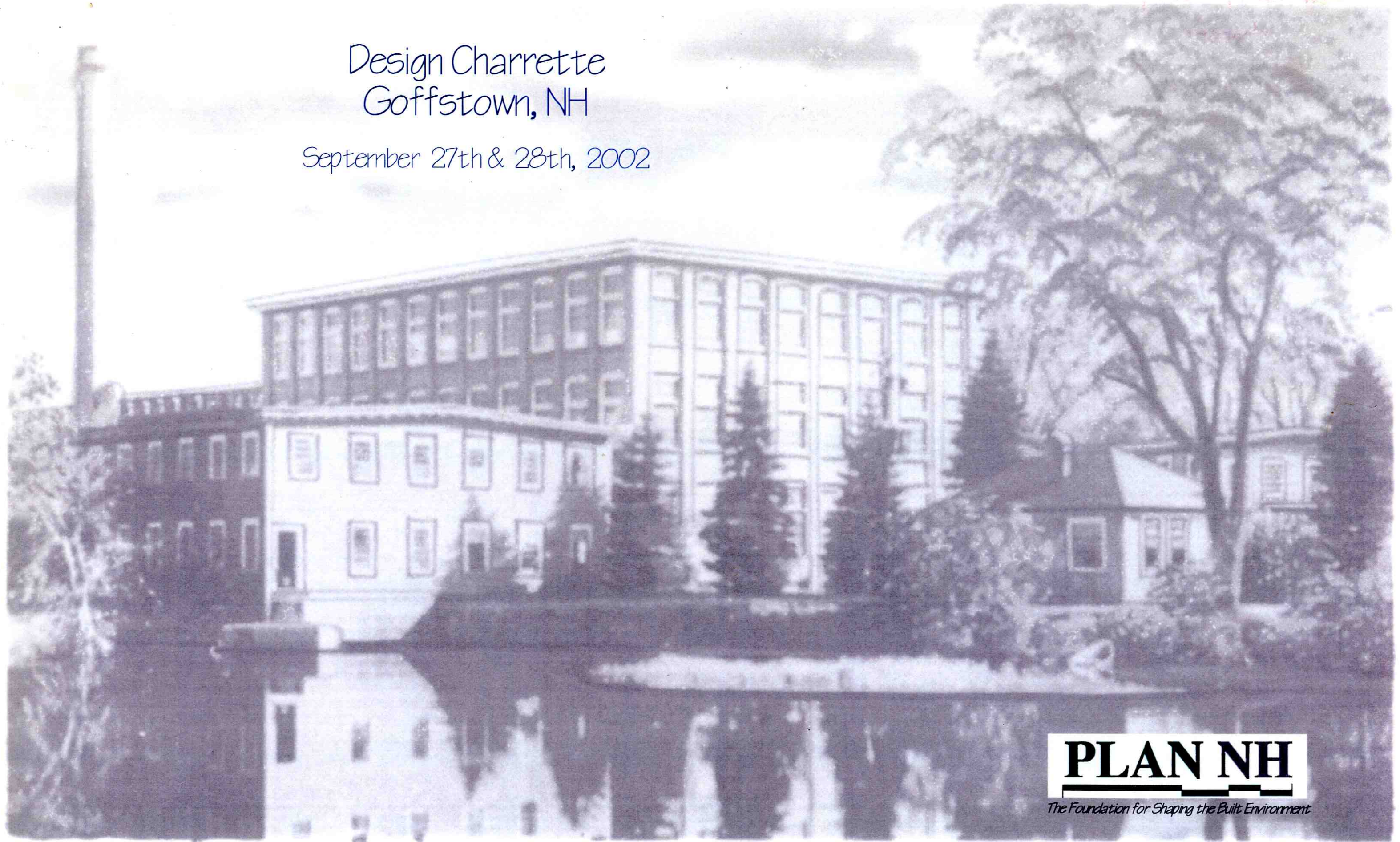


Pilgrim Wool Co., Goffstown, N. H.

Design Charrette
Goffstown, NH

September 27th & 28th, 2002



PLAN NH

The Foundation for Shaping the Built Environment

Acknowledgements

Sincere thanks go out to those individuals who donated their professional and personal time to this Charrette

Ira Clark
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Also, many thanks to the Citizens and Town Officials who shared their thoughts and knowledge with us.

Goffstown Economic Development Council

St. Lawrence Catholic Church

Goffstown Planning Department

Neil Funcke (town GIS manager)

Robbie Grady (Goffstown Main Street Program Manager)

Bill Jabjiniak

John Janigan (owner of the mill property)

The Sad Tomato Café for all the great food

and to all others who attended and helped with the Charrette
but whose names we may have missed.

Thank You!



Spiller's REPROGRAPHICS		
No.	Name/Title/Phone	Date
Spiller's REPROGRAPHICS 224 Gorham Road Scarborough, ME 04074 1-207-883-4725 copyme@spillersusa.com		
Spiller's REPROGRAPHICS 880 Second Street Manchester, NH 03102 1-603-644-3336 copynh@spillersusa.com		
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PLAN NH VISITS GOFFSTOWN, N.H.

September 27 & 28, 2002

The Charrette Process

Who is Plan NH?

Plan NH is a professional association for those working in the *built environment*. The organization includes architects, planners, engineers, bankers, construction managers, historic preservationists, and others who concern themselves with buildings and communities. It was established to create a forum for bringing together these different professional groups and as a catalyst for spurring interest in community development. Part of Plan NH's mission is to make a positive contribution to New Hampshire communities. One way in which Plan NH is doing this is through the offer of free design assistance to communities with demonstrated needs.

So what is a Design Charrette, anyway?

Simply stated, a Design Charrette is a brainstorming session where lots of ideas are brought forth by both professional designers and local citizens, in an attempt to resolve a problem of local interest. Because of the compressed time frame, the conclusions reached are usually conceptual. They discuss how different plan elements should relate to each other, as opposed to the details of how a particular building would actually be constructed.

At their best, Charrettes blend the broad experience of design professionals with local citizen's knowledge of their community to produce a plan of action that deals with a particular issue of concern to that community. The Charrette provides an overall framework within which final solutions can be developed. It sets a tone and gives a direction against which future decisions may be measured.

