



CITY OF CONCORD
New Hampshire's Main Street™
41 Green Street, Concord NH 03301
(603) 225-8570

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC) MEETING MINUTES
December 03, 2024 @ 5:00PM
City Wide Community Center – Program Room #2
14 Canterbury Road, Concord NH 03301

Attendees:

Committee Members:

Mayor Byron Champlin
Mike Vlacich, Chair
Jim Bouley
Bobby Segal
Sal Prizio
Patrick Tompkins
Alex Stoyale
Emily Ricard
Jean Hakuzimana
Michelline Dufort
Steve Duprey
Judith Kurtz, City Councilor
Ali Sekou, Mayor Pro-Tem

Absent Members:

Chuck Gilboy
Ari Pollack

Staff Present:

Matt Walsh, Deputy City Manager – Development
Tim Thompson, AICP, Assistant Director of Community Development
Stephanie McKim, Administrative Coordinator
Stefanie Breton, Public Information Officer

- Welcome by Mayor Champlin & Chair Vlacich:** Chair Vlacich welcomed those in attendance. Members of the Committee and City staff were introduced.
- Adoption of Minutes:** A motion was made by Councilor Kurtz and duly seconded by Ms. Ricard to adopt the minutes of September 24, 2024. The motion passed unanimously.
- Comments by Mayor Champlin:** Mayor Champlin addressed the Committee and noted that the Mayor's Business Visitation Program recently completed two more visits. He reported that he and the City's visitation team met with Joe Campbell (President) and Amanda Savage (Business Development Manager) of North Branch Construction in October. North Branch Construction is a commercial and residential contractor located on Old Turnpike Road. The Mayor provided a brief overview of the information learned during the visit. Topics of discussion included challenges with available skilled labor, and housing.

1 In November, the Mayor and the City's visitation team met with Tom Raffio (President and CEO)
2 and Bill Lambrukis (Senior Vice President) of Northeast Delta Dental. Northeast Delta Dental is
3 a dental insurance provider located on Delta Drive. The Mayor provided a brief overview of the
4 information learned during the visit. The Mayor noted that Mr. Raffio and his staff were very
5 complimentary of the City, including the City Administration and Planning Board. Unlike North
6 Branch Construction, Mr. Raffio reported that staffing has not been an issue and estimates 50%
7 of their staff work remotely. Child care is not provided on-site to staff however, Northeast Delta
8 Dental remains flexible to staff with childcare needs. The Mayor noted that Northeast Delta
9 Dental is an excellent corporate citizen and supports recreational opportunities in and around
10 the Concord area. The Mayor also noted that the homeless population in the Horseshoe Pond
11 area was a topic of discussion.

12
13 The Mayor also reported that he participated in a tour of Downtown merchants with Senator
14 Shaheen and the US Small Business Administration (SBA) for Small Business Saturday. Visits
15 included Crust and Crumb, The Viking House, and Granite State Candy. The Mayor provided a
16 brief overview of the information learned during the visit, and noted that the Viking House
17 expressed concerns over the potential impact of tariffs on their business.

18
19 The Mayor reported his attendance to the NH SONGA Immigrants in NH's Workforce
20 Conference. The Mayor expressed the event had a larger turnout than the previous year and it
21 was a success.

22
23 Chair Vlacich reviewed the importance of workforce development and the continued support of
24 workforce development as New Hampshire comes into a new state budget process. He noted a
25 successful collaboration a between NHTI and Bring Back the Trades.

- 26
27 **4. Continuation of the overview of the Economic Development Chapter of the 2008 Master**
28 **Plan & Related Plans / Studies:** Matt Walsh, Deputy City Manager – Development provided an
29 overview of the portion of the presentation covered at the September 24, 2024 meeting
30 regarding the Economic Development Chapter of the City's 2030 Master Plan (which was
31 adopted in 2008) and what the City has done to implement the recommendations over the past
32 15-20 years.

33
34 A copy of the presentation is attached.

35
36 Mr. Walsh resumed the presentation with the segment titled "Concord as the Regional Center".
37 This segment discussed policy goals and recommendations established in the Economic
38 Development Chapter of the 2008 Master Plan which were adopted to foster and maintain
39 Concord's position as the regional center for jobs, goods, and services, as well as culture and
40 amenities. The presentation discussed specific examples of how the City has implemented said
41 goals and recommendations. Specific implementation examples included the public-private
42 partnership which facilitated the Merchants Way development at Whitney Road and related
43 highway improvements, as well as other gateway and transportation improvements related to
44 this goal.

45
46 The next segment of the presentation discussed goals and recommendations associated with
47 Quality of Life Amenities to Support Economic Development as set forth in the Economic
48 Development Chapter of the 2008 Master Plan. Mr. Walsh discussed those goals and policies
49 associated with creating and expanding quality of life amenities, and how said policies have
50 resulted in both economic developments, as well as cultural benefits, for the community.
51 Specific examples of implementation included public-private partnerships which resulted in
52 cultural amenities, such as the Capital Commons / Red River Theatre Project, Bank of NH Stage,
53 as well as White Park Skate House and new Penacook Library. A discussion of City festivals, as

1 well as the City's conservation and open space properties and extensive trail network also
2 ensued; specifically, how the City's significant financial investments in these initiatives have
3 paid dividends for the community.
4

5 Discussion ensued about entertainment venues working with restaurants to stay open later to
6 serve concert and theatre goers after shows, and the challenges associated therewith.
7

8 Mr. Walsh then presented the next segment of the presentation which discussed goals and
9 recommendations pertaining to "land banking". Mr. Walsh explained that land banking involves
10 preserving and cultivating areas of the City for future long-term development, with particular
11 focus on commercial and industrial development. Specific areas of focus include land in
12 Penacook near I-93 as well as the Garvins Falls area of Concord.
13

14 Mr. Walsh discussed how the city has implement this goal through land use regulations, as well
15 as acquisition of certain properties such as the former Sears Block, Allied Leather Tannery, and
16 NH Employment Security properties.
17

18 Discussion ensued about cultivating high end business park development opportunities, the
19 limited amount of industrial land in the community, and the impact of high-end business park
20 development on tax base and workforce.
21

22 Mr. Walsh then presented the next segment of the presentation titled "Retention and
23 Recruitment". He explained that the City's primary efforts are focused on retention and
24 expansion of existing business. He also noted that recruitment is a secondary goal due, in part,
25 to the City's low unemployment rate and lack of available labor to lure large outside employers
26 to Concord. He provided examples of how the City has worked to retain and grow existing
27 businesses. Examples included Concord Hospital facilities which were developed within the
28 City's three tax increment finance districts, Gibson's Bookstore (which expanded downtown as
29 part of a development which involved a public-private partnership between the City and the
30 Duprey Companies), as well as Eastern Analytical (which expanded in Concord by constructing
31 a new headquarters on land which was previously owned by the City and by using the City's
32 Revolving Loan Fund to partially finance their expansion).
33

34 It was noted that the City does engage in recruitment efforts when it can use its unique
35 economic development assets, such as the Airport, to leverage such opportunities. United
36 Therapeutics Corporation's new corporate hangar was cited as an example.
37

38 The segment of the presentation titled "Educational Initiatives" included a review of the Master
39 Plan policies to retain and grow educational opportunities particularly with regards to
40 secondary education. A discussion of secondary educational providers in the community, such
41 as NHTI and UNH Law ensued, and the positive impacts they have regarding workforce
42 development for local employers.
43

44 The Regulatory Strategy Implementation segment of the presentation discussed regulatory
45 goals and recommendations pertaining to Economic Development. Mr. Walsh noted that
46 implementation has included revisions to the City's impact fee ordinance, elimination of water
47 and sewer investment fees for certain areas of the Heights Business District, adoption of the
48 2018 Main Street Design Guidelines, and as well as recent zoning amendments pertaining to
49 conditional use permits for obstruction of the State House Dome and height exceedances in the
50 Central Business Performance and Opportunity Corridor Performance Zoning Districts.
51
52

1 Mr. Walsh concluded the presentation with a discussion the City Council's 2024-2025 Priorities,
2 which include interim zoning amendments to address items such as signage regulations,
3 parking standards, as well as accessory dwelling regulations, as well as forthcoming master
4 plan update (tentatively scheduled for funding in the City's FY2026 Budget) Mr. Walsh noted
5 that, once the proposed future Master Plan update is completed, additional zoning amendments
6 would likely be considered to implement the goals and recommendations contained therein.
7

8 A brief discussion ensued about outdoor dining. Mr. Bouley asked if the City has completed any
9 reviews or analysis of the outdoor dining program. Mr. Walsh responded that no such analysis
10 had been completed since the outdoor dining regulations were revised by the City Council in
11 2023.
12

13 Several members of the Committee supplemented Mr. Walsh's presentation with observations
14 and comments about past and potential future public-private partnerships, the impacts of
15 future partnerships on infrastructure, job growth, and housing.
16

17 Mr. Duprey discussed zoning amendments and the importance using zoning to maximize
18 potential expansion of the property tax base. He suggested that the City consider a zoning
19 amendment which would restrict non-governmental tax-exempt entities in the community. Mr.
20 Walsh stated the City includes a covenant for payment in lieu of property tax when the City is
21 involved with a partnership or sells City owned property to encourage tax base expansion.
22 However, the city does not regulate nonprofit entities as a specific use classification within in
23 the Zoning Ordinance.
24

25 Mr. Walsh informed the committee the City will be updating the Economic Development portion
26 of the City website to bring more awareness to the public with regards to development projects
27 that are currently underway or have been completed.
28

29 **5. Other Business:**
30

31 The Committee discussed its meeting schedule. It was the consensus of the Committee that the
32 next meeting shall be held on January 28, 2025 and March 25, 2025, time and location to be
33 determined.
34

35 A motion was made by Councilor Kurtz and duly seconded by Mr. Tompkins to adjourn. The
36 motion passed unanimously.
37

