

PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE

MARCH 16, 2021

A meeting of the Planning and Economic Development Committee was held Tuesday, March 16, 2021, at 7:00 p.m. via teleconference.

Chairman Tencza

As Chairman of the Planning and Economic Development Committee, I find that due to the State of Emergency declared by the Governor as a result of the COVID-19 pandemic and in accordance with the Governor's Emergency Order #12 pursuant to Executive Order 2020-04, this public body is authorized to meet electronically.

Please note that there is no physical location to observe and listen contemporaneously to this meeting, which was authorized pursuant to the Governor's Emergency Order. However, in accordance with the Emergency Order, I am confirming that we are:

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*To join by phone: 1-929-205-6099 - Meeting ID: 860 6433 7678 Passcode: 134224*

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In the event the public is unable to access the meeting via the methods mentioned above, the meeting will be adjourned and rescheduled. Please note that **all votes** that are taken during this meeting shall be done by roll call vote.

Let's start the meeting by taking a roll call attendance. When each member states their presence, please also state whether there is anyone in the room with you during this meeting, which is required under the Right-To-Know Law.

Alderman Laws called the roll and asked them to state the reason he or she could not attend, confirmed that they could hear the proceedings, and stated who was present with him or her.

The roll call was taken with 4 members of the Planning and Economic Development Committee present:

Alderman-at-Large David C. Tencza  
Alderman Jan Schmidt  
Alderman-at-Large Ben Clemons (arrived after roll call)  
Alderman-at-Large Brandon Laws

Members not in Attendance: Alderman Thomas Lopez

Also in Attendance: Alderman-at-Large Lori Wilshire  
Alderman Patricia Klee  
Alderman Richard A. Dowd  
Alderwoman Elizabeth Lu  
Tim Cummings, Economic Development Director

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## ROLL CALL

### Chairman Tencza

I am present, I am alone in the room and I can hear everyone.

### Alderman Schmidt

I am present as well and alone in the room.

### Alderman Laws

Alderman-at-Large Brandon Laws is here. I am alone, I can hear everyone. We have three members present. Also in attendance are Alderman Trish Klee and Alderman Rick Dowd, Alderman Elizabeth Lu and President Wilshire. So we have three members present Alderman Tencza.

### Chairman Tencza

Thank you – which is a quorum but I believe if we needed Aldermen present, President Wilshire could also sit on the Committee. But the purpose of tonight is actually not to take any votes; although they may come up. The purpose of tonight is to hear from Director of Economic Development, Tim Cummings to talk about his office, some of the highlights of his office over the last year or so. And to give some feedback to him as to what the Committee and Members of the Board would like to see happen in the next year or so. So, Director Cummings I will turn it over to you.

## DISCUSSION

- Economic Development Department

### ***Chairman Tencza recognized Economic Development Director Tim Cummings.***

### Tim Cummings, Director of Economic Development

Thank you, Alderman Tencza. So for the record, Tim Cummings, Director of Economic Development. I asked for this meeting mainly just to have a roundtable type conversation and to talk about setting priorities for the Economic Development Office over the coming years. I am just going to quickly show my screen right now and I will pull this down in a second. But I thought it was a good tool to reference. Back in 2018 and for Fiscal Year 2019, I actually showed this slide and said that the three priority projects of Economic Development was the School Street Development, the Performing Arts Center and Passenger Rail. So Passenger Rail is being handled at the State Level and we are doing what we can to assist and we are actively not only monitoring but engaging strategically on doing what we can, at the local level, to position ourselves appropriately for Passenger Rail when it comes. And I think we need to continue making that a priority and I am not suggesting we change any of these priorities.

But if you noticed, I am pleased to report back to you all that I've been able to check off a couple of the major priorities for the City relative to Economic Development with the School Street Parking Lot and the Performing Arts Center. So that begs the question, what should we prioritize moving forward and I would really like to get the Committee's thoughts as to what the priorities should be so I can appropriately set goals and objectives. A couple of ideas that I have had that I wanted to throw out there; continue with implementing the Downtown Riverfront Project, that is something that is ongoing and my office definitely is working toward. I think that will continue, but nonetheless, I wanted to highlight it.

The Elm Street Middle School Redevelopment is going to become a priority in the coming years as the Elm Street Middle School goes vacant. It is a huge land area within the downtown and I think having a plan for that makes a lot of sense. And similarly with the mill yard, now that the Broad Street Parkway has wrapped up, soon to be the Veteran's Parkway, if the name so changes. There is some surplus land in that area. We have set aside money to develop a Feasibility Study or a Concept Plan. And I think it is something that we are going to need to do. We are going to have a statutory obligation actually to put a lot of that land back on the tax rolls because of the Federal Assistance that we received to build that roadway.

But, nonetheless, I think the Mill Yard itself is at a very high level and an underperforming asset that the City has. It is in the inner core area and it is something that we may want to focus on. So I put this slide up mainly just to remind folks of what my goals have been for my office in the years past and I'd like to hear everyone's thoughts as to what you'd like to see as my goals moving forward. So, with that being said Mr. Chair, I don't know if you want to open it up for discussion or not?

Chairman Tencza

Yes, and I'll just note for the record that Alderman Clemons has joined us as well. Let's open it up. I see Alderman Dowd, you have your hand raised, we will go to you first?

Alderman Dowd

I sent a communication to Director Cummings this afternoon. Do you want me to read it Tim or do you want to show it?

Director Cummings

No, please read it. I haven't had a chance – I'll see if I can pull it up here. But why don't you start by reading?

Alderman Dowd

Alright. So I think that, and I just threw some random thoughts together, but I said, I believe the first focus should be on restoring the jobs lost during the past year due to COVID-19. I think the City needs to contact business owners who had people lose jobs and see what the City can do to help them restore the positions here in 2021. Also, I think we need to look at bringing in new businesses that can hire people.

Director Cummings

I got it.

Alderman Dowd

Good. I was reading it and all of a sudden it grew, so people can actually read it now. You know, bring in jobs. Some of the businesses have gone, I'll paraphrase this stuff. Some small businesses especially have gone out of business permanently and I think maybe we need to look at other small businesses that can come in and hire similar people. One thing that came to mind last night is a Roast Beef Place in Boston that is going out into New Hampshire with new franchises and things like that.

Director Cummings

Kelly's?

Alderman Dowd

Yes. Great roast beef, by the way. I also think we need to reach out to the larger companies in Nashua and see what the pandemic has done to their jobs and are they retaining their level of employees? Are

they adding jobs? And especially in the high tech area, what do those companies feel the City's shortfalls are in retaining people and attracting people to come to work there? And the other thing is we need to look at what level of housing do we need? Now we have talked about affordable housing particularly for lower income people. There's different types of housing, there's low income housing and then there's affordable housing; big different actually. Today you can't build a condominium of 1,000 square feet for under \$340,000.00. And young people can't afford that.

I am looking at things, are there things we can do? First of all developers are not going to put a dime into any project they are not going to make money on, you know? They are not philanthropists, they are business people. So it has to be affordable. So are there things the City can do to help them get to that position in building these things that we need as a City? Can we waive property taxes on the property while the development is in progress, you know? Some of these things I am not sure whether we can do or not do. Can we make a deal for Elm Street that will serve required housing at different levels? Can we have affordable housing and maybe senior housing, that's a big building? But again we will have to work with a developer so that they can work on that building which has a lot of requirements to make it usable. Can we waive fees, for instance, for inspections or whatever? We have got to think outside the box to make it affordable for somebody to spend all that money.

And then can we develop old properties like in the mill yard or there are other places where there are old factories just sitting there. Can we work with developers? I think we've done some of that already but either repurpose the building or tear it down and build affordable housing. That doesn't mean low income housing necessarily but can you get a small efficiency that a couple that just got married can afford. I am not talking about people that are going to work for BAE because they make enough money to afford some of those other places. So again, developers aren't going to make any or go into any project unless they can make money. And the biggest thing I think we need to look at is how can the City help them make these projects affordable? Because I was just talking about another project with Trish and right now, I've seen developers that want to build homes and they get hung up in the hedgerow and they turn around and they develop 60 and older housing. They don't need any approvals for that, they can just use their land and build it. And those, I know, because I've been involved in selling some of them, range from about \$340 to \$380, maybe even a little more, for 1,000 square feet. Think about how small that is.

