

SPECIAL COMMITTEE ON RIVERFRONT ACTIVITIES

April 6, 1999

5:00 PM

Chairman Reiniger called the meeting to order.

The Clerk called the roll.

Present: Aldermen Reiniger, Sysyn, Thibault, O'Neil

Absent: Alderman Klock

Messrs: T. Somers, H. Alinger, J. Prose

Chairman Reiniger addressed Item 3 of the agenda:

Presentation by LDR International of conceptual plans for Manchester Riverfront Development.

Mr. Somers stated with me is Hank Alinger from LDR. He is one of the principals of LDR and I think he is going to show you a pretty exciting presentation. Jim Prose from BBPA is the economic advisor on this and he is going to do a short presentation after LDR. What we are doing is showing you pretty much what we showed at the summit that we just had a few weeks ago. It is going to have to be a little bit abbreviated because we only have about an hour to get this done. The other thing I wanted to tell everybody is that this is a work in progress. What we are showing are some concepts of a strategic plan for the Millyard area and the area surrounding the riverwalk. It is not cast in stone. It doesn't mean that everything has to be developed just as we say it does and we made that very plain at the summit. What I think you are going to see are some concepts that could work. That they aren't so "pie in the sky" that they can't be done. With that, I am going to hand it over to Hank and we will go from there.

Mr. Alinger stated I am going to try to go through this fairly quickly and in an abbreviated fashion. We are going to talk through some images and talk about the overall character of the riverwalk and what it can potentially be and what the development adjacent to the riverwalk and be. Our study extends from the Queen City Bridge to the south all the way up to Amoskeag Falls. We are focusing on the East Side. We are also focusing on a key linkage, with the use of the existing

rail bridge as a pedestrian bridge to the West Side looking at how that can tie in with a future rail trail on the west side. We are also looking at some other pedestrian linkages to tie in the West Side. What was clear in looking at the riverfront was that there were a series of districts that started to hang together and define themselves in looking at this area and we have used this as kind of a handle to talk about these different areas because we think they have some common characteristics and maybe some shared opportunities and we basically highlighted the Amoskeag Falls, or what we call the Amoskeag Falls Village, this north end of the site, what we call the Arms Park Campus, the area around Granite Street which we have defined as the Granite Street Gateway, and of course the south end of the riverfront which includes this active piece and the west side and this linkage. We are trying to think about all of this area together. Starting at the north and working south, obviously Amoskeag Falls is a very exciting part of the riverfront. It has some great natural amenities with the Amoskeag Islands. We have amenities and existing infrastructure including the power plant, Fratello's Restaurant, you have some parking opportunities, but it is really a beautiful part of the river because we have great views to the falls and these islands, in addition to redevelopment opportunities. Specifically looking at it, we can see that we have a remnant canal that exists in this area. As I mentioned, the old steam plant, the islands, these are all, we think, key amenities and opportunities for this area. Obviously, it also hinges and ties directly to Commercial Street and again we see some real opportunities for this area. Obviously, PSNH is a key owner in this area and we have had some preliminary discussions with them. We developed a sketch plan for the area, which is not their plan. They are looking at different options for this area, but we took a look at it just from an opportunity standpoint in terms of what could happen in this zone and one thing we would like to see if the extension of the riverwalk itself behind the Jefferson Mill Building, potentially behind the steam plant and even the idea that ultimately the riverwalk might extend up to this remnant canal because we think that there is great opportunities in that area. We also looked at some possible infield development that might be able to occur in this area. Also, parking. Parking resources are key in the whole Millyard and at the ends one of the things we have looked at is where we have some land there may be some abilities to do some shared, some public/private parking opportunities with the City and with private users and we think there is an opportunity here to do some structured parking potentially. The other thing we will talk about is the opportunity for other kinds of parking in the form of decks, these two-level decks that we will talk about that have great access from the street. Also, the islands. The islands obviously are key and one of the things we are exploring is the idea of getting out onto those islands. Could we do some kind of a boardwalk system, some kind of a limited access pathway that would be used for environmental education, could be used on a very controlled basis but really take advantage of that amenity and we will should you some examples of how that might happen. In looking at cross section and talking about some of these parking

