DEVINE MILLIMET

ATTORNEYS AT LAW

City Clerk's Office
OCT 09 2026
RECEIVED

October 9, 2026

Office of the City Clerk
ATTN: City Clerk Matthew Normand
One City Hall Plaza
Manchester, NH 03101

Via Hand Delivery

Dear Clerk Normand,

My law firm and I represent Jeremy Hitchcock and Tech Freedom Village LLC. On behalf of my client, please find attached to this correspondence our proposal for the acquisition of five (5) city-owned parcels located at Hackett Hill. We respectfully request that this proposal be placed on the Lands & Buildings Committee's agenda for consideration at its next meeting scheduled for October 20, 2026.

Please let me know if any additional information or documentation is required in advance of the Committee's review.

With Appreciation,

K. Garth Corriveau, Esq.

CC: Jeremy Hitchcock
Rae & Ryan Lambert
Ben Sachs
Director of Planning & Community Development Jeffrey Belanger
Director of Economic Development Jodie Nazaka

October 9, 2026

Board of Mayor and Alderman
Lands & Buildings Committee
City of Manchester
One City Hall Plaza
Manchester, NH 03101

Re: Proposal for Purchase and Development of Hackett Hill Parcels

Dear Chairwoman Trisciani and Honorable Members of the Lands & Buildings Committee,

On behalf of Tech Freedom Village LLC, I am pleased to submit this formal proposal for the purchase and development of Freedom Village, a proposed mixed-use innovation community across five (5) city-owned parcels at Hackett Hill: Tax Map 766, Lots 15F, 15G, 15H, 15I and 15M (as modified). For decades, city leaders have recognized Hackett Hill as Manchester's premier undeveloped commercial asset for an Innovation District. We are prepared to translate that long-standing vision into a transformative new reality for our community.

Our attached conceptual proposal is designed to faithfully realize the "Destination: Hackett Hill Innovation Village" framework established in the *City of Manchester 2021 Master Plan* and the Board of Mayor & Aldermen's implementation of the new "Innovation District" zoning ordinance on March 1, 2026. Rather than a traditional commercial park or standard residential subdivision, Freedom Village delivers an integrated, walkable live-work-make neighborhood tailored to Manchester's emerging technology and research sectors. The plan incorporates up to 500,000 square feet of commercial flex-office, high-bay research labs, maker spaces, and 120 to 240 residential units. We envision Freedom Village will be a premier magnet and focal point for builders and startups.

By pairing flexible workforce housing directly with cutting-edge research and lab facilities, Freedom Village will create an innovation hub that attracts and retains both private capital and skilled talent from the Queen City, across the region and nationally. We hope we spur or attract the region's next major anchor employers, bringing hundreds of jobs to Manchester. By focusing on high-growth industrial technology, biotech, and software sectors, this campus will create valuable workforce development opportunities. A cornerstone of this campus is its dedicated event and programming space for peer learning, maker spaces, and wellness.

This transaction represents an immediate, substantial financial win for Manchester taxpayers. Beyond our proposed offer to acquire the five (5) lots, Tech Freedom Village LLC will commit significant private capital to design, permit, and construct the necessary public road extensions and utility infrastructure servicing the site. This private infrastructure investment will open the entire Hackett Hill corridor for future development without burdening city taxpayers or municipal budgets and returns this land to the active tax rolls, generating substantial, recurring annual

property tax revenue to support Manchester's public schools, emergency services, and civic priorities.

Our project design also reflects deep respect for Hackett Hill's natural landscape. Freedom Village incorporates green roofs, formal open spaces, and public trail networks that link seamlessly into surrounding natural features, establishing a thoughtful, protective buffer for the adjacent Manchester Cedar Swamp Preserve. I personally am excited about living here.

Enclosed with this letter, please find our complete submission package, including our Conceptual Proposal exhibits prepared by Bedford Design and excerpts from the Master Plan.

We are eager to engage with the city to ensure that Freedom Village reflects the aspirations of Manchester's leadership and residents. At your earliest convenience, we respectfully request the opportunity to appear before the Committee on Lands & Buildings to present our proposal, answer your questions, and discuss how we can work together to advance our community's economic growth and fulfill the exciting vision that is Manchester's Innovation District.

Thank you for your time, leadership, and consideration.