Building is expensive these days, very expensive and getting more expensive by the way. It's crazy right now. There's been a lot of it going on which even drives up the price up more. So if we were out to get affordable housing for young, new workers and attract young people to Nashua, we are going to have to do something to help the developers. So that's my thoughts.

#### Director Cummings

Thank you Alderman Dowd. And I agree with that and I think this is a good introduction to the conversation. These are definitely ideas that I would like to have on the table tonight to kind of hear what the Committee's thoughts are. Housing, I think, needs to be part of the strategy, the type of housing and what type of policy decisions we want to make in terms of helping to deliver that housing is critical for me to know and also where you'd like to see that housing, that's also very important. I am going to stop sharing my screen now.

#### Chairman Tencza

All set Alderman Dowd?

#### Alderman Dowd

All set, yeah, go ahead.

#### Chairman Tencza

Alderman Clemons, you had your hand raised next.

Alderman Clemons

Thank you Mr. Chairman. I agree with the list, I caught the list that you had for some of the priorities and I do believe that they are stuff that obviously we need to focus on. However, I have a more narrow immediate – I have an issue that is true to my heart and near and dear to my heart that is more immediate and that is figuring out how we are going to fund the Downtown Improvement Committee going forward and seeing how we are going to raise funds for them. And part of that is tied to the parking study. And so I didn't know if I could ask, through your Mr. Chair, to the Director, do you know when that parking study will be completed. Because I know originally the idea was to hold off because we did the barriers and things like that last year and the traffic was down and everything.

I guess what I would be interested to see is if the study is going to incorporate the barriers to the extent that we will do the study with them out there. Or if we were going to wait for an off year or something like that. So I am just curious where we are at.

Director Cummings

That's a great question, if I could Mr. Chair. So I guess to begin with, my response would be is I would do the study with the barriers, I think that that's really important. I will preface it with, I am under the impression that there is a desire or an ambition for the City to continue putting out the barriers or in some way restricting Main Street and narrowing it. So I think we need to have that conversation early and when I say early, I would recommend sometime this spring into this summer, May, June, July type of timeframe. Not wait until we get out of this barrier season, if you will, but now. And make sure everyone is comfortable with that decision and then I think we could start the study. We have been internally talking about starting it this summer, late summer, like August type timeframe. Originally when we scoped out the parking study, we thought it would take six months. Some of that work I think we are going to do in advance so it's not going to take as long. But really it is getting clear direction from the Board of Aldermen, in particular, that there is an ambition to continue restricting Main Street down to the two lanes that we currently have.

I was pretty bullish that this was something we were going to do and I felt confident two months ago, even a month ago or so. But I've heard some of the feedback as of recently and I just want to make sure that I am not misrepresenting anything and I would want that type of feedback from this body to make sure I was still working in the best interests of what you all want.

Alderman Clemons

If I could continue?

Chairman Tencza

Sure.

Alderman Clemons

Yeah so I mean myself, I definitely am for it. I can't speak for any other Aldermen but I know I am for the narrowing of Main Street if you will, be it through barriers or other means. I think one of the issues that we see is that – and I think to his credit Alderman Jette kind of gave us a way to mitigate that by allowing us to have different times that we can tailor the blocks, if you will, the parking schedules on different blocks if need be. So I think that would help.

But yeah I guess what my priority would be, for myself, would be to get that parking study going so that we have some results for it because we rely on that revenue not only for the Downtown Improvement Committee but also to the General Fund of the City. And it will be two years in a row where that money has been depleted. So we need to get this parking study going as soon as possible so that we can have a plan moving forward. In other words are we going to keep the three zones, do we shift them from where they

are to say whatever is Zone 2 now becomes Zone 1 and maybe that's because of Main Street access. What kind of profits is that going to generate. Will we go back to where we were?

Those are the kinds of things that we need answers on, I would say, no later than the end of the year because we have to start formulating a plan moving forward for not only the Downtown Improvement Committee, but also to recuperate the money that the City consistently made over those years which are now, because of the actions of what we are doing, are falling. So that's what I would like to see. And then based on that, based on the outcome of that, then we need to look, in my opinion, we need to look at what the next steps are for the Downtown Improvement Committee. So I would say like between March, between now and next March that would be my focus which I know is a little bit more narrow but I think it is vital to the City and it is vital to our downtown and it's something that I hope your office puts some attention to going forward.

Director Cummings

Absolutely. I am making notes here. So I have added that to my list. I'll share this come a little bit later on with everyone so you can what I've developed.

Chairman Tencza

Anything further, Alderman Clemons? OK thank you. President Wilshire.

Alderman Wilshire

Thank you, Chairman. I have a small list of things that I wrote this afternoon; Rail, of course, being one of my top priorities and you've already addressed that, that it is happening at the State level with as much help as you can give it. So we are good there. Our parking garages, with the Performing Arts Center on the horizon, do we have a plan for those or are we still talking about what's going to happen with the parking garages.

Director Cummings

So when you say the "parking garages", I am thinking you mean the Deferred Capital Maintenance and the improvements that need to be made in the garages so they get more user friendly?

Alderman Wilshire

Yeah. And with the Performing Arts Center, people will want to use them if they are fixed up, brightened up, cheered up. Something.

Director Cummings

So that study is underway right now. So we have got that going and we should actually get, I would say with this spring, probably within the next 8 weeks or so we will have the initial results of that study.

Alderman Wilshire

Oh great. Thank you. Downtown bikes, are those coming back?

Director Cummings

My understanding is yes, downtown bikes are coming back.

Alderman Wilshire

OK. Municipal broadband, how about that? I think it is something as a community we should talk about;

whether or not it happens. We can dream, right? I think it would benefit our citizens, our employees, what do you know about Municipal Broadband? NH is not one of the states that has banned that, as far as I know. I think other states have banned it.

Director Cummings

So I should say for the record, I know very little about broadband and fiber. I am by no means an expert on this. But the Mayor actually recently asked me about this as well because it is an economic development tool. As Alderman Dowd pointed out being attractive for jobs and particularly technology type jobs where you have higher wage earners. We need to make sure we have broadband and fiber. I can't stress enough how often I have that conversation with different real estate professionals who tell me that certain locations are not even entertained because they don't have the fiber. It is looked at now as like another utility and it needs to be treated that way. So I think you make an excellent point; we should definitely be looking at fiber.

Now my understanding is Nashua is blessed to a degree that we do have fiber in some areas compared to some communities that don't have any. As I understand it, there are definitely sections of Nashua that don't have the fiber.

Alderman Wilshire

Correct.

Director Cummings

So we should definitely be looking at that. I should say the little that I do know that is going to be a long-term initiative, that's a big project. That is not something that we would accomplish in a year or so.

Alderman Wilshire

But we should be talking.

Director Cummings

Absolutely. If it is something that this City wants to prioritize and understands it is a long-term type of conversation, we should definitely start it, absolutely.

Alderman Wilshire

And I also had on my list to talk about downtown summer road narrowing in perpetuity. I had that on my list, but since we've already talked about that, you know how I feel. And I appreciate the priorities you came in to us with because I think they're great and I think they are what they should be. Elm Street Middle School, that's one of the ones I'd like to see something really good go in there. It is a big property like you said and won't be long before it is going to be available. OK. Well thank you and I appreciate everything you do and all the input everyone else has. So thank you.

Director Cummings

Thank you.

Chairman Tencza

Alderman Schmidt?