38 **6. Adjourn:** Meeting adjourned at 7:04 PM.
39

40 Respectfully Submitted,
41

42 Stephanie McKim

43 Administrative Coordinator - Development



ECONOMIC DEVELOPMENT MASTER PLAN OVERVIEW

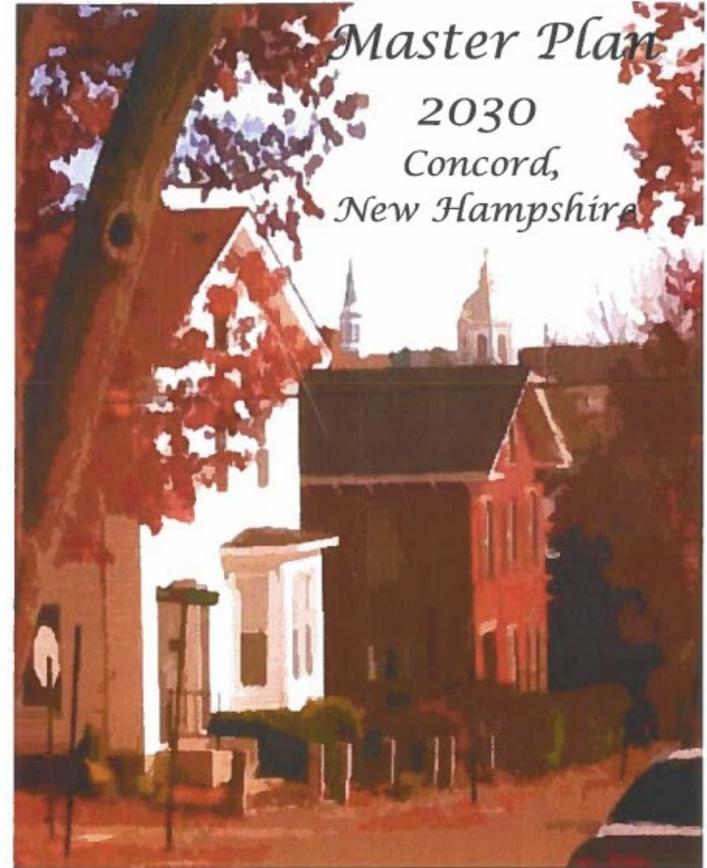
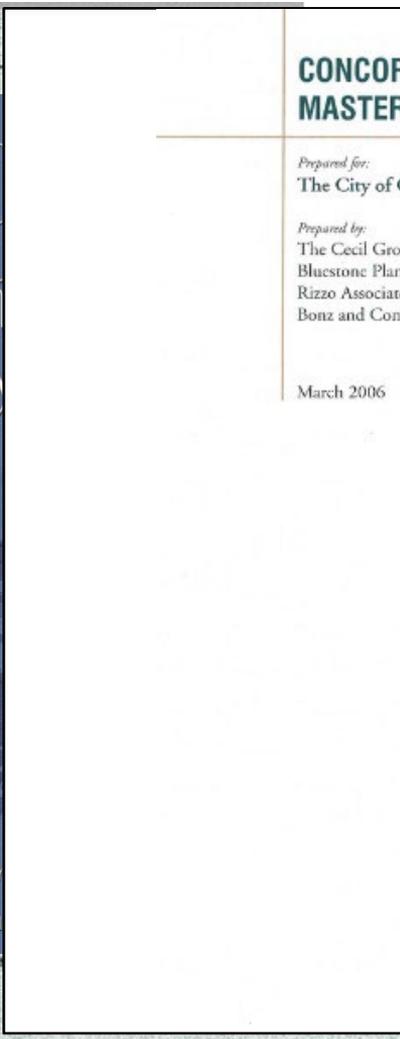
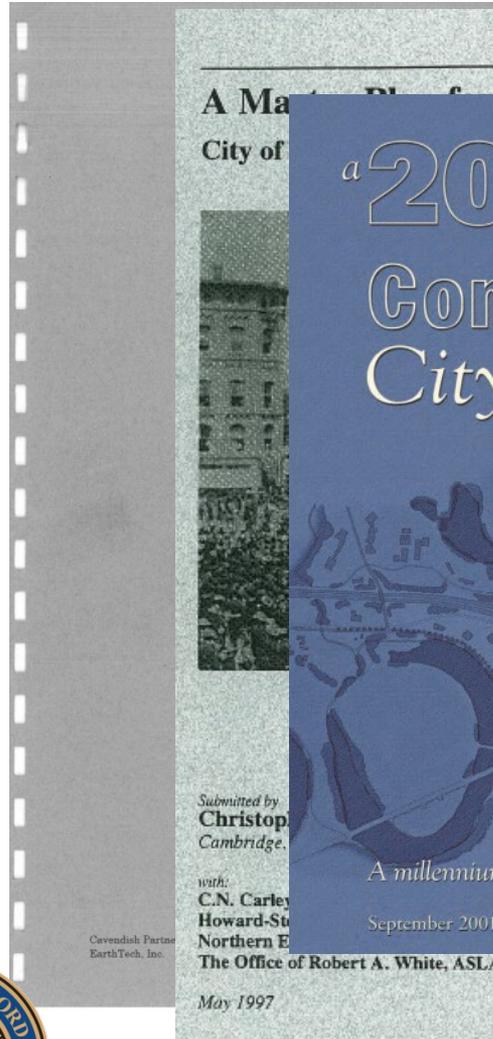
City of Concord Economic Development Advisory
Committee

September 24, 2024

Prepared by

Matt Walsh, Deputy City Manager – Development

COMPONENTS OF THE ECONOMIC DEVELOPMENT MASTER PLAN



Prepared by the City Planning Board
June 18, 2008



THE 2008 MASTER PLAN ECONOMIC DEVELOPMENT CHAPTER

2008 MASTER PLAN ECONOMIC DEVELOPMENT

CHAPTER – FOCUS AREAS

1. Tax Base & Redevelopment
2. Partnerships to Promote Economic Development
3. Concord as the Regional Center
4. Quality of Life Amenities to Support Economic Development
5. Land Banking for the Future
6. Retention & Recruitment
7. Educational Amenities & Workforce Development
8. Regulatory Strategy



Tax Base & Redevelopment

TAX BASE & REDEVELOPMENT POLICIES & RECOMMENDATIONS

- POLICIES

- 1.a. Promote Redevelopment of Opportunity Corridor & the Downtowns of Concord & Penacook Village as the highest priority economic development initiative with greatest potential return to the tax base of the City
- 1.e. Enhance the property tax base, through the most fiscally productive forms of new development and redevelopment



TAX BASE & REDEVELOPMENT POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS
 - 2.a Seek most fiscally productive forms of redevelopment and new development, including
 - Commercial / Industrial Development
 - Professional Services (Legal, Accounting, Etc.)
 - Medical / Healthcare
 - Appropriately Scaled Retail
 - High-end Residential
 - Multifamily Residential
 - County, State, Federal Government
 - Telecommunications / Internet / Fiber Optics



TAX BASE & REDEVELOPMENT POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS CONTINUED
 - 2.c Redevelopment
 - Direct the City’s primary Economic development focus towards Redevelopment
 - Highest Priorities: Opportunity Corridor, Downtown
 - Create incentives for redevelopment
 - Create Independent Redevelopment Authority
 - “Land Bank” Properties for future Redevelopment



TAX BASE & REDEVELOPMENT POLICIES & RECOMMENDATIONS THE OPPORTUNITY CORRIDOR



TAX BASE & REDEVELOPMENT IMPLEMENTATION NORTHEND OPPORTUNITY CORRIDOR TIF DISTRICT



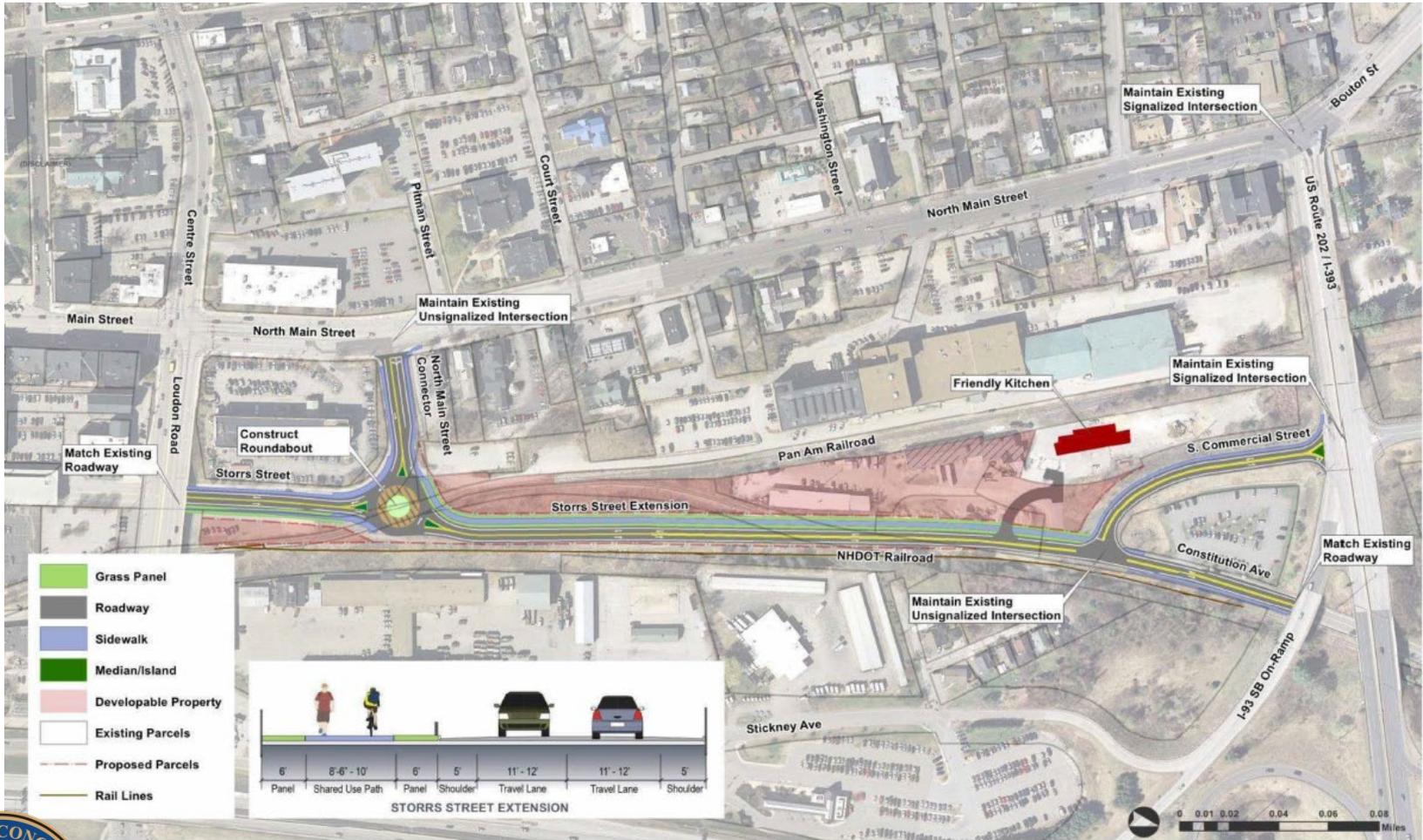
TAX BASE & REDEVELOPMENT IMPLEMENTATION NORTHEND OPPORTUNITY CORRIDOR TIF DISTRICT