Respectfully submitted,



Jeremy Hitchcock,
Tech Freedom Village LLC

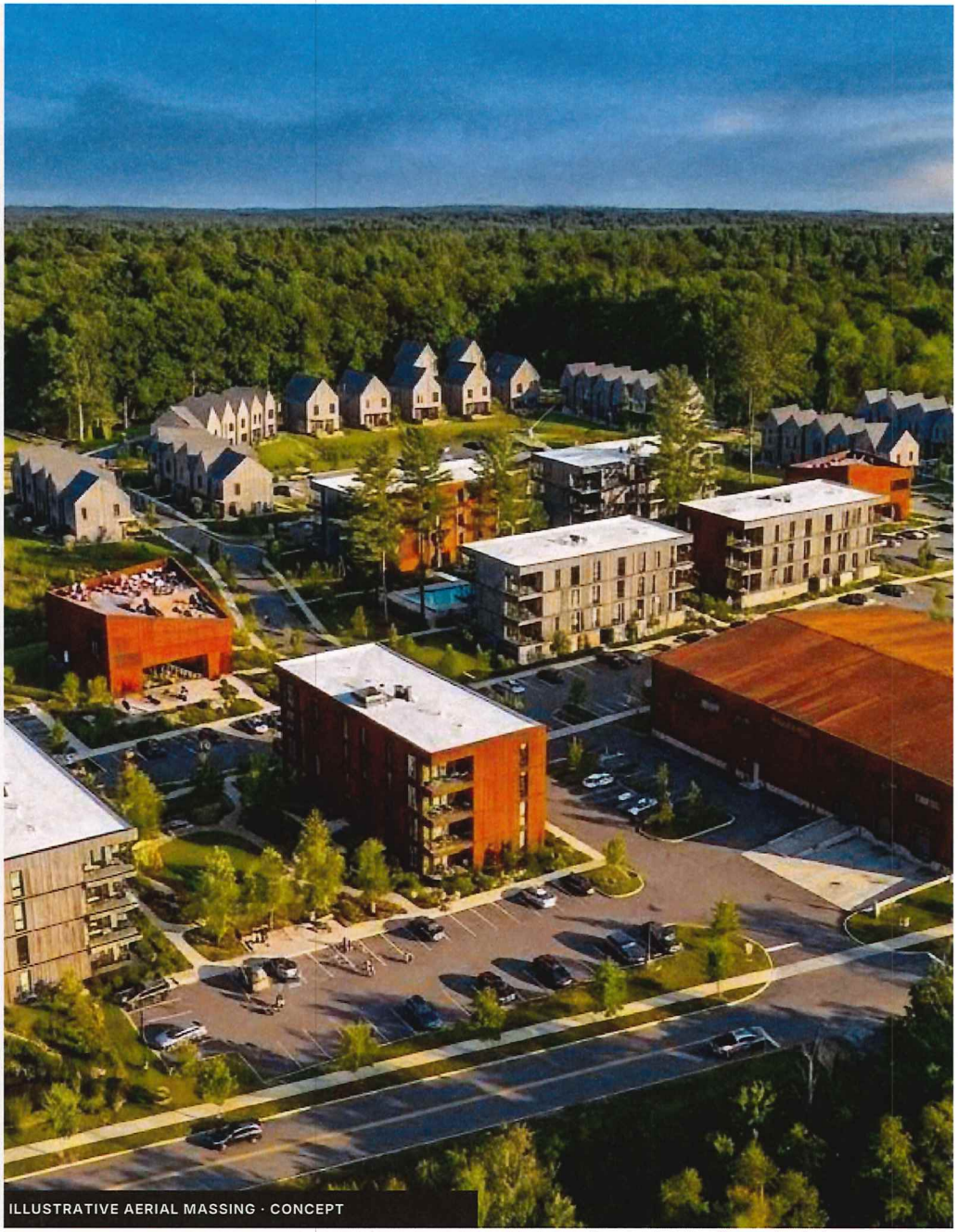
CONCEPTUAL PROPOSAL

Freedom Village

A live–work–make village in Manchester's Innovation District

SITE
Lots 766-15 [F · G · H · I · M]
Hackett Hill & Dunbarton Road, Manchester, NH

PREPARED FOR
The City of Manchester · October 2026



ILLUSTRATIVE AERIAL MASSING · CONCEPT

The home for builders in New Hampshire

Big cities offer opportunity but are expensive and crowded. Rural New Hampshire is beautiful but can be isolating. Freedom Village brings the best of both: a walkable, nature-rich neighborhood where founders, engineers and researchers live, work and build side by side.

For decades, the City has planned Hackett Hill as Manchester's high-tech research park. Freedom Village is designed to deliver that vision and to draw talent from across New Hampshire and beyond to the Queen City.



ILLUSTRATIVE AERIAL MASSING · CONCEPT

WHAT

A live-work-make neighborhood in the Innovation District: homes, flex office, high-bay labs and shared amenities, set in nature.

WHO

Founders, techno-optimists, engineers, researchers and their families, from New Hampshire and beyond, who want to build companies here.

WHERE

Hackett Hill in Manchester, within an hour of Boston, bordering the Cedar Swamp Preserve and minutes from the Millyard and ARMI.

WHY

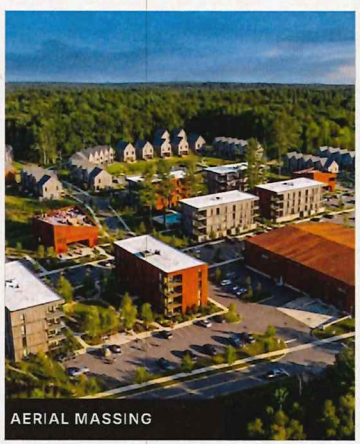
To grow Manchester's next generation of employers, from software to biotech, and keep that talent and tax base in the city.

A startup village on Hackett Hill

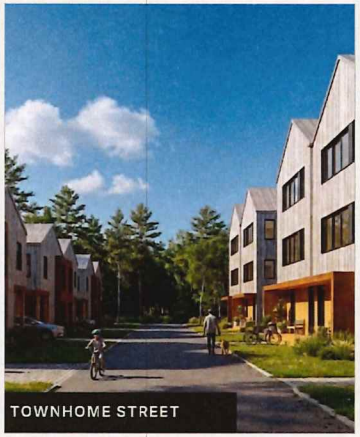
A walkable, mixed-use community for founders and their families with homes/apartments, workspace, high-bay labs, and a clubhouse of shared amenities woven into the landscape and the preserve, within Manchester's Innovation District.



ILLUSTRATIVE MASTER PLAN · BEDFORD DESIGN


AERIAL MASSING


APARTMENTS


TOWNHOME STREET


HIGH-BAY LAB

Two massing options

The same 30.85-acre envelope, roughly 469,000 gross square feet, supports different programs. These two options bracket the mix under study: one weighted toward workspace, one toward homes. Either is likely built in two phases, as we gain more understanding of office vs. residential demand for the village.

OPTION A

Office-Heavy

120	274,700	3.9
RESIDENTIAL UNITS	SF COMMERCIAL	UNITS / ACRE

Component	Count	Area / Units
Flex: mixed use (grd office + apts)	2 bldgs	48 apts + 19,500 sf
Flex: office	5 bldgs	195,000 sf
Townhomes, with garage	50 units	95,000 sf
Townhomes, no garage	15 units	22,500 sf
Single family *	7 units	18,200 sf
High-bay research lab		50,000 sf
Clubhouse + event		10,200 sf
Total	**120 units**	**468,900 GSF**

Emphasis on lab & flex office, which anchors employment and the innovation-district mandate.
* Single-family requires a variance / CUP per Bedford review.