How did the Plan NH Charrette come to Goffstown?

In January of 2002, the Goffstown Economic Development Committee submitted a proposal to Plan NH for design assistance. Of the thirty plus proposals submitted, Goffstown was one of three communities selected for a Charrette.

Plan NH is interested in providing design assistance to communities that seem ready to move forward with a project, where there appears to be the organizational expertise and where there is the ability to move forward with recommendations that surface in the course of the weekend event. Plan NH is looking for community problems that may have transferability to other communities.

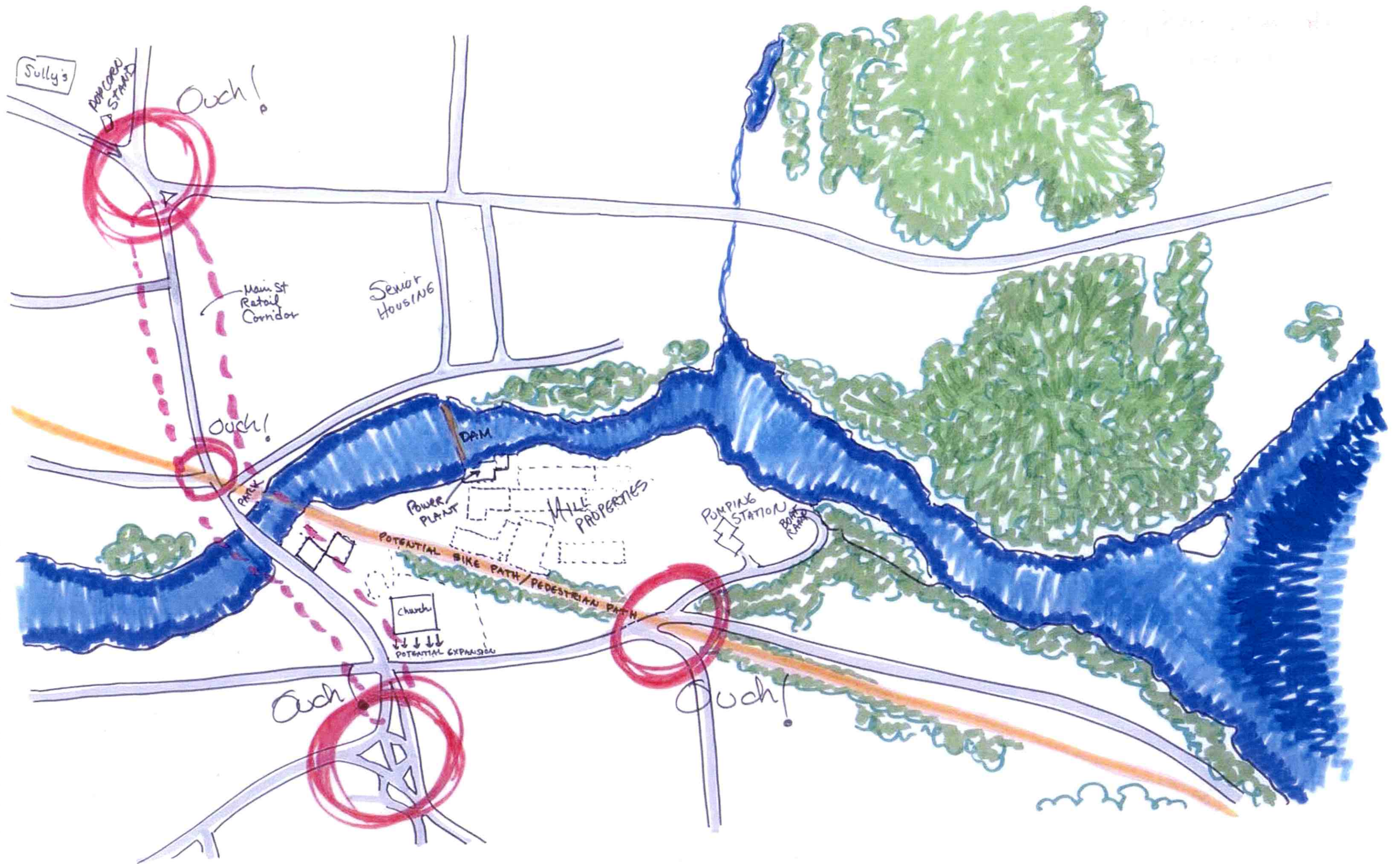
The Goffstown Economic Development Committee, The Board of Selectmen, Planning Board members, and community residents gathered with the Plan NH Charrette team on a wet Friday afternoon in September to discuss the details of the task in front of us. Design professionals on the team included architects, planners, civil and structural engineers, construction managers and cost estimators. The critical piece that the Charrette Team lacked, which only the local residents could offer, was the knowledge of the Town of Goffstown.

Local residents are the experts on the community - what makes sense, what history has brought forth, what will pass at town meeting - and the design team relies on resident input and knowledge to develop viable suggestions and proposals.

With that in mind, the team and residents began formulating the future of the Mill property and the future of Goffstown's Village District.

The Team began the Charrette with a walking tour of the property and the downtown. The focus ranged from the site accesses from Main Street and East Union Street, the church property, the north and south shores of the Piscataquog River, as well as the surrounding property of the mill site. After becoming familiar with the lay of the land, the Team had a clearer understanding of the challenges that was before them.





Goffstown's Proposal:

In the Goffstown Village Commercial District there is a vacant mill alongside the Piscataquog River. The mill property includes several outbuildings including a former freight depot and a hydroelectric plant. A former railroad bed (currently being acquired for conversion under the federal Rails-to-Trails program) runs through the property. Across the rail bed from the mill is a local Catholic Church, the congregation of which continues to grow. The congregation is contemplating moving out of the Village Commercial District for lack of programming space and parking. Access to the mill property is gained by entry from Main Street and from East Union Street.

