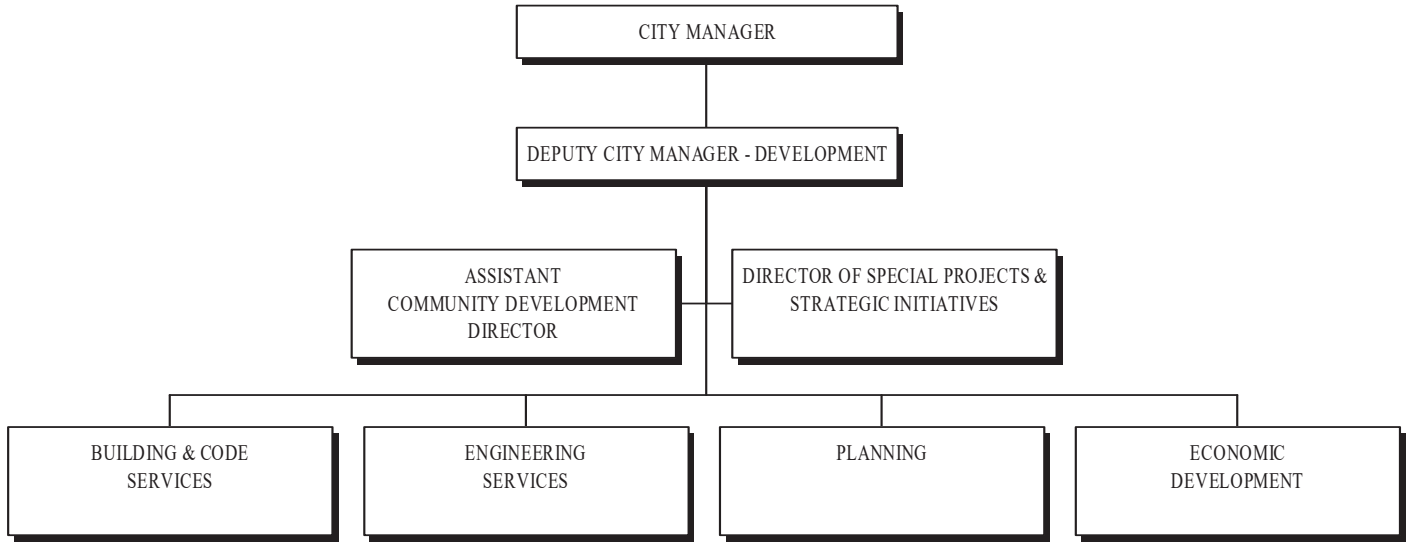


Community Development

Mission

To enhance the quality of life and economic vitality of the City.

COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



Core Responsibilities

1. Administration Division: Manages the department and coordinates the activities of the department's respective divisions to ensure quality customer service is rendered and City Council priorities are met. Liaison to the business and development community and various ad hoc committees. Manages special projects, economic development programs and initiatives, as well as public private partnerships. Staff liaison to the Community Development Advisory Committee, Airport Advisory Committee, Parking Committee, three Tax Increment Advisory Boards, Energy and Environment Committee, Economic Development Advisory Committee, the Tree Committee, and others. Manages the Revolving Loan Fund and Community Development Block Grant (CDBG) programs. Oversees the Concord Municipal Airport and coordinates the City's Parking System.
2. Code Administration Division: Administers building, life safety, property management, and health codes, as well as all related permitting and inspection processes associated therewith, to protect public health and safety. Seeks compliance with pertinent codes and regulations.
3. Engineering Services Division: Designs and manages roadway, sidewalk, water distribution, sewer collection, and storm water infrastructure improvements. Manages dam, bridge network, and airport capital improvement projects. Provides review and oversight of private development projects. Administers the Transportation Policy Advisory Committee, Traffic Operations Committee, and Poles and Wires Committee.
4. Planning Division: Prepares community master plans and zoning amendments. Administers and enforces the Zoning Ordinance, as well as Site Plan and Subdivision Regulations. Reviews and coordinates development applications for the Planning Board and Zoning Board. Liaison to the Planning Board, Zoning Board, Design Review Committee, and Conservation and Heritage Commissions, and provides staff support to the Recreation Policy Advisory Committee. Provides staff support to the Transportation Policy Advisory Committee and select subcommittees thereof.