Alderman Schmidt

Thank you, Mr. Chairman. It is hard coming after all you guys, I'll tell you. Alderman Dowd's list was tremendous and talking about downtown with getting broadband in there. If we are talking about bringing young families, young people, professionals into the City, broadband is a really big issue. Let's see, what else did I want to talk about. I know we've talked, I think I did this with Tim, putting a second story parking on the library parking area. When we start talking about more parking needed, that's a big space that could be used if necessary. I know that the more that we narrow Main Street, the more we are going to need that kind of parking and that's a space that is available to us.

Another thing that would be an important move for the City would be the new traffic patterns that we talked about originally, oh gosh, what 4 years ago – one way traffic changing especially near the PAC coming in from Ward 1? You come in on the Parkway and if we could come straight across instead of having to go around the oval, that would be a really big benefit for a lot of people. I think it would make going to the PAC a whole easier and it would make it more interesting for people to think about the PAC that way.

I also wanted to talk about the college over here in Ward 1. There are fields here, fields, baseball, I know some organizations are using them but this is something the City desperately needs, sports fields. We don't know about the owners and what they are interested in. I think they are a little worried about the amount that they are paying for what they are getting. They are looking to devalue it. Maybe they'd be talking about exchanging some land that's got sports field on it that we could use for the City. Soccer is a really big issue for a lot of folks in the City and if we've got the space over here, it would be silly to leave it just to grow weeds.

Let's see, what else. A person actually asked me about Perimeter Road that goes by the airport and Deerfield. I know FAA probably won't allow that to become a roadway, but folks were wondering if that could become a bike path, a walking path through there. I know that there's a lot wetlands, I know that Audubon owns a piece of land over there. It would be a really attractive place to add to our park system. It brings people in, having opportunities to be out in the wild and enjoy. There's a piece of land, I can't remember the name of the night club that used to be there, it was off Amherst Street down a hill.

Director Cummings

The Bahama Beach Club?

Alderman Schmidt

That's the one. Geez I spent a lot of time there, I should remember that. The land is vacant as far as I know. We've got car companies that are coming in on each side of it but I think that big piece of land is still there and there is a little wetland in the back but most of it would be usable, right off the highway, easy access. It would be a terrific place for a developer to move in there, housing perhaps. Those are all I have and thank you for doing this, because I think this is a tremendous opportunity to listen to the different ideas. Thanks again.

Chairman Tencza

Alderwoman Klee?

Alderman Klee

Thank you and I echo what Alderwoman Schmidt just said, it's a hard act to follow when you are lower on the list. So I am basically going to echo that I agree with all of the ideas that were brought forward. I have to admit that Alderwoman Schmidt brought up the BBC, the Bahama Beach Club, and I remember at one point it was called something manor. I had completely forgotten about that area and being vacant because there had been a lot of vandalism so they finally knocked or that building fell down. I'm not sure which happened there. I do want to add about the broadband. Recently on Facebook and a lot of other areas

and I've gotten a few emails about people will always complain about Comcast or even Consolidated or any of the other ones. So I think having some kind of municipal broadband would be helpful for specifically the school systems and so on. And I think what this pandemic proved is that we need something that is affordable and I think the sooner we started that conversation, even if ends up we can't do it, I think it's a conversation really, really worth having.

And I also would love to hear sooner than later what are some of the ideas for Elm Street. We hear rumors and I know even amongst ourselves we've said, "Oh we've heard this, we've heard that". I don't know what are some of the ideas that you have; I know it is on your list. But I would love to know what ideas are, people are very concerned about the theater there. Are we going to keep it? Is it going to go? I remind them, it is going to stay, there's no problem with that, it's just the school itself that is in the conversation. So I think the sooner that we can at least talk about some ideas that may be happening the better. I know that your hands are tied because you are waiting for people to come to you with ideas as to what it is, how they want to develop it and so on. I know that you probably have some ideas that you are trying to perpetuate out into the community, trying to get certain people to come.

The over 55 or 62 or whatever housing, while it is nice, it still kind of ties our hands and as Alderman Dowd and I were talking about, it's a nice housing. It allows older people that have been living in – and I say older because I'm 60 so I would fall into the 55+, that have been living in bigger houses, they can downsize. The problem is that those deeds then can no longer be changed. I know that there's nothing we can do about that, we have already kind of opened that door. But it would become a community of just that type of housing. So I don't want to see any one type of housing being concentrated. I want to see a real mix type of housing, maybe higher income along with some housing within it that might be subsidized of some sort. And I know we've talked about that in the past too.

How can we encourage people to come in with that, how creative can we be? And I know the type of State that we are, we are limited as to how creative we can get. But the more creative we can get, the better. And I know Imagine Nashua and all of that is kind of looking into the re-zoning and doing all of these types of things. So I know that you have to work hand-in-glove with that. But I think that that's really where we have to look at. Housing is so important, the broadband, any kind of open space whether the City owns it or not. How can we get the people who own their property to develop it? I think the College, the Daniel Webster College, anything we can do to encourage those people to either allow the City to use as Alderman Schmidt said, the fields or other organizations to use it, rather than just letting that land sit there and die.

Director Cummings, I think you do a really good job in trying to look forward and I really appreciate everything you do. I know sometimes we can probably frustrate the bejeebies out of you but I do appreciate all that you. So thank you.

Director Cummings

Thank you.

Chairman Tencza

Alderman Clemons, you have your hand up. Was that from before or do you have something new? Please go ahead.

Alderman Clemons

Yes, Mr. Chairman. Thank you. So in regards to the municipal WIFI, there's a company in Manchester called WhyFly and what they are doing is it is basically radio signals and it is internet over that and it is by line of sight. And what I would be curious to see is if the City of Nashua could partner with a company like that to bring an alternative to Comcast and Consolidated. And basically my idea for this would be along the lines is that we don't own the telephone poles but we certainly do own the light fixtures. And if we could have WhyFly on top of every light fixture and go from pole to pole to pole that could essentially connect

anyone who wanted to get on to that network directly. Because, again, it's line of sight. So you put a signal up on a house, as long as they can see one of the telephone poles, one of the top of the light fixtures on there, they'd be able to connect. I don't know if that's something that you had thought about Director Cummings or that they approached you. I know that they are interested, they are getting started in Manchester and I know that they are interested to expand down here to Nashua.

Director Cummings

So if I may, Mr. Chairman?

Chairman Tencza

Please.

Director Cummings

No, I have not specifically looked at the entity but I certainly will. What I was thinking is that we are in very early stages of doing is actually speaking to some broadband consultants that are out there in New England that have helped other municipalities that are in the similar type of predicament and maybe a little bit further along in the path, to hear what some other communities have done for solutions and start to just really do the data gathering and the fact finding so we can have a somewhat more robust conversation because I can be able to provide you some details that I just don't have right now. So we are very early, but I will absolutely look at that Manchester option and bring it back to everyone so they can at least understand what that is.

Alderman Clemons

Yeah I would appreciate it because I think it's an interesting concept. And I think that where it is a new company, it's a startup, I think we might be able to get in on something on the ground game of something. Nashua does things a little different and there's nothing wrong with that. It might be an opportunity for us to do a public/private partnership so food for thought.

Chairman Tencza

Alderman Laws?

Alderman Laws

Thank you, Chairman. As many people have pointed out, all of you have raised great points, things that I want to talk about and a lot of things that I hadn't even thought about. The only stuff still left on my radar, broadly I would like to think about ways to make money for the City, you know, buy low, sell high. The real estate market right now is ridiculous, so any vacant buildings that we have, any land that we could sell; basically any assets that the City has that we don't need. I think right now it would be a great time to look at how to either repurpose them or to spruce them up so we could put them on the market.

And then what was the other thing I was thinking about? I am concerned about and I'm not sure how much of it are articles I read over the last year. I am concerned about the shift from brick and mortar to e-commerce and from in-person office sitting for professionals to at-home work and how that's going to affect the commercial real estate market in Nashua. I mean how buildings are going to be empty? How many office spaces are going to be available? Things like that; I would like to think about clever ways of repurposing them. I've always fantasized about turning some of those older brick and mortar locations into some form of affordable housing, I'm not sure if that's even possible. But just, you know, a little bit of outside of the box future thinking to plan for the inevitable economic future of the City.

