PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE

AUGUST 18, 2026

A meeting of the Planning and Economic Development Committee was held Wednesday, August 18, 2026, at 7:00 p.m. in the Aldermanic Chamber and duly noticed in two places, including the City's website, in accordance with the requirements of RSA 91-A:2 II.

The roll call was taken with 5 members of the Planning and Economic Development Committee present:

Alderman-at-Large Amber Morgan
Alderman Patricia Klee
Alderman John Sullivan
Alderman-at-Large Ben Clemons, Vice-Chair
Alderman Derek Thibeault, Chairman

Members not in Attendance:

Also in Attendance:
Alderman-at-Large Lori Wilshire
Matt Sullivan, Community Development Director
Sam Durfee, Planning Manager

---

PUBLIC HEARING

**O-26-022**
**ESTABLISHING THE VIDEO DISPLAY SIGNS OVERLAY DISTRICT**

TESTIMONY IN FAVOR

Rich Lannan

TESTIMONY IN OPPOSITION

Jim Pyle

TESTIMONY IN FAVOR

TESTIMONY IN OPPOSITION

The public hearing on O-26-022 was declared closed at 7:19 p.m.

---

The regular meeting opened at 7:19 p.m.

Regular Meeting

PUBLIC COMMENT - None

DISCUSSIONS AND/OR PRESENTATIONS

- Presentation by Spectacle Live on Electronic Sign Ordinance

***Chairman Thibeault stated presentation performed in prior PEDC Public Hearing meeting.***

COMMUNICATIONS

From: Sam Durfee, AICP, Planning Manager
Re: Referral from the Board of Aldermen on Ordinance O-26-022 establishing the Video Display Signs Overlay District

***There being no objection, Chairman Thibeault accepted the communication and placed it on file.***

PETITIONS - None

UNFINISHED BUSINESS – None

NEW BUSINESS – RESOLUTIONS - None

NEW BUSINESS – ORDINANCES

**O-26-022**
Endorsers: Alderman-at-Large Lori Wilshire
Alderman-at-Large Michael B. O'Brien, Sr.
Alderman-at-Large Alicia Gregg
Alderman Richard A. Dowd
Alderman-at-Large Amber Morgan
**ESTABLISHING THE VIDEO DISPLAY SIGNS OVERLAY DISTRICT**

**MOTION BY ALDERMAN MORGAN TO RECOMMEND FINAL PASSAGE**
**MOTION CARRIED** (Alderman Sullivan in opposition)

TABLED IN COMMITTEE - None

DISCUSSIONS AND/OR PRESENTATIONS

- Discussion on Inclusionary Zoning

***Chairman Thibeault recognized Planning Manager Sam Durfee.***

GENERAL DISCUSSION

PUBLIC COMMENT

REMARKS BY THE ALDERMEN

ADJOURNMENT

**MOTION BY ALDERMAN CLEMONS TO ADJOURN**
**MOTION CARRIED**

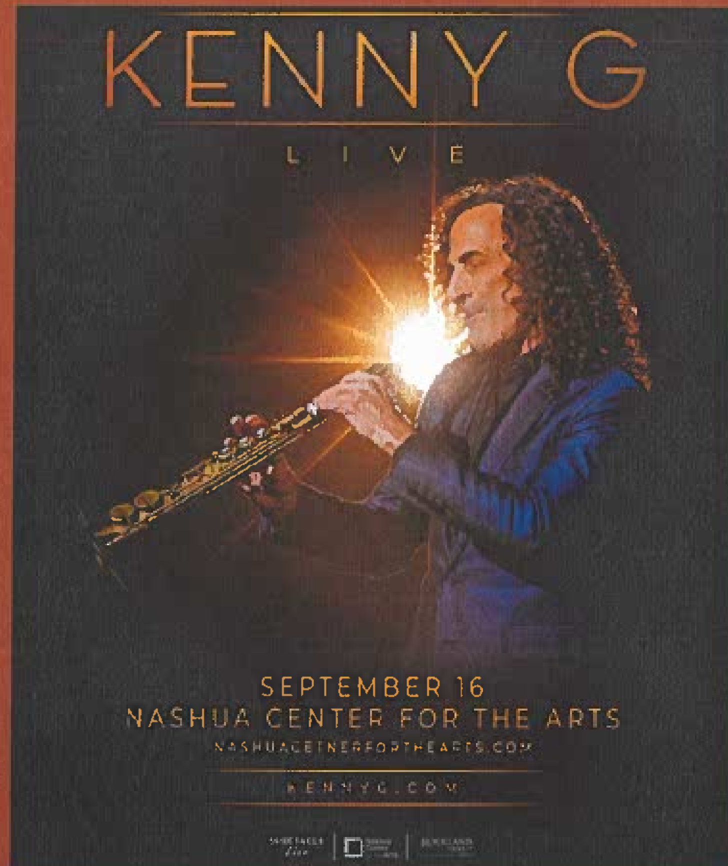
The meeting was declared closed at 8:41 p.m.

