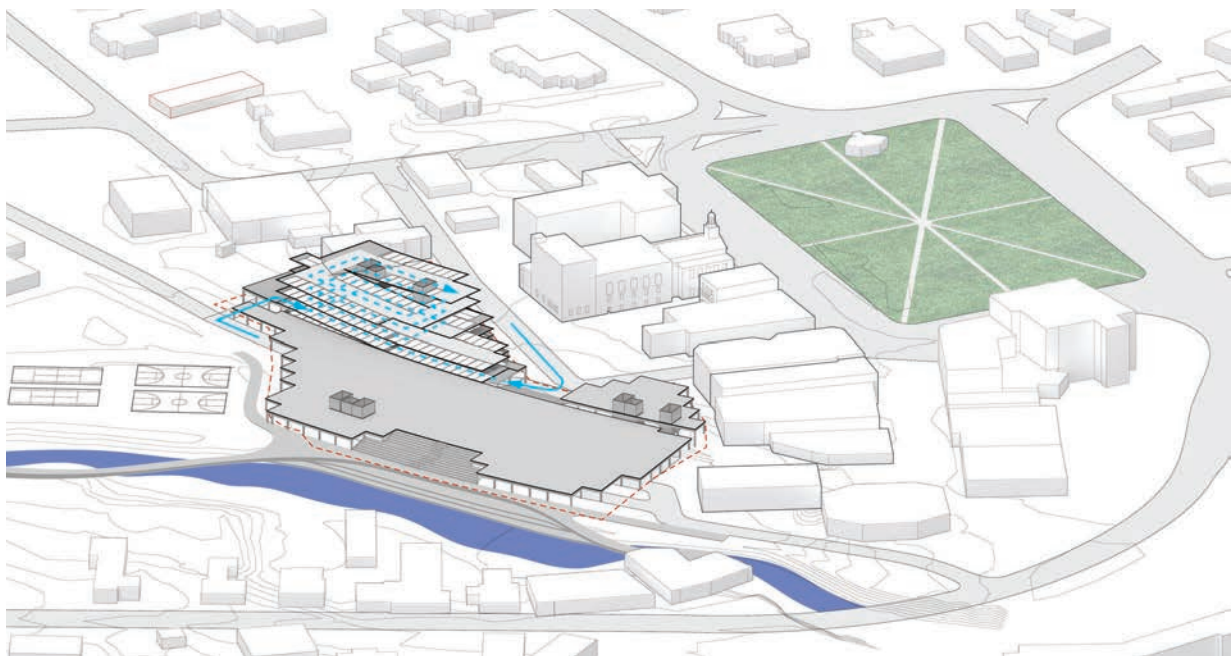
PARKING AND GROUND CONDITIONS

In order to keep the building out of the flood hazard area, maximize parking, and reduce site costs, we propose to leave the existing parking configuration as-is. The project can utilize the existing curvature of the parking lots to establish the structural grids. The existing retaining wall and grade change can also be incorporated into the structure above.