That being said, Tim, as always I appreciate everything you do. And all my colleagues, a lot of great questions and a lot of good food for thought. Thank you, Chairman.

Chairman Tencza

Madam President, you still have your hand up. Is that from before or would you like to make another comment?

Alderman Wilshire

Yes, please. To follow up on what Alderman Laws just said, what do we have for properties that we are sitting on? I know we have the one on Canal Street. I don't know what else we have.

Director Cummings

So we have very little left in terms of commercial, tax deeded properties. And I am pleased to report actually yesterday bids were due, I should technically say proposals were due on the Canal Street property and we got 3 proposals into us. And so they are being evaluated right now. But we are hopefully going to move that property along so we can get it back on the tax rolls. Beyond that, as Alderman Laws pointed out, great real estate market, best thing to do is buy low, sell high, completely agree with that. Unfortunately oftentimes what the City is left with is having to wrestle with this idea and concept called "negative equity". And so what negative equity is, it is essentially a toxic asset where the value is not there, there's a market issue.

And so I'll give you an example. There's a commercial property that the City still owns and we haven't technically taken it for tax deed. We could take it, a few years ago it became eligible. This property is over behind the Liberty Utilities over by the Renaissance Development, if you are familiar with where that is, there's an Eversource substation and then also a Liberty Utility Station right there. There's also like a Nashua Farm & Seed type of location. So it is behind that Farm Stand. There's a small piece of land that we could technically sell if we took it. The problem is, is I don't think we are going to get much for it, if anything. And so looking at how best to do that because there are brown fields, there's access issues. So we would have to work through a lot of those issues before we actually might be able to make it attractive to the market.

But there are definitely some parcels that we should be looking at. One off the top of my head is over by the YMCA. I think there's a former landfill that the City owned that I think is going to be a very attractive property that the City, as I understand it, is going to be able to take possession of it within the next year or two and I think immediately the City should look to try to get that out on to the rolls. I think that's a good strategy for us to think about undertaking, because as I understand it, that's about 6 or 7 acres. There was talk at one time to put a grocery store there. For whatever reasons, that never worked out. So there's an opportunity there that I think the City may want to look at that. But yeah I hear the message loud and clear, I'll look at other parcels to see where it may be feasible.

Alderman Wilshire

Thank you.

Chairman Tencza

Thank you. Alderman Dowd.

Alderman Dowd

Yes just a couple things. One just as a data point, all of our schools have fiber, or if not all, almost all. Rick Farrenkopf before he passed way, was the IT Director at the School Department and he got all that IT put in on grants, didn't cost the City a nickel. So there is fiber at all – at least all the major schools and maybe all the schools and the central office. So there is fiber all around the City. The other thing is I just recently heard like today that we haven't closed on Burke Street yet. Can we get an update on that?

Director Cummings

Sure. So we were supposed to close on Burke Street, I was going to say February 28<sup>th</sup> and now it is scheduled for March 31<sup>st</sup>, though I can tell you that that's not going to happen. That's probably going to get pushed out until at least April 31<sup>st</sup> and I have a feeling it's probably really going to be more like May 31<sup>st</sup>. The reason why is because the perspective buyer has recently brought up an issue that they would like us to address which is full circulation of 18-wheeler tractor trailer type trucks. They are having a hard time making that movement around the building and they are looking to see if the City might be able to help in some way. So we are still looking to see how we might be able to do that; obviously we want to preserve this deal if possible. We wouldn't want to lose this opportunity to sell Burke Street. But there is this issue that we need to work through.

Alderman Dowd

Because Burke Street is tied to the new DPW Building so these are sequential items that need to be taken in order and the more you push off the latter, the more expensive it becomes.

Director Cummings

Agreed. Agreed.

Alderman Dowd

That's it.

Chairman Tencza

Thank you. Alderman Schmidt?

Alderman Schmidt

Thank you. Could you update us on the NIMCO Building?

Director Cummings

Yes, so NIMCO was acquired by the City of Nashua recently. I want to say within the last 6 weeks and so we are pretty excited about that. So the City actually has full possession of the NIMCO Building and land. If you recall, for those of you who may or may not know, the City owned like 3/4ths of the land under the NIMCO Building, and of course, we owned the entire NIMCO Building itself. But there was a small sliver of land, it looked like a little triangle that the City did not own technically.

So it's been a 2, 3 year process, I've got to give credit to Attorney Celia Leonard who diligently worked on this and we were able to actually execute a Sheriff Sale on the property, again about 6 to 8 weeks ago now. So that is now owned by the City and we will be able to include it in the broader redevelopment program for the mill yard.

Alderman Schmidt

Well that area would really benefit from having that piece gone and maybe just something really special. I was also wondering, there is one more building that runs along the river, and I think it's condemned at this point. I think their windows are boarded up, it's on the southside of the river, behind Clock Tower?

Director Cummings

Yes so that's 88 Pine. I think that's what you are referring to, I could be wrong. But I think it is 88 Pine Street that you are referring to. That is owned by, well it is in a trust right now. Actually very sad, the

owner recently passed away and when I say “recently” I want to say the first week in February. So it is in trust right now, they are trying to sell it. That building is going to need a lot of attention, it needs a lot of help.

Alderman Schmidt

And one more thing, I know people had been talking about building micro apartments in the City, really small 1 person, young person anything moving on a builder interested in that?

Director Cummings

Actually the only builder that I know if that is really interested in doing that type of program is Peter Flotz. He’s the gentleman who is looking to do the School Street Development. Not to say that the School Street Development is going to be micro units, but it is a housing model that he is comfortable building, he has done in other cities. He has proactively addressed it with me and asked me if there’s an interest. For those of you don’t know, micro units are something like 300 to 400 square feet type of housing units that are popular these days. So there’s also a Manchester developer who I’ve talked to in the past, Kershaw I believe his last name is. He did Elm Grove in Manchester, I don’t know if you’re familiar with that project. So I’ve talked a little bit with him about it. There seems to be an interest so more to come I guess, but we do not have anything on the books. I can’t point to a developer or a piece of land right now and say and tell you that we are going to have micro units in that area.

Alderman Schmidt

As long as it stays on the future, that’s a good thing. Thank you.

Chairman Tencza

Alderman Clemons?

Alderman Clemons

I think if I recall correctly we have to change our zoning laws because I think there’s a minimum square footage right now in the City and I want to say it is, I don’t know if it is 500 or 400 square feet but it is definitely not below 400 square feet. We need to be also cautious about while it is exciting to do something like that, I think you have to do it right because you don’t want to have buildings like the Y, the old Y up on Temple Street developed. They may start out to be something nice and then end up, you know, terrible years down the road. I am always hesitant, you know, I’m all for micro housing and tiny houses and things like that, but it needs to be done in a way that is sustainable and also for the future, I guess. I don’t know how else to put it.

Director Cummings

If I may, Alderman Clemons. I completely agree with you, it’s a management issue at that point. We need to make sure you have the right regulatory safeguards in place so you get the right type of operator in there because I share your concern. I wouldn’t want to create something that would become a detriment to the community where we would lose value. That is not what I would ever recommend and it could be a slippery slope because it is based on market conditions. Right now, we are blessed with the market, but it’s an issue.

Alderman Clemons

And I would like to just a caveat to that, I know that tiny homes and things like that can be a great help for communities like if you are helping the homeless or you are helping people in transition basically get themselves back on their feet. I would not object to changing the zoning laws to allow a development, but its sole purpose was to be a place where people can go if they are having trouble. You give somebody a

house or something like that and they can live there for a year or two, get themselves back on their feet and then the idea is that you cycle in and out. There's a very specific purpose for the property, it is run in a well-managed way. I would not object to that. So I think that everything comes with a balance.

Director Cummings

Understood.