opportunities, one of the things that we are looking at is how we can tuck parking onto existing sites in a very cost-effective way. For example, this is in front of the Jefferson Mill Building. The idea that you could actually add just one level of parking on top of what exists by doing some grading and basically not change the view of the building because this is the same elevation as Commercial Street, but double up on the parking. That is an idea that we think is fairly cost-effective and can happen in a series of different areas in the Millyard. This cross section also shows how the riverwalk could work and I will show you another detail of that and also how access to the islands could occur. We have also tried to look at examples of other places where we have seen this kind of development and again we have talked about fronting on the canal, we think, is an opportunity. This happens to be your sister city, Manchester, England, where we have actually also done some planning work. In this case, on their mill frontage, their canal frontage, they have new architecture that is actually very sympathetic to their historic buildings and you can see how well it works in this environment. Just the idea of reinforcing this whole canal edge as a pedestrian kind of place to be, we think, is pretty exciting. In terms of the details, the riverwalk itself will, in many areas, be cantilevered off the back of the buildings. This is the most practical way to do the riverwalk and in many cases the buildings front right on the river and the elevation of those will be set based on flood planes. This also shows how the access to the islands could occur. Again, we know that that has to be done in a very sensitive way environmentally. For example, we could use a boardwalk system that would totally provide infiltration or obviously where we need to have bridges and things we could have a raised boardwalk system. Again, access to this could be controlled and could provide an educational environment, which we think, would be very positive. Heritage is the other thing that we have been talking about and thinking about, particularly for this area and obviously many of you know that the Native Americans had a fishing village of some sort here many years ago and the idea of celebrating that heritage somehow we think is exciting in some ways, in some artful ways. The idea of different ways of interpreting and celebrating the heritage is a great idea. Also, environmental and how to explore the educational values and how to make linkages. Obviously, if we could make a linkage to your fish ladder, that would be a very desirable thing in terms of just tying this area to that and just exploring the environmental aspects, as well as just views to the falls and the waterfront itself we think could be very dramatic. Again, architecture can be more contemporary but still in the spirit of what you have today. It can obviously build on the old existing architecture, but the idea that even some of the uses can be oriented to the water itself. Arms Park is a key area and obviously we have Arms Park as a focus. We talked about learning, working, obviously you have UNH and a number of employers in this area. How can we build on this district and make it work as strongly as it can? It has a number of different assets as you see here already in place, but we would like to build on those. This starts to diagram out. This would be a walking distance of about 5 minutes. That is a

1,200-foot radius. One of the things we talked about for Arms Park is, is there a way that it can be greener and more of a true park and a gathering spot on the river and obviously there is parking there today and any parking that gets displaced obviously has to be replaced somewhere else so we know that we need a parking strategy to go with that but one idea is how do we create this as more of a festival kind of gathering space. We have identified other kinds of issues in this district related to parking, access, visibility and we will talk about those in more detail as we go through the slides. This is a concept plan that we did to look at how the riverwalk could be improved in this area and obviously you all have done improvements to the riverwalk, but how it maybe could be widened, provide additional landscaping; the idea of relocating some of the parking from Arms Park to create this as more of a green space while still providing access and parking in this zone. We also think there is a development opportunity next to Café Pavone. This is an open lot right here and we would like to see at least a couple of stories of development on that site. Ultimately we think it is a key site. We also looked at parking opportunities. We showed parking here. We are not sure that works so well, but we do think a parking deck on the Bedford Lot could work very well. Another opportunity is Bedford Street itself and what we have been talking about is a possibility of redefining Bedford Street actually more as a pure parking drive and consistent parking to increase the efficiency of that as a parking area and I will show you in the slides how that works. In cross section, this just starts to show how Arms Park could be made green. The idea that this parking structure across the street on the Bedford Lot could be as high as five stories, possibly higher, I think that is a real key resource for you in terms of parking that would be centrally located. The development opportunity I talked about is really this site right here, extending from Café Pavone and the idea of creating this green space. This shows in detail how this could be expanded and working with existing framework. This shows how edges next to it could be improved, again working with what you have to expand, maybe it gets widened and landscaped and other things can happen in terms of seating and lighting and so forth. The idea of introducing this major green space. Again, if you look at Manchester's riverfront there is virtually no place where you have any expanse of green and we think that this kind of amenity would be welcomed by residents and students and all people using this whole district. We think we can create a really strong gesture to the water and again, if you look at most major cities in the U.S. you would see this kind of space somewhere on the riverfront and we think it could work well here. Again, there are other things you can do to your existing situation to improve it which are modest improvements. You can landscape; put in flowers, seating can do a lot. Just working with what you have to enhance that. As I mentioned, Bedford Street we think is an opportunity to add parking to this zone. We think that we can add as much as 40% to 50% of the total parking capacity by simply restriping this, getting double bay parking here and head in parking on this side and changing the way that functions a little bit with some curb line modifications. The other thing is