TAX BASE & REDEVELOPMENT IMPLEMENTATION NORTHEND OPPORTUNITY CORRIDOR TIF DISTRICT



TAX BASE & REDEVELOPMENT IMPLEMENTATION NORTHEND OPPORTUNITY CORRIDOR TIF DISTRICT

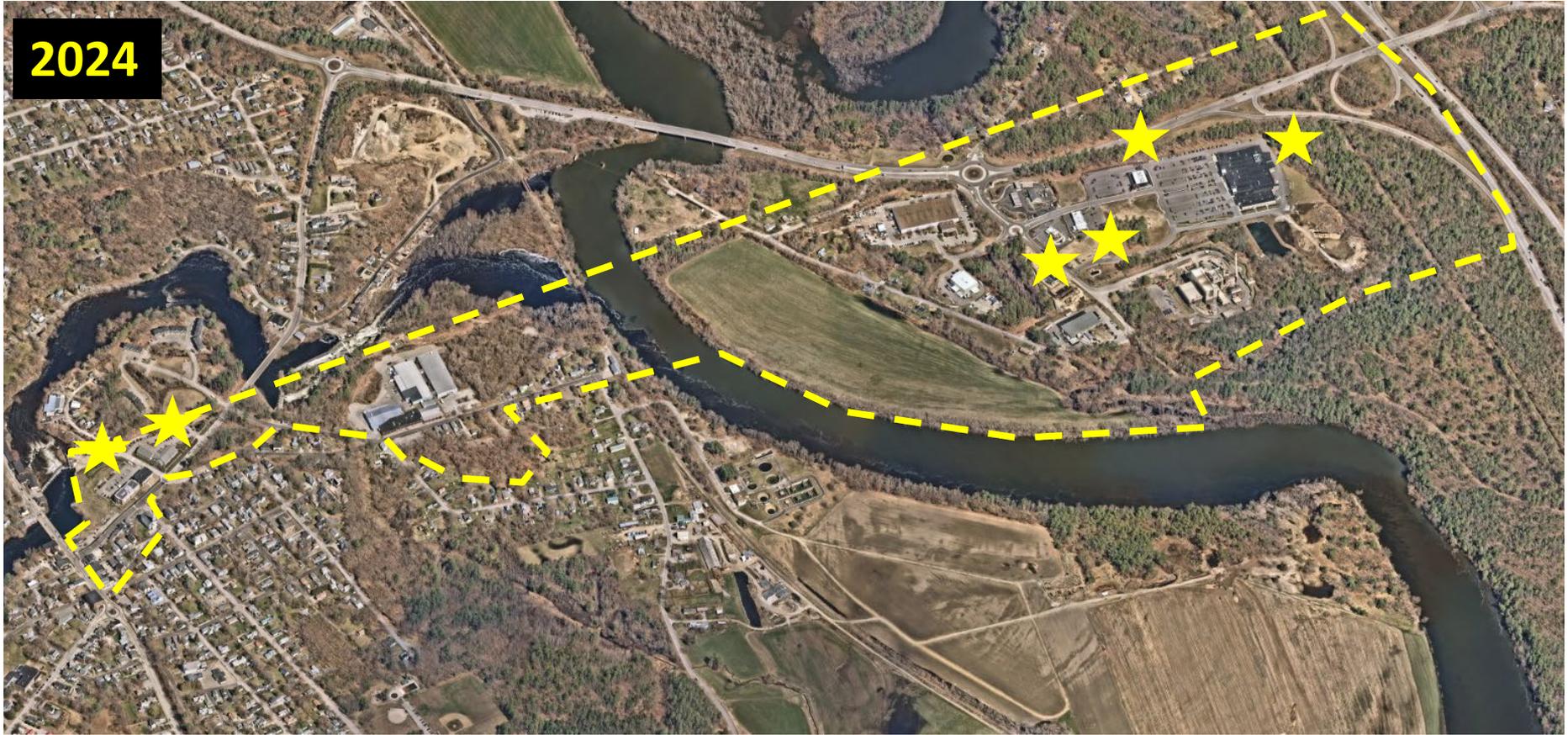


TAX BASE & REDEVELOPMENT IMPLEMENTATION SEARS BLOCK TIF DISTRICT



TAX BASE & REDEVELOPMENT IMPLEMENTATION PENACOOK VILLAGE TIF DISTRICT

2024



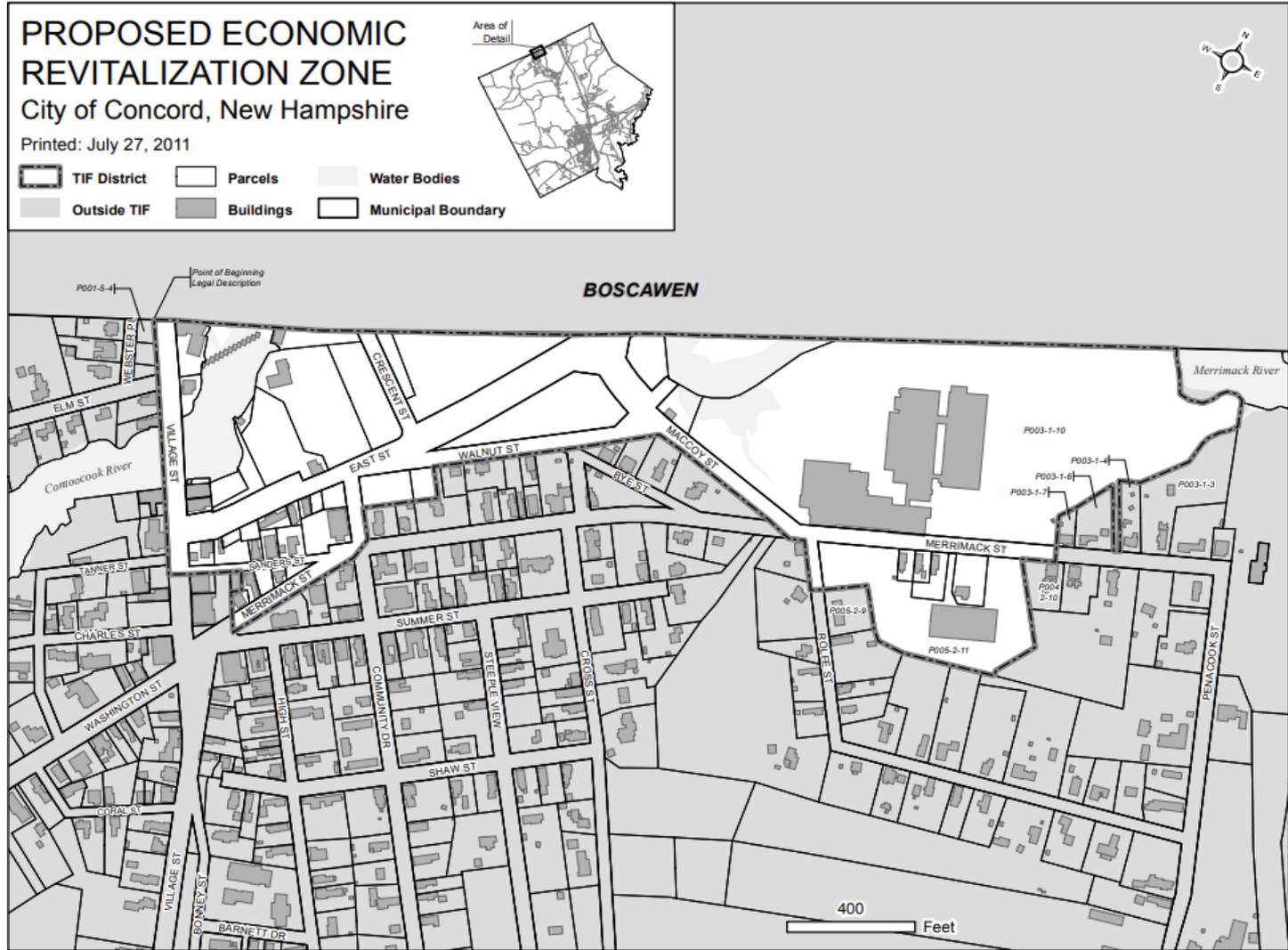
TAX BASE & REDEVELOPMENT IMPLEMENTATION RSA 79-E TAX RELIEF INCENTIVE PROGRAM (2008)



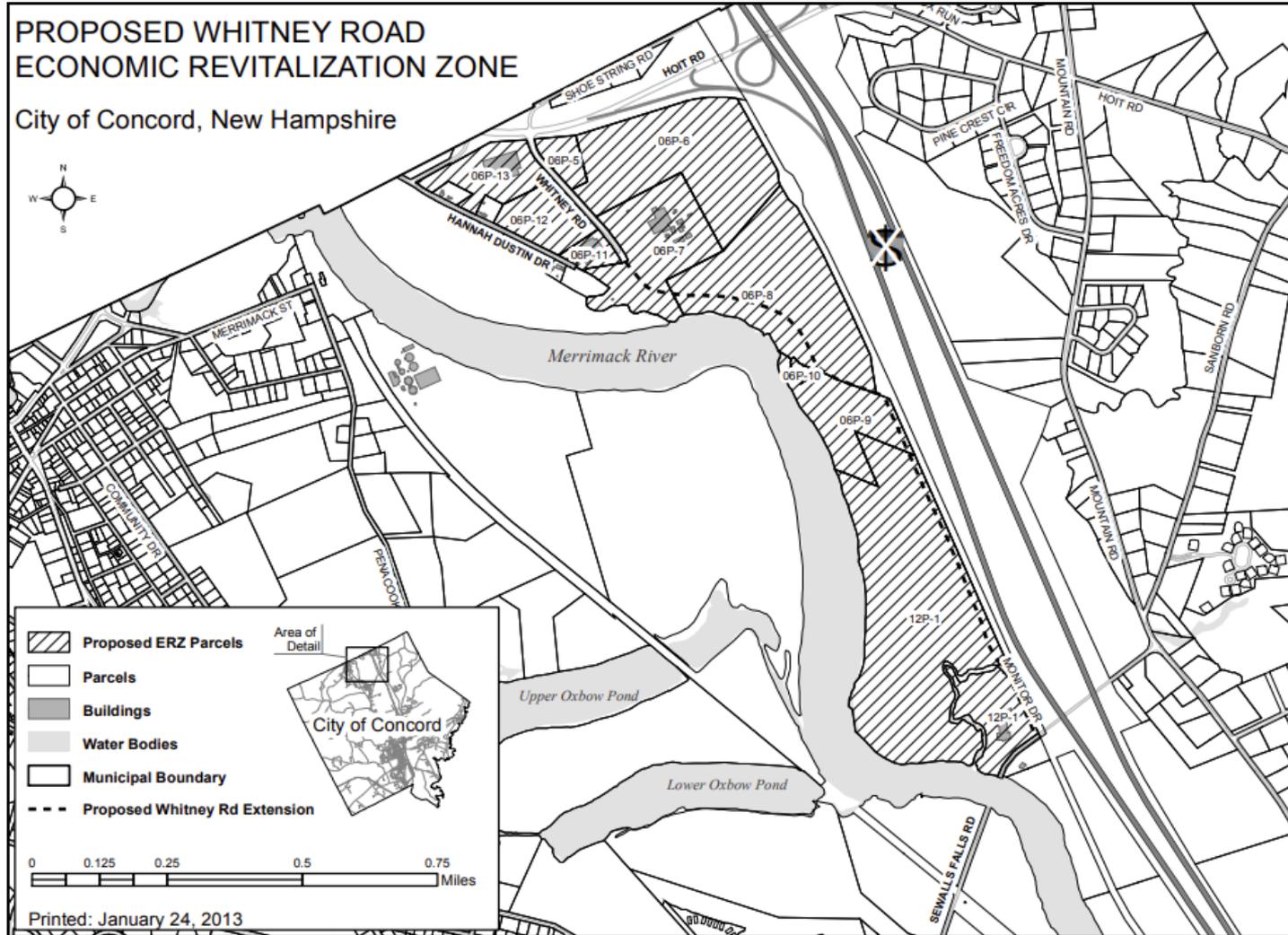
TAX BASE & REDEVELOPMENT IMPLEMENTATION RSA 79-E TAX RELIEF INCENTIVE PROGRAM (2008)