Community Development

<u>Budget Detail</u>	2025	2026	2026	2026	2027
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Construction Permits	\$1,259,835	\$1,167,000	\$1,167,000	\$1,167,000	\$2,054,000
Other Permits	\$345,800	\$250,000	\$250,000	\$266,700	\$250,000
Licenses	\$181,425	\$160,200	\$175,200	\$159,980	\$175,030
Street Damage Fees	\$83,392	\$75,000	\$75,000	\$80,000	\$75,000
Reports, Prints, and Copies	\$393	\$700	\$700	\$660	\$700
Application Fees	\$21,950	\$20,000	\$20,000	\$22,000	\$20,000
Review Fees	\$35,085	\$94,800	\$94,800	\$31,350	\$55,000
Inspection Fees	\$1,233	\$0	\$0	\$2,085	\$0
Timber Sales	\$44,920	\$5,000	\$5,000	\$5,000	\$8,000
Rental Income	\$5,600	\$400	\$400	\$400	\$400
Other Revenue	\$60,609	\$3,520	\$33,927	\$36,210	\$3,500
Transfer In - Trust	\$0	\$46,322	\$49,822	\$49,822	\$61,322
Transfer In - Water	\$13,380	\$13,380	\$13,380	\$13,380	\$13,380
Transfer In - Wastewater	\$13,380	\$13,380	\$13,380	\$13,380	\$13,380
Total Revenue	\$2,067,001	\$1,849,702	\$1,898,609	\$1,847,967	\$2,729,712

Community Development

<u>Budget Detail</u>	2025	2026	2026	2026	2027
	Actual	Adopted	Revised	Projected	Budget
Expense					
Full Time	\$2,628,779	\$2,917,930	\$2,886,730	\$2,932,340	\$2,961,366
Part Time	\$35,720	\$38,592	\$38,592	\$38,820	\$82,202
Temporary	\$51,526	\$53,720	\$53,720	\$39,240	\$55,170
Overtime	\$16,964	\$37,240	\$37,240	\$13,790	\$38,630
Allowance	\$5,900	\$7,800	\$7,800	\$7,800	\$6,000
Retirement	\$361,951	\$376,654	\$372,654	\$375,010	\$387,854
FICA	\$205,122	\$228,970	\$226,570	\$229,410	\$237,435
Beneflex	\$632,035	\$703,331	\$664,631	\$678,710	\$735,280
Worker's Compensation	\$36,070	\$33,730	\$33,730	\$33,630	\$33,378
Unemployment Insurance	\$1,318	\$1,438	\$1,438	\$1,420	\$1,465
Professional Development	\$60,611	\$90,196	\$90,196	\$83,675	\$91,155
Business Expense	\$30,744	\$28,260	\$28,260	\$22,060	\$28,400
Professional Services	\$129,388	\$71,891	\$75,391	\$52,750	\$49,620
Software/Hardware Maintenance	\$25,571	\$92,078	\$92,078	\$82,000	\$85,215
Advertising	\$9,877	\$7,650	\$7,650	\$5,100	\$7,600
Communications	\$8,612	\$15,451	\$15,451	\$12,640	\$16,630
Postage	\$15,292	\$12,650	\$12,650	\$19,400	\$12,650
Office Supplies	\$42,674	\$26,920	\$26,920	\$19,590	\$25,560
Departmental Supplies	\$8,928	\$11,815	\$11,815	\$9,390	\$12,315
Grounds and Horticultural	\$0	\$2,500	\$2,500	\$0	\$2,500
Vehicle Fuel	\$5,924	\$8,150	\$8,150	\$8,150	\$8,040
Property and Auto Insurance	\$270	\$0	\$0	\$0	\$0
Liability Insurance	\$20,150	\$20,970	\$20,970	\$20,970	\$31,006
Transfer Out - Trust	\$98,947	\$75,000	\$105,407	\$105,407	\$75,000
Total Expense	\$4,432,373	\$4,862,936	\$4,820,543	\$4,791,302	\$4,984,471