service areas. We know that we are going to have to be working with service areas and maintaining those at least in the short-term, but we want to look at ways to provide a landscape buffer and some separation from the riverwalk. Again landscape in the riverwalk itself. Obviously you have areas where you have street; paving and more paving and just the idea of trying to introduce some landscape buffers can be very simple. Again, it can change the perception and the character of that street as kind of a gateway street in the Millyard. Parking decks, as I mentioned, can be tucked where we have existing grade. You can drop a platform on top. This happens to be down at the Seal Tanning Building. In other cases, we can carve out the grade and create two levels of parking, basically working at the Jefferson Mill Building to create several levels of parking. Again, the idea that parking doesn't have to be ugly. Obviously, it can look as good as your existing Mill buildings with a little extra effort and detailing. Lets talk about the Granite Street Gateway. Again, this is a key focus area. It is obviously a gateway to the downtown with links to your future civic center and to Elm Street and obviously ties into the Millyard in a big way. There are a number of things ongoing in this area that we think can be built upon. We talked about a focus of retail, entertainment and tourism as some of the key things that we see as potentially happening and building on in this area. This starts the diagram of coming into the City again. A key gateway. Here is your civic center in this area. It is really an important spine and again has a lot of potential in terms of adjacent development. This is a concept plan that we did quickly to show how the riverwalk could work through this area tying through the south area. In this case, a kind of arcade situation. I will show you some examples of what I mean by arcade, but in fact the riverwalk could be interior to the building in this case because we have deeper buildings and again we want to make this experience as interesting as we can. In this case it can be an all weather riverwalk. The idea that you cross under the bridge and then we move behind Seal Tanning and this gateway building with a cantilever condition. We also looked at how we reinforce connections as in the Pandora Building with pedestrian connections, improve circulation, add parking and also in these two corners we think there are development opportunities to actually create some gateway development sites even though they are fairly small we think they are important because of their location. The bridge is also widening we know. This is going to be ultimately six lanes wide so we have to consider that when we consider planning around this and this, in fact, factors that in. In cross section again, the idea of tucking in this parking as I have mentioned horizontally, where we can fit it in and how the riverwalk cantilevers in certain situations on the backs of the buildings. Residential we think is really key in terms of your overall programming in the Millyard. Obviously, employment is doing well. You have some light manufacturing and some restaurants and such. We think residential is one of the key things to be thinking about in terms of the overall mix that can add to the 24-hour use, it can add to your overall tax base economically but get people living in the Millyard. We think that is really important to think about. Again,