OPTION B

Residential-Heavy

240	128,450	7.8
RESIDENTIAL UNITS	SF COMMERCIAL	UNITS / ACRE

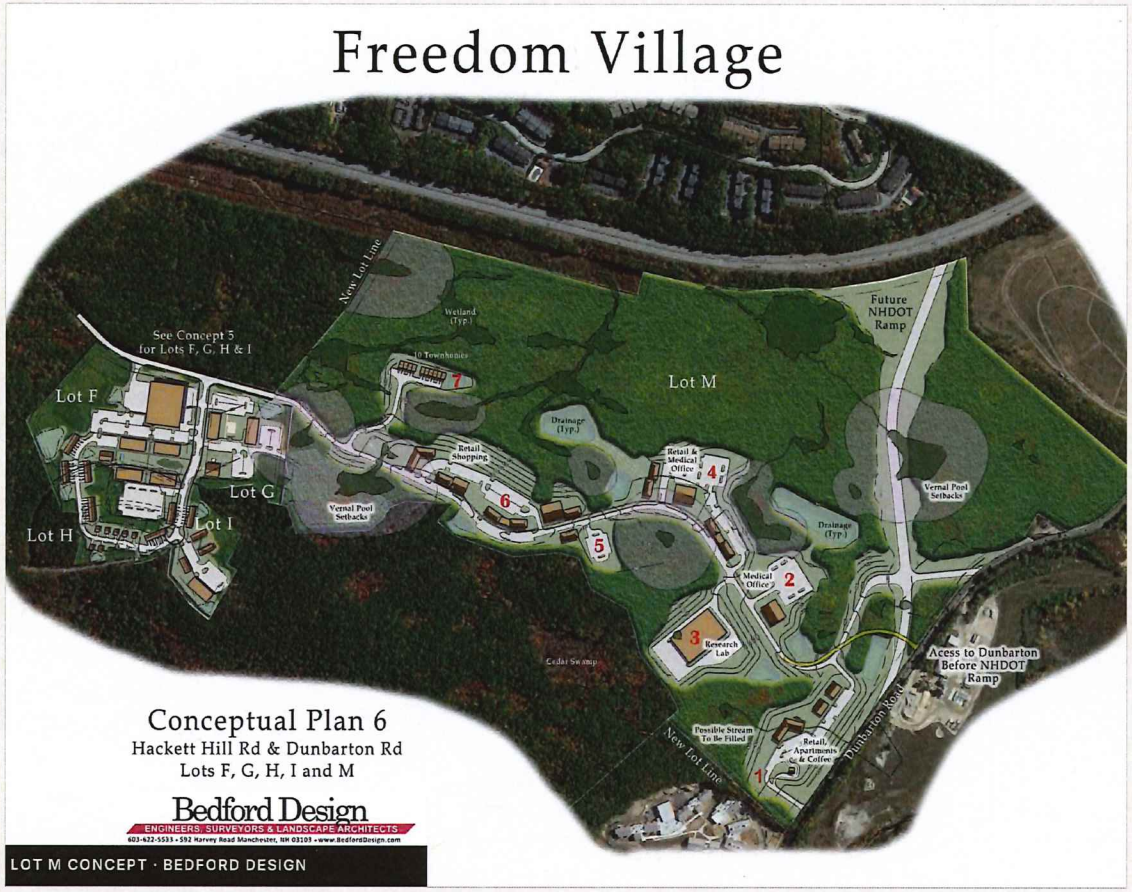
Component	Count	Area / Units
Flex: mixed use (grd office + apts)	3 bldgs	72 apts + 29,250 sf
Flex: residential	3 bldgs	96 apts
Flex: office	1 bldg	39,000 sf
Townhomes, with garage	50 units	95,000 sf
Townhomes, no garage	15 units	22,500 sf
Single family *	7 units	18,200 sf
High-bay lab + amenities		60,200 sf
Total	**240 units**	**468,900 GSF**

Emphasis on housing: more rooftops, a fuller village, deeper residential base.
* Single-family requires a variance / CUP per Bedford review.

Program shown; pro-forma economics under separate cover · basis: Bedford Design Feasibility 7-9-26

Phase 2: Lot M

A later phase extends the village north onto Lot M: a neighborhood main street of retail, medical office, research space, homes, and hotel.



Sequencing: Lot M follows the FGHI phases and requires a new ~5,000 linear feet of road extension. This road and a connection to a future NHDOT ramp are carried in the master plan for the city's long-range view.

Phase 2 · illustrative. Program per FV scenario model, basis Bedford Design Feasibility 7-9-26

Look & feel

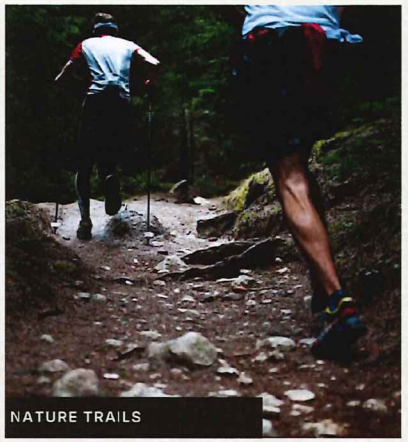
A material language of timber, glass, and stone is embedded where craft, nature, and technology meet.