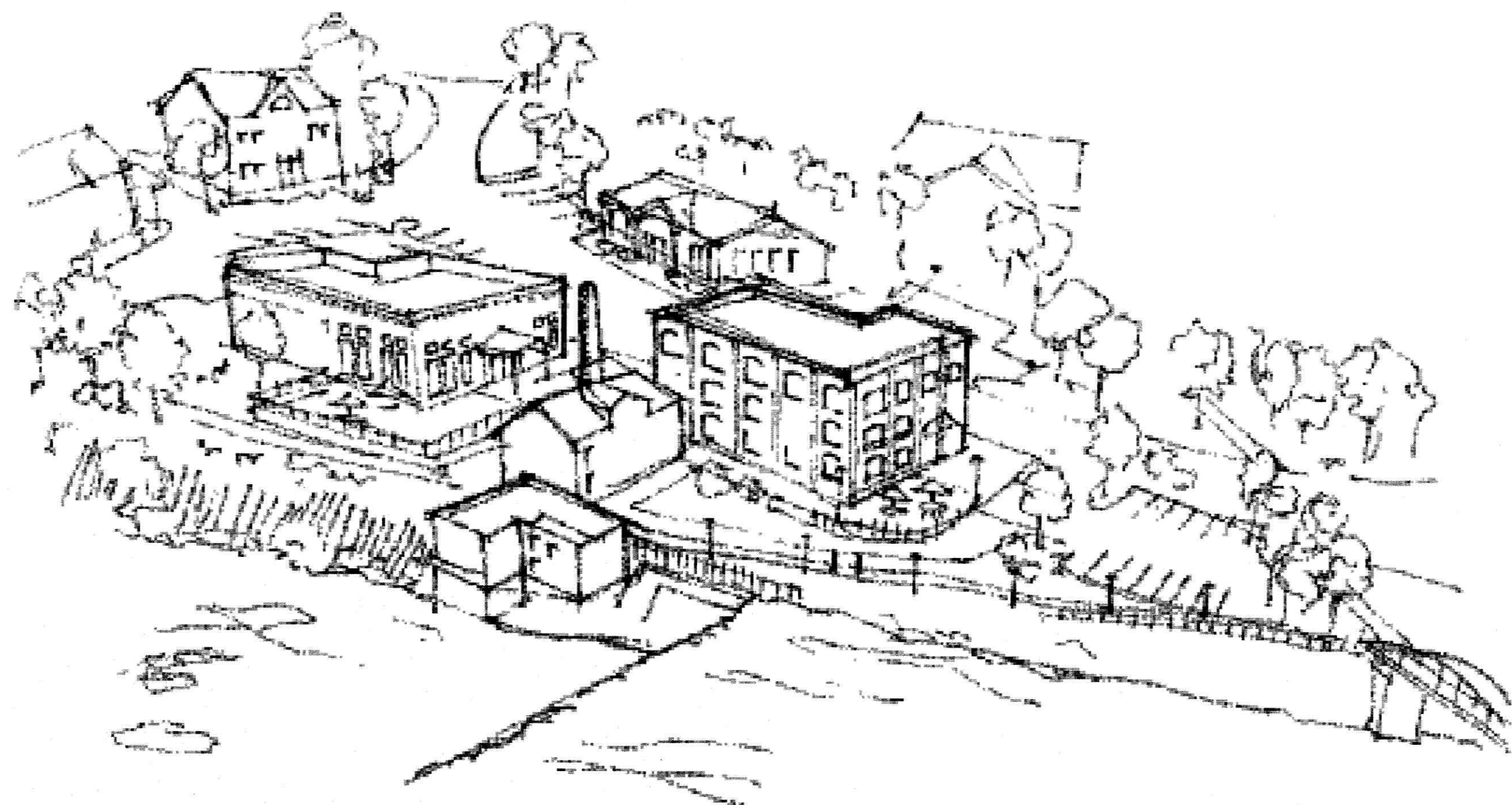
The mill parcel is the largest parcel in the village. It is currently underutilized, and has become an eyesore in the village district. Additionally, the mill is at risk for vandalism and fire. Plans for the mill will help preserve the last remaining mill of its type in the village, which was once home to a thriving mill district. Development of the area could also help keep the church in the village by providing the needed parking. The development has the potential to create valuable commercial/office space, which the town currently lacks. The town's commercial tax base is only 3%, which produces 10% of the town tax revenue. The potential improvement to the subject properties will have a significant effect on the tax base in Goffstown. The site has been identified in many previous plans, in goals set by the non-profit downtown revitalization group, Goffstown Main Street Program, and by the Goffstown Economic Development Council.



The mill site includes a 5-acre parcel of land, and an operating hydroelectric plant at the Hadley Falls Dam. The plant is currently under lease, but could be used to provide power to the site. The mill has its own operating steam generation facility. The property is ideally located to operate as a trailhead for the Rails-to-Trails project. There is significant river frontage along the property, which could be used to provide some recreational access to the river. The river above the dam is the site for many public activities staged by the Goffstown Main Street Program, including their Giant Pumpkin Regatta. The railroad once crossed the river above the dam via a covered bridge, which was on the National Register. The bridge burned down in the 1970's, and currently the only bridge crossing at this point is a concrete arch bridge built in the 1920's by renowned bridge engineer, Daniel Luten. This bridge is due for restoration under a state and federal DOT grant in 2002-2003. Of concern is the fact that 2 institutions, the county courthouse and the local post office branch currently located in the district are considering moves in the near future. The mill property could be an ideal location for both and would allow them to stay in the village district.

The mill is the largest building in the area and has the potential to provide retail, commercial, office and needed parking to the village. The adjacent church is in need of expansion. In order to accomplish this they will either need to relocate or grow onto adjacent properties. Development of this property would likely encourage additional businesses to locate to town, thus broadening the tax base. Furthermore, the preservation of this historic mill is in keeping with the town's desire to protect their heritage for generations to come.





The Listening Sessions

During the public sessions, residents identified specific issues, and desires for the reuse of the mill property and the reconnection of the mill to the rest of the Village District.