Alderman-at-Large Amber Morgan

Committee Clerk

Nashua Center for the Arts

# PROPOSED NCA EMC SIGN USE




Nashua

NEW HAMPSHIRE'S GATE CITY

INAUGURATION OF THE 114TH CITY GOVERNMENT

**JANUARY 2027**

HOSTED BY:
NASHUA CENTER FOR THE ARTS


Nashua Center for the Arts
TICKETS ON SALE NOW!
NASHUA CENTER FOR THE ARTS

NASHUA RECODE · ARTICLES 6 AND 11

# The Density Factor Workbench

PRINCIPLE

PEDC INTRODUCTION · AUGUST 18, 2026

THE MECHANISM

# *One number sets the homes a building holds*

- *Form first.* Each Building Type page in Article 6 fixes the building's footprint, height, and facade standards. The Density Factor only sets how many dwellings fit inside that envelope.
- *Simple arithmetic.* Floor area divided by the Density Factor is the maximum unit count. A 45,000 sf Apartment Building at a factor of 1,050 holds 42 homes; at 650 it holds 69 smaller ones.
- *Smallest types are capped instead.* House, Cottage, , Large House, Townhouse, the Duplexes, and Triplex carry a fixed unit cap, so their scale is settled without a factor.
- *Calibrated to feasibility.* Every factor was tested in a development pro forma against RKG's feasibility line: a 6.75% return on cost, the equivalent of their 15% internal rate of return.

THE POLICY

# *Three factors per Building Type, one election*

- *Base.* Market-rate development by right, set at the feasibility line so the code neither blocks ordinary projects nor gives away density.
- *Sustainable Development.* A deeper factor for projects that score twelve points on the Article 5 menu. The added units are sized to beat the base return by at least a quarter point after the compliance cost.
- *IZ Units Provided.* The deepest factor, and the clear best return. It carries the affordable obligation of Article 11: a share of the base unit count, on site, with fractional remainders bought out at the published fee schedule.
- *Geography lives in Article 11.* The factors are identical everywhere. What changes between Downtown and the rest of the city is the obligation rate, the rents, and the assumed land cost.

# *Types with a unit cap*

The smallest residential types carry a fixed maximum unit count instead of a Density Factor.

| BUILDING TYPE | MAX |
|---|---|
| Cottage | 1 unit |
| House | 1 unit |
| Large House | 1 unit |
| Townhouse | 1 unit |
| Duplex (Side-by-Side) | 2 units |
| Duplex (Stacked) | 2 units |
| Triplex | 3 units |

Non-residential types (Shop, Box Building, Fabrication Building, Lab Building, Civic Building) carry no Density Factor and no residential cap.

# *Where the numbers landed*

Density Factor in gross sf per dwelling unit; a lower factor permits more, smaller homes.

| BUILDING TYPE | BASE | SUST. DEV. | IZ |
|---|---|---|---|
| Mill House | 1,100 | 925 | 750 |
| Stacked Townhouse | 1,300 | 875 | 650 |
| Live/Work Flex | 1,250 | 900 | 650 |
| Shophouse | 1,300 | 1,100 | 800 |
| Small Apartment Building | 1,175 | 975 | 675 |
| Apartment Building | 1,050 | 900 | 650 |
| Small General Building | 1,100 | 850 | 650 |
| General Building | 1,350 | 1,150 | 775 |
| Mill Building | 1,075 | 925 | 650 |
| Block Building | 1,075 | 925 | 650 |
| Point Tower | 1,125 | 925 | 650 |
| Tower | 1,125 | 925 | 650 |

Point Tower and Tower factors are directional: steel-frame construction does not reach the feasibility line at today's rents.