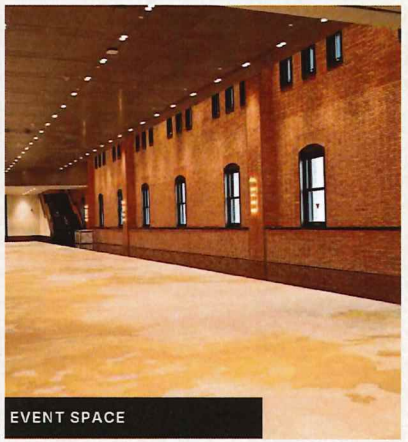
MAKER SPACE


CAFE


COWORKING SPACE


NATURE TRAILS

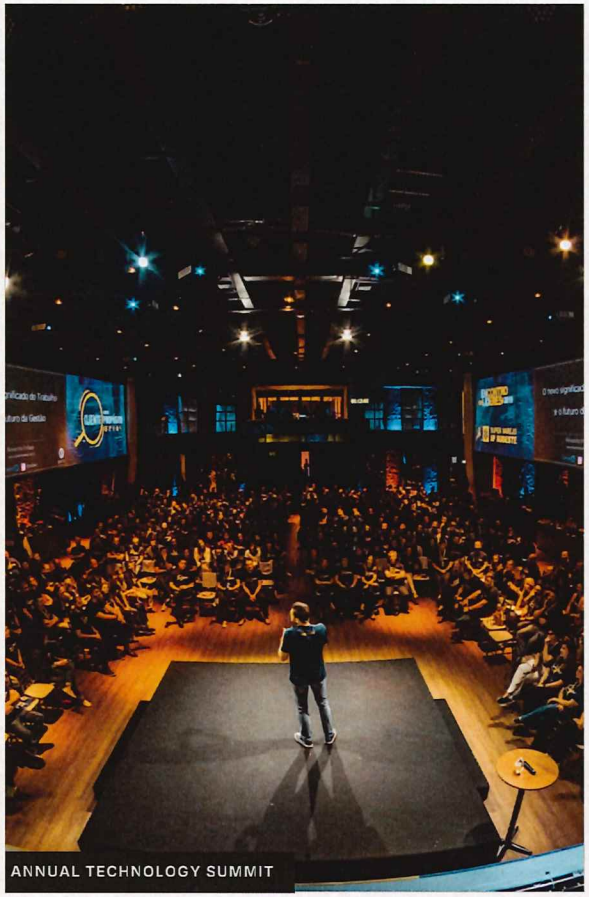

WELLNESS & ACTIVITIES

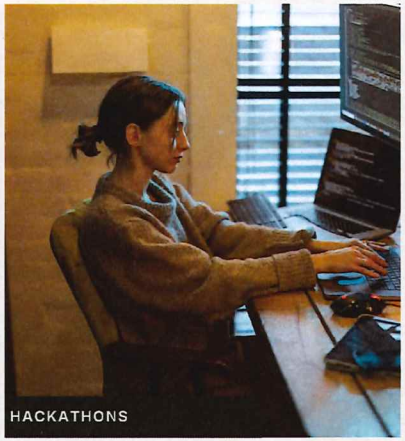

EVENT SPACE

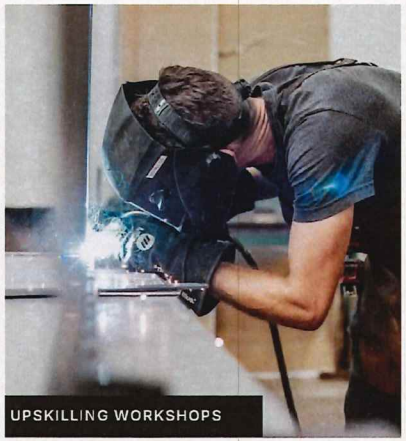
Character imagery: illustrative precedents

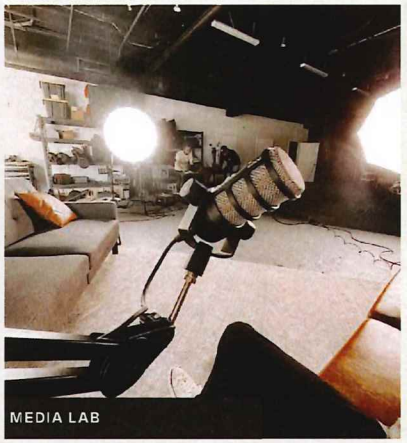
Community & programming

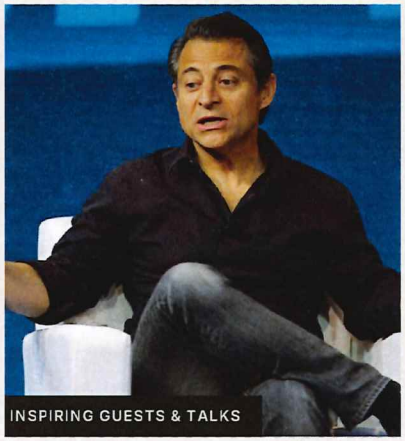
The community will attract and produce a steady stream of events for the village and the wider community, much of it published from our media lab.


ANNUAL TECHNOLOGY SUMMIT

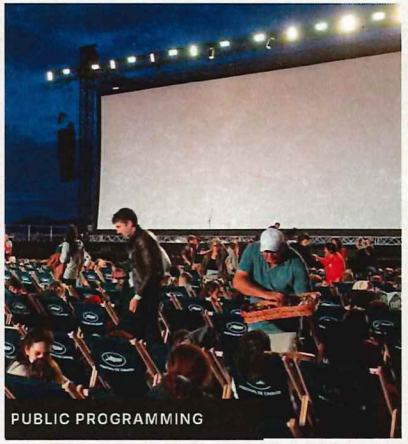

HACKATHONS


UPSKILLING WORKSHOPS


MEDIA LAB


INSPIRING GUESTS & TALKS


COMMUNITY GATHERINGS


PUBLIC PROGRAMMING

Character imagery: illustrative precedents

Built by New Hampshire residents who will call it home

We're proud New Hampshire residents creating a place where startup founders, builders, and their families can live, work, and build together. We are not developing Freedom Village from a distance—we intend to live there ourselves and share responsibility for the community's success.



Jeremy Hitchcock

FOUNDER OF NEW NORTH VENTURES

GP & Co-Founder of New North Ventures. Founded critical internet infrastructure company Dyn (acquired by Oracle), cybersecurity company Minim (NASDAQ:MINM), and is a Director at Business Executives for National Security. Invested in 75+ companies and has deep expertise in Internet, cyber security following the landmark Mirai attack and Wikileaks fallout (former customer).



Raechel Lambert

CO-FOUNDER OF DNNR

CEO & Co-Founder of DNNR, a white-labeled dinner club platform with investment from Jason Calacanis & Balaji Srinivasan. Creator of Community for The All-In Podcast leading 10K members to gather IRL in 50 cities. Formerly co-founded Olivine (sold), early team at Momentum (sold to Salesforce) and launched products as an early product marketer at Intercom (also sold to Salesforce). For fun: on the leadership team of a local latin dance community & hosts a legendary Christmas party.



Ryan Lambert

CO-FOUNDER OF DNNR

CPO & Co-Founder of DNNR. Award-winning data scientist: 1st place Miami Hack Week & best use of OpenAI. Amex Platinum Genius Award. Formerly Citadel, American Express. Formerly a mechanical engineer specializing in R&D for Keurig, Raytheon, AMTI, Becton Dickinson.