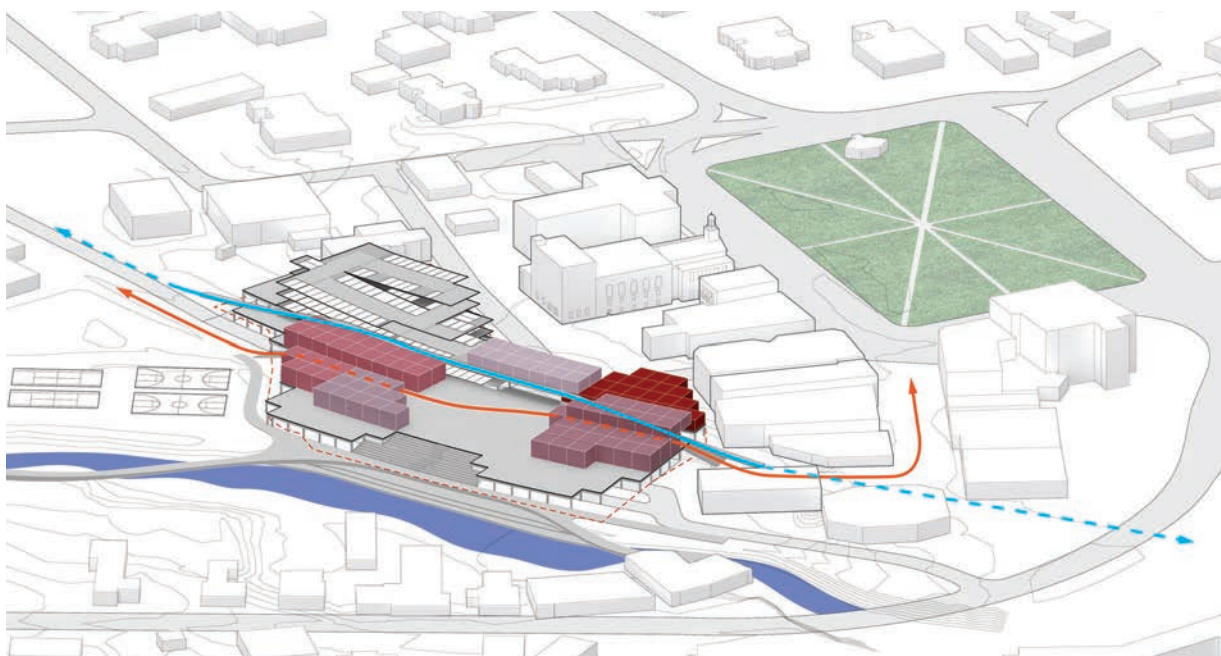
PUBLIC DOMAIN AND CONNECTIVITY TO THE RIVER

The entire public domain is elevated above the parking and connected by stairs and elevators for accessibility by all. The convergence of Flynn Street and Court Street can continue through the site, widen out in the center to form a public gathering space, and descend down to the river front to activate this corridor.



