



December 5, 2017

Cochecho Waterfront Development Advisory Committee
City of Dover
288 Central Avenue
Dover, NH 03820-4169

Re: Waterfront Development RFQ Response

Dear Committee Members,

We appreciate the invitation to participate in the Cochecho Waterfront RFQ process. In completing our response, we tried to answer each question in order of the submission requirements. In preparation of the response, much time was spent reviewing the RFP package. In that information, as well noted in previous CWDAC meetings, a term and theme was often discussed – Community.

A community is much more than its buildings and roads. It is defined by its people, their businesses and their activities and ambitions.

For a community to grow and prosper requires strategic planning, a vision for the future, flexibility, variety, responsible financing and citizens committed to excellence. Long-term commitment to these values and practices can produce a thriving and enviable community.

Summit Land Development is a local leader in commercial and mixed-use real estate development. As citizens of Dover, we share in a vision for a bold, vibrant extension to the downtown community to be created on the waterfront, on both sides of the river, and are committed and capable of making it happen.

Our strategy of assembling an expert team of professionals for every project, and managing every piece of that project, has delivered high quality buildings that are held as long-term investments. This approach builds cornerstones in a community by providing spaces where the people live, work and shop.

As Dover nears its 400th anniversary, we are provided an ideal opportunity for the Waterfront Project to usher in a new era for growth and development. This project, so long in discussion, can be a leading example of what the future holds for the City.

We look forward to participating in the Waterfront Project and having a further role in the growth and direction of the City.

Sincerely,

Chad Kageleiry

Attachment



COCHECHO WATERFRONT DEVELOPMENT RFQ RESPONSE

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COCHECHO WATERFRONT DEVELOPMENT RFQ RESPONSE

DEVELOPER IDENTIFICATION AND CREDENTIALS

DEVELOPMENT ENTITY

1. Summit Land Development, LLC
340 Central Avenue, Suite 202
Dover, NH 03820
(603) 749-2800
2. Chad Kageleiry is 80% owner of company and is authorized to execute binding contracts
3. John Sullivan – 10% owner of company
Project Manager
340 Central Avenue, Suite 202
Dover, NH 03820

Mike Bolduc – 10% owner of company
Director of Management
340 Central Avenue, Suite 202
Dover, NH 03820
4. Development Team:

Summit Land Development	Project Developer
Altus Engineering	Civil Engineering
Sebago Technics	Traffic Engineers
McEneaney Survey Associates	Survey/Field Data
Ransom Consulting	Geotech and Environmental
Sheehan, Phinney, Bass & Green	Legal
JSN Associates	Structural Engineering

Other development team members (architects, cooperating developers, general contractors, and landscape designers) will be selected as needed, throughout the permitting process. Individual team member resumes available upon request.

5. Summit will direct and coordinate team members from site design, permitting, building design, phased construction and disposition (lease or sale). Each other team member will implement their expertise as needed, under the direction of the developer.

DEVELOPMENT CONCEPT

1. Summit is interested in developing the site in its entirety. Controlling the overall design, priority phasing, and construction of multiple construction sites can best be accomplished by having a single developer coordinating all aspects.

I believe having multiple developers, using multiple engineers, all trying to get their "portion" of multiple sites designed to their independent satisfaction, factoring competing priorities and multiple schedules, would create a very complicated design, construction and legal process.

We will achieve product, design, financial and risk diversity by engaging cooperative developers for select portions of the eventual final plan.

For example, assuming the final plan resembles the current Site Layout Concept Plan in component diversification, there are opportunities for different developers who specialize in certain product types. A single-family component can be assumed by an independent developer. A townhouse component can be built by yet a different developer. Same for the mixed-use buildings. Possibly a new component is designed that another developer will undertake.