These Included:

Positive Aspects of Goffstown:

- ❖ Goffstown becoming destination
- ❖ Activity in the streets increasing
- ❖ Main Street is changing perception, better parks and increase in community spirit
- ❖ Activities like the Pumpkin Regatta, concerts on the common on Thursday nights.
- ❖ Small town character, reasonably attractive center and getting better
- ❖ Convenient for eating, supplies, haircut, groceries, post office
- ❖ Village is biker and safety friendly
- ❖ Good active library programming, good church programs, and more nightlife
- ❖ Customer Service – Relationships cultivated with local merchants
- ❖ Restoration of Downtown Commons

Village Lacks:

- ❖ Location for affordable child care
- ❖ A waterfront restaurant
- ❖ Teen and youth activity areas
- ❖ Lodging facilities, Antique dealers
- ❖ More parking needed for daily business activities, the church, and shopping
- ❖ Need safe, well-lit pedestrian walkways
- ❖ Need to organize street and road signage, better period lighting fixtures that are consistent
- ❖ Lacks a riverwalk to open up the community village area
- ❖ Sporting goods store, flea market, cleaner, furniture store, professional office space, banquet and meeting space, additional medical office space
- ❖ Infrastructure: walkways, lighting, signage
- ❖ A movie theater or spot for kids
- ❖ No design consistency ("Ugly" colors on buildings)

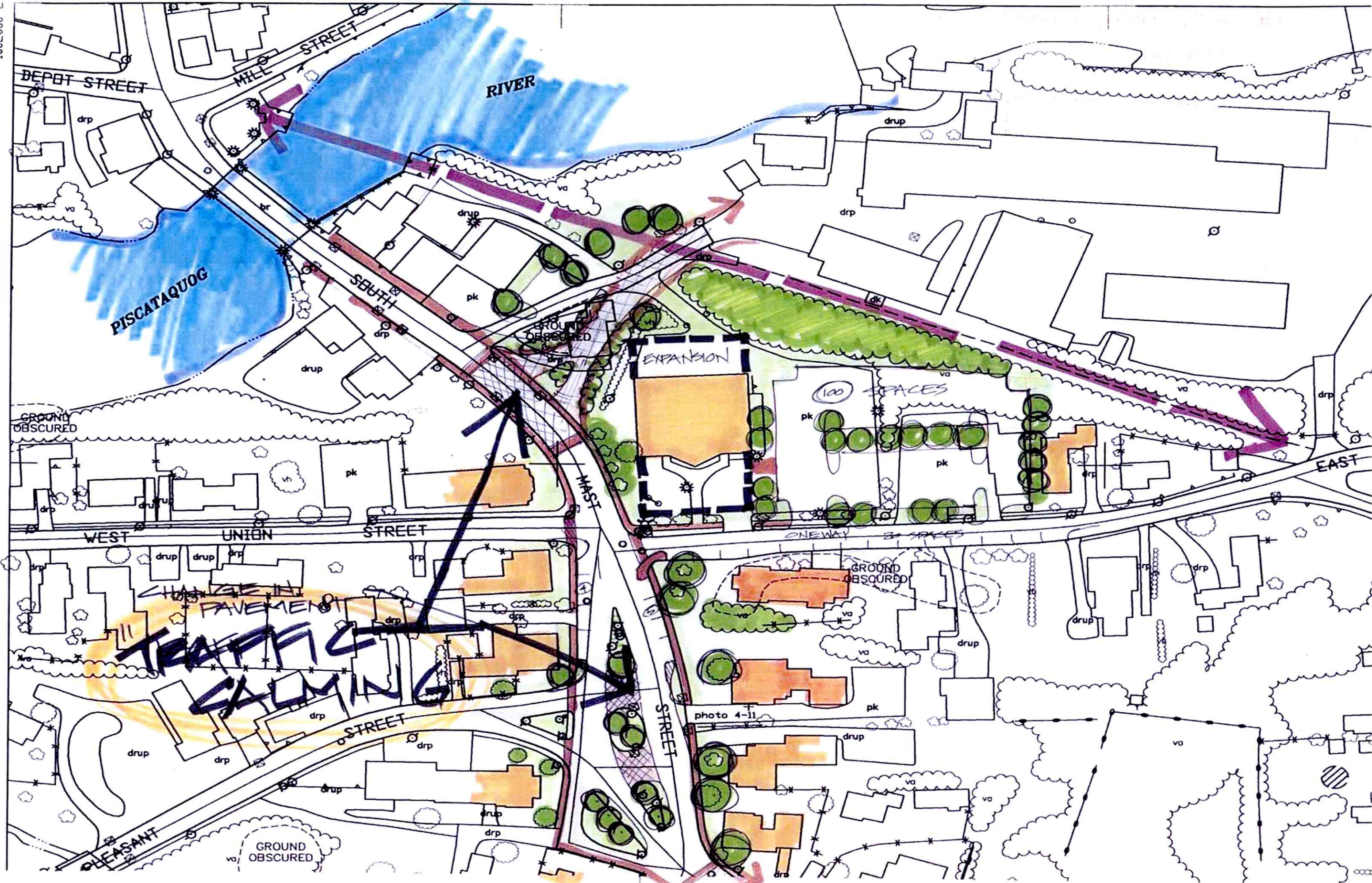
- ❖ Need greater variety of mixed retail with a nice nightlife with a river view
- ❖ Would like to see a bookstore or larger café structured business
- ❖ Mill needs to be opened up to retail, Restaurants, residential apartments, Specialty shops. A bike path could increase business potential for the mill area

Obstacles:

- ❖ Willingness of community to support local businesses, which caused some closings
- ❖ Some traffic jams especially during commuter times
- ❖ "Worse Part about village area": parking, hanging wires, traffic, truck traffic
- ❖ There is a "severe" imbalance in the tax base.
- ❖ Funds to make changes
- ❖ Noise from truck traffic
- ❖ fast traffic

Community Vision:

- ❖ Create additional parking or satellite for mill site, downtown and church overflow
- ❖ More than one access to mill site
- ❖ Better control of traffic congestion on Main Street
- ❖ Mill property best utilized as a mixed-use site for commercial, retail, high end or elderly residential
- ❖ Create recreational use with the Rails-to-Trails program, and the river
- ❖ Blend the mill site into the downtown village district
- ❖ Open up river front
- ❖ Bike path: basic infrastructure for trail leading into Manchester
- ❖ Antique center, co-op, auction gallery
- ❖ Artists Community



Enlarge Parking Area (Remove Bldg. Adjacent to Millyard + Pump House)