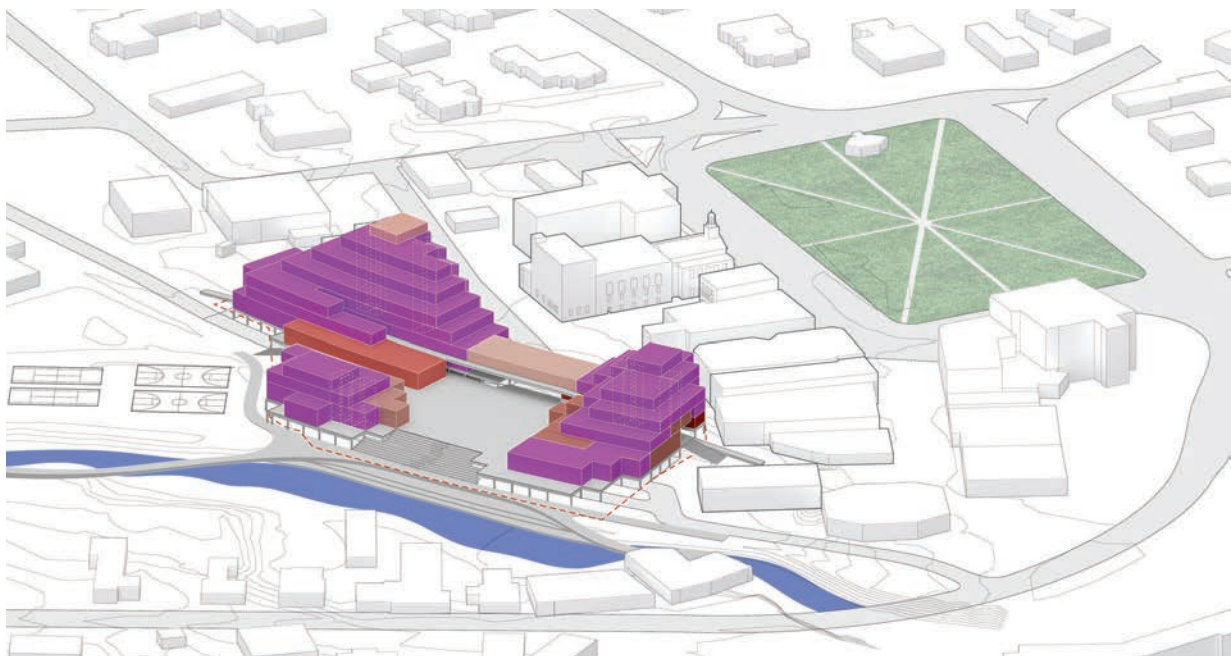
ADDITIONAL PARKING

The east corner of the site is built up above the existing parking with 4 more levels, adding 175 spaces to the approximately 325 existing spaces, for a total of 500 parking spaces. Traffic circulation is connected from the east side to the existing parking. The intent is for district-wide parking to be provided to meet the demand of existing usage, residents of the new units, employees of new businesses on site, and visitors to both this site and the entire downtown area.



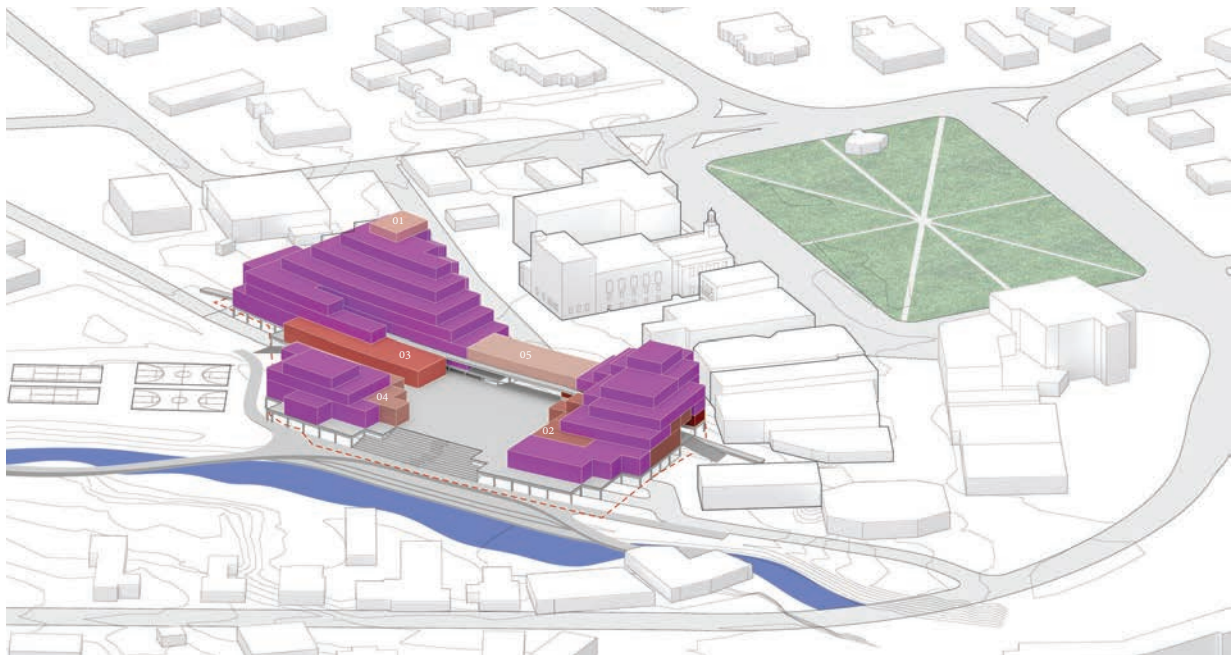
PUBLIC THOROUGHFARE AND BIKE PATH

An east/west public connection can be made to extend the existing mall area. Spaces are provided for a variety of programs, such as: retail, restaurant, entertainment, vocational center, and other functions to promote diversity and vibrancy downtown. The tunnel and Northern Rail trail are united by a bike path connection through the site, which is elevated above in order to preserve the continuity of the pedestrian paths from Flynn and Court Streets through the public plaza.