THE PRO FORMA

# *What the model assumes, and what a deal changes*

Market assumptions from RKG's 2025 market study and pro forma. Every value is editable in the workbench.

| ASSUMPTION | VALUE |
|---|---|
| Market rent, by unit size | $4.15 to $2.72 / net sf / mo |
| Rents outside Downtown | 90% of Downtown |
| Vacancy | 5% |
| Operating expenses | 23% of gross income |
| Parking | 1 space per unit at $8,000 |
| Land, stepped by project size | $60,000 down to $20,000 per unit |
| Hard cost, by construction class | $185 / $215 / $350 per sf |
| Feasibility line | 6.75% return on cost (15% IRR) |

- *A real deal will differ.* Land basis, financing costs, hold period, and construction pricing are particular to each project and each developer.
- *The model is an approximation.* It tests policy, not any single pro forma. A developer's own numbers will land above or below it.
- *So the workbench brackets a range.* The tool can move any assumption and watch every Building Type re-test against the same feasibility line.

THE TOOL

# *A live pro forma for every Building Type*

- ***Each type carries its typical building.*** Size, construction class, and ground-floor commercial space are editable, and the pro forma re-runs as they change: income, costs, land, parking, and the affordable obligation.

- ***The calibration board shows the whole city.*** Thirteen types, Downtown and citywide, three tiers each. Green clears the feasibility line. One glance answers whether the policy works everywhere it applies.

- ***Compliance paths are priced.*** The workbench shows the provide-on-site path and the buyout path side by side, using the Article 11 fee schedule, to show sees what a developer might see.

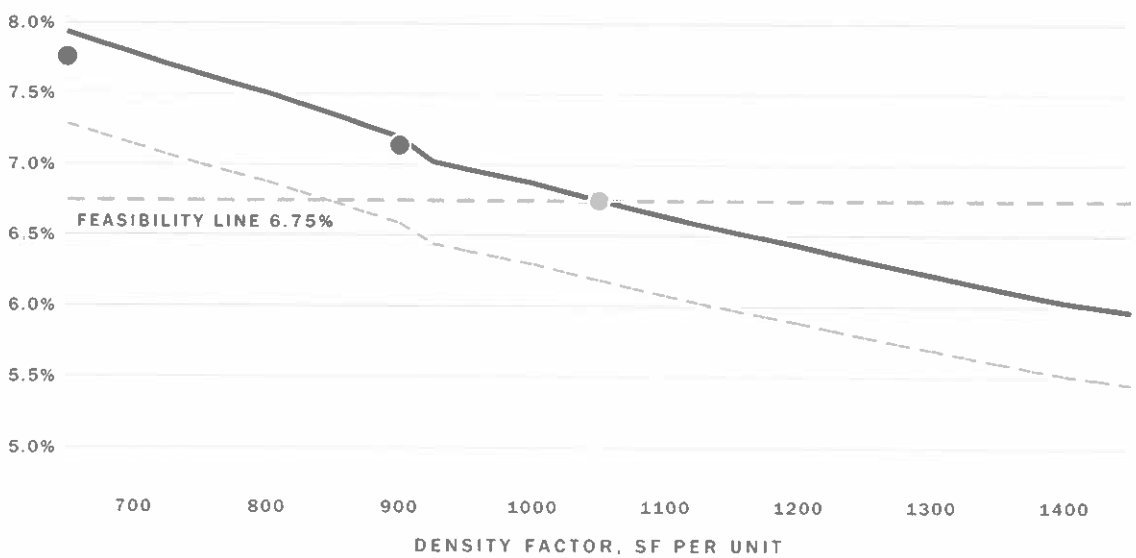
- ***Built for the long run.*** Rents, costs, land values, and fees are all assumptions staff can modify as the market moves. The factors can then be re-tested against the same feasibility line, on screen, in minutes.

WORKED EXAMPLE · PODIUM APARTMENT

# *Apartment Building*

The typical building: 45,000 sf, stick over podium, no ground-floor commercial. Downtown anchored at the feasibility line.