The role of Summit as "Project Developer" will be to create a final design for all components. Certain components will be built and retained by Summit (or affiliate). Our initial plan is to own multi-family and mixed-use components. We have numerous cooperating developers ready to work on other pieces. This "Total Team" strategy will allow for:

- Create design efficiency by integrating all site components within a single Master Plan
- Streamline communications with municipality in design and relative construction obligations
- Prioritizing project with intelligent phasing
- Conflict avoidance with predetermined schedules and work areas
- Flexibility to adjust to market conditions over the projected total completion period
- Provide the City with product and financial risk diversification

Summit implemented this strategy at Pointe Place in Dover. That project is substantially larger and more complicated than the Waterfront. It proved to be a very efficient process and has produced a fantastic mixed-use development.

2. Phasing will have to occur, but announcing phasing without an approved site plan is not logical. A phasing plan will be announced as part of the Master Development Site Plan.

Any lender will need evidence of borrower's strength and development experience, which we easily satisfy.

Any lender will need firm completion dates for infrastructure work pledged by the City. Much of this will be addressed in the contemplated Development Agreement. From that point, financing should be fairly straightforward. Please see banking reference letters

4. We have entered into a contract with George's Marina to coordinate development on that property. Being on opposite sides of a narrow river, each project will have significant impact on the other.
5. It would be premature to deliver a detailed site design/program as part of this Request for Qualifications. However, the committee should be aware that Summit has a working concept plan that maintains the spirit and general components of the Site Layout Concept Plan, but also adds features producing a greater "mixed-use" theme.

Some of these changes include: increasing the amount of commercial space, creating more green space, arranging buildings to capitalize on traffic patterns and topography.

The nuances of the site are best understood by a development team intimate with the Dover market and how each concept component will perform in the market.

DEVELOPER QUALIFICATIONS

1. List of Relevant Development Experience:

Broadly speaking, Summit owns (through related entities) and manages approximately 1,500,000 SF in the Dover and Portsmouth, NH market. This portfolio is a combination of new development construction and large-scale renovation/repositioning. It consists of office space, retail space, industrial space and mixed-use/multi-family housing.

A. Below are some notable projects described. See Exhibit 1 for photographs.

NEW CONSTRUCTION

- | | |
|---|---|
| <ul style="list-style-type: none"> • 207 International Drive,
Portsmouth, NH | <ul style="list-style-type: none"> US Passport Center, 100,000 SF, long-term lease.
Project value \$26,000,000 |
|---|---|

- | | |
|---|--|
| <ul style="list-style-type: none"> • 183-185 International Drive,
Portsmouth, NH | <ul style="list-style-type: none"> Sprague Energy Corporate Headquarters, 56,000 SF and
High Liner Foods Corporate Headquarters, 42,000 SF, long-term
leases
Project value \$21,000,000 |
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|--|--|
| <ul style="list-style-type: none"> • 10 Members Way
Dover, NH | <ul style="list-style-type: none"> Wentworth-Douglass Hospital Medical Office Building,
107,000 SF (recently sold)
Project value \$17,000,000 |
|--|--|

- | | |
|--|--|
| <ul style="list-style-type: none"> • 15 Stonewall Drive
Dover, NH | <ul style="list-style-type: none"> Rand Whitney Manufacturing Facility, 125,000 SF (recently
sold)
Project value \$15,000,000 |
|--|--|

- | | |
|--|---|
| <ul style="list-style-type: none"> • 17 Stonewall Drive
Dover, NH | <ul style="list-style-type: none"> Stonewall Kitchen Warehouse Facility, 75,000 SF, long-term
lease
Project value \$12,000,000 |
|--|---|

- | | |
|--|---|
| <ul style="list-style-type: none"> • 720-750 Lafayette Road,
Portsmouth, NH | <ul style="list-style-type: none"> Multi-tenant Retail/Office, 40,000 SF
Project value \$9,000,000 |
|--|---|

- | | |
|--|---|
| <ul style="list-style-type: none"> • 538 Central Avenue
Dover, NH | <ul style="list-style-type: none"> Mixed-Use (commercial/residential), 10,000 SF
Project value \$2,500,000 |
|--|---|

- Pointe Place Development, Dover, NH Mixed Use Community Development, 70 acres
 - Phase I: 31 single-family homes on 12 acres, permitted and sold
 - 20 townhomes on 1.5 acres, permitted and sold
 - 40,000 SF congregate care facility, permitted and sold
 - Convenience store on 1.5 acres, permitted and sold
 - 120 apartments with 15,000 SF commercial space, currently under construction.
 - Project value \$45,000,000

This project is probably the most comparable to, and the best example in the market, of what is possible on the Cochecho Waterfront. Over the course of several years, Summit master planned and permitted this community, with a true mix and variety of uses. We built needed infrastructure, handled all environmental remediation and required demolition to create an entire village on the south end of the City. Phase I of the mixed-use buildings are nearing completion and we are currently leasing apartments and commercial space.