Open Views To Millyard and River
By Removing Building Adjacent
to Church

ADD ACCENT TREES
(Clear Existing Trees)
For Lawn Area

Period Lighting
Outline of Building
to be removed

Multi-Use
Bike Path

New
Building

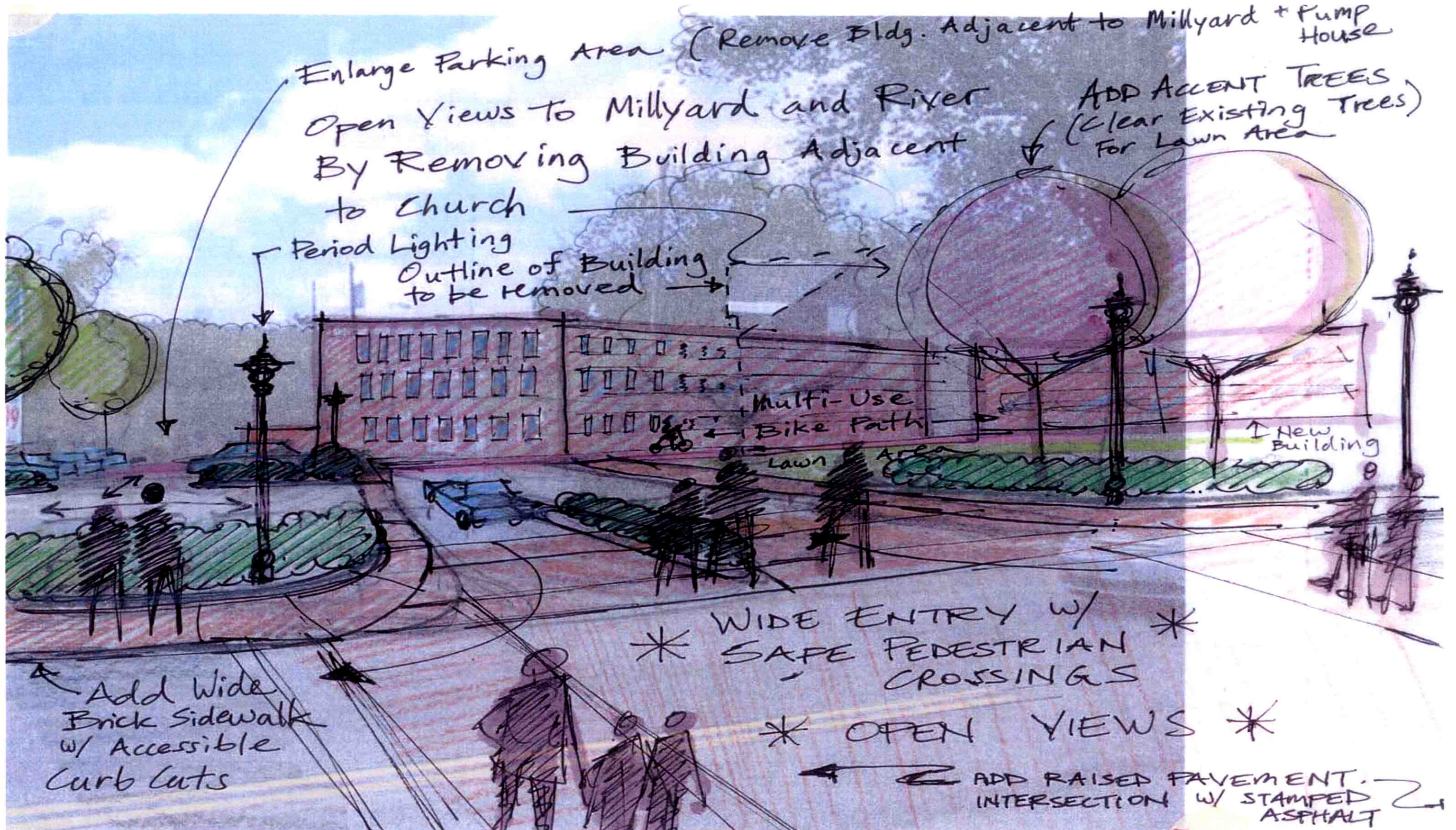
Lawn Area

* WIDE ENTRY w/
SAFE PEDESTRIAN
CROSSINGS *

* OPEN VIEWS *

Add Wide
Brick Sidewalk
w/ Accessible
Curb Cuts

ADD RAISED PAVEMENT.
INTERSECTION w/ STAMPED
ASPHALT



Charrette Team Proposals and Recommendations

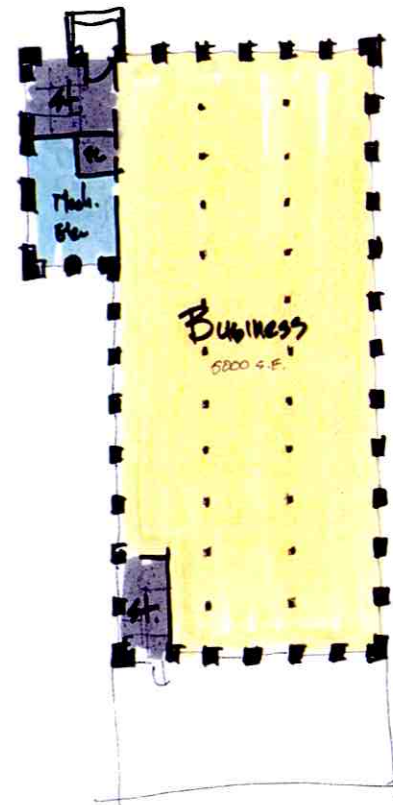
We have heard the opinions and the input from the residents. We have walked the area and have seen the conditions with which we must deal. Now, we are prepared to present our findings and recommendations to the citizens of Goffstown.

Common Development Themes:

Within the 2 schemes we are presenting, there are common aspects that will be part of each. Within both scenarios, we propose to only keep the original brick mill building. All other structures on the site will be demolished. We propose to acquire land and building parcels to the south and west to be able to open up the site and connect the mill to the village. A pedestrian bridge will be constructed in the location of the old covered bridge for connection to the new Rails-to-Trails bike path. Reconstruction of the intersections of Main Street, East and West Union Streets, and Mast Road to create a gateway into the village; make the street safer for pedestrians, create additional parking, and to slow traffic down as it enters the downtown area. The Hydroelectric plant with its long-term lease will be attractive in the redevelopment of the site and also could be a power supply for the site. The redevelopment of the mill site will also give the church some options for growth as well as an outlet in alleviating the parking crunch that now exists during church functions.

