

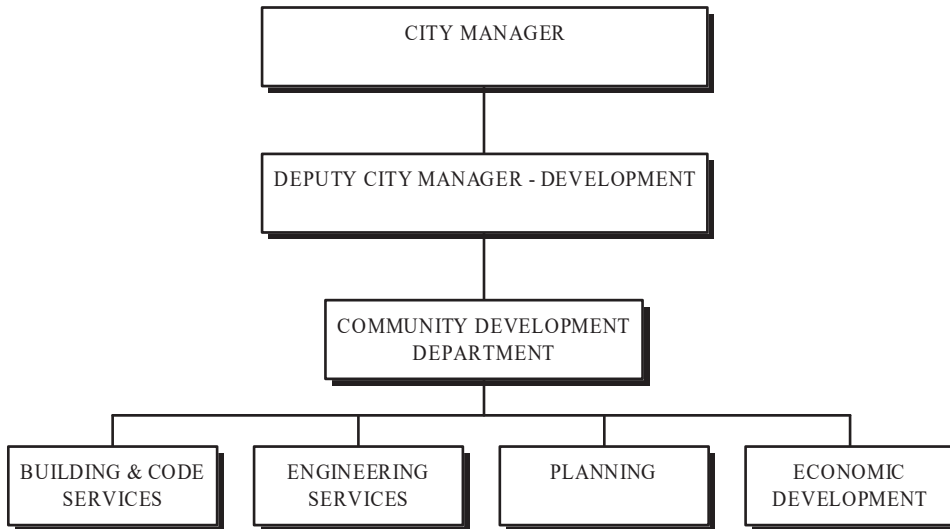
# Community Development

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## Mission

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

### COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



## Core Responsibilities

1. Administration: Coordinates the multiple 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 key development projects. Oversees the Concord Municipal Airport.
2. Building & Code Services: Seeks project compliance with pertinent codes and regulations. Inspects applicable businesses to ensure safe and sanitary conditions for the general public. Administers and enforces the zoning code. Liaison to the Zoning Board of Adjustment.
3. Engineering Services: Designs and manages roadway, water distribution, sewer, and storm water infrastructure improvements. Manages dam, bridge network, and airport improvement projects. Provides review and oversight of private development projects. Liaison to the Transportation Policy Advisory Committee.
4. Planning: Reviews and coordinates development applications for the Planning Board. Manages community planning projects. Liaison to the Conservation and Heritage Commissions and the Recreation Policy Advisory Committee.
5. Economic Development: Leads and coordinates the City's business retention and recruitment efforts. Oversees/ implements efforts to strategically plan for economic development. Works to implement and maintain a marketing/branding message for the City.

## Community Development

<u>Budget Detail</u>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budgeted</b>	<b>2020 Estimated</b>	<b>2021 Budget</b>
<b>Revenue</b>					
Construction Permits	\$977,324	\$936,776	\$932,000	\$871,000	\$623,000
Other Permits	\$14,478	\$19,768	\$18,500	\$11,300	\$15,700
Licenses	\$142,512	\$136,697	\$140,550	\$133,030	\$135,480
Street Damage Fees	\$340,535	\$92,711	\$130,000	\$324,250	\$100,000
Reports, Prints, and Copies	\$2,179	\$2,237	\$1,750	\$1,950	\$1,650
Application Fees	\$30,834	\$22,952	\$22,000	\$20,000	\$18,000
Review Fees	\$72,642	\$66,832	\$55,000	\$55,000	\$38,000
Inspection Fees	\$31,820	\$32,413	\$21,000	\$32,300	\$28,000
Timber Sales	\$29,215	\$19,537	\$1,000	\$14,000	\$7,000
Other Service Charges	\$4,276	\$5,117	\$4,000	\$4,000	\$4,000
Rental Income	\$0	\$0	\$2,800	\$114	\$2,650
Donations	\$2,500	\$0	\$0	\$200	\$0
Other Revenue	\$20,219	\$10,945	\$5,790	\$2,630	\$820
Transfer In - Trust	\$0	\$0	\$49,225	\$37,389	\$43,139
Transfer In - Impact Fee	\$7,500	\$0	\$0	\$0	\$0
Transfer In - Water	\$134,000	\$134,000	\$124,350	\$124,350	\$154,883
Transfer In - Wastewater	\$161,370	\$161,370	\$134,610	\$134,610	\$154,883
<b>Total Revenue</b>	<b>\$1,971,405</b>	<b>\$1,641,355</b>	<b>\$1,642,575</b>	<b>\$1,766,123</b>	<b>\$1,327,205</b>
<b>Expense</b>					
Compensation	\$2,142,924	\$2,217,179	\$2,252,553	\$2,113,864	\$2,318,220
Fringe Benefits	\$878,511	\$906,143	\$925,423	\$920,915	\$940,334
Outside Services	\$196,570	\$192,510	\$209,338	\$219,688	\$251,951
Supplies	\$30,870	\$31,779	\$34,045	\$33,695	\$35,005
Insurance	\$17,820	\$16,840	\$17,520	\$17,440	\$17,050
Transfer Out	\$11,139	-\$18,236	\$133,750	\$324,250	\$100,000
<b>Total Expense</b>	<b>\$3,277,834</b>	<b>\$3,346,215</b>	<b>\$3,572,629</b>	<b>\$3,629,852</b>	<b>\$3,662,560</b>