Phase II of this project is currently in the permitting stage and will include a 12,000 SF office building, a 30,000 SF commercial building and additional mixed-use and apartment buildings holding 5,000 SF of commercial and 150 apartments. Factoring all components, Pointe Place is 3 times the size of the Waterfront Project. It is scheduled to be completed before buildings at the Waterfront would be ready for construction.

RENOVATIONS/ REPOSITIONING

1. 279 Locust Street Former Moore Business Forms building,
 Dover, NH 115,000 SF commercial use
 Project value \$7,500,000
 We undertook a frame down renovation of the former manufacturing building that had been vacant for years. The space is now fully leased to 10 different office, retail and tech assembly users.
2. 121 Broadway Former Goss Manufacturing building,
 Dover, NH 310,000 SF commercial use
 Project value \$10,700,000
 Complete demising and systems replacement of a single-tenant manufacturing facility. Now fully leased to 8 different office and manufacturing users.
3. 353 Central Avenue TD Bank building, 30,000 SF
 Dover, NH Project value \$5,200,000
 Recent acquisition – complete renovation, with TD Bank in place, of entire building. Will be adding to 2nd floor to accommodate 10,000 SSF lease to regional law firm.

As evidenced by a partial listing of the above projects, we are fully capable of handling the large scale projects. The myriad of issues that we have encountered, and resolved, in completing such a vast deal history, has us well prepared to perform on the Waterfront

Some notable tenants are:

1. US Department of State
2. Liberty Mutual Insurance
3. Wentworth-Douglass Hospital
4. US Department of Agriculture
5. TD Bank
6. Eastern Bank
7. Sprague Energy
8. High Liner Foods
9. Fresenius Dialysis

When building and leasing for such government and corporate tenants, the highest level of detail is required. We have proven an ability to deliver as promised.

B Photos – See Exhibit 1

C Summit is the developer on every project. We coordinate all aspects: site/building selection, due diligence, legal, permitting, architecture, design, financing, construction, leasing and management.

Certain projects require different skill sets than other projects. In establishing a project development team, Summit will assess exact needs and assemble an expert team. We manage the process through every step.

D We typically place lightly leveraged debt on projects. This requires significant owner equity up front. It also produces a strong, secure cash flow which is vital on our planned “long-term hold” investment philosophy. Attached are financing reference letters.

E I believe the Waterfront has 3 primary challenges:

- 1) Traffic: While the downtown Dover location is a positive, the related urban traffic (access/egress) could prove to be a detriment. We will address this as part of our design approval with input from a traffic consultant who anticipates certain off-site improvements. These improvements can alleviate some traffic concern.
- 2) Absorption. Dover is presently a hot market. Because of this, there are nearly 600 residential multi-family units in various phases of permitting or construction. Occupancy rates, and rents, are high. By the time the first building is built on the waterfront (3 years?), the market may not still be as strong. With many units diluting the market, demand and corresponding rents, could shrink. This could be a problem over the course of the complete build-out.

We plan to address this possibility with a reasonable phased delivery schedule. Also, we will design for product flexibility to be able to adapt to changing market conditions.

- 3) **Abutting Properties:** Some of the abutting properties are not attractive. Of primary concern is George's Marina, directly across the river. While being a Dover landmark, and charming in the summer, truthfully it appears somewhat decrepit and unsightly for the other 8 months of the year. This could pose a problem for attracting quality development on the Waterfront, as the view of the marina is not necessarily an asset.