TAX BASE & REDEVELOPMENT IMPLEMENTATION ECONOMIC REVITALIZATION ZONES (2011)



TAX BASE & REDEVELOPMENT IMPLEMENTATION ECONOMIC REVITALIZATION ZONES (2013)



TAX BASE & REDEVELOPMENT IMPLEMENTATION ECONOMIC REVITALIZATION ZONES (2021)



TAX BASE & REDEVELOPMENT IMPLEMENTATION REDEVELOPMENT AUTHORITY

- Redevelopment Authority Taskforce Study (2002-2003)
- Challenges:
 - Funding, Patient Capital, & “Lost Liters”
- CH+R Reaffirmed its Redevelopment Duties in 2009



Partnerships to Promote Economic Development

PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT POLICIES & RECOMMENDATIONS

- POLICIES
 - 1.f. Build organizational capacity including the use of Public-Private Partnerships to leverage Concord's Investments in Economic Development



“TOOLS” FOR ECONOMIC DEVELOPMENT PARTNERSHIPS



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ALLIED LEATHER TANNERY (2003-2025)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ALLIED LEATHER TANNERY (2003-2025)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ALLIED LEATHER TANNERY (2003-2025)

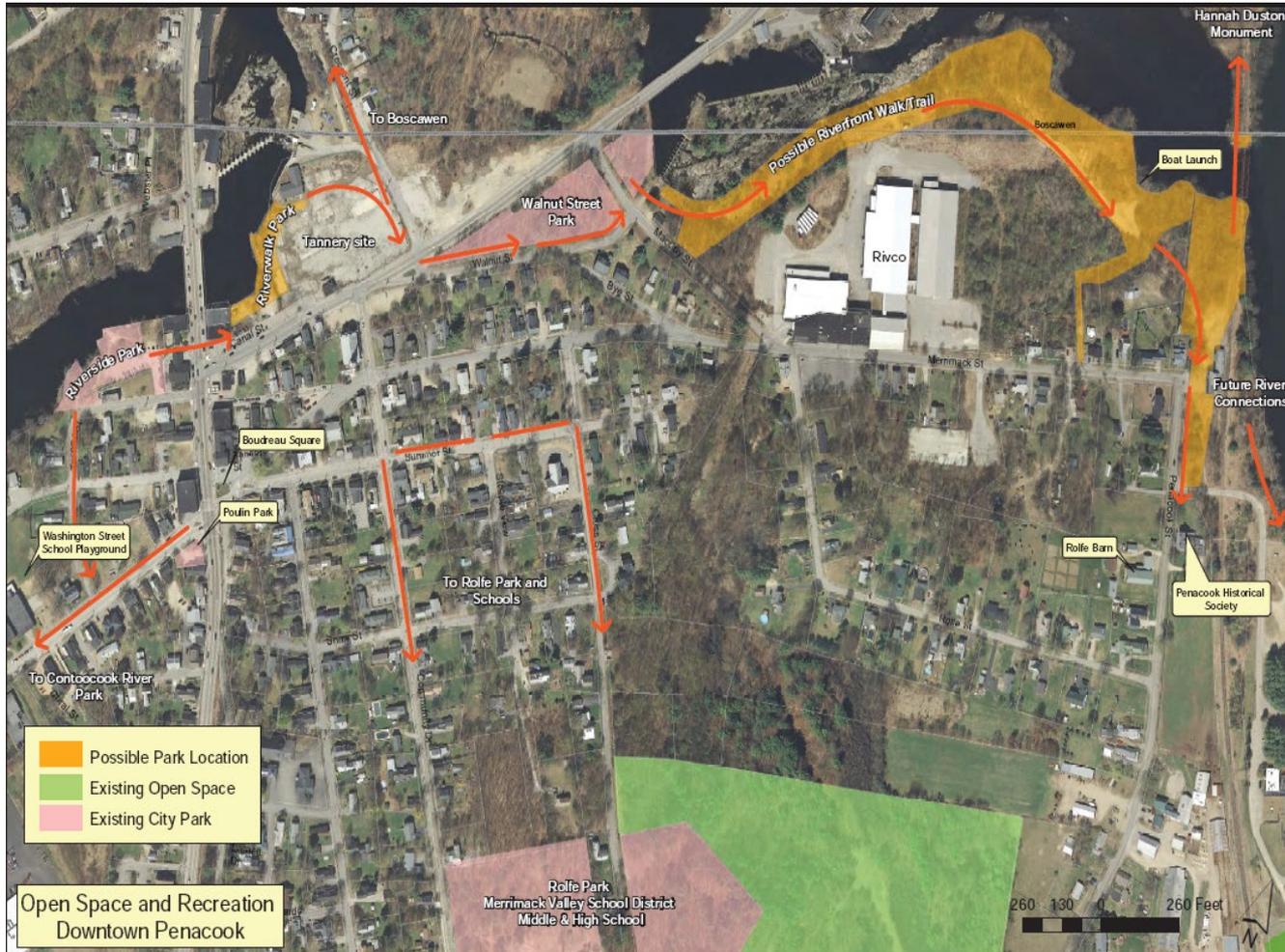
Photo Credit: Freeman French Freeman Architecture



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ALLIED LEATHER TANNERY (2003-2025)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ALLIED LEATHER TANNERY (2003-2025)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION

SEARS BLOCK / CAPITAL COMMONS (2001-2007)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION SANEL BLOCK / SMILE! BUILDING (2009-2011)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION BINDERY / LOVE YOUR NEIGHBOR (2011)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION SCANDIA HALL (2011)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION HOYT ELECTRIC RESIDENCES (2009)



Photo: Concord Monitor



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ENDICOTT HOTEL REDEVELOPMENT (2013)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ENDICOTT HOTEL REDEVELOPMENT (2013)



Northeast
CREDIT UNION
Your Trusted NeighborSM



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION REMI BLOCK REDEVELOPMENT (2017)

Photo: Concord Monitor



Photo: Sheldon Pennoyer Architects



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION STATE / PLEASANT PROJECT (2018-2019)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION GRANITE CENTER (2019)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ROSEMARY’S WAY (2020)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION

ISABELLA APARTMENTS (2021-2024)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION ARTS ALLEY / BANK OF NH STAGE (2018-2025)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION FIRST CHURCH (2023-2025)



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION STEEPLEGATE MALL?



PARTNERSHIPS TO PROMOTE ECONOMIC DEVELOPMENT – IMPLEMENTATION STEEPLEGATE MALL?



Concord as the Regional Center

CONCORD AS THE REGIONAL CENTER POLICIES & RECOMMENDATIONS

- POLICIES

- 1.b. Maintain Concord's position as the regional center for jobs, goods, and services, as well as culture and amenities
- 1.i. Improve the regional transportation network, including expansion of opportunities for alternative transportation modes...to ensure that access to the jobs, goods, services, and amenities in Concord remain accessible to the rest of the region



CONCORD AS THE REGIONAL CENTER POLICIES & RECOMMENDATIONS

- POLICIES CONTINUED
 - 1.h Assume a leadership role in initiating regional discussions, forming cooperative arrangements, & ultimately fostering creative solutions to the **regional issue** of promoting appropriate workforce housing
 - 1.n Improve the appearance and the quality of development at the entrances to the City from Interstate Highways and major arterial roadways



CONCORD AS THE REGIONAL CENTER POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS
 - Invest in quality visual improvements & perpetual maintenance thereof that enhance visitor's experience at major gateway entries into the City & areas adjacent to Interstate 89 & 93 exits into Concord