examples of how the riverwalk can cantilever behind the buildings and how parking gets tucked in as we talked about. How do we get under the Granite Street Bridge? Again, this is a real important consideration. This is not a real comfortable place right now if you have been down there, but the idea that this can be made ver nice and pleasant, we think is important that we consider all of these details and try to make this work together as a whole. Again, using existing edges and showing how those can be animated and improved by adding railings, flowers, lighting, outdoor dining, all of these kind of uses have to be looked at. This happens to be over at Seal Tanning where there is now parking and we see these edges as opportunities for outdoor use, outdoor dining and such. Art in the Millyard is very important and we think it can help define the kind of signature and the specific character of Manchester working with local artists to define a character and again whether it celebrates heritage of something more formal or whether it is more playful, we think it I is important and we think it can be expressed in a variety of different ways along the riverwalk and make the riverwalk more interesting. Green space I have talked about, but again this area at Jillians, again as some of this area gets looked at there may be an opportunity to introduce some green into this area to create another transition down to the water. Parking again. The idea of these two level connections. Parking can be very low scale and very non-intrusive and obviously depending on how you clad the architecture, it can blend in very well. In some cases, there may be an ability to create a two-level arcade and we think the Mill buildings work fairly well for that. The idea that you can take advantage of these architectural spaces. The idea that you bridge across this level and you create a public arcade and you can, in fact, energize and open up that whole space we think is an exciting way to deal with some of these Mill buildings. Outdoor arcades also can work. Again, just another example of that. The idea of a Visitor Center again is something that we think needs to be considered and can be put into an existing building, for example the SEE Museum, or it could be recycled in a Mill building or something as the city of Charleston did. Transportation obviously is another key consideration and we have met with the MTA and talking about shuttle systems. Again, in terms of dealing with parking and even visitation long-term, a shuttle system can work very well and there are lots of examples of that across the country and also doing a nice bus center can work fairly well. The idea that the buses are smaller scaled and maybe a little nicer bus that relates to the Millyard we think can work fairly well. Lets talk about the West Side a little bit. Some key assets are the railway bridge and obviously we want to bring pedestrians across on that. The West Side obviously has high access. There is a new high school parking lot that we think can be played on in terms of bringing folks in. Again, this linkage is really critical with tying in the Piscataquog Trail. We think there are opportunities for a community park here long-term and again to create some more amenities for the community as this passes through and to create this direct linkage over to Singer Family Park and to the west riverfront. A gateway statement is part of what we

think needs to happen on the West Side. Again, from 293 as you are coming into Manchester, and there are different ways this can be expressed but that is one of the opportunities in addition to the linkages and the other things we have talked about. As we mentioned, the idea of a pocket park we think would be fairly simple and modes but we think there can be some community amenities that get designed along with this trail that would really help the neighborhoods and start to knit this together. Again, the idea of playgrounds we think would be important and on the West Side we would like to see that happen. It seems like a good idea in conjunction with any community parks. Again, they can be done very simply or they can be done more artfully and in a more interesting kind of way to create opportunities to children to tie in with the riverwalk. The bridge, we haven't yet looked at from a design perspective, but the intent to is to create this pedestrian linkage, again, on top of this bridge. This happens to be an example of a pedestrian bridge, a rail bridge that we worked on in Virginia and again I think we just have to start thinking about how we can create an environment that is inviting, feels safe, works well and is obviously cost effective for this rail structure. Again, we think this is an opportunity in terms of how it gets treated and how it gets painted in terms of a gateway to the City. Lets talk about the south riverfront a little bit and obviously the south riverfront today has a focus in Singer Family Park and we are really building on that focus and tying the riverwalk to the park we think is a huge opportunity to give the park a better amenity in terms of the way it can use the riverfront to link the two together. What we have looked at in this area, again, as a focus there are several different things that can happen here but we talked about active recreation and passive recreation. We have talked about parking and access and this linkage across the bridge, which we think, are all key considerations. This sketch shows some additional amenities in addition to the riverwalk and this connection across the bridge that we are working on. Again, this is the Phase IA and the first piece of riverwalk to come out of the ground. This area has been cleared and is being worked on. We are finalizing designs for this area, but we started to look at some other amenities that could be constructed in conjunction with the park and again this was food for thought. Right now, this is all parking. In this idea, we are saying that we could either create a softball field or a baseball field that could be developed in conjunction with the field that exists. The idea of additional concession buildings and maybe a playground and some picnic pavilions and the idea that the trail gets animated with benches and artwork and other kinds of things and we create these linkages from the field down to the riverwalk so, in fact, we are suggesting is that there is a riverwalk at a low level and a riverwalk on the upper level that ties in with the field so that people using the field can move back and forth. We even said long-term we might have a fishing dock or a small boat dock that could be put on the river in conjunction with improvements to this boat launch. The parking that exists here, we are suggesting could be relocated up in this area and Commercial Street we are suggesting could even be terminated with some kind of round about with a monument or something