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Development and Design Review Applications	60	75	45	70
2. Total Building and Zoning Permits Issued	2,124	2,354	2,029	1,800
3. Capital Projects Designed/Managed by Engineering	30	30	27	29
4. Acres of Protected Open Space	6,921	7,151	7,429	7,474
5. Acres of Harvested Forest Land	40	0	20	30
6. Economic Development Director business visits completed	100	85	90	100

## Community Development

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### 2021 Goals

#### Code Administration:

1. Continue digital archiving of Zoning/Health /Structure documents.
2. Implement Form-Based Code.
3. Implement EnerGov Permitting Software.
4. Update Code Administration web pages.

#### Engineering Services:

1. Construct new bridges on Hooksett Turnpike, Birchdale Road, and North Pembroke Road.
2. Implement repairs to the Washington Street Canal Inlet Bridge in Penacook.
3. Advance design to rehabilitate the Loudon Road bridge over the Merrimack River towards final design.
4. Develop community support for implementation of a stormwater utility.
5. Advance the design of Storrs Street Extension north of Loudon Road and coordinate with NHDOT on the I-93 widening project.
6. Complete the construction of Phase I of the North Main Street Drainage Improvements Project and begin the design of Phase II.
7. Advance the development of a computerized stormwater flow model of the City's drainage system.

#### Planning:

1. Complete Phase 1 and Phase 2 of the new Form-Based Code, adopt the full updated code.
2. Complete a Trails Master Plan and develop strategies to implement the community vision for trails.
3. Encourage alternative transportation by organizing an annual bike and pedestrian demonstration project, expanding on the previous demonstration project.

#### Economic Development:

1. Proactively work with the local business community to retain and grow investment.
2. Proactively target potential companies to invest in the City of Concord.
3. Work with partners to address workforce and talent attraction.

### 2020 Goals Status

1. Complete and update form-based code.  
9-Month Status: Ongoing review of phase 1; completion of phase 1 anticipated.
2. Update the street tree inventory and create an implementation plan to replace street trees lost through disease, storm damage or age.  
9-Month Status: Tree Committee members attended inventory training with the Urban Forester from the NH Division of Forest and Lands. Members anticipate completion of updating the 2000 inventory by April 2020, which includes an area between Franklin Street south to Pleasant Street, and Main Street west to Rumford Street.
3. Encourage alternative transportation by organizing a bike and pedestrian demonstration project.  
9-Month Status: Held a one-day demonstration project that included a protected bike lane on South Street and pedestrian crossing bump outs on Broadway.
4. Implement Tyler/EnerGov permitting software.  
9-Month Status: Department and Process Questionnaires have been completed. Will begin configuration in April 2020.
5. Update the City's Construction Standards.  
9-Month Status: The City's Construction Standards update was completed in January 2020.
6. Complete the storm water enterprise fund feasibility study including a drainage system rate structure analysis.  
9-Month Status: The storm water utility feasibility study and drainage system rate study is 90% complete.

## Community Development

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### 2020 Goals Status (continued)

7. Advance the design for Storrs Street Extension and coordinate with DNHDOT on the I-93 widening project.  
9-Month Status: Awaiting City Council review of potential NEOCTIF expansion.
8. Construct Phase 1 of the drainage improvements to the I-393/North Main Street area.  
9-Month Status: Phase I of the North Main Street Drainage Improvement Project is currently under construction.
9. Continue to work proactively with business community—both locally and out of area—to attract and retain businesses and grow tax base opportunities.  
9-Month Status: Ongoing.