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION - GATEWAYS



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION - GATEWAYS



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION - GATEWAYS



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CONCORD AS THE REGIONAL CENTER IMPLEMENTATION - GATEWAYS



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION - GATEWAYS



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION – TRANSPORTATION



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION - GATEWAYS



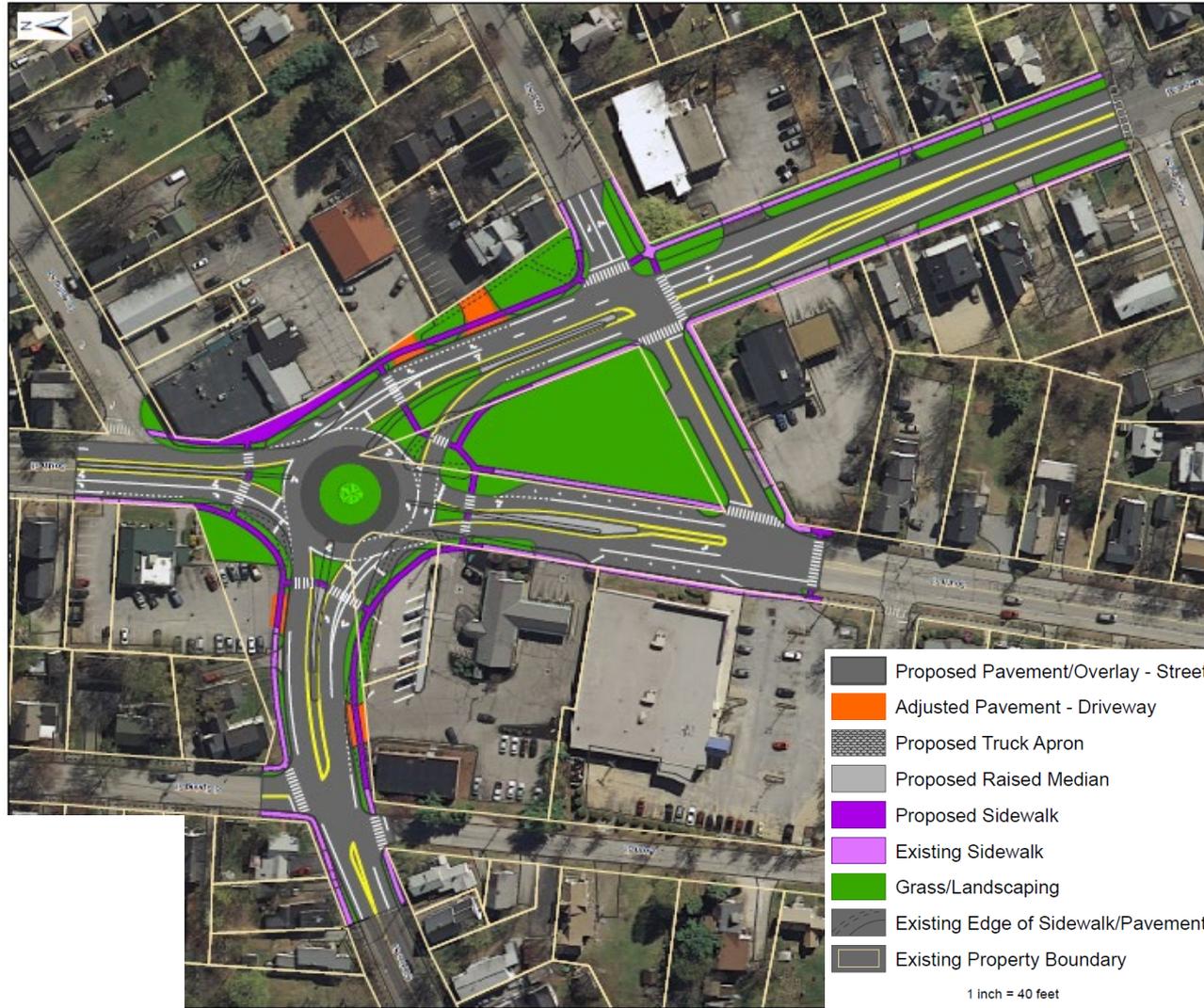
CONCORD AS THE REGIONAL CENTER IMPLEMENTATION – TRANSPORTATION



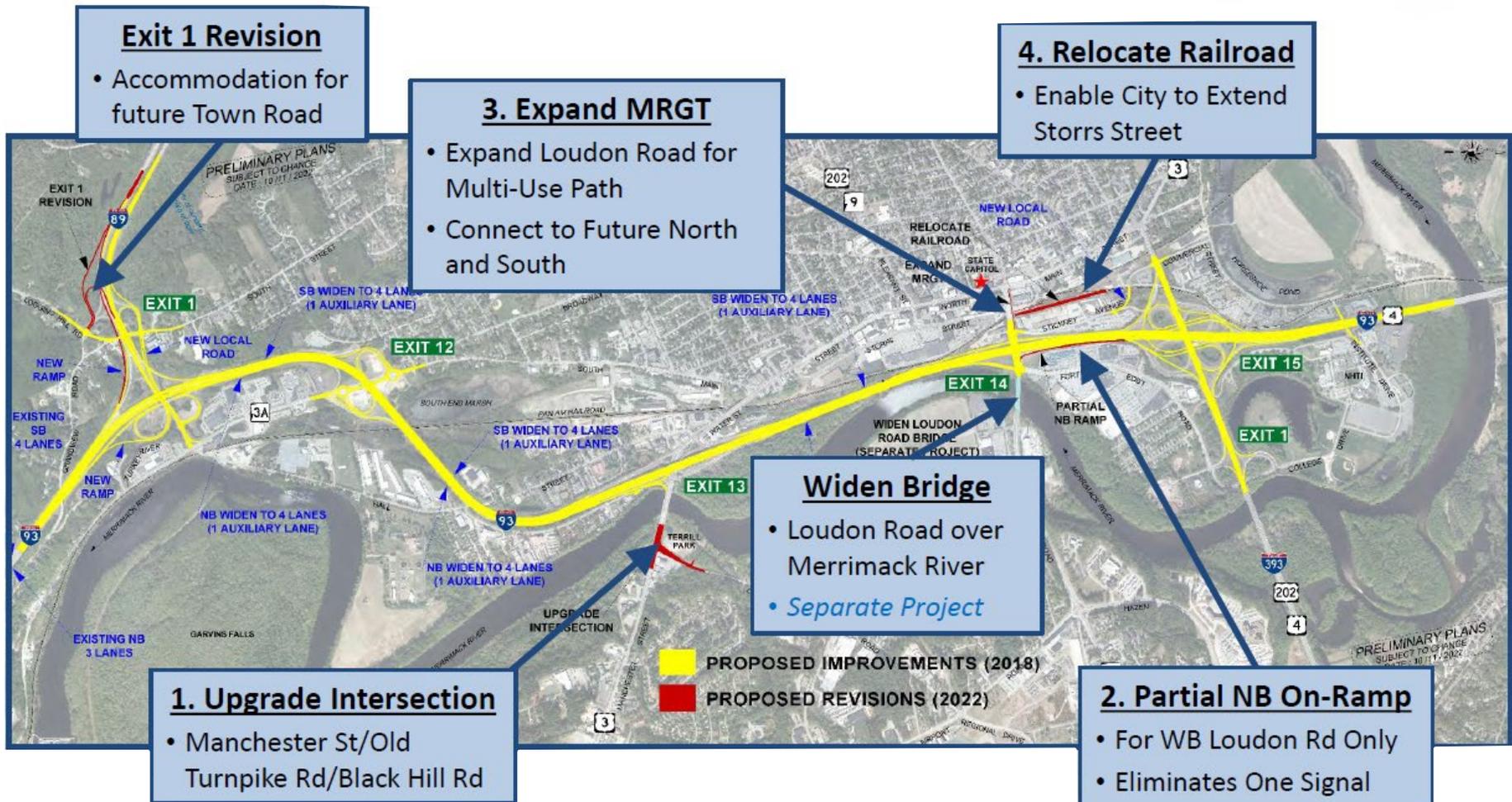
CONCORD AS THE REGIONAL CENTER IMPLEMENTATION – TRANSPORTATION



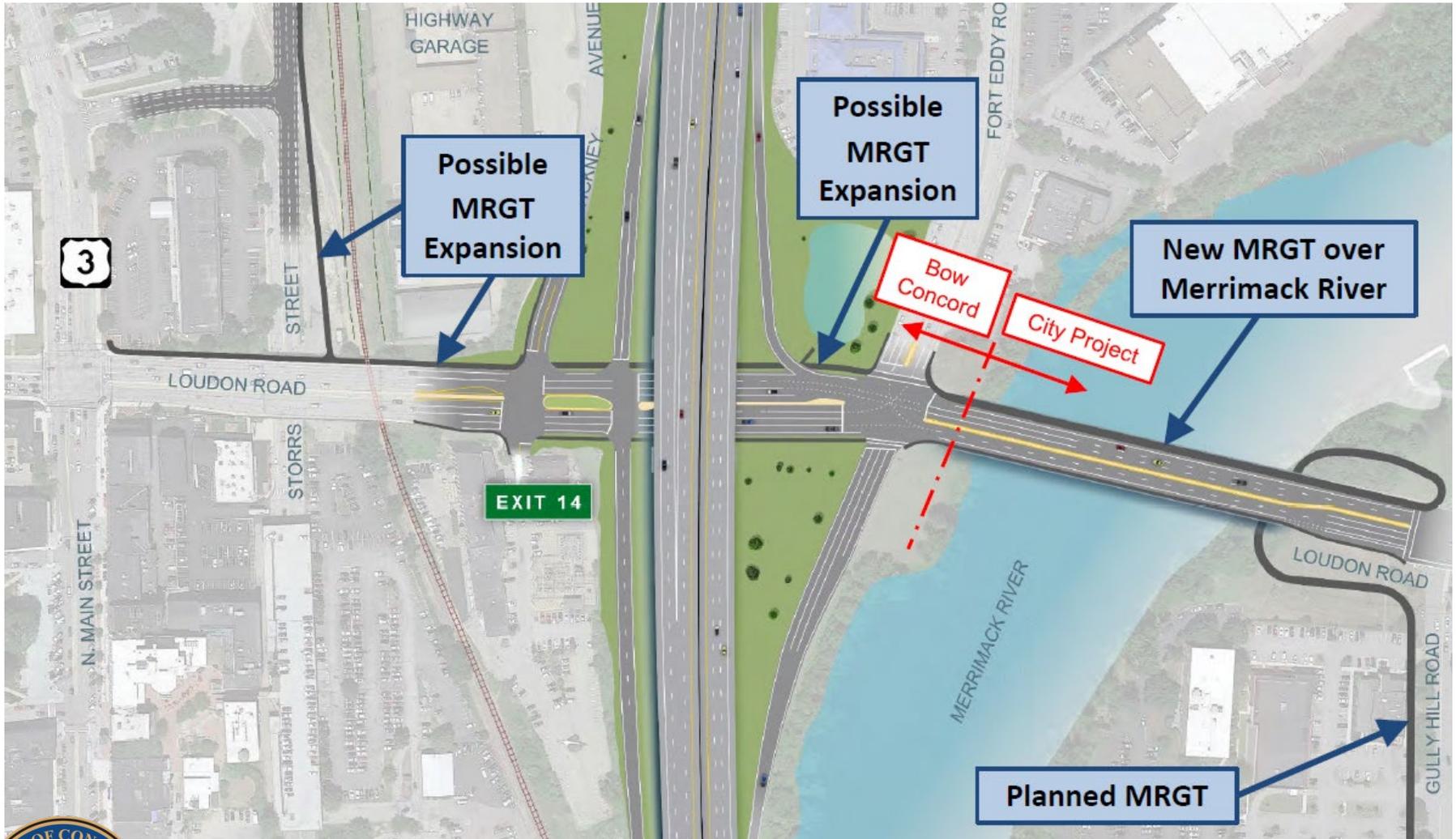
CONCORD AS THE REGIONAL CENTER IMPLEMENTATION – TRANSPORTATION



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION – TRANSPORTATION



CONCORD AS THE REGIONAL CENTER IMPLEMENTATION – TRANSPORTATION



Quality of Life Amenities to Support Economic Development

QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT POLICIES & RECOMMENDATIONS

- POLICIES

- 1.g Create and expand quality of life amenities for both the economic as well as cultural benefits to the City



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS

- 2.b Pursue quality of life amenities whereas these play an important role in attracting highly-skilled labor and professional businesses, thus driving high quality development & redevelopment opportunities & enhancing the tax base. City should pursue:

- Trail Linkages & Greenways
 - Cultural / Arts Plan



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT - IMPLEMENTATION



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



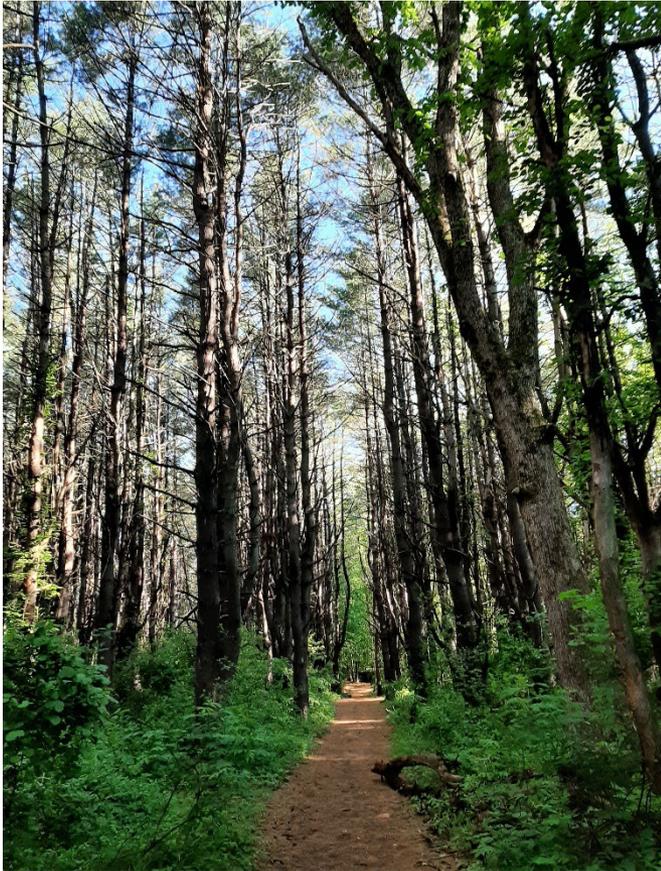
QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