in that location. Again, we think that the character and identity get set right at the beginning and you all have a temporary sign that announces the riverwalk, but ultimately we could do some kind of a gateway entrance sign and signage could be just a key part of how that works or some kind of a kiosk perhaps. In cross section, again, the idea that you actually have a walkway up here and a lower walkway, we think works very well with these stair connections and the idea that ultimately Singer Field could have some more bleachers and grandstands on this side and perhaps even concessions underneath those and ultimately some kind of fishing pier or boat dock on the river. Again, this shows you what exists today and just an example of the kind of character and we think this is more rustic, you are through the woods, it has to feel civic but it is a more rustic kind of feeling than maybe other parts of the riverwalk and we think we should just build on that character. This pathway will be lighted. It will have benches and trash receptacles. It will have a finished, paved surface. We are also talking about these nodes that can be created along this pathway that could have seating and maybe even artwork. Possibly the nodes could get built at a later date and we could have sponsors to help construct those. This starts to show again, in later stages, that we might ultimately have another lower connection to the walkway and a lower docking area, which we think would be desirable in the long-term. Improvements to the boat dock, again, as part of the overall plan that would probably need to be thought about, again, if we are going to maintain the dock in this area. We need to think about how the riverwalk crosses the dock and how those two work together. The way that we use green within the space, there are a couple of bowl pockets and it doesn't have to be this dramatic, but we try to take advantage of these green bowls and make them usable. A children's playground, we think, could work very well at Singer Family Park. Again, another type of activity and that could be a more conventional type of playground or it could be one of these large adventure playgrounds. This is actually one in my hometown in Illinois that was built by the community. It actually gets built over a four or five-day period, but it is a whole group effort to design and build this. There is one consultant that actually goes around the country and works with communities on these things. It is a fairly nice concept and exciting to get these things built. I wanted to talk about seasonal uses. Art shows and other things can obviously happen on the riverwalk. Programming is really a key part of this. It is one thing to build it. It is another thing to manage it and program it. That is going to be really critical to the success. With that, I will turn it over to Mr. Prose.

Mr. Prose stated I would like to get into some of the economic development issues that may stem from development of the riverwalk. I would like to talk about some of the key issues and some of the redevelopment in that area and some of the outcomes that we may see if we can integrate the riverwalk with development in the Millyard and downtown and evaluate what some of the economic development impacts might be. We looked at a market overview of Manchester and we are