Chairman Tencza

President Wilshire

Alderman Wilshire

Thank you. I like the idea of supportive housing, I like seeing them on TV they are kind of cool in places where they put them, micro buildings I guess is what I am talking about. But supportive housing would have to be what we are talking about. I don't know if I see it here or not but I am very mixed about it. I think they are cool, somebody wants to build one as a summer thing or out, I couldn't live in one. I mean I watched that series on HGTV and I'm like, "How do people do that". I mean 200 square feet, 192 square feet. How do you live in that? But I understand they have their place because I think building them with supportive services is a whole different ball of wax, that would more likely than not be a non-profit that would do that and not a developer. So those are kind of cool but I don't know if I could live in one.

Tim what is the property at 88 Pine Street? I was thinking the Pickering Building but that's not the one ....

Director Cummings

Right beside it.

Alderman Wilshire

The one right on the parkway?

Director Cummings

That's right. You are exactly right Alderman Wilshire. So Clock Tower now owns the Picker Building which and then the building if you are looking at Clock Tower from the Broad Street Parkway or Pine Street Extension the Picker Building would be your first building to your left, closest to the river, down the hill, downgrade and then the one that is up higher, closer to the Broad Street Parkway, that is what is referred to as 88 Pine Street and it's not owned by the Picker – it's not owned by Clock Tower.

Alderman Wilshire

OK thank you. And Alderman Clemons and I know that building. I don't know he probably bought his political signs in the Picker Building too at one point there was a printer in there. So we are a little familiar with the Picker Building. Alright, that's the building I thought it was. So who owns that building, sorry?

Director Cummings

88 Pine Street?

Alderman Wilshire

Yeah.

Director Cummings

So 88 Pine Street was owned by a local developer out of Winchester, Massachusetts. His name was Bill Gately, and unfortunately he just passed away of cancer about the first week in February.

Alderman Wilshire

OK that's the guy you were talking about. OK I got it.

Director Cummings

He owns a couple buildings in the City of Nashua; not just that building he owns like 3 or 4 other ones.

Alderman Wilshire

Around the City?

Director Cummings

Yes.

Alderman Wilshire

Oh interesting, OK. Very good, thank you.

Chairman Tencza

Anyone else? So Director Cummings, 88 Pine, that's the old Keystone Hall, correct?

Director Cummings

That's correct.

Chairman Tencza

If I may just follow up I think I will reiterate what other folks have talked about. Based upon our meeting last night, I'll say that I think I know there is still a lot of work to do but I think that site, the Mohawk Tannery Site is probably a great source or probably the next big source of housing for the City.

I am hopeful that we can figure out a way to be creative. If there are 300 units going in there, figure out a way for a certain percentage of those to be either affordable or workforce housing to make them so that there's a diversity in the housing stock there. And if the City is going to be contributing some, I would hope we would be able to work with the developer and figure out how to make that work.

Director Cummings

Can I interject right there because I just want to talk through that.

Chairman Tencza

Sure.

Director Cummings

Because I think that's a great idea and it has been, I wouldn't say a concern of mine because I don't want to use the word "concern" but it has been I guess a question mark that I was wondering when would come

up. Would there be an “affordability component” to the project? And if there was an interest or an ambition on making that a priority and so I would like to get some consensus from this group as to whether that is something that should be part of future conversations with the developer. I will mention though, and I often say this when I am talking about real estate and municipal government and economics, it is a formula and it is a balancing act. It is an equation and so the developer is going to want to make a certain amount of money and there’s a certain amount of costs that are going to be there. And so I just want to point out that there’s going to be some significant costs to develop this project. If we limit the future revenue because we want to, rightfully so, because there’s good community value there, it is going to make it potentially more difficult to develop this site because you’ve got to balance that equation. So we can talk about it in more detail at another time, but I just want to throw that out there, that if we restrict the rents and we then say we know the cost of construction is a certain dollar amount. And then we know that beyond that just to get the site is ready is even more money that is typically paid, at a certain point there will be a tipping point where the math is just not going to work.

So I just share that with you so you have some context but I think if we’re going to make affordability part of the component we should do it early so the developer is aware that is something we are expecting. And to your point maybe, build it into its pro forma so he knows that he’s going to be taking on that cost.

#### Chairman Tencza

And I appreciate that and a big development, I don’t know, I don’t think any of us know what the developer has planned, whether they are going to be condos that he’s going to sell, whether it is going to be apartments that he’s going to rent or how it’ll be developed. I don’t want to speak for everybody but I would assume and I would venture to guess that there’s a strong appetite on the Board for that type of clause in there, especially if we are putting City money, taxpayer money into it, there’s some public benefit to a portion of those apartments.

#### Director Cummings

Agreed, understood.

#### Chairman Tencza

And I appreciate your point, I appreciate the developer’s risk and understand that he or she is running a business as well. But I think 300 units, he’s probably going to make a pretty good profit on that and we should have some leverage to negotiate with them early.

So the only other section of the City that I’ll bring up because it hasn’t been brought up yet and I think it ties into Rail as well where I think there’s potential for big development or development of bigger housing stock would be along Daniel Webster Highway. In particular, kind of down behind CVS there, I know there’s some land and then I think we also have to be looking ahead to what is going to happen to the Pheasant Lane Mall. I don’t think it’s anytime soon but I think as Alderman Laws mentioned, brick and mortar is not trending in the right direction.

What I would hate to see which is I think is always a possibility now is that a piece of land like that becomes an Amazon Warehouse rather than some kind of mixed use site. So I don’t know what kind of relationship we have with Simon Malls to start a conversation as to what they are thinking but I would hope that in the near future we reach out to them and express our interest, especially if there’s going to be a rail station down there, it only makes sense.

#### Director Cummings

So we have very good relations with Simon Mall and, in fact, I was talking to the General Manager of that Mall today. So absolutely we can talk with them about what their future plans are. The biggest parcel that’s in play on that site is the Sears parcel which is owned by Seritage; Seritage is a spin-off of all the real estate holdings of Sears. I do know that Seritage is entertaining proposals on the site. I do not believe

housing has really been part of the conversation and I just will note that technically a lot of that land that Seritage owns is technically in Tyngsboro. So that is something we should discuss with them, especially if we have an interest in having housing on the site. I agree with you, mixed use makes a lot of sense. I wouldn't want it to become an Amazon Warehouse as some dead malls have been converted into. So I absolutely understand what you are saying.

The other site you mentioned that I just want to quickly reference is 44 acres a little further north owned by Dick Anagnost and Rob Parsons, it is the former "Dow Chemical Site". That site is actually in play, I think a site plan or two have been filed with the Planning Board. And I believe a big box is being brought to that land area. And also that is where the future Southern Nashua Rail Station would be if we were to do it. So overall, I think having a reimagining of Daniel Webster Highway is really critically important. Having a conversation of housing in that area, making that area more dynamic because I think you are absolutely right, it is a very strong retail corridor, but we want to stay ahead of the curve and not lose out on that. So we are going to have to think about other uses.

#### Chairman Tencza

Ok and just one more thought I had was, so if things go well in the development of the High Street Lot, the City owns the Spring Street Lot as well on the other side of Main Street. I don't know if it is big enough, that would be another interesting piece of land to look at.

#### Director Cummings

Well I will reserve my rights to comment intelligently until the parking study comes in. But I would note that we don't have any parking garages on that side of the street. I know it is a heavily utilized lot. We have looked at it. Until we have a parking solution and it was mentioned earlier, whether maybe we look at the Library Lot and go vertical there or maybe look at the Spring Street Lot and go vertical there. But I am sensitive to taking away the parking supply in that area of the City until we know what the parking solution would be. I guess for the record I am not always all about taking away parking so let's just note that for the record, because I do think that side of the City we need to be very sensitive to the amount of parking that we have on that side of Main Street.

#### Chairman Tencza

Thank you. Alderman Dowd?