Benjamin Sachs

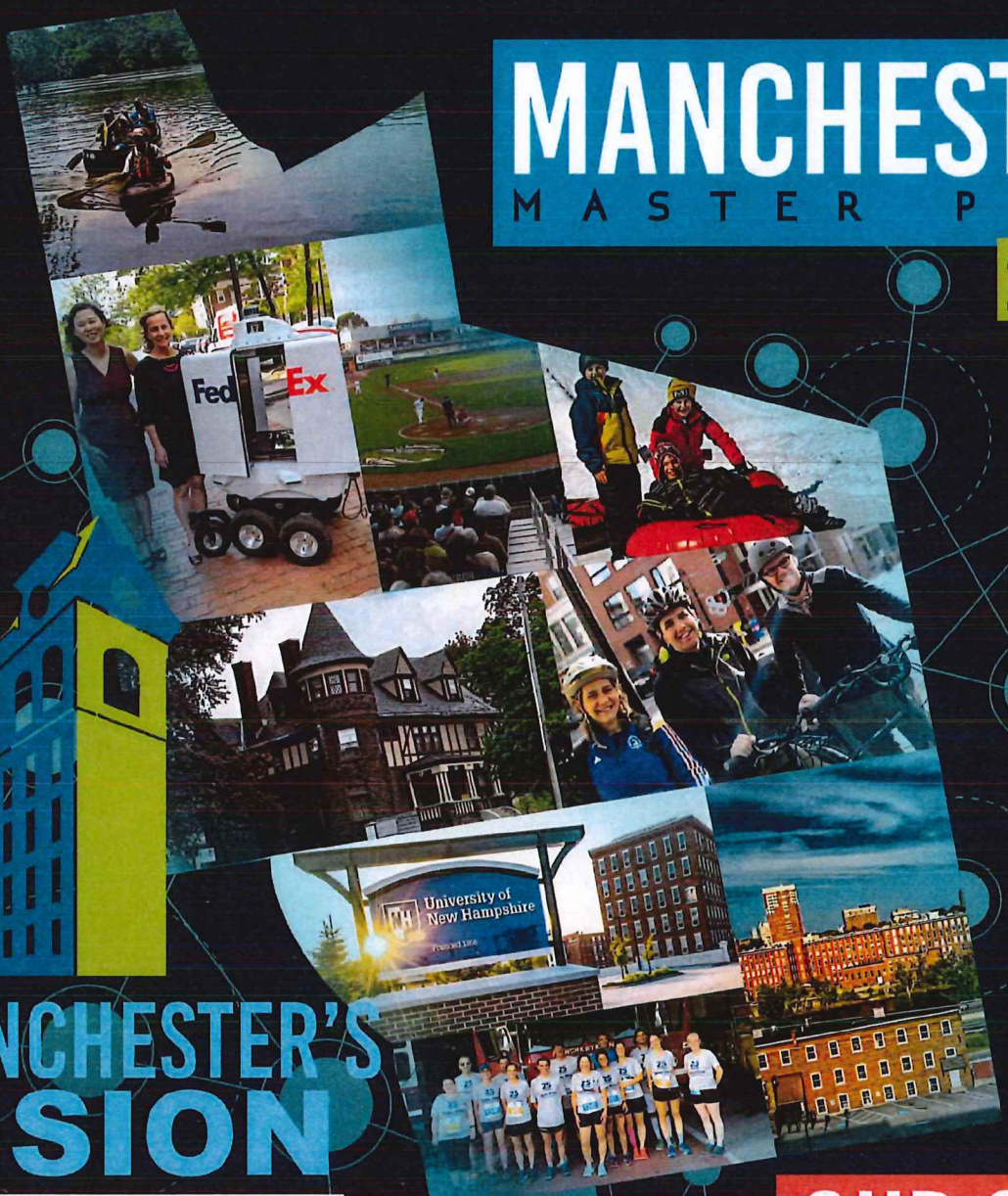
ARCHITECT (AIA), REFRAME SYSTEMS

Registered Architect and Senior Architect at Reframe Systems. His international experience includes roles at Workshop/APD, BA Collective, Zaha Hadid Architects, and SHoP Architects. His work spans modular and custom homes, landmark towers, and product design, guided by a belief that great design is for all all people.

Freedom Village takes its name
from New Hampshire's motto,
Live Free or Die.
Here, freedom is a verb:
the freedom to start a company,
to pursue your life's work,
to walk from home to the lab,
and to try, fail, and try again —
among neighbors doing the same.

Freedom Village takes its name from New Hampshire's motto: Live Free or Die

MANCHESTER
MASTER PLAN
2021



MANCHESTER'S VISION

NEXT GENERATION SMART CITY

INNOVATION LEADING THE WAY

OUR CITY
OUR FUTURE

To view all long-range planning documents in the City scan here.

PLAN MANCHESTER IS A COLLABORATION OF THE PEOPLE OF MANCHESTER, THE CITY OF MANCHESTER, AND TOWN PLANNING & URBAN DESIGN COLLABORATIVE LLC.

#PLANMHT

MANCHESTER MASTER PLAN 2021

EXECUTIVE SUMMARY

A Plan for Manchester Our City, Our Future

The story of Manchester is one of optimism, entrepreneurship, and hard work. From its earliest days as the frontier town of Derryfield, to the era of industrial development, to the economic and societal challenges of the 20th Century, to today—Manchester has moved forward in a spirit of innovation. Since Manchester's last Master Plan was adopted in 2009, the City has attracted more businesses and people than anywhere else in the region. Now, the citizens of Manchester have once again come together to plan for the City's future. We hope to build on our past successes and attract an adventurous, driven, and innovative population.

Our vision for Manchester is to lead Northern New England in innovation and entrepreneurship while maintaining high standards of amenities, livability, culture, education, and environmental stewardship.

Action Plan

City leaders should use the Plan as a critical resource when considering new policies, planning, and programming new infrastructure, evaluating new development applications, and coordinating with outside agencies. Ultimately, the Plan's relevance will be measured by its use in everyday decision making. Plan implementation is a long-term commitment that is crucial for the success of the Master Plan. To keep the City accountable for implementing the proposed concepts, the Planning and Community Development Department created a Plan Implementation Matrix. This tool will be used for tracking recommendations in a planned and managed approach over the upcoming years.

City of Manchester Vision Statement

"To be a first-class city to live, work, and visit, built upon our rich history or culture, education, environment, and commerce."

Guiding Principles

The guiding principles embody the core philosophy and City vision expressed by the community through the planning process.



Bold Leadership

Be bold, lead with purpose, and take proactive steps to implement the Plan and achieve the future community that the citizens desire.



Uniquely Manchester

Celebrate a distinct brand and sense of place that is uniquely Manchester.



Urban Advantage

Promote infill development and redevelopment activities for underutilized areas within Manchester.



Collaborative Community

Maintain on-going, positive, and productive partnerships with public, quasi-public, and private entities that acknowledge our interconnectedness and the shared responsibility for the future success of Manchester.



Connected City

Support a safe, innovative, and efficient transportation system that leverages opportunities to enhance street connectivity and resident mobility via walking, biking, driving, and public transit.



Diverse & Inclusive Citizens

Promote a healthy, welcoming, and inclusive City for both long-time residents and newcomers of all ages and income levels, as well as for businesses both large and small.



Environmental Stewardship

Promote and preserve Manchester's green infrastructure — including wetlands, woodlands, parks, tree canopy, etc. — and the services they provide.



Economic Vibranvy

Keep the Manchester economy sustainable and resilient while providing opportunities for a variety of new and innovative businesses and endeavors.