very impressed with the strength of the economy. The office and residential markets are very strong. NH is number two in the country in terms of move-ins of all states. The one thing we are concerned about is the undefined market image. What is Manchester and what is the Millyard? That needs to be better defined. There are some key development assumptions in looking at the economic implications of the riverwalk. What we perceive is the need to integrate the riverwalk, not just create a little walkway along the waterfront, but integrate that with the development and make it part of the market image of Manchester and with that and with the provision of adequate parking, we can create mixed use and significant development opportunities. We can enhance the existing value of those opportunities. We also think the riverwalk creates opportunities not just to do light industrial and office development, but to get to a more mixed-use environment including residential, specialty retail and the like. We really looked at two scenarios. One, just a trend line of what would happen as a result of current trends in the Millyard and then with an integrated Millyard/Riverwalk development what could happen and we looked at three scenarios. An office orientation, an emphasis on residential and an emphasis on trying to optimize mixed use. What we looked at when we looked at the basic trends, we see about 900,000 square feet of additional occupied space within the Millyard. What that does is look at the existing space, looks at the economics of rehabilitating some of the existing mills, which has some difficult economics. When we looked at the redevelopment potential, if we can get higher values if we can integrate the Millyard area with the riverwalk, we can enhance values, we can improve the feasibility and get all of the buildings in the Millyard redeveloped and have an opportunity for some modest in fill and that creates an opportunity to almost double the development from about 900,000 to about 1.8 million square feet. What might that mix look like and what we are basically saying is that in all scenarios we see office being the dominant use. The market is strong in office and the financial viability of office is there. What we see now is probably upwards of 750,000 square feet of additional office and a modest increment of retail and residential. In an office orientation, trying to optimize the amount of office space that might take place in the Millyard, we can see up to 1.6 million square feet of office out of about 1.8 million square feet. In terms of optimizing residential uses, we see upwards of 500,000 square feet of residential, but there would still be a million square feet of office use and finally in a mixed use scenario we see the development again being about a million square feet of office and then evenly distributed between what we call retail, residential and specialty and specialty in this case is really arts and crafts type uses and also the introduction of lodging accommodations. Looking at the employment implications, under the trend scenario of predominantly office, about 2,800 jobs but if we could create an integrated development and add additional development with an office orientation, it would be over 6,000 jobs with approximately 4,500 jobs created in addition to today created with a residential or mixed use scenario. In terms of housing

potential, under the existing trends we see a few in field mill buildings happening, 40 or 50 units and we have assumed that same amount of development with an office development. Looking at the riverfront with an orientation particularly to residential, having some buildings being exclusively residential, having the upper levels of certain mill buildings be residential, upwards of 500 residential units could be created in the Millyard area taking advantage of amenities and the recreation and the market image created by the riverwalk. Probably one of the most important things to look at is what we translate this extra development, the extra value created in terms of additional rents and additional sales in retail and additional residential opportunities, what does that mean in terms of increased value in today's dollars. This doesn't include inflation. These are 1999 dollars and under the trend scenario we see about \$60 million worth of new development or additional value created. With an effort to enhance the area, get larger rents and attract additional redevelopment opportunities, upwards of \$230 million of additional development could occur. When you translate that into your current tax rate, what does that mean in terms of real property tax. Under the existing tax rate, under the trend scenario we see an additional \$2 million a year, but upwards of \$7 to \$8 million a year in additional taxes being generated as a result of the enhanced development, enhanced value by linkage of the development to the riverwalk. When we look at the Central Business Service District which now gets about \$140,000 a year and we look at the 79 cent tax rate and apply it to the additional value that would be down here, under the trends, there would be about a \$45,000 increase in annual revenues for the Service District, but with major development, you could more than double the revenues by an additional \$180,000 a year which would create the revenues to help manage and operate the riverwalk and other activities in the Service District. Looking at parking demand and this is a worse case scenario. We haven't looked at shared parking opportunities, we haven't looked at parking demand and we haven't looked at a parking strategy, but if you just add the amount of development and its anticipated requirements, under the trends there are about 2,500 additional spaces required and under the other options, upwards of 4,000 to 5,000 additional parking spaces required. It is probably significantly less under a residential or mixed-use option where there would be opportunities for shared parking between the residential, the retail, the office and the hotel use. Part of the implications as we see them as the riverwalk significantly enhances the development pace, it can significantly enhance the value. This doesn't happen automatically. There is a need to integrate the riverwalk, both in terms of physical design, in terms of operations, in terms of marketing and in terms of merchandising. We very strongly believe that a mix of uses will enhance the market. Rather than going exclusively to an office market, if we can introduce retail, hotels and tourist activities, we can serve multiple markets and greatly enhance the pace of development that would occur and not be dependent on one market. It is important to look at the parking demands that are created and residential will create significantly less parking demand than other