#### Alderman Dowd

Yes I just had somebody text me and it flagged something in my own mind. I know the Rail is a little ways off, but the potential development of the railyard area from East Hollis Street down to Burke Street, there's a significant amount of things that might be able to be done, especially if the railroad comes in. Is there any advance thinking on that or are you waiting until the dollar drops in Concord, which may never happen.

#### Director Cummings

I think Imagine Nashua and developing the Master Plan should really speak to what that area is going to want to be. The reality of the situation is the market is going to push it away from being a heavy, industrial area. And it's probably going to be more of a mixed-use housing neighborhood. It is not easily accessible, being away from the highway so I think naturally the market is going to make it more like a housing – and with that dense housing, it's going to be more of a multi-family type of housing situation. Imagine Nashua I think is really going to look at that and develop some thoughts. And we should absolutely then, once that Master Plan is articulated and out there, we should look at developing some policies to get what we want. I think that would be appropriate for PEDC to pursue those policy changes.

Alderman Dowd

And just real quickly, the Hanger Building and the Corriveau Routhier area, those things are on stop or what is going on?

Director Cummings

My understanding is they are under agreement actually so the project was permitted was a site plan for 250-ish units. And it is under agreement now, again, this is what has been represented to me by a perspective purchaser and that they are trying to redevelop it and build apartments.

Chairman Tencza

Any other questions for Director Cummings?

Director Cummings

So Alderman Tencza if there's no questions, I was going to share my screen – OH I see President Wilshire.

Alderman Wilshire

I have one last question. Are you working at all with, I'm not sure if you need to work with them or if you have been working with the Housing Authority on the redevelopment of Bronstein?

Director Cummings

Yes.

Alderman Wilshire

OK so that's moving along right?

Director Cummings

That is, yes. That is moving along. I know that they have an approved site plan. I know that they are looking to try to get under construction with the next round of housing, the New Hampshire Housing Finance Authority, their next round is in August. So I think they are trying to make that timeline for their "(inaudible) financing". And just so everyone knows, the Housing Authority has approached the City to look for some assistance for relief on their taxes that they potentially would be having to pay. And so that's a conversation that we are having right now and we are trying to understand what that obligation is so we can try to help them. But we are very sensitive to the budget season that we are currently in as well.

Alderman Wilshire

That's not unusual for Housing Authority owned property though, they do pay a pilot, a payment in lieu of taxes on all their properties which they own quite a few.

Director Cummings

Absolutely.

Alderman Wilshire

Yeah 1,000 units throughout the City or more so they are a big player. So that will be nice when Bronstein is redeveloped; people can have their choice to come back to a nice new place. And I am hoping that spurs more development around it.

Director Cummings

And I do too. They are working with a really good, sophisticated group. I mean you don't get any better than their strategic partner that they partnered with. It's Boston Capital, they are a nationally renowned, they do projects all across the United States. So it is great that we actually have that group working with us.

Alderman Wilshire

Good. Thank you.

Chairman Tencza

Alderman Clemons?

Alderman Clemons

Yeah just a follow up on that too. How is that going as far as the relocating folks? Is that happening right now or are they waiting for the finance to come through or how is that happening?

Director Cummings

I am not an expert in the details but being part of some of the conversations so far, my understanding is they have retained a consultant and they have hired somebody to literally assist people with not just the paperwork but also helping them move. All of that is a very thought out plan and they have actually started on that in good faith. I want to say they did that like a year in advance. I know last summer and last spring they were having these conversations to prepare the 40-ish families so they could be as customer service friendly as possible.

Alderman Wilshire

Yeah there are 48 families there and the Housing Authority has been offering them Section 8 Vouchers or if they have turnover in one of their other developments, offering them a temporary stay or permanent stay there. The temporary would be that OK, you'll take this apartment for a year or two while the building is being reconstructed or rebuilt and then move back into the new place. So they hired a consultant but there are two teams I believe of people that are working as relocation specialists. They take this very seriously, the Housing Authority does. And I appreciate how much they do because it helps.

Alderman Clemons

I agree, I absolutely agree and I guess I just want to make sure that every family has the opportunity to have a place to move to before that construction starts.

Alderman Wilshire

They will.

Alderman Clemons

Because that's what was promised and I don't want to see anybody left behind.

Alderman Wilshire

They won't leave anybody behind, I can promise you that. They won't.

Alderman Clemons

If you say so, I trust you.

Alderman Wilshire

They will not do that, I promise you.

Alderman Clemons

Then I trust you, I believe you.

Alderman Wilshire

Thank you.

Chairman Tencza

Anything further?

Director Cummings

Alderman Tencza, what I was going to suggest is I could share my screen quickly so you can see the Word document I developed. Basically I took some notes right now. Then I also wanted to suggest if there's an appetite and an interest, I've developed an RFP that I could show you. What I would be looking to put out to the design community for the Elm Street Middle School. So we can look at this, I wrote this over the last month or so and I'd love to get your feedback on it. Again if time allows if something that is of interest to the group.

Chairman Tencza

Sure.

Director Cummings

May I share my screen again?

Chairman Tencza

Please do, yes.

Director Cummings

Ok so hopefully everyone can see my screen here. I am just going to go back up to the top. I am going to quickly just run down this list here, again, I did it at a very high level. But I wanted to capture the sentiments of what I heard and if we need to tweak something, please let me know. So first I heard COVID-19 and the idea is because of COVID let's focus and prioritize getting jobs back. Housing needs to be a priority we need to still figure out where we want the housing and the type of housing that we want. But we need to make sure that we continue to prioritize housing all across this City. Mill yard redevelopment, Elm Street Middle School Redevelopment, Downtown Improvement Committee funding needs to be fixed, a more permanent fixture is necessary. Narrowing of Main Street needs to continue and then it was requested that we make sure we get the parking study started. Continue to prioritize Passenger Rail, parking garages need to be improved.

Let's look at making sure we bring back the downtown bikes, municipal broadband, let's start to explore that. And there's a Manchester-based company I can turn to for one type of case study. So second story

parking on the Library lot, we should look at studying this further; new traffic patterns to the Courthouse Oval Project and look at eliminating the one-ways. Daniel Webster College, let's look at developing a P3 or purchasing the ball fields. Perimeter Road, let's create a bike path and have it connected to our trail system if possible. Amherst Street look at the land use and encourage the highest and best uses and that could possibly lead to housing. Limit the senior housing that we do have in the City, that's the "Over 65 Deeded Housing". We should look at creative ways to make money for the City. So some strategies that we could adopt maybe look at vacant buildings to resell them or tax deeded properties. Basically look at surplus property and see if we could get them out; one, it would be good for the tax rolls, two, it could be a quick infusion of money for us as a one-time infusion.

Look at adapted reuse for some of the buildings as the market is shifting and changing. Mohawk Tannery Site let's get creative and we should have a percentage affordable component in there. DW Highway let's look at reimagining the road and maybe that could be housing. So I think I captured everyone's sentiments but if I missed something, please let me know. I am going to stop sharing my screen. I'm sorry, Alderman Tencza, can you hear me?

Chairman Tencza

I can yes.

Director Cummings

Did I capture the sentiments? I am just looking for some feedback here, do I need to tweak anything or did that sound right?

Chairman Tencza

So I think this group will let you know if you missed anything. President Wilshire you have your hand raised?

Alderman Wilshire

I did thank you. I've got to tell you, this is one of the best meetings I've been to in months. I mean really informative, we kind of got to know what each other thinks, first of all, you know what is important to Alderman Schmidt or Alderman Lu or anybody. What is important to you should be important to your constituents and there's a lot of good stuff here. I have been taking notes all night. A lot of important things here. Anyway, good meeting and thank you everybody for all these ideas, they are great.

Chairman Tencza

So Director Cummings, I mean I think if you'd like to move on to the RFP?

Director Cummings

Sure. So I am going to just share my screen here, I am going to quickly go over it. Really I'd just love to hear your thoughts about the deliverables I've outlined and see where maybe you want me to tweak it. I do ask that hopefully you ask me to tweak it around the edges and not start over again because it has taken me 6 months to write this document and I haven't even gotten it out on to the street. But then secondly I am working with a budget. We escrowed money previously for this so please be sensitive to that as well. I do not want to be asking for more money with the times that we are in.