Additionally, the owner of the marina (with its associated buildings and vacant lots) has a development schedule and has been somewhat dependent on the City progressing with clean-up and development on the Waterfront, which is equally unsightly from his side. Under current zoning that site(s) could hold approximately 125 units, some with direct riverfront access. So this could be a significant project and could offer competition to new housing on the Waterfront site. It will impact the Waterfront

To address this challenge, Summit has secured an option on the Maglaras property, effectively controlling the development pace on that side of the river (Exhibit 2).

Should we be selected as developer of the Waterfront site, we would simultaneously proceed with permitting of a phased development on the marina side. By doing this, we can control the view and enhance the product on both side of the river.

The entire TIFF district will benefit from the coordination of development on these two sites. We believe this to be an important and unique feature on our RFQ response and subsequent proposal.

- F See Item 5. I believe it is premature to mention such design aspects without a fully developed plan. However, our concept plan enhances a "community" theme. It fully meets the vision and objectives by creating an environment as an extension of Downtown Dover.

Our mixed-use buildings at Pointe Place demonstrate our commitment to high quality construction methods and materials, and maintaining an image that all tenants and the City can be proud of.

- G As shown on the Concept Plan, the waterfront will be an important feature of the project. The private buildings will rely on the park as an attraction and amenity. The park will also be a draw to visitors from other parts of the City that can help support commercial/retail uses anticipated in the mixed-use buildings.

The public space and private development create a reciprocal relationship that, together, add vitality to the City.

- H Our ongoing concept plan will have a minimum of 25,000 SF of commercial space. This is 2 times the amount requested in the RFQ Concept Plan. We believe that to truly have a community, there needs to be more than housing. Summit currently owns several buildings in Downtown Dover that are primarily commercial/retail. We have no vacancy downtown and believe there is a market for certain commercial/retail on the waterfront.

It was mentioned at the 10/19 meeting on site that the future development should be a "walkable community". We will be providing spaces for people to walk to, not just their neighbor's house.

- I Summit will handle all aspects of the project management as well as provide all ongoing property management. Our office at 340 Central Avenue in Downtown Dover allows us to efficiently handle buildings on the Waterfront.
- J Summit has twice performed under public/private partnership agreements with the City of Dover.
- In 2006 we constructed Stonewall Drive, a new industrial park in Dover. The City contributed \$1,000,000 in infrastructure improvements. Within one year of completion, the two new buildings in that park, Stonewall Kitchen and Rand Whitney, paid approximately \$350,000 in annual property taxes. When the park is fully built, annual tax revenue will be approximately \$700,000.
 - In 2017 we constructed Pointe Place. The City contributed \$1,200,000 in infrastructure improvements. Summit built a public athletic field and deeded it to the City, placed 15 acres of land in conservation with public walking trails, and built a new road connecting Middle Road to Dover Point Road. It is too early to state with certainty, but an estimate of \$600,000 in property tax generation in the first year is reasonable. It will be double that within 5 years.

In both of these deals, Summit paid for the actual work performed, then when a previously agreed-upon state of completion was achieved, the City reimbursed for the work completed. This eliminated much risk for the City and they still were rewarded with spectacular financial returns on their investment. We will consider a similar business arrangement in performing infrastructure work on the Waterfront.

2. We primarily build and lease, seldom selling a completed building. All properties are owner managed from our offices in Dover. Raw land is occasionally permitted for product types we do not build (single-family houses, townhomes, senior housing) and sold to a cooperating developer.

It is part of Summit Development's plan on the Waterfront to secure cooperating developers for certain portions of the eventual Master Planned Development. Portions will be sold once permitted. This strategy will provide product, architectural, and financial risk diversity to our program.

3. Summit Land Development provides all development and management expertise and support to deliver a complete project for one of our related ownership entities. Each ownership entity is a "single purpose" for a specific property. This is done for financial and liability separation.

Our focus is to develop long-term, cash flow investment properties. All buildings are within 20 minutes of our Dover office, which allows Summit to manage all properties.

It is rare that a building is sold. Our goal is to continue to grow our portfolio. For this reason, we are recognized for using superior building methods and materials as they pay dividends in our long-term hold approach.