Photo Credit: Friends of MRGT



Photo Credit: Friends of MRGT



Photo Credit: Friends of MRGT



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION

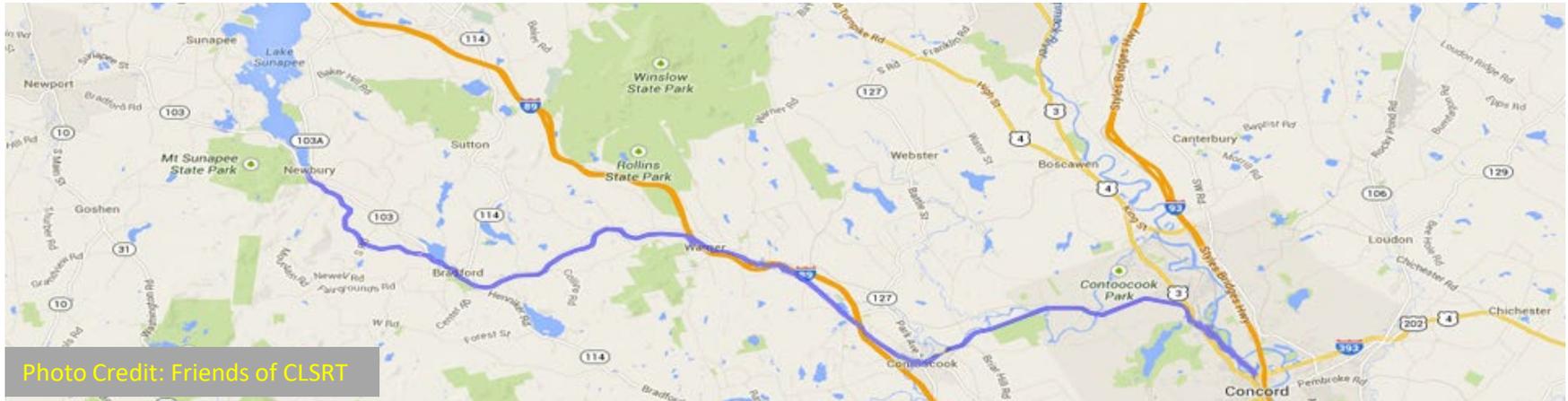


Photo Credit: Friends of CLSRT



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT - IMPLEMENTATION

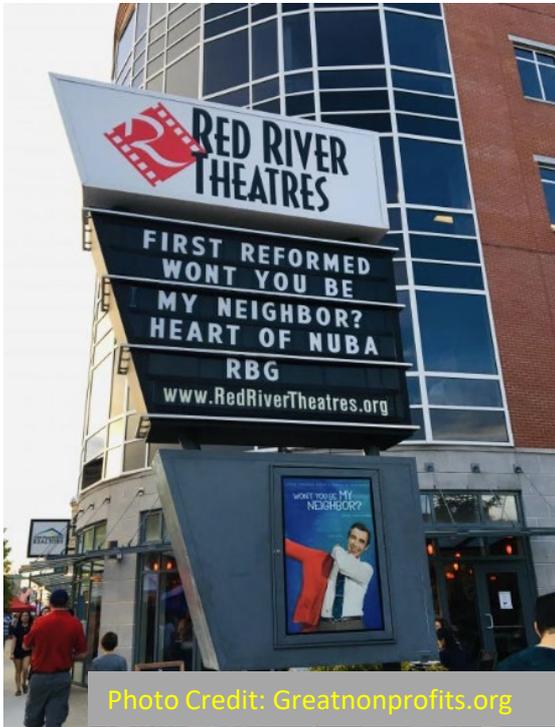


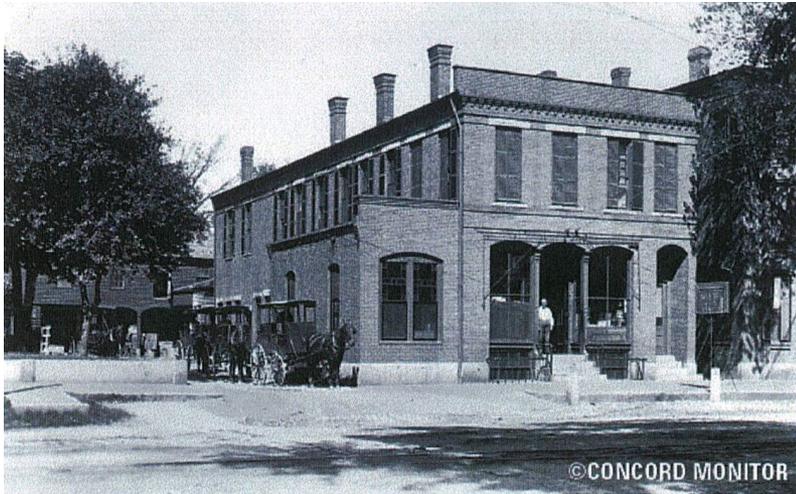
Photo Credit: Greatnonprofits.org



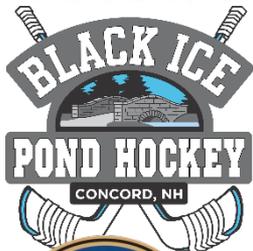
Photo Credit: Intown Concord



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT - IMPLEMENTATION



QUALITY OF LIFE AMENITIES TO SUPPORT ECONOMIC DEVELOPMENT – IMPLEMENTATION



Land Banking for the Future

LAND BANKING POLICIES & RECOMMENDATIONS

- POLICIES

- 1.h Cultivate reserve areas for new land development for future economic development purposes, with particular attention to Garvins Falls, which should be the focus of a unified, comprehensively planned development that maximizes its economic and tax base benefits to the City.



LAND BANKING POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS

- 2.c Redevelopment

- Direct the City's primary Economic development focus towards Redevelopment
 - Highest Priorities: Opportunity Corridor, Downtown
 - Create incentives for redevelopment
 - Create Independent Redevelopment Authority
 - "Land Bank" Properties for future Redevelopment