Mill Building Redevelopment:

The structure is in good shape and the layout is conducive to a mixed-use occupancy. Elevator and mechanical room will be situated on south side of building towards Church. First floor can be commercial/business occupancy, possibly an incubator site or a separate multi-tenant set-up. The upper floors can be converted to elderly or single person housing, 1 and 2 bedroom units. Single bedroom, small but functional 640SF, 3 on the riverside, 2 on the opposite side of the building that would be ADA compatible. The 2 bedroom units will be 1280SF large bathroom w/ Jacuzzi, kitchen w/ dining area, all 3 on the riverside.



Proposed 1st Floor

Rivers Edge and Pedestrian Bridge:

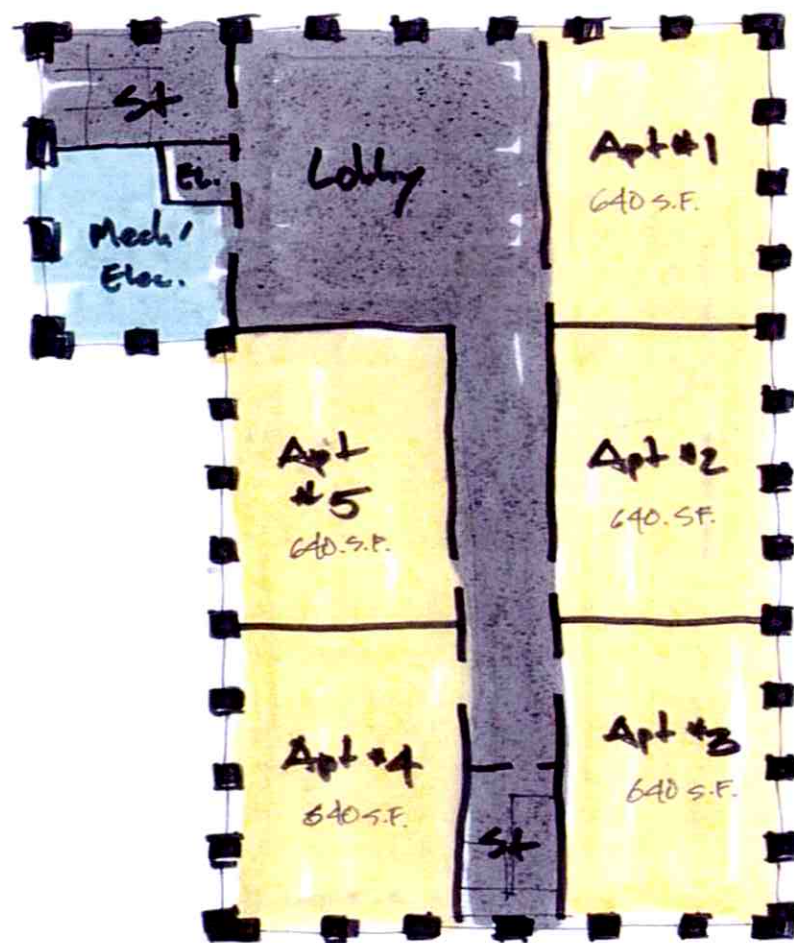
One of the obstacles in developing the mill site was its separation from the rest of the downtown. We have designed a concept that reconnects the mill site to Main Street. A new pedestrian bridge will be set on the site of the old covered bridge. The design was intentionally set low so not to block the river view, the mill, and events that take place along the river. A riverwalk will be created in the mill area connecting new buildings, businesses such as retail and restaurants, etc. The river's edge itself will be cleared and beautified with the Mill Building as its backdrop and a beacon of sorts with strategic lighting to further the connection to Main Street. The foot bridge will also be an extension of the Rails-to-Trails path created through the mill property that will connect into West Manchester.

Scheme I:

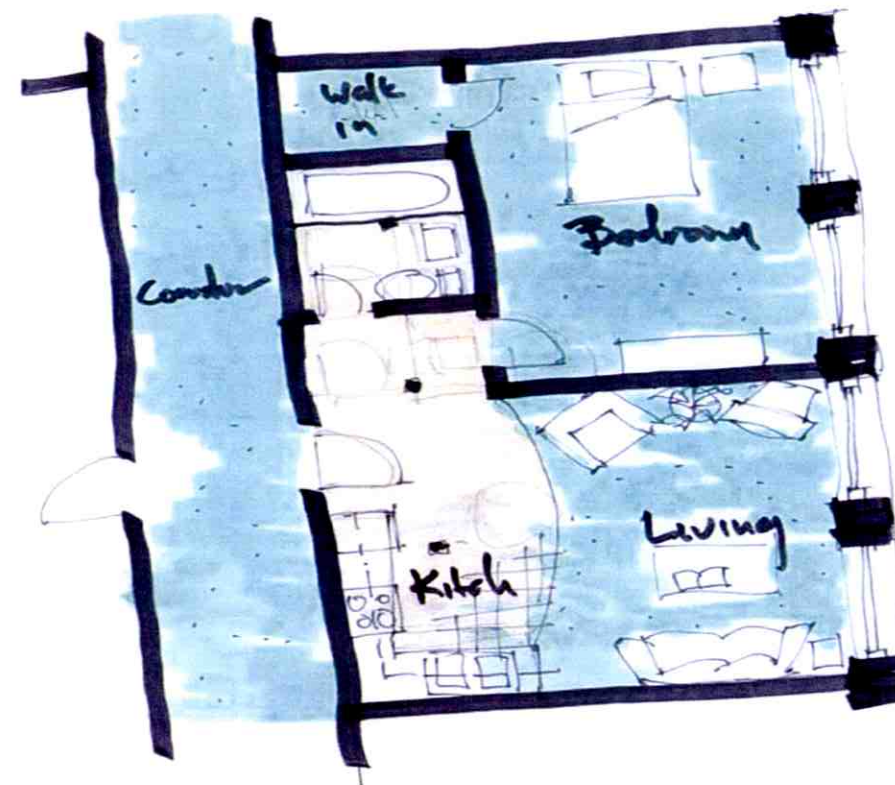
A conservative approach is proposed in this scenario. The new buildings introduced to the site include a restaurant with an outside patio on the riverwalk, a professional office building, a building for the new post office location, a 10 unit senior housing building. Also created in this scheme are pedestrian walkways, ample parking for the mill complex and for Main Street merchants, and a connection to the church property to accommodate overflow needs for church functions.