Occasionally we will sell a completed building, but that is not our focus. We will often obtain approvals on raw land for single-family housing and sell the land with those approvals to a cooperating developer

We develop, own and manage the places where people live, work and shop. We have nine full-time employees, but at any given time employ an additional ten people providing specific roles in development projects. The economic impact in the community of our projects is immeasurable.

Summit Land Development, LLC was established in 1999. We presently have 29 related entities that are established to own specific properties. All properties are located in Seacoast, New Hampshire.

4. RESUMES – Available upon request
5. As a lifelong resident of Dover, am familiar with some CWDAC members, but have no business relationship with any. No person, or entity, on my development entity or related entities have filed bankruptcy, been convicted of criminal acts or are defenders in criminal litigation.
6. References (see attached letters)

Steve Lawrence
Matt Sylvia
Steve Fessenden

Camden National Bank
Eastern Bank
TD Bank

References Available to Contact:

Paige Button

Director, U.S. Passport Center
603-334-0112

Nick Smith

President, Rand Whitney Corp.
(617) 877-4531

Joe Therriault

Vice President, Sprague Energy
(603) 430-5372



Camden NATIONAL BANK

November 30, 2017

Mr. Chad Kageleiry
Summit Land Development
340 Central Avenue, Suite 202
Dover, NH 03820

RE: Cocheco Waterfront Development Project

To Whom It May Concern,

This is a letter of recommendation in the context of the Cocheco Waterfront Development Advisory Committee's request for qualifications.


Chad Kageleiry has been a client of mine for over twenty years and he has been in the real estate development business for thirty years. I have financed many large and not so large development projects for Mr. Kageleiry, most recently the Stonewall Drive / Stonewall Kitchen project off Mast Road in Dover. While I am not financing The Point project, I have been familiar with it since the planning stages and I would consider it to be an excellent example of Mr. Kageleiry's creativity and successful execution of a large scale project such as the Cocheco Waterfront Project.

Chad and I have discussed the Cocheco Waterfront Project, and I would have interest in providing Chad financing for this project. I understand that this would be a phased development, the specifics of which have yet to be worked out.

My experience is that Chad is a knowledgeable and creative developer who finds solutions to problems that generally accommodate all parties involved. He has the financial wherewithal to prosecute such a project. The fact that he resides in Dover and takes particular pride in the quality and lasting impact of his Dover dealings would seem to be an added bonus.

I am available if needed to provide additional detail on my experience with Mr. Kageleiry and on his development credentials.

Sincerely,



Stephen S. Lawrence, Senior Vice President
Director of Commercial Real Estate
Camden National Bank
900 Elm Street, Suite 802
Manchester, NH 03101



December 5, 2017

CWDAC
288 Central Ave
Dover, NH 03820

RE: Letter of support for Chad Kageleiry and Summit Land Development for the Dover Waterfront Project RFQ

To the members of CWDAC:

Chad Kageleiry has been a customer of Eastern Bank for nearly 15 years. His relationship with Eastern is held in very high regards and all accounts have been handled on an as-agreed basis. Eastern has provided Chad and his entities with tens of millions of dollars in loans for projects that have been complex in nature and which have often required significant upfront capital investment. All projects have been delivered as presented and managed professionally.

Some examples of the breadth of his development ability include a mixed use master development at Pointe Place, a ground up construction on downtown property for what is now the Eastern Bank branch, rehabbing older buildings to modern quality standards at the former Goss Building, and other high profile projects. Chad's attention to detail and his ability to manage multiple projects are always strong, supporting consideration given him by the Bank when Chad requests financing from us. He presents high quality financing packages that have involved years of technical preparation in order to be shovel ready projects for financing consideration.

Chad's reputation as a commercial developer in the Seacoast New Hampshire market speaks for itself, and is reflected in how Eastern views our banking relationship with him. His positive track record of delivering quality-built, highly visible projects requires positive working relationships with numerous public and private local stakeholders he has fostered over his long standing career.