So with that being said, let me see if I can pull up my screen here. Please bear with me. Ok here we go. So I am just going to quickly run down this RFP here. So the City of Nashua recently authorized three school building projects one of which is the construction of a brand new middle school which will render the current Elm Street Middle School as obsolete from an educational perspective. The Office of Economic Development has been charged with developing a strategic plan that looks to put the building and land

area back into productive service. The RFP is for consulting services to develop a feasibility study on the Elm Street Middle School. Attached is the map of the subject land area to be studied it consists of 8.87 acres within an approved structure of approximately 150,000 square feet. The subject study area houses the Keefe Auditorium and preserving this space is a priority. The City and the larger community is open to “how” this is achieved and the selected consultant will need to weave this community value into the study in some manner.

This is a unique site constraint that will need some considerable attention. The feasibility study should analyze all of the relevant factors including economic, technical, legal, timing and risk considerations to ascertain the likelihood of completing a development successfully. The conclusion should include a complete listing of the pros and cons which will allow for a major investment in a capital outlay to be made with confidence. The deliverables; an extensive public outreach engagement, it should be necessary for there to be a general public engagement as well as stakeholder engagement within the community. In order to develop a feasibility study, a proposal to obtain the consensus necessary to move forward is critical. This exercise is expected to be a major undertaking. The retained architectural firm should outline a strong civic engagement component to achieve the goal of developing a mutually agreed upon plan or study. The proposer should outline a specific approach with an associated fee for the service. The deliverable is a Memo outlining and summarizing the process with recommendations. This could be a section of the feasibility study.

A technical memo from a real estate professional who can articulate the highest and best use of the site; there will be limited information initially with this Memo and should be approximately 2 to 3 pages. The purpose of this Memo is to describe the use and magnitude of a development based upon the current market conditions with an eye toward what would be economically feasible. The proposal should outline in specific terms what the technical memo shall entail with the associated fee for the service included. It is expected that tasks 1 and 2 would be carried out in tandem with one another and it would be an iterative process before a final conclusion is arrived at in terms of use and order of magnitude for the development.

It is also expected that the retained real estate consultant will participate as necessary in the development of the concept plan and this fee should be included as well. The deliverable is a technical memo. Phase II of the study is to develop a concept plan, a study that consists of the following: initial code and site analysis, develop a site plan layout, diagrams including required road curb and intersection upgrades if necessary, develop a program and plan including spacing with a floor plan, develop amassing study, develop elevations and studies renderings for these specific purposes. Develop and confirm space and program requirements are achievable via legal, title, civil engineering review. The proposal should outline these specific terms in the concept plan.

The deliverable should be a flip book style document included but not limited to the items mentioned above. Based on the selected preferred alternative, we want to develop a cost estimate. The cost estimate for a qualified third party ideally a construction manager firm familiar with the market and has done comparable work to provide an estimate of the cost to develop the proposed concept plan including but not limited to the building and civil work necessary to carry out the project. The proposer should outline the specific terms, what the technical memo shall entail, with the associated fee for the services included. It is also expected that the retained consultant will state as necessary in the development of the concept plan and this fee should be included. Deliverable of a cost analysis memo outlining and summarizing the costs. The overall deliverable would be all these sections bound together in a report.

So anyway, this is the RFP that I have written and I'd be open to hearing people's thoughts and comments as we develop this feasibility study for the Elm Street Middle School?

Chairman Tencza

Alderman Dowd?

Alderman Dowd

Yeah I think you are headed in the right direction but a couple of suggestions would be, one – you say this as an attachment, an attachment to what? A letter?

Director Cummings

No, so the way we do RFP's in the City of Nashua is we have a standard RFP template if you will and in there is an attachment A and the attachment A is basically our scope and deliverables that we are expecting. Everything else that prefaces it is really standard bidding type things that we include, standard policies.

Alderman Dowd

I know you talked of the different deliverables but of all the RFP's I've seen and perhaps this is more for defense industry related, but you have a last page that bullets the deliverables so they know exactly what they are bidding. They are defined in what you already showed us but you want to have these are the deliverables that come out of the contract.

Director Cummings

Sure, we can add that section like that.

Alderman Dowd

And you have, it is going out I am presuming to architects but you've also referenced that you want a real estate expert and a construction expert, so it's like 3 companies involved.

Director Cummings

Right. Yeah Alderman Dowd, so the way I anticipate it being is they would be subs to the architect.

Alderman Dowd

They will still need to get cost estimates from two other people.

Director Cummings

Yes.

Alderman Dowd

And I might have missed it, but did you have any timeframes on that as to how long they have to respond and how long before they get the deliverable?

Director Cummings

I don't have time frames for the deliverable but the response I figure we would have it out for six-ish weeks.

Alderman Dowd

Because that would be critical to somebody bidding it, you know? If you want it back in a month versus six months it depends on who will bid it.

Director Cummings

So I think we would have liked six-ish weeks is kind of what I am thinking we would have for response. It really is based on our select vendor we would develop a timeline for the deliverables. I am thinking we would want the deliverables sometime within this year though.

Alderman Dowd

And the other thing I didn't see in there is the proposed availability of the building for these different things that are going to be proposed. I would not use September of '23 because I am having to use a whip and chair to try and meet that goal. We are having pushback from the State it is taking forever to do things and a couple of other things that are delaying it a little bit. So I would not hold my hat on September '23. That is still our goal, and that's still what I am shooting for, on-schedule, under budget. But the schedule part maybe problematic based on everything that is going on in construction right now and the State taking four months to approve things.

Director Cummings

So that's a really good actually Alderman Dowd. And I guess my question would be then if we put this out and we start it, we could put it out, we could retain someone, we could have someone lined up but maybe not cut them loose to start the project. Real Estate is dynamic and so should we maybe wait until we know with some certainty as to when it would, I've been operating under an idea that it would take September of '23 is the deadline.

Alderman Dowd

Another thing you might do instead of putting for an RFP put out for an RFI, find out who is interested.

Director Cummings

Yeah.

Alderman Dowd

Then if nobody responds you might have to tweak your request. At least you will know who is interested.

Director Cummings

OK.

Chairman Tencza

Anything further, Alderman Dowd.

Alderman Dowd

I hope not.

Chairman Tencza

President Wilshire?

Alderman Wilshire

No I'm good, thank you.

Chairman Tencza

Alderwoman Lu.

Alderwoman Lu

Thank you Chairman. I didn't catch whether the RFP was for just the auditorium or the whole Elm Street property?

Director Cummings

It's for the whole Elm Street property.

Alderwoman Lu

OK. And are we mentioning to them, I mean is it only the Elm Street property that does not include Keefe or that has that not been built into the RFP that it would be part of the building and not all of it?

Director Cummings

I'm sorry, it is part of the Keefe. The Keefe is part of the RFP it is mentioned in the RFP saying that the Keefe is a desire to maintain the Keefe is a priority.

Alderwoman Lu

It was all read so fast that I didn't catch that. OK. And with something like this do we ever, it just seemed to me like it is very intimidating obviously not just because I've never done anything like this, but it is a lot to get ready for 6 weeks. Do we ever ask for ideas/proposals and then when we look at what has been proposed, then we choose the one we like and then put that out as an RFP that people will actually price, cost out for us? It might be a little bit like what Alderman Dowd said rather than ask every individual to price out something that complex. I wonder if we want ideas first. Just a thought.

Director Cummings

It's a great thought. I mean yes there is the RFI or the Expression of Interest Statements that sometimes RFP's have and that has not been a component of this one because I was looking at it as being just a standard architectural or engineering type of feasibility study. So we could have an expression of interest. I have a feeling that those who express an interest are going to be the ones that submit proposals to us. So it is definitely something we could look at, definitely.