Community Development

<u>Service Indicators</u>	2024 <u>Actual</u>	2025 <u>Actual</u>	2026 <u>Estimated</u>	2027 <u>Projected</u>
1. Development and Design Review Applications	68	152	120	120
2. Total Building / Electric / Plumbing Permits	2,397	1,775	2,071	2,000
3. Total Health & Licensing Permits	693	1,000	1,100	1,100
4. Total Zoning Applications	104	96	100	100
5. Capital Projects Managed by Department (Total/Active)	56/23	56/37	56/37	58/40
6. Acres of Protected Open Space	7,273	7,328	7,384	7,384
7. Acres of Harvested Forest Land	60	0	17	74
8. CDBG Grant Applications	2	1	2	1
9. CDBG Grant Awards	0	0	2	1
10. Amount of CDBG Funding Requested	\$1,000,000	\$750,000	\$630,000	\$500,000
11. Amount of CDBG Funding Awarded	\$0	\$0	\$630,000	\$500,000

2027 Goals

Administration Division:

1. Advance those 2026-2027 City Council priorities that specifically pertain to the Community Development Department.

Code Administration:

1. Continue to streamline and enhance the overall customer experience with on-line permitting.
2. Promote continuing education and participation in monthly trainings.
3. Continue to digitize paper files and historical plan sets.
4. Maintain full staff / trainings / certifications.

Engineering Services:

1. Support the development of the City's Master Plan, especially the Transportation and Utilities portions of the overall plan.
2. Advance the construction of the Heights Sewer Collection Improvements project (CIP #91).
3. Advance the final design of the Loudon Road Bridge Rehabilitation project (CIP #588).
4. Advance the final design of the McKee Square Intersection Improvement project (CIP #31).

Planning:

1. Working with the Planning Board and selected consultant team, continue the process of updating the City's 2030 Master Plan.
2. Continue streamlining and enhancing the Energov online permitting system.
3. Continue with development of interim Zoning Ordinance amendments in accordance with City Council priorities.
4. Prepare interim amendments to the Site Plan and Subdivision Regulations, as appropriate, to coordinate these with applicable interim zoning provisions, as well as the City's construction standards.
5. Continue training of Planning Division staff members.
6. Continue digitization of paper files.

Community Development

2026 Goals Status

Administration Division:

1. Advance those 2024-2025 City Council priorities that specifically pertain to the Community Development Department.

9-Month Status:

A. Housing / Homelessness:

1. Applied for and secured \$130,000 of Community Development Block Grants to support Concord Coalition to End Homelessness' winter shelter and resource center.
2. Applied for and tentatively secured \$500,000 of Community Development Block Grants to support the development of four dwelling units in Bicentennial Square by Families in Transition. (Final award subject to Governor and Executive Council approval).
3. Entered into a Purchase and Sales Agreement to sell the former Penacook Library, and an adjacent parcel, to a developer who will preserve and renovate the historic building into a duplex.