Chad's impact on the Dover community has significant ramifications. His projects retain and expand the commercial taxable base for the City and often are tenanted by businesses that become employment anchors for many residents. His properties attract quality tenants that (along with their employees) directly support the Dover business community at large. The City of Dover is experiencing positive growth in recent years when other municipalities in the state are struggling to attract quality development. To have a well-respected, high character developer who was raised in the city and making significant investments that benefits the greater community is truly an asset. His philanthropic support in Dover is unwavering from supporting a small fundraiser request for a local non-profit, the Children's Museum of New Hampshire, Wentworth Douglas to name a few. He has given back to his community and supported organizations that make Dover the attractive community that has evolved into.

It is truly an honor to write this letter of support to a highly respected customer of Eastern Bank for Chad Kageleiry. His highly regarded business acumen and philanthropic support to his community align with Eastern Bank's commitment to our customers and community. His resume as a developer speaks for itself with your consideration of Chad's interest with the Dover Waterfront RFQ. Eastern Bank would support a financing request from Chad for the Waterfront project given our high confidence in Chad's resources to capital that will deliver a high quality project that will meet the specific requirements for the site.

Sincerely,



Matthew J. Sylvia
Senior Vice President Commercial Lending



Bank

America's Most Convenient Bank®

CONFIDENTIAL

Date: 12/04/2017

To: Conchecho Waterfront Development Advisory Committee
Dover City Hall
288 Central Avenue
Dover, NH 03820

From: Steven Fessenden, Vice President
Commercial Real Estate

Ref: Conchecho Waterfront Development request for qualifications.

Re: Multi-Phase Development Financing

To whom it may concern,

Summit Development has been a Customer of TD Bank for over 20 years with a track record of delivering high quality commercial, retail, residential, and office properties that have contributed to the development of the Seacoast of NH.

TD Bank has completed several multi-phase developments with Summit Development that have been completely successfully and handled as agreed. The bank has financed numerous construction projects developed by Mr. Kageleiry that were completed on time and within budget. TD has supported the development of a number of projects with most recently providing a \$15 million commercial real estate loan for a Class A office building in Portsmouth, NH and \$3.5 Million retail redevelopment loan in Dover, NH.

The proposed multi-phase development presents an opportunity to contribute to the growth of Dover, NH. Given our initial understanding of the project we believe Mr. Kageleiry is highly qualified and has the financial capability to undertake a project of this size and scope. TD welcomes the opportunity to continue our discussions with Summit Development should you move forward with this project. At that time, we can review more specific financing options/terms.