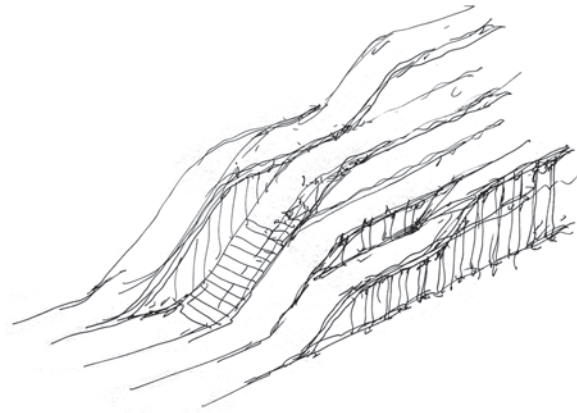
DOWNTOWN RESIDENCES

Residential program is built in each zone of the site surrounding the public space, which are massed with step-backs to respond to the heights of the surrounding buildings. The massings of the residential units are also staggered to provide beautiful views from each unit towards Colburn park or towards the river. Building cores and located to ensure two means of egress and an elevator from each high point with required separation distances, as well as for convenience to parking below.



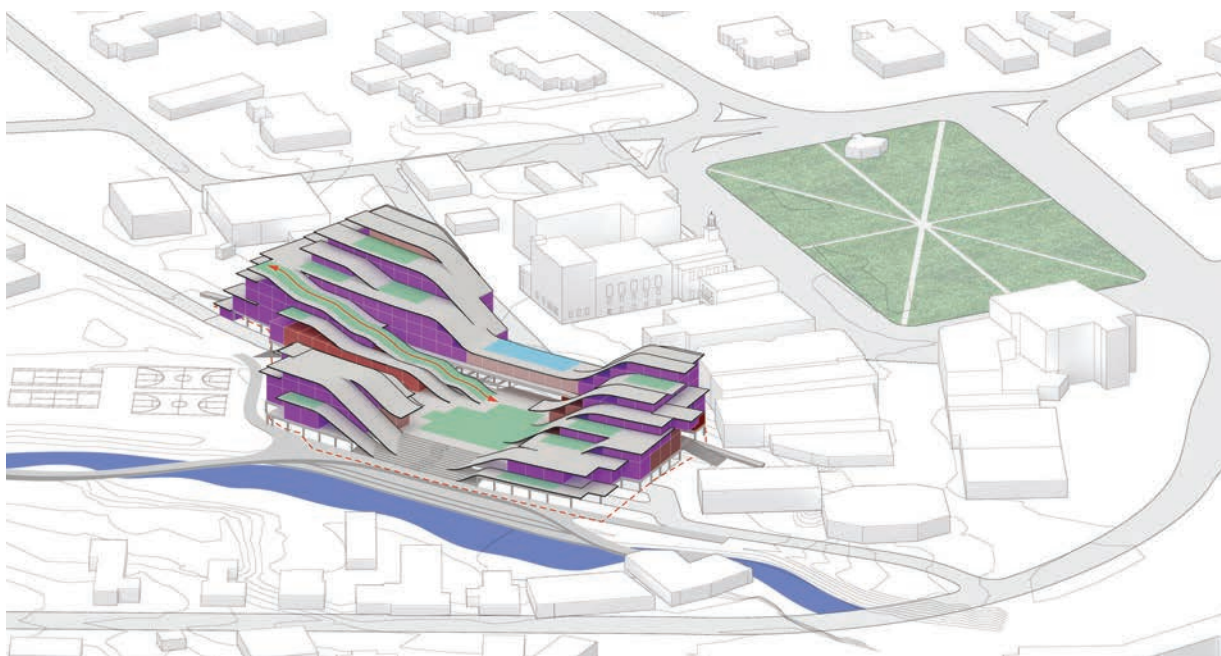
HIGH REVENUE PROGRAM

The project represents extraordinary opportunities to include high-revenue spaces, such as: (01) rooftop cafe/bar, (02) vocational center, (03) gallery spaces, (04) community space, as well as amenities such as: (05) fitness center and pool. These spaces will make the project more economically viable and increase the variety of downtown functions for residents and visitors.



SOFTENING THE BUILDING HEIGHTS

The scale of the buildings can be blended by creating a series of sloped roofs, which allow for connections between various levels, green roofs and stairs, and socialization spaces. For practicality: guardrails are placed to ensure safety on the sloped areas, sloping roofs include snow guards, and interior areas under slopes are combined with units below as lofted bedrooms or alcoves, so that no space is wasted.