B. Transportation & Utility Infrastructure:

1. Achieved substantial completion of the Airport Road sidewalk project (CIP #17).
2. Completed design and bidding of sidewalk improvements on Green, Capitol, and School Streets (CIP 590). Improvements will be constructed once the new Legislative Parking Garage is substantially complete in late FY 2026/early FY 2027.
3. Accepted and appropriated \$3.17 million of Congestion Mitigation and Air Quality (CMAQ) grant funds for the McKee Square Intersection Project (CIP #31), and advanced Local Project Administration agreement with the NH Department of Transportation for the project.
4. Completed the State Street Parking Garage alternatives feasibility study and presented to the Parking Committee for their consideration (CIP #432).
5. Accepted and appropriated an \$859,689 Housing Champions Grant from the State of New Hampshire for the Heights Sewer Project (i.e., the new Steeplegate Mall Pump Station, CIP #275); and completed design and advertised for bids for 2+/- miles of sewer main improvements for the Heights Sewer Project (CIP #91).
6. Continued construction of the Abbottville Sewer Improvement Project (CIP #83).
7. Completed realignment of the Sewalls Falls/Abbott Road intersection (CIP #520).
8. Completed design and permitting for the Pembroke Road/Industrial Park Drive water main replacement project (CIP #85), and put project out to bid.
9. Completed design, permitting, and bidding for traffic signal replacement projects located at Center/North State Street and Washington/North Main/Ferry Streets; and initiated construction thereof. Also initiated design of traffic signal improvements at North State/Bouton Street and North State/Horseshoe Pond Lane/Penacook Street.
10. Advanced design of the Loudon Road Bridge Project to 60% completion in preparation of FY 2028 construction.
11. Completed design and permitting for the School Street water main lining project. Project is currently out to bid.
12. Completed design of Penacook Village sewer inflow and infiltration project (CIP 647). Construction options are under review in collaboration with the General Services Department.
13. Completed design of North Main Street pedestrian improvements (crosswalks and bus stops).

C. Community & Economic Development:

1. Supported the Economic Development Advisory Committee (EDAC); assisted EDAC with review of the C-PACE Program.
2. Supported the Mayor's Ad-hoc Impact Fee Committee; completed extensive research and analysis and staffed five Committee meetings.
3. Continued support of the Mayor's visitation program; facilitated visits with 603 Bar-B-Q, Little River Oriental Rugs, and the Barn at Bull Meadow.
4. Leased 4+/- acres of land to Concord Trailways for the construction of a 230+/- space temporary parking lot to provide additional parking supply for the Stickney Avenue bus station.
5. Executed a lease with Hampshire Agreement with Hampshire Aviation for a 10 unit T-Hangar at DZ-3 at Concord Airport. Construction of the hangar is complete.

Community Development

2026 Goals Status (continued)

9-Month Status:

C. Community & Economic Development (cont'd):

6. Worked extensively with 603 Bar-B-Q on a site selection process to find a new location for their restaurant in Concord. Provided technical assistance regarding land use regulations and development permitting processes for several potential sites. Efforts successfully led to 603 Bar-B-Q leasing the former Pit Road Lounge at 388 Loudon Road.

D. Energy / Environment / Sustainability:

1. Successfully facilitated 5 MW Kearsarge solar array project at the Old Turnpike Road Landfill. Construction was initiated in FY 2026 and will be completed in early FY 2027.
2. Awarded contracts and initiated replacement of 72 fully depreciated “bishop’s crook” ornamental light poles with new ornamental poles equipped with LED fixtures (CIP #628). Project will be completed in FY 2027.

E. Public Safety:

1. Completed design, permitting and bidding for the new Police Station Project (CIP #643) and initiated construction of the project in April 2026. Project is scheduled for completion in fall 2027.
2. Continued work on the City Hall Campus Master Plan, including multiple options for reuse of the existing Police Station.

F. Recreation & Leisure:

1. Completed acquisition of 5.6+/- miles of the former Boston & Maine Northern Railroad from CSX for the Merrimack River Greenway Trail (CIP #543); submitted reports and resolutions to City Council for acceptance and appropriation of \$1.24 million of Transportation Alternatives Program (TAP) grant funds for design and construction of the trail from Sewalls Falls Road to the Contoocook River.
2. Completed the Canal Street Riverfront Park project (CIP #567). A dedication ceremony was held on August 13, 2025.
3. Completed multiple design concepts for refurbishment of Bicentennial Square (CIP #579); held meetings with stakeholders and the general public to receive feedback on potential renovation options.

2. Achieve full staffing in the Department. As of March 30, 2025, the Department had three vacancies.

9-Month Status: As of March 30, 2026, the Community Development Department had two vacancies.

Code Administration:

1. Continue streamlining and enhancing the Energov on-line permitting system.

9-Month Status: Staff continues to review and refine permitting processes to improve efficiency and ease of use of the City’s on-line permitting software. During FY 2026, various revisions were implemented to improve data tracking and reporting. The Code Division also assisted the Planning Division with updates to various Planning Board applications, as well as the Heritage Commission’s Historic District application.