— Downtown - - Citywide ● tiers on the Downtown curve




| TIER | FACTOR | HOMES | AVG SF |
|---|---|---|---|
| Base | 1,050 | 43 | 892 |
| Sust. Dev. | 900 | 50 | 765 |
| IZ | 650 | 69 | 552 |

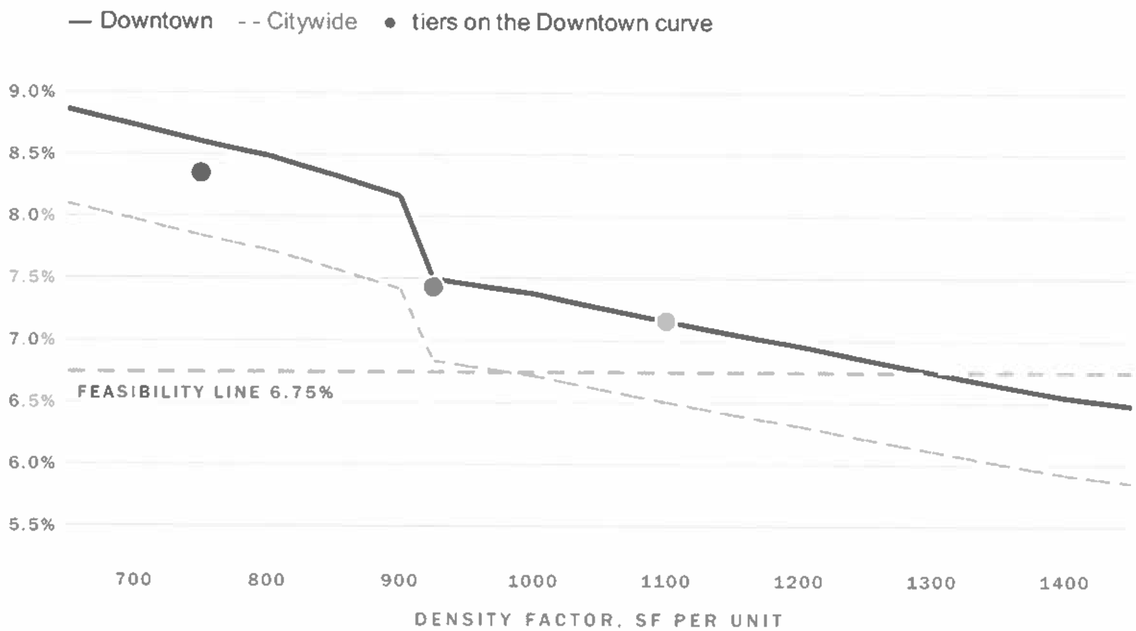
| RETURN ON COST | DT | CW |
|---|---|---|
| Base | 6.75% | 6.19% |
| Sust. Dev. | 7.14% | 6.43% |
| IZ | 7.76% | 7.21% |

IZ owes 4 affordable units Downtown (plus a 0.29-unit fractional buyout) of 69 total homes; 2 units citywide.

WORKED EXAMPLE · A NASHUA ORIGINAL

# *Mill House*

The typical building: 9,000 sf, stick frame. A large-house form unique to Nashua that contemporary developers do not yet build.




| TIER | FACTOR | HOMES | AVG SF |
|---|---|---|---|
| Base | 1,100 | 8 | 935 |
| Sust. Dev. | 925 | 10 | 786 |
| IZ | 750 | 12 | 638 |

| RETURN ON COST | DT | CW |
|---|---|---|
| Base | 7.16% | 6.51% |
| Sust. Dev. | 7.43% | 6.66% |
| IZ | 8.35% | 7.70% |

Obligation stays under one whole unit at this scale, so the affordable share is paid as a fractional buyout: 0.41 units Downtown, 0.25 citywide.

THE CALIBRATION

# *What the locked numbers deliver*

- *Downtown supports all three tiers.* For every type outside the tower family, base development pencils, Sustainable Development returns at least a quarter point more, and IZ returns the most, up to a full point above base.

- *Citywide, IZ pencils for every type.* The affordable path works everywhere in the city. The small apartment-scale types pencil citywide on base and Sustainable Development too; for the house-scale types, IZ is deliberately the one citywide path.

- *The incentive is the return.* No tier is subsidized. Each step up in public benefit is a step up in the developer's return, so the code does not depend on goodwill to produce affordable homes.

- *Towers wait on rents.* Steel-frame high-rise does not reach the feasibility line at any factor today based on our assumptions; it would take roughly forty percent rent growth. The factors are placed for that future without holding back the rest of the code.