DOWNTOWN OASIS

The entire project can be expressed as an extension of the landscape, rather than conventional building volumes, which create an elevated park and balcony spaces for residents, locals and visitors alike to enjoy. The green roofs, balcony planters for the residential units, and central lawn space provide a downtown living experience surrounded by nature.

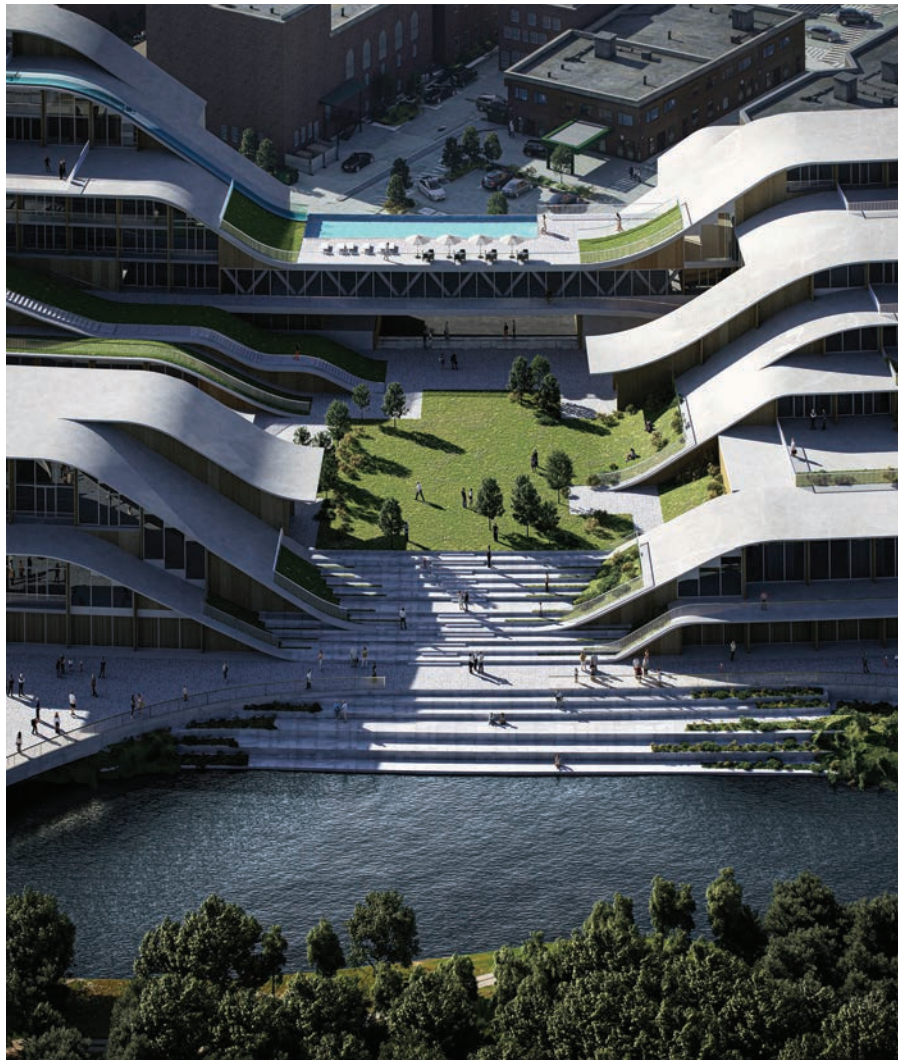














ECONOMIC IMPACT ESTIMATE

A. TAX REVENUE

RESIDENTIAL							
Scenario A	105 Units						
% Breakdown	Quantity	Type	Average Size (SF)	Price/SF	Value	Tax per \$1,000	Tax Revenue
14%	15	STUDIO	350	280	98000	23.04	33868.8
29%	30	1 - BR	700	280	196000	23.04	135475.2
29%	30	2 - BR	1050	280	294000	23.04	203212.8
19%	20	3 - BR	1400	280	392000	23.04	180633.6
10%	10	4 - BR	1750	280	490000	23.04	112896
100%					Total		666086.4
Scenario B	125 Units						
% Breakdown	Quantity	Type	Average Size	Price/SF	Value	Tax per \$1,000	Tax Revenue
12%	15	STUDIO	350	280	98000	23.04	33868.8
40%	50	1 - BR	700	280	196000	23.04	225792
40%	50	2 - BR	1050	280	294000	23.04	338688
8%	10	3 - BR	1400	280	392000	23.04	90316.8
100%					Total		688665.6
Scenario C	140 Units						
% Breakdown	Quantity	Type	Average Size	Price/SF	Value	Tax per \$1,000	Tax Revenue
21%	30	STUDIO	350	280	98000	23.04	67737.6
46%	65	1 - BR	700	280	196000	23.04	293529.6
32%	45	2 - BR	1050	280	294000	23.04	304819.2
100%					Total		666086.4

Notes:
Unit breakdowns are based on approximately 295 structural bays as shown in the design, with the assumption that 1 bay = studio, 2 bays = 1 bedroom
Average sizes are referenced from other similar downtown project Pro Formas
Price/SF sourced from Trulia in the Lebanon area
Tax per \$1,000 sourced from Lebanon NH website rate for 2022

COMMERCIAL							
% Breakdown	Quantity	Type	Available SF	Price/SF	Value	Tax per \$1,000	Tax Revenue
100%	1	Commercial	43,500	200	8700000	23.04	200448

Notes:
Total commercial space is for all areas of the project as shown in diagram #, and can be divisible as needed
Price/SF sourced as average from newenglandcommercialproperty.com
Tax per \$1,000 sourced from Lebanon NH website rate for 2022

Total Tax Revenue (Residential + Commercial)	
Scenario A + Commercial	866534.4
Scenario B + Commercial	889113.6
Scenario C + Commercial	866534.4

Notes:
Tax Revenue does not include property tax related to land value, parking areas and areas not part of residential and commercial space

B. JOB CREATION

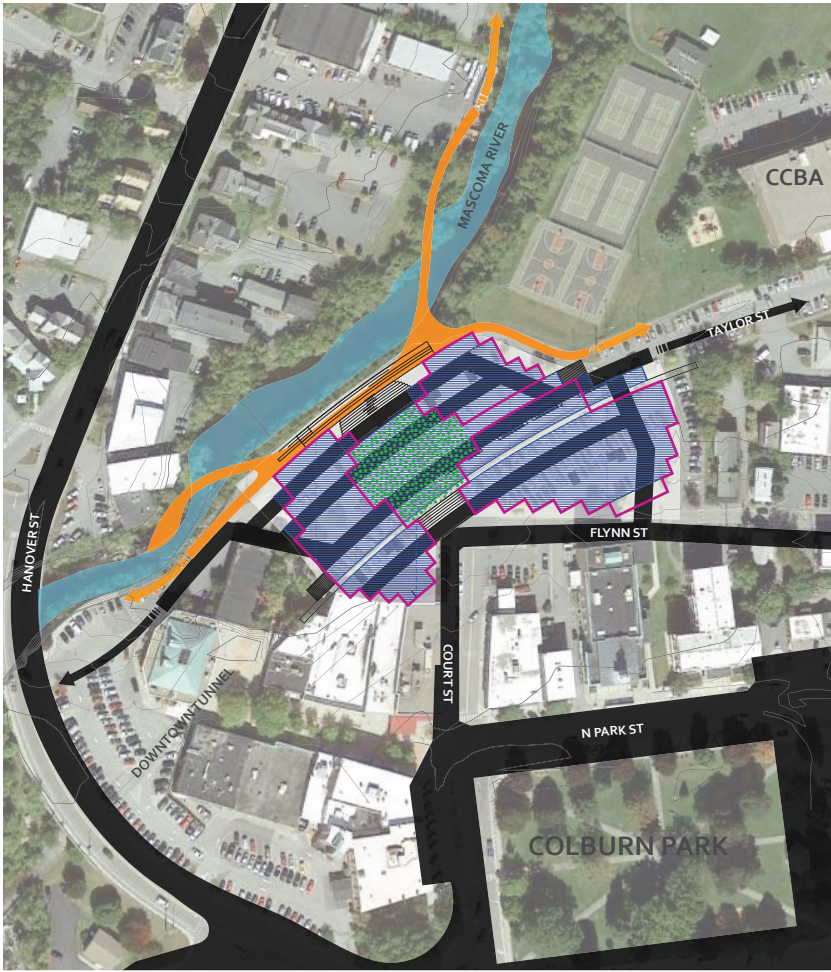
Permanent Jobs Created		
Property Management	2	
Maintenance & Grounds	3	
Security	3	
Commercial Suite Employees	86	1 per 500 SF of business occupancy
Parking Attendants	2	
Total	96	
Temporary Jobs Created		
Sub-contractors	200	20 Sub-contractors x 10 average per sub
General Contractor	10	
Architectural/Engineering	50	
Material Suppliers / Fabricators	250	50 Material suppliers x 5 average per supplier
Total	510	
Total Jobs	606	