Scheme II:

Attempt to accommodate parking for Main Street and church needs, as well as site design needs is the focus of this design. New mixed use buildings along the river take advantage of the 2 tier riverwalk. Commercial/business space along the first floor with 25 townhouse units on the upper floors make up the main use of the site similar to the mill building use. On the west side of the site is a new stand alone restaurant building. On the east side of the site is a stand alone commercial building for the Post Office or the District Court which is also out of space at its present location. A series of ramps and walkways connecting the church site for parking access for church functions is also a major component. A pedestrian plaza and gathering space is incorporated in the retail and residential areas.



Proposed 2nd Floor

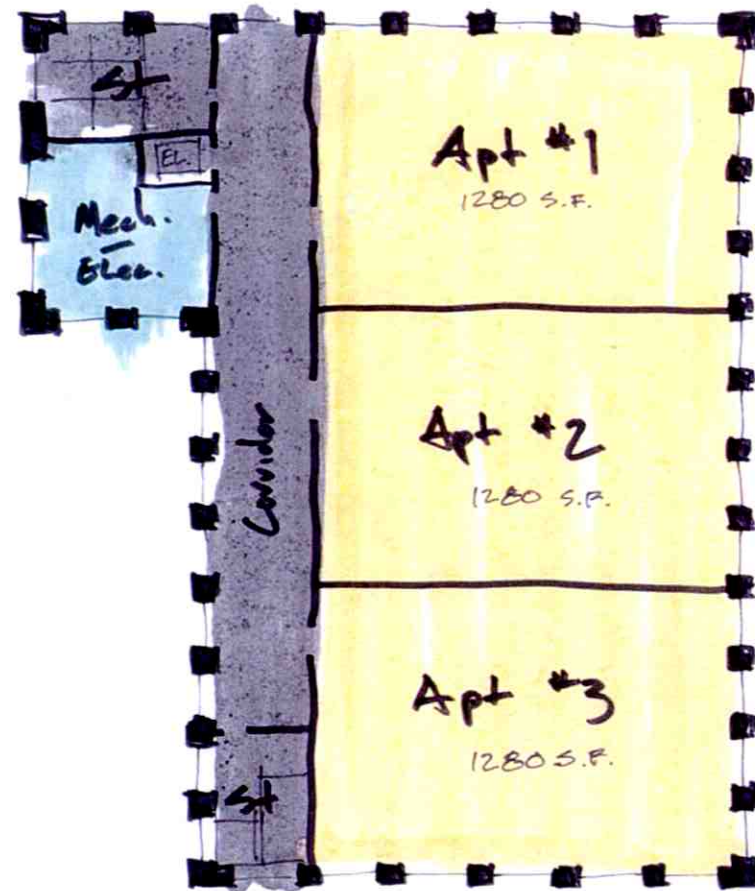


Typical 1 bedroom
Apartment

640 S.F.

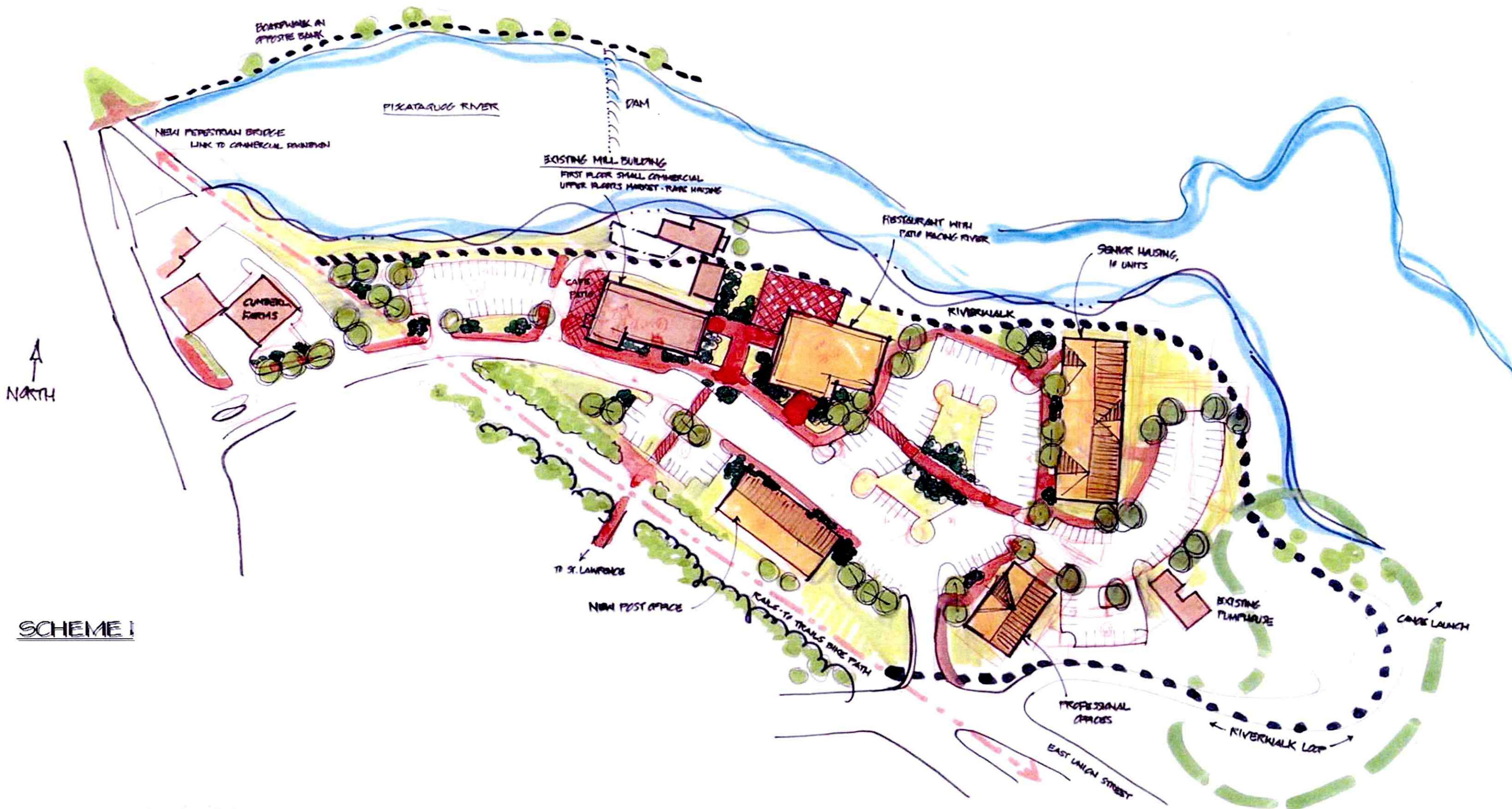
Typical 2 bedroom Apartment

1280 S.F.



Proposed 3rd Floor





SCHEME 1



SCHEME II

Development and Construction Budgets

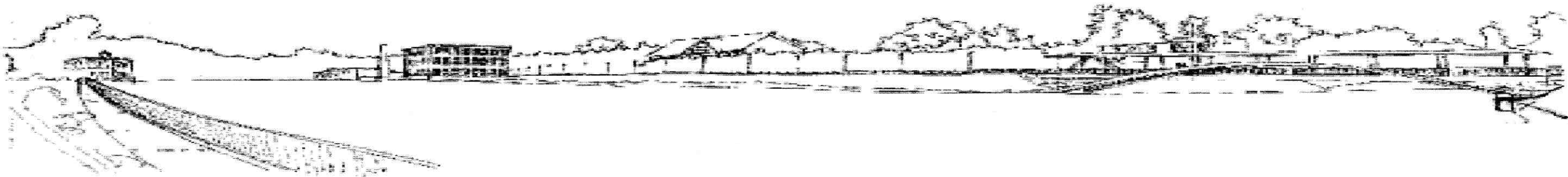
♦ Mill Building Redevelopment: 15,000 total Square Feet	
1 st . Floor Retail Space (5,000SF @ \$100/SF)	\$ 500,000.00
Upper Floors Housing (10,000SF @ \$150/SF)	<u>\$1,500,000.00</u>
Total Mill Building Renovation	\$ 2,000,000.00
♦ Riverwalk:	
Approximately 800LF @ \$500/LF	\$ 400,000.00
♦ Pedestrian Bridge:	
Approximately 100LF @ \$750/LF	\$ 75,000.00
♦ Roadwork Reconstruction:	
Intersection of Routs. 114, & 13, Prospect and E. Union	\$ 350,000.00
♦ Site, and Building Demolition on Mill Site:	
All structures, asphalt, concrete (Except for Brick Mill Building)	\$ 400,000.00

Scheme I

♦ New Sitework, Parking, Landscaping	\$ 450,000.00
♦ New Post Office Building (7,500SF @ \$60/SF)	\$ 450,000.00
♦ New Professional Office Bldg. (10,000SF @ \$60/SF)	\$ 600,000.00
♦ Retail Space (20,000SF @ \$40/SF)	\$ 800,000.00
♦ Over 55 Housing (9,000SF @ \$75/SF)	\$ 675,000.00

Scheme II

♦ New Sitework, Parking, Landscaping	\$ 500,000.00
♦ Townhouses:	
25 units @ 1,800SF/unit @\$140,000/Unit	\$3,500,000.00