Financial Reponsibility

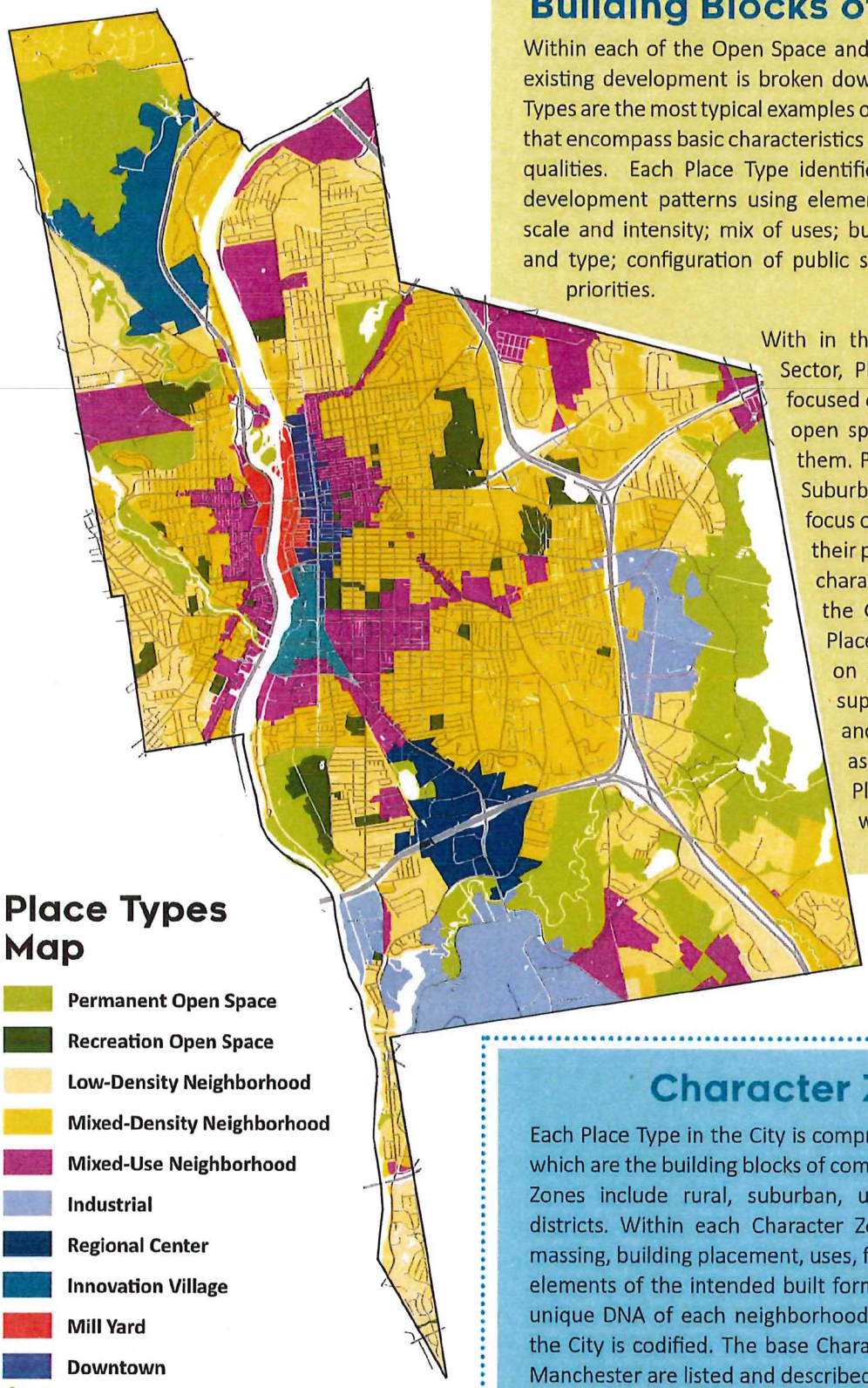
Remain a city dedicated to delivering excellent municipal services to the community in a financially responsible manner, especially in terms of evaluating opportunities to increase local revenues to maintain a high quality of life for the residents of Manchester.

PLACE TYPES

Building Blocks of Community

Within each of the Open Space and Growth Sectors, new and existing development is broken down into Place Types. Place Types are the most typical examples of certain types of built form that encompass basic characteristics of rural, suburban or urban qualities. Each Place Type identifies and describes differing development patterns using elements such as: development scale and intensity; mix of uses; building massing block size and type; configuration of public spaces; and transportation priorities.

With in the Preserved Open Space Sector, Place Types are exclusively focused on the amount and type of open spaces that are allocated in them. Place Types that occur in the Suburban Development Sector focus on land and building uses as their predominant differentiating characteristic. Development in the Growth Sectors consist of Place Types that are focused on the intended community-supported vision of innovation and community character as the primary focus. Each Place Type is described within the Master Plan.



Place Types Map

- Permanent Open Space
- Recreation Open Space
- Low-Density Neighborhood
- Mixed-Density Neighborhood
- Mixed-Use Neighborhood
- Industrial
- Regional Center
- Innovation Village
- Mill Yard
- Downtown
- TOD

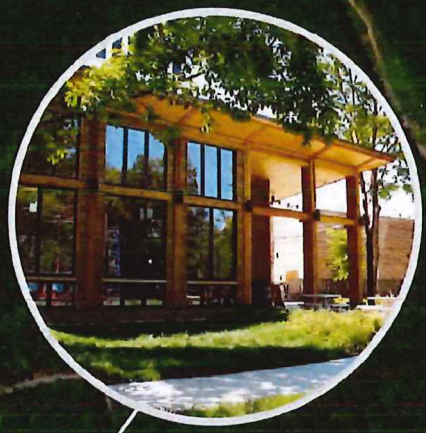
Character Zones

Each Place Type in the City is comprised of Character Zones, which are the building blocks of community. These Character Zones include rural, suburban, urban, civic and special districts. Within each Character Zone, building types and massing, building placement, uses, frontage types, and other elements of the intended built form are integrated and the unique DNA of each neighborhood, district and corridor of the City is codified. The base Character Zones identified for Manchester are listed and described within the Master Plan.