Respectfully,

Steven Fessenden
Vice President, Commercial Real Estate

**EXHIBIT 1
DEVELOPER QUALIFICATIONS**

Photographs of the Projects

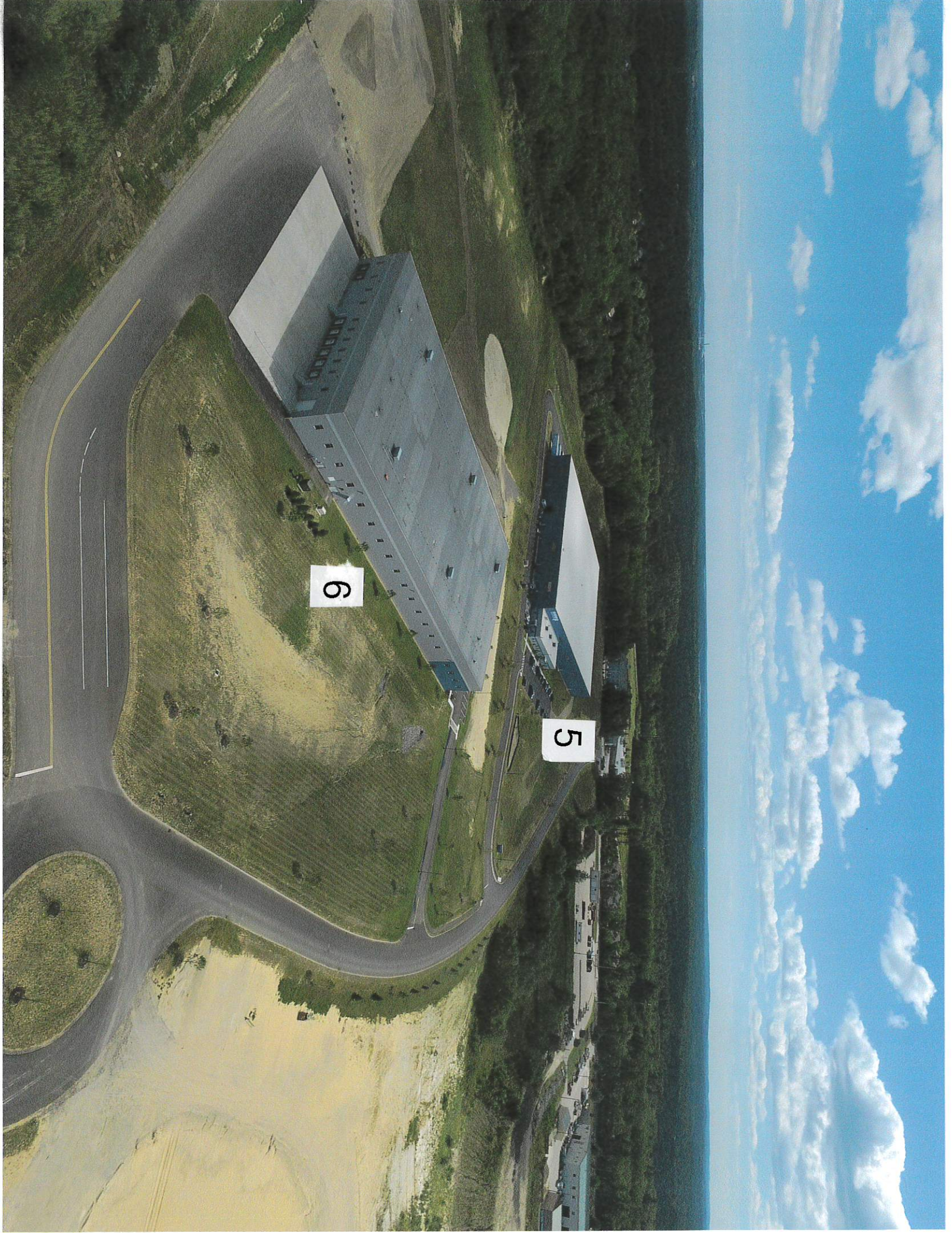
- | | |
|------------------------------|---|
| 1. US Passport Center | 207 International Drive, Portsmouth, NH |
| 2. High Liner Foods | 183 International Drive, Portsmouth, NH |
| 3. Sprague Energy | 185 International Drive, Portsmouth, NH |
| 4. 10 Members Way | Wentworth-Douglass Medical Office, Dover, NH |
| 5. 15 Stonewall Drive | Rand Whitney Manufacturing Facility, Dover, NH |
| 6. 17 Stonewall Drive | Stonewall Kitchen Warehouse Facility, Dover, NH |
| 7. 720 Lafayette Road | Goodwill Retail Facility, Portsmouth, NH |
| 8. 750 Lafayette Road | Multi-Tenant Office, Portsmouth, NH |
| 9. 538 Central Avenue | Mixed-Use Commercial/Residential, Dover, NH |
| 10. Pointe Place Development | Mixed-Use Community Development, Dover, NH |











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kw COASTAL REALTY
KELLER WILLIAMS