♦ New Restaurant Building:	
4,000SF @ \$75/SF	\$ 300,000.00



Development Feasibility

Scheme I

❖ Revenue Source:

o 8 Mill Housing Units @ \$900.00/Mth.	\$ 86,400.00
o 5,000SF Mill Retail/Office Space @ \$8/SF	\$ 40,000.00
o Post Office: Lease 7,500SF @ \$9/SF	\$ 67,500.00
o 10,000SF Prof. Office @ \$9/SF	\$ 90,000.00
o 10,000SF Restaurant @ \$9/SF	\$ 90,000.00
o 10,000SF Retail Above Restaurant @ \$8/SF	\$ 80,000.00
o 9,000SF >55 Housing (10 units @ \$900/Mth)	<u>\$108,000.00</u>

o Total Annual Revenue:	\$561,900.00
-------------------------	--------------

❖ Project Development and Soft Costs:

o Mill Property Acquisition	\$ 500,000.00
o Adjacent Property Acquisition	\$ 150,000.00
o Project Construction Costs	\$5,375,000.00
o Soft costs and Development Fees	\$ 200,000.00
o Financing (20% down, 20yrs @ 8%)	<u>\$5,226,179.00</u>

o Total Project Expenses:	\$11,451,179.00
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❖ Debt Service per year	\$ 520,684.00
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❖ Net Revenue:	\$ 41,216.00
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Scheme II

❖ Revenue Source:

o 8 Mill Housing Units @ \$900.00/Mth.	\$ 86,400.00
o 5,000SF Mill Retail/Office Space @ \$8/SF	\$ 40,000.00
o 4,000SF Restaurant @ \$8/SF	<u>\$ 32,000.00</u>

o Total Annual Revenue:	\$158,400.00
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❖ Project Development and Soft Costs:

o Mill Property Acquisition	\$ 500,000.00
o Adjacent Property Acquisition	\$ 150,000.00
o Project Construction Costs	\$6,700,000.00
o Soft costs and Development Fees	\$ 200,000.00
o Financing (20% down, 20yrs @ 8% For years 1-3)	<u>\$1,561,557.00</u>

o Total Project Expenses:	\$ 9,111,557.00
---------------------------	-----------------

❖ Revenue from sale of 24 Townhouses @ \$250,000/ea within the first 3 years	\$6,000,000.00
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❖ Debt Service per year for years 1-3 of the 20 yr. loan	\$ 631,512.00
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❖ Net Revenue for years 1-3:	(\$ 473,112.00)
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