2. Continue staff training.

9-Month Status: Staff continues to participate in regular monthly trainings through the NH Building Officials Association. Staff has also attended the annual Tyler Systems conference for the City’s online permitting software.

3. Continue to digitize paper files and historical plan sets.

9-Month Status: During FY 2026, the Code Administration Division continued to digitize building permits and plans as resources allowed. As of February 2026, the Division has scanned over 46,000 files totaling 63.3 GB in data.

4. Continue staff development, training and certification initiatives for new hires and existing staff.

9-Month Status: As of March 30, 2026, all Division personnel were current with their required certifications.

Community Development

2026 Goals Status (continued)

5. Increase automation of Food Licenses.

9-Month Status: During FY 2026, the Code Administration Division made changes to the City's permitting system to simplify and streamline the annual renewal process for food licenses/permits.

Engineering Services:

1. Commence construction of the Heights Sewer Collection Improvements project (CIP #91).

9-Month Status: As of March 2026, project plans and specifications have been sent to the NH Department of Environmental Services (NHDES) for approval to bid. It is anticipated that the Heights Sewer Collection Improvements project will be advertised for bids by April 2026, and construction to commence late FY 2026/early FY 2027.

2. Advance the final design of the Loudon Road Bridge Rehabilitation project (CIP #588).

9-Month Status: As of March 2026, 60% of design documents are under review by the City and the NH Department of Transportation (NHDOT). It is anticipated that the City will receive authorization to commence final design from NHDOT by May 2026. The final design phase is anticipated to have a duration of 12 months. Pending completion of final design and receiving authorization to advertise for bids, bid advertisement is scheduled for late FY 2027, with construction commencing in FY 2028.

3. Advance the final design of the McKee Square Intersection Improvement project (CIP #31).

9-Month Status: As of March 2026, the City is finalizing a project agreement with the NH Department of Transportation (NHDOT) for completion of the McKee Square Intersection Improvement project utilizing Congestion Mitigation and Air Quality (CMAQ) federal funding through NHDOT. A preliminary engineering scope of work is being coordinated with NHDOT, which will position the project for final design.

Planning:

1. Subject to the appropriation of funds for CIP #563, and working with the Planning Board, initiate the process to update the City's 2030 Master Plan.

9-Month Status: The City posted a Request for Proposals to update the Master Plan in December of 2025. Proposals were received on January 29, 2026. Interviews have been completed and a finalist has been selected. It is anticipated that a contract will be in place on or about May 1, 2026 with the selected consultant.

2. Continue streamlining and enhancing the Energov online permitting system.

9-Month Status: Staff across multiple divisions continue to make adjustments and enhancements, as needed, to Energov, to respond to various issues and to enhance user experience with the system.

3. Prepare interim Zoning Ordinance amendments in accordance with City Council priorities.

9-Month Status: During FY 2026, the City adopted zoning amendments pertaining to Accessory Dwelling Units, Childcare Facilities, and Floor Area Ratio requirements. Amendments pertaining to updated Flood Insurance Rating Maps for the Flood Hazard Overlay District were also adopted. Presently, additional amendments pertaining to multifamily housing design standards, conversion of residential buildings into multifamily units, lot and frontage requirements for duplexes, various reforms to multiple housing definitions, and changes to notification procedures for Zoning Board of Adjustment applications are currently before the City Council for consideration.

4. Prepare interim amendments to the Site Plan and Subdivision Regulations to coordinate these with applicable zoning provisions, as well as the City's construction standards.

9-Month Status: This is an ongoing goal, and staff is prepared to address needed changes to the Site Plan and Subdivision Regulations, as necessary, to coordinate with and facilitate interim zoning amendments by the City Council.

5. Continue training of Planning Division staff members, including a certified flood plain manager.

9-Month Status: On January 12, 2026, the City Council adopted Ordinance #3191 which updated the Flood Insurance Rate Maps for the City's flood hazard overlay zoning district.