Chairman Tencza

Alderman Clemons?

Alderman Clemons

Thank you. So regarding the part of the RFP that focuses on community input, I guess can you go over in a little bit more detail of what we are asking for from that?

Director Cummings

I am asking that the groups, the architectural firms provide us with their plan as to how they would like to engage the community, how they would do it, how often they would do it and what the cost would be if we were to buy that plan from them. And then we can compare it to the other proposals that we get. So we may have one architectural firm that says for \$5,000.00 you are going to buy 6 meetings. Or we could

have another architectural firm that says for \$3,000.00 I am going to commit to 10 meetings. Then we can decide what our priority is.

Alderman Clemons

So beyond getting public input onto a particular plan I guess, meaning yea or nay, how much do you anticipate the public having a say in, for example whether or not we save one of those gymnasiums for example?

Director Cummings

So you're segmenting it out and just on the gymnasium itself?

Alderman Clemons

Well let's say there's an outcry from the community that that's something that in these public input sessions that come forward that that's something that they want to save. But it's not really part of the plan because the plan says we are looking to maximize the economic viability of the site. How do you anticipate, I guess what's the expectation of the public, I guess that's where I am going, what's the expectation of the public input and how that is going to evolve?

Director Cummings

These are some really good ...

Alderman Clemons

Go ahead.

Director Cummings

No I was just going to say these are some really good questions actually and the way I was looking at it is the document is only going to be, and when I say the "document" the feasibility itself is only going to be as valuable as actually the Board of Aldermen is willing to vote and follow that plan. So if the document does its job and is a consensus document and it represents what the community wants, then there should be confidence and strength that the Board of Aldermen will then say "yes this what we want and Tim go out and get an RFP for a developer to actually give us this feasibility study". And I think it's going to be a give and take based on the values that the community has which I am expecting a lot of community input on this project. I think that's the only way that there's going to consensus and I think it's the only way that there is going to be confidence and ultimately I don't want to waste anyone's time.

I don't want to put an RFP on the street for a developer and tell them that this is what the City has bought into and this is what the City is willing to have you work on only to bring the proposal of the developer to you and it be rejected. And so through the engagement of the community in many different ways, including coming back to the Board of Aldermen on a couple of occasions to talk about the feasibility study. If it bubbles up that the Keefe Auditorium, the Gyms, whatever area, the parking lot is a community value, and that people are willing to prioritize that value over the economics. So maybe the conversation then is it is a tradeoff, you are not going to be able to do as dense of a development or you're not going to be able to achieve this type of development because we need to preserve this because we heard loud and clear from the community that this is what the community wants to preserve then this is the most economically feasible program that we can give you. Does that make sense?

Alderman Clemons

Yeah it does. That's what I wanted to I guess be clear about and if that's the case then I support this going forward. I think that's the best approach we could take.

Alderman Dowd

So Alderman Clemons for the Middle School Project we had public hearings before the project really started. We got members of the public, parents, teachers, administrators and everybody go their ideas generally on what they wanted to see. But you can't get into specifics because a lot of times you have no control over specifics like one of the gymnasiums is going to need a heck of a lot of work and a developer may not want to put that kind of money into it. You can't maintain the front of the building because you're going to have to meet ADA requirements. So something has got to change.

So generally do you want to see elderly housing, do you want to see apartments, do you want to see this but you can't get into specifics of the infrastructure because that's going to be somewhat beyond the control of the people doing the work. But it worked out pretty well on the Middle School Project, we got an idea of what people are looking for in middle schools. But we didn't ask them what the shape of the new school should be. And by the way, an RFI is a good idea because then you'll have a chance to interview those people, you'll be able to enlighten them more on what the thinking is of the City and get an idea of what they are willing to do for their proposal. But you get firm bids when you actually go out for an RFP.

Chairman Tencza

Any further questions or comments for Director Cummings? Director Cummings, when are you sending this out?

Director Cummings

I was supposed to get it out in February, I'd like to get it out in the month of March because I do think we need to leave a good amount of time out there to the market for these design groups to respond so we can get some proposals back. Originally I was thinking six-ish weeks is kind of what I was thinking for a window. The budget for this is, off the top of my head, I am going to say is something like \$50,000.00 or thereabouts so it is not like this is a \$100,000.00 study or something like that. We are trying to get a good consensus document that represents what we think is achievable, you know, that's realistic and has the support of the community behind it.

Chairman Tencza

I guess my point was if Committee Members took a couple of days to read it again and mull it over and send you emails that would be OK?

Director Cummings

Absolutely, in fact, what I'll do is I'll send it to you so the Committee Members can have it and if you want to send me some comments, I am definitely not going to get it out this week. Yeah I would welcome that input.

Chairman Tencza

And would you please, please make sure to include Alderman Klee on the email.

Alderman Klee

The whole Board?

Alderman Dowd

Alderwoman Kelly too.

Director Cummings

Alderman Klee did you have a question.

Alderman Klee

No that was my comment, you beat me to the punch. I was going to ask for the whole Board to be included in getting that distributed. You can send it to Donna and she can forward it to all of us. I think that's the best part because when it gets to the Full Board they are going to have a lot of questions as well. So getting us early is the better thing to do.

Chairman Tencza

OK seeing no more questions or comments, Director Cummings, thank you very much for covering all of these topics with us and listening to us tonight. I agree it was a good meeting, it is nice to think about the future and the continued possibilities if we do a little planning and work together to make this stuff happen. So thank you for bringing this to our attention.

Director Cummings

Thank you.

Chairman Tencza

So we will move on with the Agenda; actually I skipped and I apologize, skipped public comment earlier but I don't see anyone from the public here in the meeting with us.

COMMUNICATIONS - None

UNFINISHED BUSINESS – None

NEW BUSINESS – RESOLUTIONS - None

NEW BUSINESS – ORDINANCES - None

TABLED IN COMMITTEE - None

PUBLIC COMMENT - None

GENERAL DISCUSSION

Alderman Wilshire

Thank you and I'd like to say again, thank you Director Cummings. It was very informative, it brought us to speed on a lot of things that you've been doing. I don't know how you found the time to make such a list but thank you for everything you do, it's really appreciated. And thank you Alderman Tencza, and everybody on the Committee, it was a really good meeting.

Chairman Tencza

Thank you. Anything else, any other comments? OK.

REMARKS BY THE ALDERMEN - None

POSSIBLE NON-PUBLIC SESSION - None

ADJOURNMENT

**MOTION BY ALDERMAN LAWS TO ADJOURN BY ROLL CALL**

A viva voce roll call was taken which resulted as follows:

Yea: Alderman Schmidt, Alderman Clemons, Alderman Laws, Alderman Tencza	4
Nay:	0

**MOTION CARRIED**

The meeting was declared closed at 8:43 p.m.

Alderman-at-Large Brandon Michael Laws  
Committee Clerk

## **Ideas for Economic Development**

- COVID-19 (help get jobs back)
- Housing (where? what types?)
- Mill Yard Redevelopment
- Elm Street Middle School
- DIC Funding Needs to be Fixed
- Narrowing of Main Street
- Passenger Rail
- Parking Garages – Improved
- Downtown Bikes
- Broadband (Municipal) (look at Manchester company)
- 2<sup>nd</sup> Story parking on the library parking lot area – this should be studied
- New traffic patterns (court house oval) Look at eliminating one ways
- Daniel Webster College – look at developing a P3 or purchasing the ball fields
- Perimeter Road creating bike path (trails)
- Amherst Street look at land use and encourage highest and best use (Housing?)
- Limit the Sr. Housing (over 65 deeded housing)
- Ways to make money for the city – vacant building(s) look at selling – Tax deeded properties
- Look at adapted reuse for some buildings
- Mohawk Tannery Site – be creative - % affordable needs to be included
- DWH – look at a re-imaging of this corridor – maybe housing (?)

Parking Study  
Need to be started

\*The above is in draft form and represents notes taken at the PEDC Committee meeting on 3/16.