LAND BANKING POLICIES & RECOMMENDATIONS

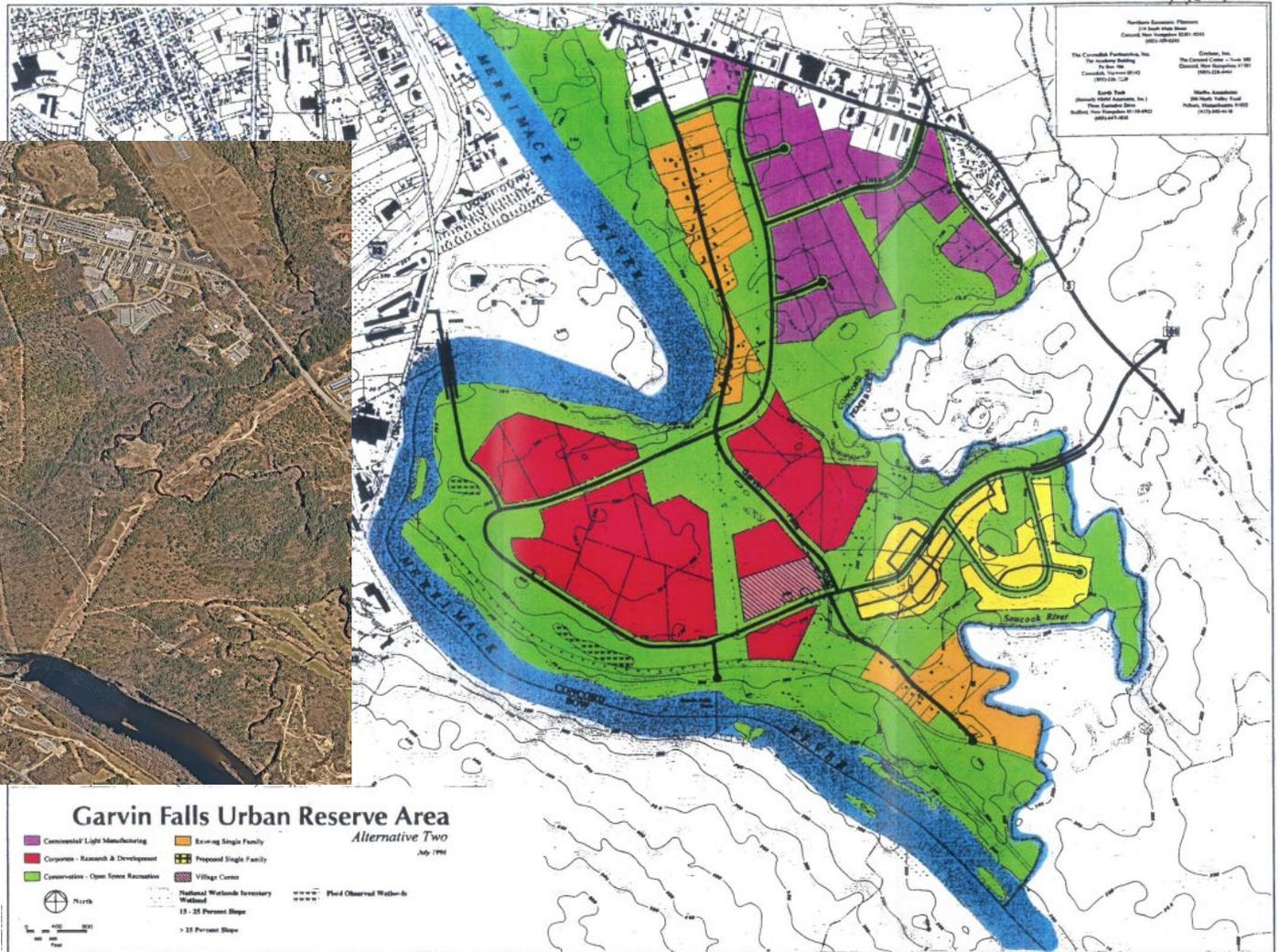
- RECOMMENDATIONS

- 2.f Cultivate Alternative Locations for High-End Business Park Development

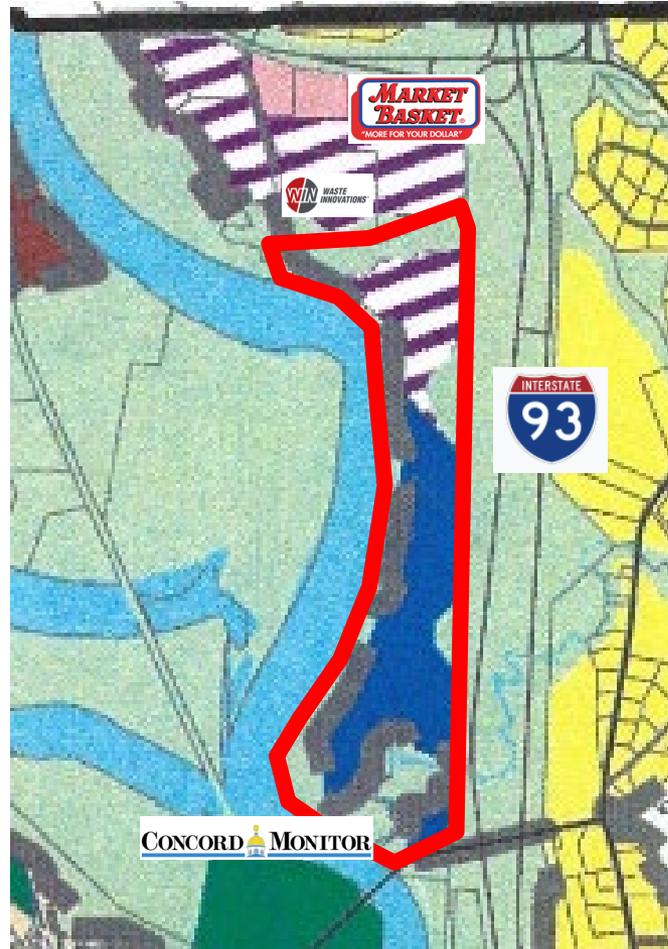
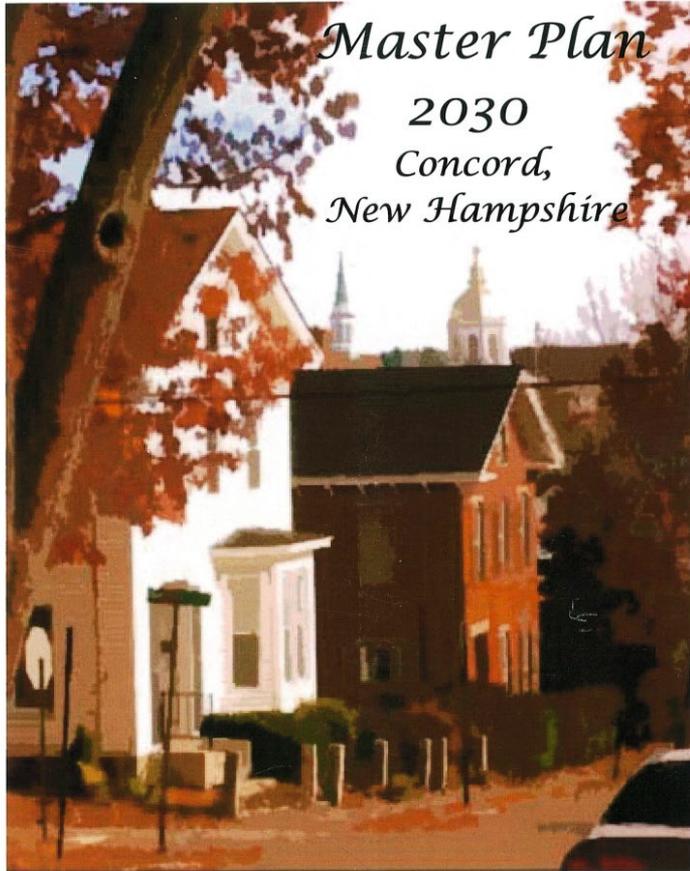
- Not withstanding primary focus on redevelopment rather than new development, prepare to accommodate new high-end office development that may seek locations outside of the Opportunity Corridor's urban setting
 - Target areas near I-393 and I-93 in the Penacook Area
 - Continue to plan for development of Garvins Falls; facilitate creation of improve access and pre-emptive regulations to preserve area for future development



LAND BANKING IMPLEMENTATION – GARVINS FALLS



LAND BANKING IMPLEMENTATION – PENACOOK

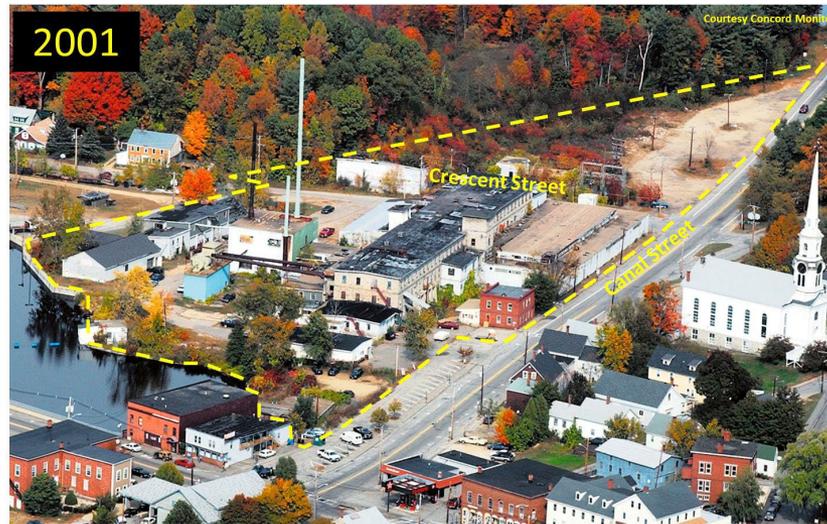


Legend	
	Urban Growth Boundary
Future Land Use	
	Natural Resource Protection
	Rural Residential
	Low Density Residential
	Medium Density Residential
	Urban Residential
	High Density Residential
	Urban Transitional
	Neighborhood Commercial
	General Commercial
	Downtown Commercial
	Highway Commercial
	Regional Commercial
	Opportunity Corridor
	Institutional
	Office Park
	Industrial
	Transportation & Utilities
	Public & Private Schools
	Parks and Recreation Sites
	Cemetery

*Prepared by the City Planning Board
June 18, 2008*



LAND BANKING IMPLEMENTATION – REDEVELOPMENT



Retention & Recruitment

RECRUITMENT & RETENTION POLICIES & RECOMMENDATIONS

- POLICIES

- 1.c. Focus the City's business development efforts on business retention and nurturing of growing local businesses instead of large scale corporate recruitment
- 1.d. Creation of new jobs is not a primary objective for the City's Economic Development, as the City has consistently maintained a low unemployment rate.



RECRUITMENT & RETENTION POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS

- 2.d Business Incubator / Assistance Program: In pursuing internal business growth, designate a local public office or partner with a (nonprofit) agency to serve as:

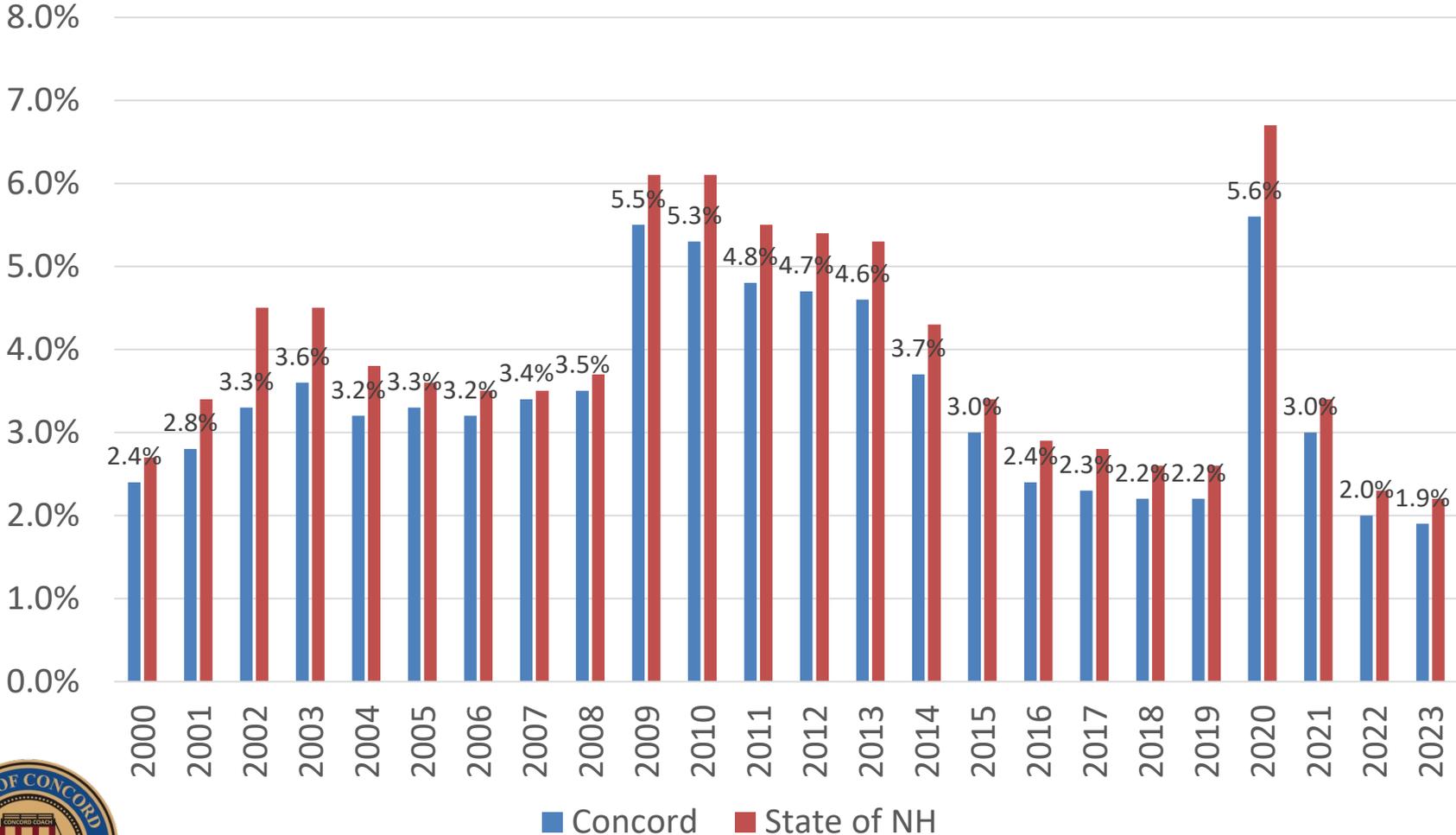
- Business Incubator; and,
 - A resource center for small businesses (or larger businesses embarking on new ventures)

Such agency should extent programs to encompass nonprofit agencies as well as real estate investors / developers