DESTINATION: HACKETT HILL



EDUCATION CENTER

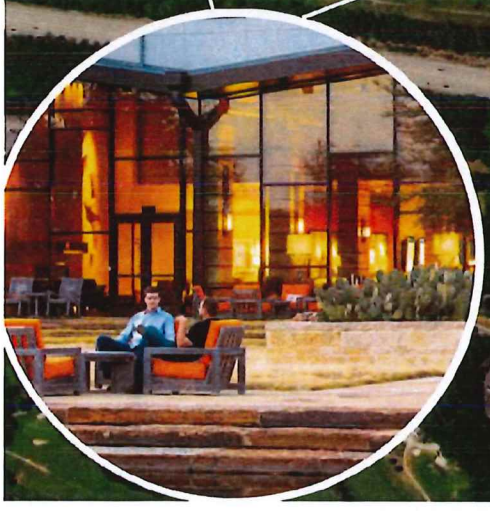




EDUCATION CAMPUS

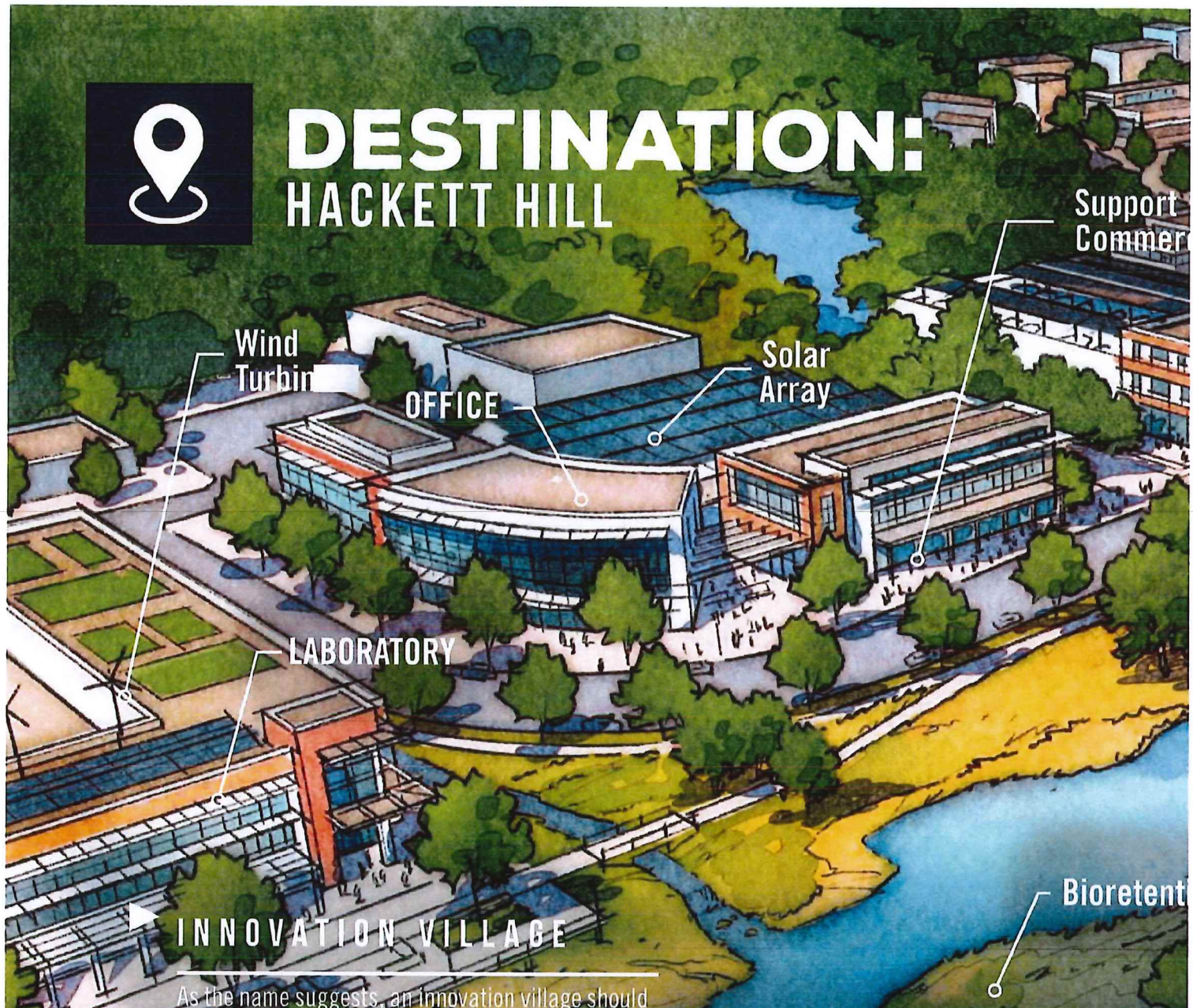
ESIDENTIAL

MIXED-USE





DESTINATION: HACKETT HILL



INNOVATION VILLAGE

As the name suggests, an innovation village should be developed for a mix of uses with an emphasis on employment. The central area could be utilized for industrial and office spaces complemented by food service and other commercial uses that enhance the work environment.

Introducing educational facilities into the mix of uses may be appropriate, as the proximity to employers that have a direct relationship to the curriculum is conducive to employer participation in the development of course content and the delivery of training. The real-world experience that employers inject into the curriculum is enriches educational programs. According to insiderhighered.com, employers are helping close the gap between job seekers' training and the skills required for the positions to be filled.

Successful employment-focused, mixed-use development includes residential uses. Employment centers across the U.S. are being developed—or reinvented—with housing to facilitate living close

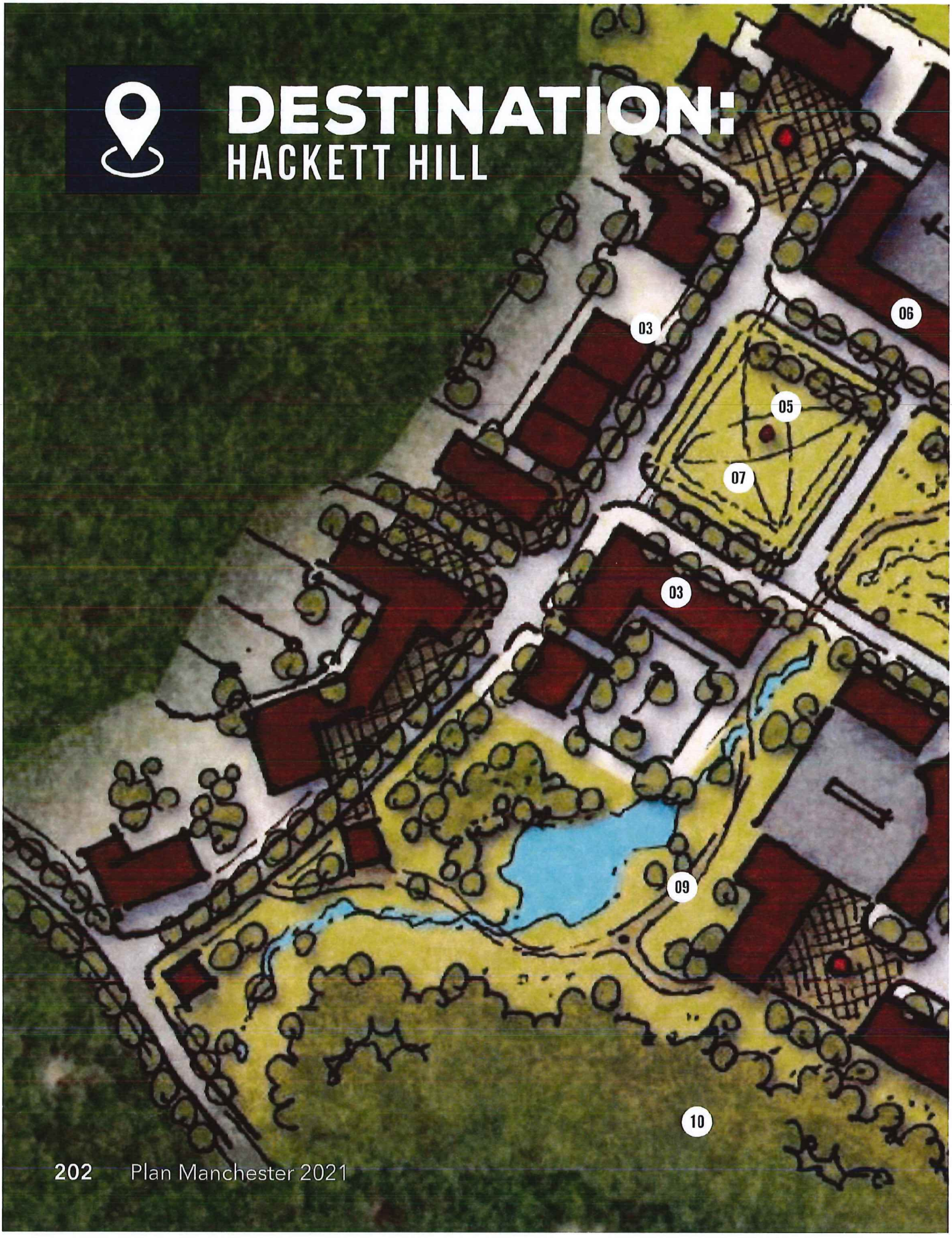
Note: This illustration depicts a concept suitable for the Hackett Hill area that could occur with proper infrastructure improvements in place.