Notes:
Job estimates are based on rough approximations of what would be required to design, build, manage, maintain staff and secure the property

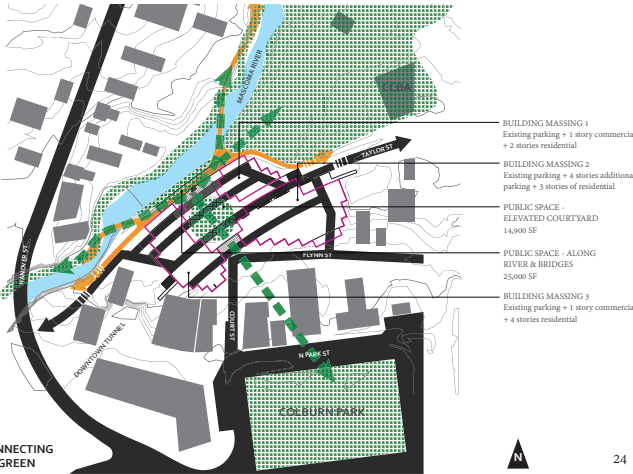
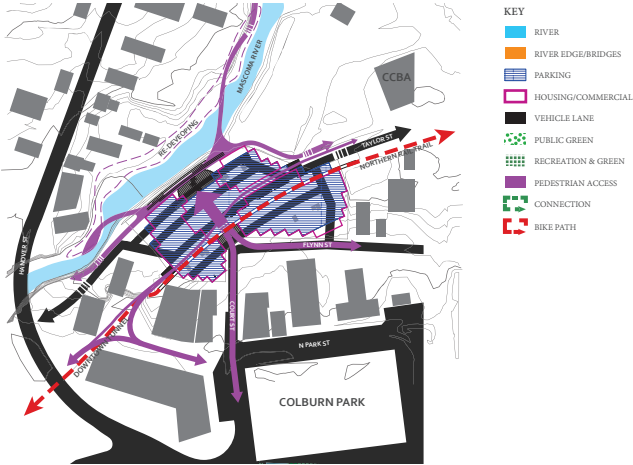
C. ECONOMIC DEVELOPMENT MULTIPLIERS

	Households	AMI	After Tax	Total Income	Spend %	Total Spending
New households	125	73,704	62,631	7,828,875	82%	6419677.5
Businesses	TBD	TBD	TBD	TBD	TBD	TBD

Notes:
New households estimated from Scenario B of unit breakdowns
AMI sourced from 2020 on datausa.io for Average Median Income per household in Lebanon, NH
82% spend percentage sourced from valuepengiun.com for average American household spending percentage of income per year (after tax)
Business spending based on income is too broad to predict at this stage, this would depend entirely on the type of businesses leasing space
Further analysis required to determine what percentage of Total Spending is spent locally



1/32 IN = 1 FT



1/64 IN = 1 FT



Project Team: Yiwen Dai, Matthew Matuska
Project Leader: Kyle Murphy
Visualizations: Brick Visual, ATCHAIN, KATO

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