RECRUITMENT & RETENTION IMPLEMENTATION

Unemployment Rate



RECRUITMENT & RETENTION IMPLEMENTATION – CONCORD HOSPITAL



RECRUITMENT & RETENTION IMPLEMENTATION – CONCORD HOSPITAL



Photo Credit: Freeman French Freeman Architecture



Photo Credit: Concord Hospital



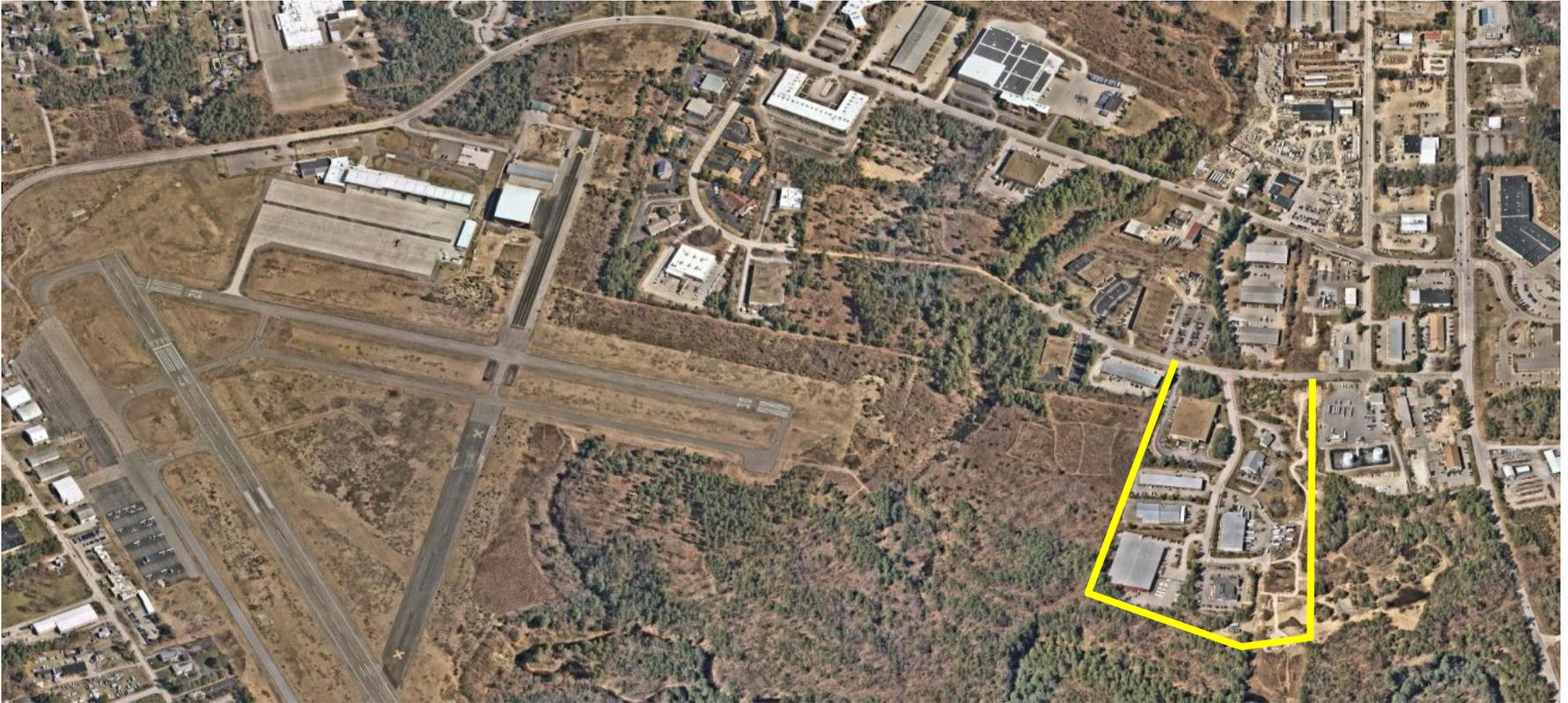
Photo Credit: WarrenStreet Architects



RECRUITMENT & RETENTION IMPLEMENTATION



RECRUITMENT & RETENTION IMPLEMENTATION – EASTERN ANALYTICAL



RECRUITMENT & RETENTION IMPLEMENTATION – EASTERN ANALYTICAL



RECRUITMENT & RETENTION NICHE RECRUITING & LEVERAGE UNIQUE ECONOMIC DEVELOPMENT ASSETS



RECRUITMENT & RETENTION IMPLEMENTATION – INCUBATOR STUDY (2017)



Axcel Innovation LLC

City of Concord Incubator Needs Assessment
and Development Plan

Phase 1

Report Prepared for the Greater Concord Chamber of Commerce

July 24, 2017

3445 Seminole Trail, #289 ♦ Charlottesville ♦ VA 22911
530 South Lake Avenue, #270 ♦ Pasadena ♦ California 91101
info@axcel.us ♦ www.axcelinnovation.com



Axcel Innovation LLC

City of Concord Incubator Needs Assessment
and Development Plan

Phase 2

Report Prepared for the Greater Concord Chamber of Commerce

December 9, 2017

3445 Seminole Trail, #289 ♦ Charlottesville ♦ VA 22911
530 South Lake Avenue, #270 ♦ Pasadena ♦ California 91101
info@axcel.us ♦ www.axcelinnovation.com



Educational Initiatives

EDUCATIONAL INITIATIVES POLICIES & RECOMMENDATIONS

- POLICIES
- RECOMMENDATIONS
 - 2.g. Attract or promote creation of a 4-year, residential college
 - 2.g. Encourage local secondary educational facilities to tailor curriculum / programs oriented to support local business (workforce development)



EDUCATIONAL INITIATIVES IMPLEMENTATION



**University of
New Hampshire**

School of Law



**University of
New Hampshire**

College of Professional Studies



EDUCATIONAL INITIATIVES IMPLEMENTATION



[Academics](#)

[Admissions](#)

[Financial Aid](#)

[Campus Life](#)

[Workforce Education](#)

[About](#)

Healthcare Training Programs

[NHTI](#) > [Workforce Education](#) > Healthcare Training Programs



New Hampshire healthcare practitioners and support occupations account for 8,270 projected jobs by 2032, nearly 20% of all new jobs in the decade.

Our training programs in Certified Clinical Medical Assistant, Licensed Nursing Assistant, and Phlebotomy Technician are designed to not only meet the needs of employers, but to meet the needs of potential students who have busy lives and other obstacles that may impede their ability to access training and enter a new profession.

Workforce Education

- Career Training Programs
- Corporate and Customized Training
- Dental Continuing Education
- Education Training Programs
- Expanded Function Dental Auxiliary
- Healthcare Training Programs
- Workforce Education Inquiry Form
- WorkReadyNH Program

Have questions? We're here.

Name

First

Last



Regulatory Strategy

REGULATORY STRATEGY POLICIES & RECOMMENDATIONS

- POLICIES

- 1.j. Provide appropriate land use planning to support economic development, encompassing a broad range of economic activities that provide employment opportunities, facilitate necessary services, make goods available to the citizenry, as well as expand the tax base of the City
- 1.k. Ensure consistency of land development and redevelopment for economic purposes with the goals and policies of other sections of (the 2008) Master Plan including Land Use, Conservation and Open Space, and Historic Resource Sections



REGULATORY STRATEGY POLICIES & RECOMMENDATIONS

- POLICIES CONTINUED
 - 1.m. Review existing architectural and appearance guidelines for buildings and sites and develop specific guidelines for non-residential and mixed use areas, which are tailored to the particular character of these areas; address the level of incompatibility between prospective adjacent land uses and need for appropriate buffering



REGULATORY STRATEGY POLICIES & RECOMMENDATIONS

- RECOMMENDATIONS

- 1.e. Regulatory Changes

- Provide proactive Developer guidance; help understand & prepare for regulatory (permitting) processes
 - Provide Incentives for Redevelopment (relief from fees, density bonuses, etc.)
 - Vary Architectural and Design Regulations by Neighborhood
 - Adopt the International Building Code
 - Incentives for repurposing industrial buildings into office uses in Industrial Zone; 2 story minimum for new Office in the Industrial Zone
 - Re-evaluate City's building height limit in Downtown Concord & Opportunity Corridor
 - Re-evaluate City's Parking Standards; determine if a lesser standard can be employed



REGULATORY STRATEGY IMPLEMENTATION



REGULATORY STRATEGY IMPLEMENTATION

CITY OF CONCORD, NEW HAMPSHIRE
ARCHITECTURAL DESIGN GUIDELINES



Adopted By:
City of Concord Planning Board
August 29, 1990
Revised: April 12, 1991



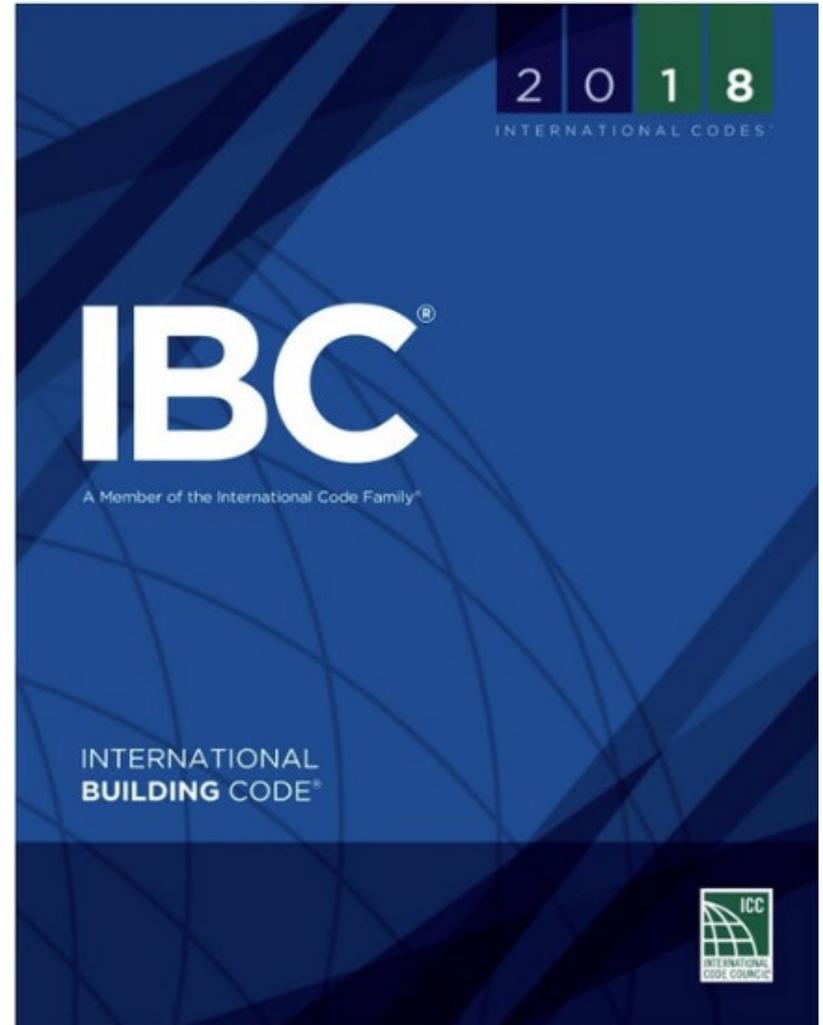
City of Concord
New Hampshire's
Capital City



Main Street Design Guide



REGULATORY STRATEGY IMPLEMENTATION



REGULATORY STRATEGY IMPLEMENTATION

Building height amendment in Concord allows Phenix Hall to rise

By Jonathan Phelps Union Leader Staff
Aug 20, 2024



A rendering shows plans for a seven-story mixed-use building, left, proposed for a North Main Street location that is now a shuttered CVS in downtown Concord. Next door is Phenix Hall, a historic structure that would be part of the mixed-use development.

Smp Architecture



REGULATORY STRATEGY IMPLEMENTATION



DISCUSSION