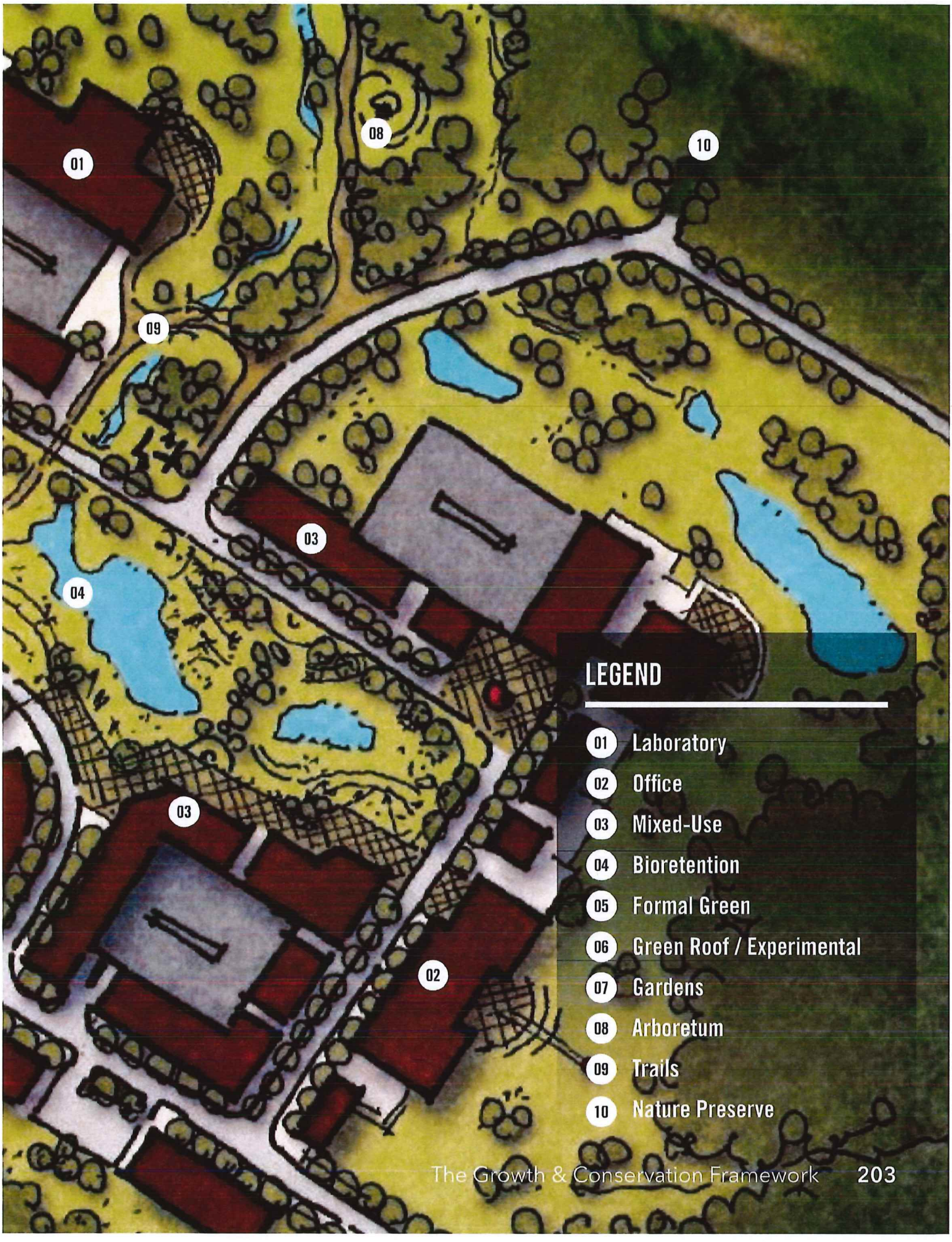


to jobs. The "village" aspect suggests a housing component that appeals to people working in this location. Here, a broad range of housing choices could satisfy the preferences of people of different ages and income levels. For a community positioning to compete effectively for economic development and actively recruiting employers, it could also help create an attractive investment option.

With an emphasis on environmental sustainability, development could be organized around green spaces that serve several purposes. In addition to supporting formal and informal gatherings, open space could be designed for botanical garden or arboretum featuring native plants; demonstration gardens for improved stormwater management; trails; outdoor laboratory for environmental education; and experimental gardens.

DESTINATION:
HACKETT HILL




01
08
10
09
03
04
03
02
LEGEND
01 Laboratory
02 Office
03 Mixed-Use
04 Bioretention
05 Formal Green
06 Green Roof / Experimental
07 Gardens
08 Arboretum
09 Trails
10 Nature Preserve