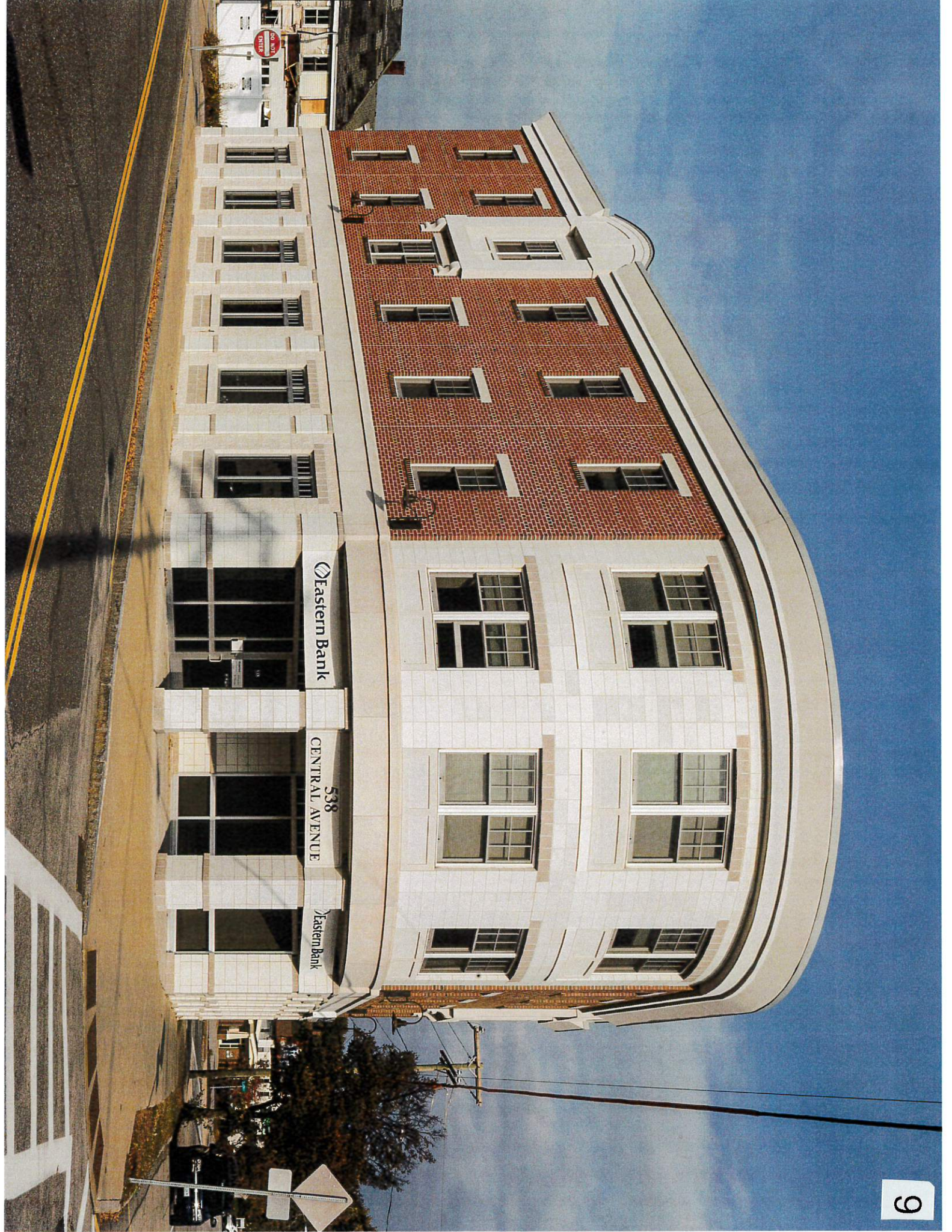
Northway Bank

Kew Hearing

KELLER WILLIAMS

kw

ClearChoiceMD
URGENT CARE



Eastern Bank

538
CENTRAL AVENUE

Eastern Bank



**EXHIBIT 2
DEVELOPER QUALIFICATIONS**

George's Marina Letter



GEORGE'S MARINA
31-35 COCHECO STREET
DOVER, NEW HAMPSHIRE 03820
603-742-9089

December 5, 2017

Cocheco Waterfront Development Advisory Committee
Dover City Hall
288 Central Ave.
Dover, N.H.

For the purposes of responding to the latest effort by the City of Dover's Request for Qualified Developers for the Cocheco Waterfront, please be advised as a major private property owner adjacent to the site in question, I have reached an agreement with Summit Development for the comprehensive development of the Cocheco waterfront. Summit Development has assembled a team of expertise and investors and I am convinced that the comprehensive development of the waterfront (including both sides of the river) presents the best opportunity to see this project thru to a positive conclusion. Summits track record with the team assembled will prove to be the best choice for our community moving forward. I am looking forward with renewed excitement for this long overdue redevelopment effort.

Sincerely,

George Maglaras

CC:

Chad Kageleiry, Summit Development