uses. Retail uses, other things being equal, creates the most extensive parking demand and we need to take the mix of uses and the parking demand into consideration in order to implement or optimize the amount of development that might occur. As we mentioned before, there are significant opportunities for shared parking. We really are just scratching the surface, but when you look at a mix of uses, when you look at creating an attractive environment that links different nodes that makes it more attractive to walk longer distances, than we can undertake a parking management plan. We can do shared parking. We can reduce parking demands. We can introduce satellite parking and shuttle bus parking to address the parking needs and that is done by linking the Elm Street area, linking the downtown, linking surplus parking on the west side of the river in terms of event parking, the desire to serve multiple markets, not just downtown employees, not just downtown residents but residents of the entire region. Have people not go to Portsmouth to eat, but come to Manchester to eat at night. To have the tourists stop and to have all the people who are taking Southwest Airlines to come and stop in Manchester. Really to start doing that most likely by phasing in event programming. Everybody thinks that Baltimore happened overnight or some other cities happened overnight. They really started with a program both of physical improvements that we are designing in terms of the riverfront and careful event programming. Finally, I think we can't emphasize more the need to have some type of ongoing management entity, both to coordinate the development process and to make sure that the ongoing uses of the riverwalk and events and the activities are maintained, are marketed and managed to make sure that the benefits of that can occur and can be sustainable.

Chairman Reiniger asked you mentioned the importance of housing and this is an issue that has been talked about for a number of years. What can the City do to help spark housing in the Millyard?

Mr. Prose answered there are a couple of things you can do. One, lets make sure we understand what market for housing we are seeking. I think it is important to define that. My bias would be that we ought to go with market rate housing. There are opportunities given the high quality in the Millyard to take advantage of the architectural treasures that they are, particularly on the top floor I think providing the amenities for them in terms of close parking, in terms of providing the retail amenities, the entertainment amenities and targeting the markets. We worked in Springfield, MA where loft buildings have worked out quite well. We have worked in other areas where there has been more of an orientation to the university population that is a little bit more Bohemian and sometimes you have more people per unit. I think you should make sure that the environment is there, that security is there. I don't think they necessarily require big subsidies because we are looking at going to the more upper level and trying to create a positive market image in terms of the housing.

Chairman Reiniger asked from your experience, is the issue of housing usually sparked more by the building owners than the local city or government.

Mr. Prose answered I really think it is a partnership. I think the actual deals are done by the private sector. The private sector does the deals. You have to create the environment in which those deals are possible and that is putting together the riverwalk, making sure that security is addressed, making sure that maintenance is addressed, making sure that they discover that downtown is a fun place to be. We are very much into the entertainment market, but I think that you create the environment and the private sector does the investment.

Alderman Thibault asked about policing of an area like this. How would you intend to police it? Would you create a new entity to police it like a park police? I am concerned about that.

Mr. Alinger answered there are different approaches that cities take. One of the approaches that we have seen in a number of cities is where if they have a business improvement district for example they might have a program that deals with basic security and maintenance or a clean and safe program so that the security might be just people out there on bicycles and they have radios and they are in touch with the police. It is not a secondary police patrol, but it is just eyes on the riverwalk and it gives you people out there all the time. The key thing is just to have presence and the more activity we can spur on the riverwalk itself, the better off we are going to be and the more orientation we can have to the riverwalk and the more outdoor uses so we have people there. That is our best approach.

Alderman Thibault stated I guess my question is more do you feel that it would be like an extra police unit as compared to Parks & Recreation or as compared to Police. Are we thinking that we would have a riverwalk or parks & recreation type policing?

Mr. Somers replied I think that with respect to ideas, and these aren't final by any means, but there will be some additional police required. How much, I don't think we have stated yet. We have to think about that, but I do think that the police bike patrol and possibly the newly formed horse patrol may work with this along with some foot patrol. If you take what Mr. Alinger just said with respect to other people having a specific job to keep a look out and you add those two things together, you could probably keep down the amount of additional policing you need. I think that different communities use different systems and that is something that can be discussed. I am not sure exactly how the City wants to do it, but we will make some recommendations on that.

