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**Proposal to:** Lyme Community Development  
Committee  
Lyme Planning Board

**Tax Base, Fiscal Assessment  
& Visioning Process**

**By:** **Doug Kennedy Advisors**  
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& **SE GROUP**

**May 15, 2018**



**Doug Kennedy Advisors**  
Research • Analysis • Strategy

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May 15, 2018

Lyme Community Development Committee (LCDC) and Planning Board  
One High Street, P.O. Box 126  
Lyme, NH 03768

Re: RFP For Professional Services

Doug Kennedy Advisors, in collaboration with SE Group, is pleased to present this proposal for professional services to the LCDC and Planning Board as it explores the potential fiscal implications of new growth relating to local taxes and impact on the community. This material reflects the guidance provided in the April 26<sup>th</sup> RFP. As requested, this material has been limited to three (3) pages, but we are happy to provide additional information at your request.

## TEAM BACKGROUND

**Doug Kennedy Advisors** has been providing research, analyses and strategies for our clients' development issues for over 40 years. With experience ranging from small-scale redevelopment to major new project initiatives, we have developed effective strategies for projects and communities throughout the Americas. Much of our work is in the resort world, but we are active in urban and year-round residential markets in order to maintain a mix of development concepts. Our experience spans real estate economics and markets, research, planning, impact assessment and direct research. We take a practical approach to real estate markets and development issues and focus on providing strategies that allow our clients to make informed decisions in an ever-changing market. Communities know that planning for any project requires a big-picture view – an understanding of how new development will fit into its surroundings and a long-term plan. This work is critical as the regional economy moves through a period of significant turmoil. Our clients seek us out for impact assessment, financial analyses and the creation of development strategies. We constantly track development trends in small town community development.

**SE Group** works with communities to envision and find what makes them unique. Our team benefits from 60 years of company experience working in places—small-towns — where 'quality of life' is often the defining community objective. Our company focus is in communities influenced by a strong commitment to sustaining the natural environment, that is shaped by visitation and tourism, that promotes and encourages access to the outdoors and that values planning to establish a strong economic framework for the future. Through the years, we've become leading experts in working with communities in fragile environments where short-term choices have profound long-term effects. We are an integrated team of seasoned professionals that includes community planners, landscape architects, open space and recreation specialists, environmental planners, and engagement specialists.

## PROJECT APPROACH AND GOALS

### Analytical Component

- Develop an understanding of Lyme's current fiscal situation – How does the mix of land uses and range of services in the community interact with New Hampshire's fiscal/tax structure.
- Create a basis for modeling land uses in terms of fiscal (Revenue<>Service Cost), growth and other implications.

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- Assess the short/long term implications of two to three growth scenarios including the location and type of development.

### Engagement Component

- Get community input into the process to more deeply understand attitudes on the local tax base and where (or if) new development should be encouraged and, if so, in what form (commercial /residential/mixed).
- Broaden community input using web-based survey to affirm input from Visioning Session and seek additional input on development scenarios, etc.

### SCOPE OF WORK

- Working with town staff, develop a database of current tax base in terms of use (Residential, Commercial, etc.) Value, Location, etc. If possible based on available data, also develop a historic database (10+/- Previous) as a baseline to assess recent trends.
- Profile the town's current fiscal structure in terms of:
  - Revenues – sources, variability and, where possible, likely trend;
  - Costs – current and trend cost of service by type.
- Interview town service providers to understand current service levels and implications of new development. Identify levels of growth that could trigger a significant fiscal event (Expansion of Service Plant, Need for Professional vs. Volunteer service providers, etc.)
- Relate recent community development trends to fiscal operations. How has development affected revenues/costs? What is the typical revenue/cost of a unit of development?
- Provide a modeling basis for projecting fiscal implications of two to three growth scenarios.
- Identify other implications of development – Growth; Commercial Needs; School System, etc.
- Conduct a Visioning Session in Lyme with local residents. Working with the LCDC and Planning Board, the Consulting Team would facilitate an interactive visioning session using keypad polling devices to see input on how various growth scenarios align with community objectives. It is expected that the session would be done either as single-day event or could be broken down into two smaller meetings; depending on community needs.
- Following the event, a web-based survey will be made available to follow-up from the visioning session and get any final inputs that can be woven into the final report.
- Fully document data, analysis and findings in formal report.

### FIRM EXPERIENCE

#### Doug Kennedy Advisors

**West Windsor, Vermont** – assessment of potential fiscal and growth impacts of proposed residential and recreational development in the town, including impact on tax rate and potential for increased demands on municipal services.

**Dover, Vermont** – growth an fiscal assessment of the impact of a significant increase in municipal sewage treatment capacity (and service area in a community that is also affected by second home development. The study assessed the potential amount and rate of growth and projected revenues, costs as well as impacts on other services, including the school system.

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**Hanover, New Hampshire** – assessment of potential growth and fiscal impacts of a major proposed senior housing development in the community including impacts on employment, revenues, service costs and municipal services.

**Springfield, Vermont** – assessment of potential impact of major, proposed residential project in the context of growth in the community, as well as the decline of the commercial and industrial tax base.

### SE Group

**Chester Village Center Master Plan** - SE Group worked with the Town of Chester in southern Vermont to develop a master plan to guide its path forward. As a village dominated by historic architecture, the level of public engagement needed was very high. Working closely with a local steering committee, SE Group conducted a series of public engagement events and activities to draw out community needs. The resulting information was used to formulate specific “initiatives” that broke down critical improvements into smaller, more manageable parts.

**Town of Waterville Valley Pedestrian Village Study** - This master planning process incorporated a wide variety of issues: wayfinding, branding, streetscape, connectivity, transit, and parking—all as part of a comprehensive review of a diverse, tourist-oriented environment.

**City of Lebanon Vision Plan - Implementation and Brand Guidelines** - SE Group’s role was two-fold: conducting outreach and analysis around a community “brand” and identity that might inform future decision making and helping to develop implementation strategies to foster the vision. Working closely with the urban planning team, SE Group conducted a set of key pad polling and outreach surveys of residents to better understand the elements of the community brand and how it might influence the vision. See <https://lebanonnh.gov/DocumentCenter/View/687>

### PROJECT FEE

Doug Kennedy – DKA / Principal	62 hrs. x \$125/hr. =	\$7,750
Researcher – DKA	20 hrs. x \$85/hr. =	\$1,700
Mark Kane – SE Group / Director	32 hrs. x \$150/hr. =	\$4,800
Expenses (travel, per diem)		\$750
	<b>TOTAL FEE:</b>	<b>\$15,000</b>

### PROJECT SCHEDULE

The Consulting Team expects to complete its work within sixty (60) days of commencement of work. The timing for the Visioning Session(s) would be set to avoid the August vacation season to increase local participation.

Respectfully Submitted:

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Doug Kennedy, Doug Kennedy Advisors