Alderman Thibault asked regarding the island walkways that you talked about, you have to remember that we have a water flow here that fluctuates quite a bit, especially in the springtime.

Mr. Alinger answered absolutely. We would have to look at that from a flood plane standpoint and also just access because there might be times that they are closed off and so forth. They would have to have some kind of secured access to them.

Mr. Somers stated just as a final comment to that, we have talked to PSNH and they do have some concerns about access to the island. They are open to the idea, but their concerns are they own it with respect to liabilities and those things would have to be overcome as part of what you are talking about.

Alderman Sysyn asked would you have to have a separate management team for all of this or would you do it within existing departments.

Mr. Prose answered we have not gotten into the organizational and management structure. It definitely, in our experience, needs some special treatment. Now whether that special treatment is within an existing department, whether that special treatment is getting Intown Manchester to be responsible, whether that special treatment is another entity that works with Parks & Recreation and with Police, I think needs to be defined. It is not necessarily so much the organization structure, but it does need a defined special treatment, a defined special concern.

Alderman O'Neil asked to follow-up on that, would you be able to provide us with some examples of what some other communities have done. I know that I have seen the Peoria report. They have a riverfront development district group. Would you be able to provide us some information on what some other cities have done?

Mr. Prose answered yes. There are various models that have been done. I know that Mr. Alinger mentioned the Business Improvement District or the Special Improvement District. That has been very successful in very large parts of the country. The Parks & Recreation Department in Kansas City created a special entity within that area. There have been enterprise funds within existing structures that have been utilized but we can give you the examples from city departments to outsourcing and creating special entities.

Alderman O'Neil stated I comment you for tying west Manchester into this. I think it is very important. We seem to always focus on the East Side and there are a lot of opportunities with west Manchester as well. I didn't hear anything about the two sizable lots near the trestle regarding potential development. One just north and one just south. Have you looked at that yet?

Mr. Somers replied is the area you are referring to Hobo Jungle.

Alderman O'Neil responded correct.

Mr. Somers stated we might as well use the term that is out there. Those have been discussed and they were discussed at the summit with respect to maybe some kind of a bicycle crossroads recreation center there. Whether to put that there or put it near Singer Park is being discussed at this time. The thought with those parcels is because of the way the whole area is more rustic is that if possible we should keep them in a more rustic nature with bike trails and pedestrian ways through there. That is still being discussed.

Alderman O'Neil asked so they really don't create any opportunities for development. I know when somebody came back from Peoria they took advantage of some lots along the river with some corporate headquarters or a hotel that might fit into the mix.

Mr. Somers answered I think that initially if someone comes along and they want to put something like that there, I don't think you should necessarily say no. The issue you have there is access to it and that it is more or less dead-ended. A connection needs to be made up to Elm Street somehow to get through there or down to Queen City Avenue which in looking at it looks very difficult because we have the large railroad area. With respect to those, and this is based on Mr. Alinger and Mr. Prose's experience, those things will tend to happen closer. They will want to get closer to the civic center or closer to the Millyard area where things are happening so the likelihood is you are probably going to have more interest in areas closer than down there. If you leave them open, as other things occur my feeling is who knows.

Alderman O'Neil asked what is a realistic time frame to implement this program fully. Three years? Five years? Ten years?

Mr. Somers answered I think if you start implementing it and they come, in other words what we start working is a public/private relationship with respect to the entire development and we start integrating the riverwalk with building rehabilitation's and redevelopment that you are probably talking overall a 10 year program, but the riverwalk itself or a large part of it could happen in 5 years. If we start making those things happen, more people will come and more embellishments will occur that will start connecting that, not only to other things in the Millyard, but also uptown.

On motion of Alderman O'Neil, duly seconded by Alderman Sysyn, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee