

## TIF Districts & CIP Summary

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<u>Budget Summary</u>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Revenue</b>					
Capital Projects	\$21,282,576	\$52,991,745	\$54,163,821	\$33,235,153	\$30,940,250
North End Opp Cor TIF District	\$580,868	\$509,201	\$509,201	\$564,323	\$564,300
Sears Block TIF District	\$1,188,968	\$1,138,575	\$1,138,575	\$1,117,705	\$1,225,400
Penacook Village TIF District	\$626,149	\$670,983	\$670,983	\$669,139	\$949,369
<b>Sub Total</b>	<b>\$23,678,560</b>	<b>\$55,310,504</b>	<b>\$56,482,580</b>	<b>\$35,586,320</b>	<b>\$33,679,319</b>
<b>Expense</b>					
Capital Projects	\$22,162,115	\$52,991,745	\$54,163,821	\$15,065,362	\$30,940,250
North End Opp Cor TIF District	\$237,864	\$250,240	\$250,240	\$250,240	\$251,088
Sears Block TIF District	\$1,251,764	\$1,246,283	\$1,246,283	\$1,246,283	\$1,228,721
Penacook Village TIF District	\$434,470	\$506,175	\$506,175	\$502,718	\$687,370
<b>Sub Total</b>	<b>\$24,086,213</b>	<b>\$54,994,443</b>	<b>\$56,166,519</b>	<b>\$17,064,603</b>	<b>\$33,107,429</b>

## TIF Districts & CIP Summary

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### Tax Increment Finance (TIF) Districts

The City currently has three Tax Increment Finance (TIF) Districts. These Districts were enacted in accordance with NH RSA 162-K. In accordance with State law, the City has the ability to capture and retain tax revenues generated by new development constructed within each TIF District after their enactment. These captured revenues are used to support debt service incurred for infrastructure improvements within the TIF Districts, as well as operating and administrative costs.

Combined, these TIF Districts encompass approximately 333+/- acres of land. Since their inception, the City has made a combined investment of \$45,868,355 in infrastructure improvements within these Districts, of which \$23.4 million were TIF funds and \$22.47 million were supported by other funding sources. These investments have served as a catalyst for \$128,850,305 in new assessed value generated by several real estate development projects (FY 2025 estimate).

An overview of each TIF District follows. More specific information concerning the financial details for each TIF District is included elsewhere in this document.

- 1) The **North End Opportunity Corridor Tax Increment Finance District (NEOCTIF)** was established on March 23, 1998, and most recently amended on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been \$7,796,200, of which \$6,846,700 were TIF supported funds and \$949,500 were non-TIF funds (\$849,500 from the City's Economic Development Reserve Fund and \$100,000 in donations from the Capital Regional Development Council). To date, this investment has yielded \$51,474,500 in new private development (FY 2025 estimate). Presently, the NEOCTIF District encompasses approximately 68 acres.
  
- 2) The **Sears Block Tax Increment Finance District (SBTIF)** was established on September 8, 2003, and most recently amended on August 12, 2019. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Hotel Concord mixed use building and the Storrs Street Municipal Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$23,054,840, of which \$9,232,000 were TIF funds. To date, this investment has served as a catalyst for \$53,790,115 in new private development (FY 2025 estimate). Presently, the SBTIF District encompasses approximately 22 acres.
  
- 3) The **Penacook Village Tax Increment Finance District (PVTIF)** was established on June 14, 2010, and most recently amended on April 12, 2021. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village, as well as to foster development at Whitney Road. The City's total capital investment in the PVTIF District has been \$15,017,315, of which \$7,325,000 was directly supported by the TIF District. This estimate includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010. To date, the City's investment in TIF improvements has yielded \$23,585,690 in new private development (FY 2025 estimate). Presently, the PVTIF District encompasses approximately 243 acres.

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<u>NEOCTIF Fund Summary</u>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>	<b>\$509,201</b>	<b>\$564,323</b>	<b>\$564,300</b>
<b>Expense</b>	<b>\$250,240</b>	<b>\$250,240</b>	<b>\$251,088</b>
<b>Net Income (Loss)</b>		<b>\$314,083</b>	<b>\$313,212</b>
<b>Beginning Working Capital</b>		<b>\$2,923,019</b>	<b>\$3,237,102</b>
<b>Ending Working Capital</b>		<b>\$3,237,102</b>	<b>\$3,550,314</b>

<u>NEOCTIF Fund Detail</u>	<b>2024 Actual</b>	<b>2025 Adopted</b>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>					
Property Taxes	\$483,198	\$479,201	\$479,201	\$484,323	\$494,300
Investment Income	\$97,670	\$30,000	\$30,000	\$80,000	\$70,000
<b>Total Revenue</b>	<b>\$580,868</b>	<b>\$509,201</b>	<b>\$509,201</b>	<b>\$564,323</b>	<b>\$564,300</b>
<b>Expense</b>					
Professional Services	\$15,743	\$27,480	\$27,480	\$27,480	\$28,776
Principal	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Interest	\$9,631	\$8,440	\$8,440	\$8,440	\$7,531
Transfer Out - General	\$182,490	\$184,320	\$184,320	\$184,320	\$184,781
<b>Total Expense</b>	<b>\$237,864</b>	<b>\$250,240</b>	<b>\$250,240</b>	<b>\$250,240</b>	<b>\$251,088</b>

## TIF Districts & CIP Summary

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### North End Opportunity Corridor Tax Finance District

The FY 2026 projected total incremental assessed value of new development constructed within the NEOCTIF District is \$51,474,500.

In FY 2006, the City began to allocate a portion of the captured tax revenues generated by the new development within the District to support the City's General Fund, as well as those of other taxing authorities such as the County and Concord School District. This had no negative impact on the District's ability to meet current debt service or maintenance cost obligations, as real estate development within the District has significantly surpassed the expectations of the City's original financial pro forma.

The amount of increment initially allocated to support the City's General Fund and other taxing authorities in FY 2006 was \$16,462,800. In FY 2026, the City will allocate \$33,973,170 of incremental assessed value created in the District to support the City's General Fund and other taxing authorities. It is projected that the \$33,973,170 of allocated assessed value will yield approximately \$959,531 in revenues for the City's General Fund, as well as the Concord School District, Merrimack County, and State of New Hampshire, combined.

The remaining \$17,501,330 of incremental assessed value created in the NEOCTIF shall be retained to support the District's debt service and operating costs, as well as grow working capital to support future investments within the District. Future investments may include CIP #18 Storrs Street North Extension (Storrs Street to Constitution Avenue), as well as that portion of CIP #543 Merrimack River Greenway Trail, which may traverse through the NEOCTIF District for the purposes of connecting Terrill Park to the Northern Main Line Railroad corridor at Horseshoe Pond Lane.

Timing of the construction of CIP #18 remains subject to the determination of a final preferred design concept for the I-93 Bow/Concord Widening Project by the State of New Hampshire, as well as negotiations with CSX Railways and the State of New Hampshire regarding modifications to railroads associated with the Storrs Street North project.

The exact route and potential timing of the Merrimack River Greenway Trail (CIP #543) extension through the NEOCTIF District are also subject to a variety of factors.

The NEOCTIF District was originally set to terminate at the end of FY 2019. However, this date was subsequently extended due to the appropriation of \$1,050,000, including \$600,000 in NEOCTIF supported bonds, to acquire the former Tsunis property for the extension of Storrs Street to Constitution Avenue, as set forth within the City's Capital Improvement Program (CIP #18). The \$600,000 bond issuance was sold in January 2015 with a 20-year term, thereby extending the District's sunset date to FY 2037.

## TIF Districts & CIP Summary

<u>SBTIF Fund Summary</u>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>	<b>\$1,138,575</b>	<b>\$1,117,705</b>	<b>\$1,225,400</b>
<b>Expense</b>	<b>\$1,246,283</b>	<b>\$1,246,283</b>	<b>\$1,228,721</b>
<b>Net Income (Loss)</b>		<b>(\$128,578)</b>	<b>(\$3,321)</b>
<b>Beginning Working Capital</b>		<b>\$361,412</b>	<b>\$232,834</b>
<b>Ending Working Capital</b>		<b>\$232,834</b>	<b>\$229,513</b>

<u>SBTIF Fund Detail</u>	<b>2024 Actual</b>	<b>2025 Adopted</b>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>					
Property Taxes	\$1,174,015	\$1,128,575	\$1,128,575	\$1,107,705	\$1,215,400
Investment Income	\$14,953	\$10,000	\$10,000	\$10,000	\$10,000
<b>Total Revenue</b>	<b>\$1,188,968</b>	<b>\$1,138,575</b>	<b>\$1,138,575</b>	<b>\$1,117,705</b>	<b>\$1,225,400</b>
<b>Expense</b>					
Professional Services	\$0	\$19,975	\$19,975	\$19,975	\$20,475
Principal	\$393,700	\$401,600	\$401,600	\$401,600	\$410,570
Interest	\$120,294	\$104,880	\$104,880	\$104,880	\$88,675
Transfer Out - General	\$428,960	\$415,721	\$415,721	\$415,721	\$408,810
Transfer Out - Parking	\$308,810	\$304,107	\$304,107	\$304,107	\$300,191
Transfer Out - SearsBlkTIF Cap	\$0	\$0	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$1,251,764</b>	<b>\$1,246,283</b>	<b>\$1,246,283</b>	<b>\$1,246,283</b>	<b>\$1,228,721</b>

## TIF Districts & CIP Summary

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### Sears Block Tax Finance District

The FY 2026 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District is \$53,790,115.

Property tax revenues generated by the incremental assessed value are retained by the District to support debt service and operating expenses.

Since its inception in 2003, the City has appropriated \$23,054,480 for infrastructure improvements and other investments within the District. Of this total, \$9,232,000 were TIF funds, and \$13,822,840 were from other funding sources.

Infrastructure investments within the SBTIF District include construction of the Storrs Street Parking Garage and related improvements, the Main Street Complete Streets Project (CIP #460), installation of underground utilities on South Main Street, as well as acquisition and environmental abatement of the former NH Employment Security property at 32 South Main Street.

The FY 2026 budget continues the practice of transferring TIF revenues to the General Fund and Parking Fund for the purposes of: 1) reimbursing these funds for past investments in the Capital Commons/Storrs Street Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Storrs Street Parking Garage Project to the SBTIF.

Specifically, in FY 2026, the SBTIF will transfer \$408,810 to the General Fund, as follows:

- 1) \$24,635 in Administrative Fees associated with management and administration of the SBTIF District;
- 2) \$152,393 to support debt service payments associated with those portions of the Main Street Project (CIP #460) which are located within the SBTIF. This figure excludes debt service associated with burying aerial utilities on South Main Street, as those debt costs are paid from the SBTIF District directly;
- 3) \$43,997 to support cleaning and maintenance operations carried out by the Downtown Services Team within the SBTIF District, as initiated in FY 2017. Approximately 53% of the Main Street Complete Streets Project is located within the SBTIF; therefore, financial support, to the extent the TIF can afford to make such investments, is appropriate; and
- 4) \$187,785 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons/Storrs Street Parking Garage Project in 2007.

The SBTIF will also make a final transfer of \$300,191 to the Parking Fund in FY 2026. As initiated in FY 2016, the SBTIF contributes a portion of debt service payments associated with \$7,109,000 in Parking Fund supported bonds previously issued for the Capital Commons/Storrs Street Parking Garage Project in 2005 and 2007, respectively. With the debt service payments for these bonds expiring, the TIF transfers to the Parking Fund will be discontinued

When the SBTIF District was first established in 2003, it was anticipated that it would terminate when debt service was to be fully repaid in FY 2027. This date was subsequently extended to FY 2042 due to the appropriation of \$1,990,000 in bonded debt for redevelopment of the NH Employment Security Property at 32-34 South Main Street, \$1.52 million in bonded debt for installation of underground utilities within a section of South Main Street, \$2.5 million in bonded debt for the construction of CIP #460 Downtown Complete Streets Project, and \$150,000 to support utility improvements associated with the Bank of NH Stage/Arts Alley Projects. This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

In FY 2026, the SBTIF will release \$10,758,018 of the captured incremental assessed value and property tax revenues associated therewith, in the amount of 303,847, to support the City's General Fund, as well as the Concord School District, Merrimack County and State of New Hampshire. The amount to be released equates to 20% of the total captured incremental assessed value.

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<u>PVTIF Fund Summary</u>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>	<b>\$670,983</b>	<b>\$669,139</b>	<b>\$949,369</b>
<b>Expense</b>	<b>\$506,175</b>	<b>\$502,718</b>	<b>\$687,370</b>
<b>Net Income (Loss)</b>		<b>\$166,421</b>	<b>\$261,999</b>
<b>Beginning Working Capital</b>		<b>\$664,160</b>	<b>\$830,581</b>
<b>Ending Working Capital</b>		<b>\$830,581</b>	<b>\$1,092,580</b>

<u>PVTIF Fund Detail</u>	<b>2024 Actual</b>	<b>2025 Adopted</b>	<b>2025 Revised</b>	<b>2025 Projected</b>	<b>2026 Budget</b>
<b>Revenue</b>					
Property Taxes	\$577,340	\$653,589	\$653,589	\$643,245	\$626,500
Investment Income	\$48,694	\$15,000	\$15,000	\$23,500	\$15,000
Finance Charges	\$114	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$2,394	\$2,394	\$2,394	\$307,869
<b>Total Revenue</b>	<b>\$626,149</b>	<b>\$670,983</b>	<b>\$670,983</b>	<b>\$669,139</b>	<b>\$949,369</b>
<b>Expense</b>					
Professional Services	\$32,764	\$91,205	\$91,205	\$91,205	\$136,616
Departmental Supplies	\$0	\$5,000	\$5,000	\$2,000	\$5,125
Electricity	\$618	\$930	\$930	\$590	\$600
Water and Wastewater	\$375	\$360	\$360	\$190	\$210
Principal	\$220,000	\$222,890	\$222,890	\$222,890	\$303,800
Interest	\$131,052	\$123,580	\$123,580	\$123,633	\$178,504
Transfer Out - Trust	\$35,000	\$47,400	\$47,400	\$47,400	\$47,411
Transfer Out - General	\$14,660	\$14,810	\$14,810	\$14,810	\$15,104
<b>Total Expense</b>	<b>\$434,470</b>	<b>\$506,175</b>	<b>\$506,175</b>	<b>\$502,718</b>	<b>\$687,370</b>

## TIF Districts & CIP Summary

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### Penacook Village Tax Increment Finance District

The FY 2026 projected total incremental assessed value of new real estate development within the Penacook Village TIF (PVTIF) District is \$23,585,690. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs. This incremental assessed value is largely associated with the Penacook Family Physicians medical office building located at 4 Crescent Street, Caleb Development Corporation's Penacook Landing housing development located at 33-35 Canal Street, as well as new development associated with the Merchants Way project located at Whitney Road.

The City's total capital investment in the PVTIF District to date is \$15,017,315, of which \$7,325,000 was directly supported by the TIF District. This figure includes monies expended by the City on the acquisition, cleanup, and redevelopment of the former Allied Leather Tannery and Amazon Realty sites prior to the establishment of the PVTIF in 2010, as well as a \$500,000 Community Development Block Grant for site improvements associated with the Caleb Development Corporation's "Penacook Landing" affordable housing development. This figure also includes funds appropriated by the City Council for CIP #30, Hoit Road (US Route 4)/Whitney Road Intersection Improvement Project, to support the "Merchant's Way" development located at 1 Whitney Road, as well as CIP #567, Canal Street Riverfront Park.

Due to the District's success, in FY 2023 the PVTIF began releasing 10% of its captured incremental assessed value to support the City's General Fund, Merrimack Valley School District, Merrimack County, and State of New Hampshire. In FY 2024, this figure increased to 15%. In FY 2026, \$3,537,854 of captured incremental assessed value will be released, which is projected to generate \$110,568 of property tax revenue for these entities, combined. Subject to future development and capital investments within the PVTIF, it is anticipated this amount will vary over time.

In FY 2023, the PVTIF began reimbursing the City's Economic Development Reserve (EDR) Fund for past investments, which it financed within the District primarily associated with redevelopment of the Allied Leather Tannery (Penacook Mill) site. This practice will continue in FY 2026 with an installment payment of \$47,411. The total outstanding principal and interest balance owed to the EDR Fund is \$616,340. Annual payments will increase incrementally over time, and it is anticipated the EDR Fund will be fully repaid by FY 2039. Repayment of the EDR Fund is expressly included in the PVTIF District's Development Program and Financing Plan, and shall be undertaken in accordance therewith.

On September 18, 2019, the City sold 2.5 acres of the former Allied Leather Tannery site located at 33-35 Canal Street to the Caleb Development Corporation for \$540,000. As part of that transaction, the City retained a 1.5 acre parcel located at 11 Canal Street for a new riverfront park. The property features 500' of frontage on the Contoocook River. Originally conceived in the 1986 Penacook "Sense of Place" Master Plan, the concept of the Canal Street Riverfront Park was also included in the 2004 Penacook Mill Visioning Charrette Plan and 2015 Penacook Village Master Plan. The project is identified in the Capital Improvement Program as part of CIP #567.

Development of CIP #567 was included in the PVTIF Development Program and Financing Plan, which was readopted by the City Council on April 12, 2021. In FY 2022, the City Council appropriated \$110,000 of recreational impact fees to design and permit the new Canal Street Riverfront Park. In FY 2023, \$1,247,760 was appropriated for construction, excluding asterisked funds. The FY 2024 CIP included \$2,012,071 to fully fund construction, of which \$1,500,000 are PVTIF supported bonds and notes, \$500,000 are Land and Water Conservation Fund grants, and \$12,071 are recreational impact fees. Combined, the City's total investment in the new Canal Street Riverfront Park is \$3,259,831, of which \$2,525,000 (or 77%) will be funded by the PVTIF District. Construction of the Park was completed in FY 2025, and it will be formally opened in the spring of 2025. Operating costs for the Park have been budgeted in FY 2026.

In accordance with its Development Program and Financing Plan, the PVTIF District shall terminate when the purposes for which the District was established are fulfilled, and all debt service supported by the District is fully satisfied. Including appropriations for CIP #30, as well as proposed PVTIF appropriations for CIP #567, the projected termination date for the PVTIF District is currently FY 2044. This date may fluctuate depending upon future development in the District creating incremental value, or additional investments in infrastructure improvements supported by the District.

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### CIP Introduction & Overview

Municipalities are empowered by NH RSA 674:5 to create a Capital Improvement Program (CIP) for the purpose of planning for the orderly and coordinated implementation of capital investments in facilities, infrastructure, and equipment for a period of at least six years. In Concord, capital projects are funded by a variety of sources, including, but not limited to, the General Fund (general obligation bonds, capital transfers/outlays, and reserve funds); impact fees, bonds and capital transfers supported by Special Revenue and Enterprise Funds (airport, arena, golf, parking, water and sewer funds); as well as State and Federal grants. The City has been diligently preparing a CIP as part of its annual budget process since the early 1990s. In Concord, the process of preparing a CIP is governed, in part, by Article 2-2 of the City Code of Ordinances.

Since FY 2011, the City has employed a 10 year planning horizon for the CIP. This approach allows the City to better schedule major capital expenditures in order to help avoid spikes in the City's tax rate, as well as rates and charges assessed by the City's various enterprise funds.

Although the CIP includes projects scheduled over the next 10 years, the FY 2026 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund, various reserve funds, and special revenue and enterprise funds are appropriated as part of the City's annual budget adoption process. The bonded capital budget resolution appropriates most bonded projects at the time of budget adoption, thereby alleviating the need to have separate appropriation actions throughout the year.

Funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects typically require funds from the State/Federal government, or from donations, or other actions in order to move forward. Such projects will be presented for future City Council approval when confirmation of outside funding has been received. In other cases, asterisked projects are still preliminary in nature or are subject to ongoing discussions or negotiations with regulators or other third parties. In addition, projects supported by Tax Increment Financing (TIF) may also be asterisked if said projects require amendments to the respective TIF district's development program and financing plan. Funding commitments for the ensuing "out years" of the CIP (FY 2027 – 2035) shall be reviewed as part of the budget adoption process for those respective fiscal years.

The Capital Improvement Plan includes recurring and non-recurring projects. Recurring projects occur more than once during the 10 year planning horizon and are generally associated with the routine maintenance or replacement of existing vehicles, equipment, and other assets. Non-recurring projects are those which create a new asset or facility, or substantially replace an existing one, thus potentially necessitating new or increased operating and maintenance costs, or creation of new or expanded revenues for the City. Estimated revenues and expenditures associated with capital projects are carried in the operating fund's pro forma. As projects advance through the 10 year CIP towards funding and implementation, project specifications become refined and potential costs and revenues are updated accordingly.

Estimated revenues and expenditures are finalized during the design and permitting phase for larger capital facilities. Once a project is scheduled to come online in a given fiscal year, said revenues and expenditures are entered into the budget through the Program Change Request (PCR) process. PCRs associated with capital improvement projects, as well as the operating budget, are identified in Appendix B of the budget book.

The FY 2026 CIP runs from FY 2026 to FY 2035. Totals for all funding sources combined can be found in the section titled Capital Improvement Summary Listing. Projects for the current fiscal year, and their associated funding sources, can be found at the end of this section in the table titled Budget Listing by Funding Source. This table contains all FY 2026 projects. However, not all projects will be funded through the current budget resolutions. Excluded projects are identified with an asterisk (\*) in the CIP tables and have been omitted from the capital appropriation in the current fiscal year's budget resolutions. The table Appropriations by Funding Source, which immediately follows this section, contains the capital appropriation by funding source for this fiscal year's budget appropriation.

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### Selection and Prioritization of Capital Projects

In accordance with past practice, capital projects proposed for funding and implementation in FY 2025 were reviewed and recommended for funding if they satisfied one or more of the following criteria:

- 1) Project maintains or improves health, safety, or welfare of the general public or City personnel;
- 2) Project affects maintenance of key infrastructure, facilities, or equipment whereby deferred maintenance would severely impede municipal operations;
- 3) Project results in significant efficiencies or cost savings for delivery of municipal services;
- 4) Project better positions the City to undertake certain priority projects in the future;
- 5) A significant portion of the project can be financed by outside sources other than the General Fund, Special Revenue Funds, or Enterprise Funds;
- 6) Project shall result in the completion of the final phase of a previously initiated capital project; or,
- 7) Project implements a City Council goal or priority.

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<u>Appropriations and Repurposing by Department</u>	<b>2026 Budget</b>
<b>City Manager /Operation</b>	
432 State Street Parking Garage (Formerly Firehouse Block)	\$113,146
433 School Street Parking Garage (Formerly Durgin Block)	\$1,200,000
<b>Sub Total</b>	<b>\$1,313,146</b>
<b>Finance Purchasing</b>	
628 LED Streetlight Replacement	\$1,150,000
631 Multi-Function Photocopy Machines	\$32,000
<b>Sub Total</b>	<b>\$1,182,000</b>
<b>Information Technology</b>	
2 Information Technology Hardware & Software Replacement	\$236,000
615 Fiber System Replacement	\$25,000
<b>Sub Total</b>	<b>\$261,000</b>
<b>Police - Operations</b>	
575 Police Vehicle & Equipment Replacement	\$280,000
<b>Sub Total</b>	<b>\$280,000</b>
<b>Fire</b>	
4 Fire Department Vehicle Replacement	\$1,180,000
375 Fire Department Boats	\$22,500
376 Fire Department Hose & Equipment Replacement	\$36,849
573 Fire Department Personnel Protective Equipment	\$50,000
594 New Central Fire Station	\$150,000
661 Traffic Signals: Gridsmart Processer Replacement	\$41,000
<b>Sub Total</b>	<b>\$1,480,349</b>
<b>GS-Highway / Utilities</b>	
78 Annual Highway Improvement Program	\$2,800,000
121 Vehicle & Equipment Replacement Program	\$1,769,000
<b>Sub Total</b>	<b>\$4,569,000</b>
<b>GS-Public Properties</b>	
63 City Wide Recreation Facility Improvements	\$35,000
64 Arena Improvements	\$106,830
323 Combined Operations & Maintenance Facility (COMF) Improvements	\$40,338
<b>Sub Total</b>	<b>\$182,168</b>

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		<b>2026 Budget</b>
<b>GS-Water</b>		
88	Water Plant Improvements	\$180,000
124	Water System SCADA Improvements	\$30,000
244	Water Meter Replacement Program	\$375,000
347	Water Storage Tank Repairs	\$50,000
372	Water System Pump Station Improvements	\$1,020,000
451	Leak Detection	\$10,000
669	Water Meter Pit Rehabilitation	\$85,000
	<b>Sub Total</b>	<b>\$1,750,000</b>
 <b>GS-Sewer</b>		
104	Hall Street Waste Water Treatment Plant Improvements	\$5,900,330
648	Wastewater Master Plan Update	\$850,441
	<b>Sub Total</b>	<b>\$6,750,771</b>
 <b>CD-Community Planning</b>		
563	Master Plan Update	\$400,177
574	Development Permitting Software	\$77,894
	<b>Sub Total</b>	<b>\$478,071</b>
 <b>CD-Engineering Services</b>		
17	Sidewalk, Bikeway and Streetscape Improvements	\$55,000
31	Broadway / West Street Intersection Improvements (McKee Square)	\$25,000
72	Runway Pavement Improvements	\$9,750
83	Storm Water Improvements	\$500,000
85	Water Main Replacement	\$1,500,142
91	Sewer Main Rehabilitation and Construction	\$40,000
283	Traffic Signals and Traffic Operations Improvements	\$1,105,528
297	Geographic Information Systems (GIS)	\$30,000
471	Airport Fuel Farm	\$269,000
520	Intersection Safety Improvements	\$180,000
570	Pleasant/Warren/Fruit Intersection Improvements	\$100,000
588	Loudon Road Bridge Improvement Project	\$550,000
590	Downtown Civic District Sidewalk Replacement	\$630,000
602	Iron Works Road Bridge Replacement Project	\$75,000
647	Inflow & Infiltration Removal	\$110,000
	<b>Sub Total</b>	<b>\$5,179,420</b>

## TIF Districts & CIP Summary

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	<b>2026 Budget</b>
<b>Library</b>	
68 Library	\$400,631
<b>Sub Total</b>	<b>\$400,631</b>
 <b>Rec-Grounds</b>	
51 White Park	\$453,055
56 Rollins Park	\$110,000
107 Golf Course Club House and Maintenance Buildings	\$5,910,000
235 Golf Course Grounds Improvements	\$400,000
443 City-Wide Community Center	\$130,000
530 Golf Course Equipment	\$90,000
543 Merrimack River Greenway Trail Project	\$100,000
557 Memorial Field	\$140,000
569 Parks and Cemeteries Small Turf Equipment	\$125,000
587 Cemetery Improvements	\$275,000
<b>Sub Total</b>	<b>\$7,733,055</b>
 <b>City Clerk Elections</b>	
673 Election Equipment Replacement	\$90,000
<b>Sub Total</b>	<b>\$90,000</b>
 <b>Total</b>	 <b>\$31,649,611</b>

## TIF Districts & CIP Summary

### Capital Improvement Program 2026-2033

<b>Project #</b>	<b>Title</b>	<b>Department</b>
2	Information Technology Hardware & Software Replacement	Information Technology
4	Fire Department Vehicle Replacement	Fire
17	Sidewalk, Bikeway and Streetscape Improvements	CD-Engineering Services
18	Storrs Street Extension, North & South	CD-Engineering Services
31	Broadway / West Street Intersection Improvements (McKee Square)	CD-Engineering Services
36	Manchester Street / Route 3 South	CD-Engineering Services
51	White Park	Rec-Grounds
52	Keach Park	Rec-Grounds
54	Russell Martin Park	Rec-Grounds
55	Rolfe Park	Rec-Grounds
56	Rollins Park	Rec-Grounds
59	Terrill Park	Rec-Grounds
60	Kiwanis (Waterfront) Park	Rec-Grounds
63	City Wide Recreation Facility Improvements	GS-Public Properties
64	Arena Improvements	GS-Public Properties
65	City Hall Renovations	GS-Public Properties
68	Library	Library
71	Runway Protection Zones: Property Acquisition	CD-Engineering Services
72	Runway Pavement Improvements	CD-Engineering Services
75	General Airport Repairs	GS-Public Properties
77	Airport Snow Removal Equipment (SRE) & Equipment Storage Facility	CD-Engineering Services
78	Annual Highway Improvement Program	GS-Highway / Utilities
83	Storm Water Improvements	CD-Engineering Services
84	Water Main Cleaning & Lining	CD-Engineering Services
85	Water Main Replacement	CD-Engineering Services
86	Water Main Construction	CD-Engineering Services
88	Water Plant Improvements	GS-Water
89	Hall Street Waste Water Treatment Plant Odor Control	GS-Sewer
91	Sewer Main Rehabilitation and Construction	CD-Engineering Services
104	Hall Street Waste Water Treatment Plant Improvements	GS-Sewer
107	Golf Course Club House and Maintenance Buildings	Rec-Grounds
114	Penacook Lake Dam and Spillway Rehabilitation	GS-Water
121	Vehicle & Equipment Replacement Program	GS-Highway / Utilities
124	Water System SCADA Improvements	GS-Water
230	Opticom Replacement	Fire
235	Golf Course Grounds Improvements	Rec-Grounds
244	Water Meter Replacement Program	GS-Water
252	Fire Station Improvements	Fire
275	Sewer Pump Station Improvements	GS-Sewer
283	Traffic Signals and Traffic Operations Improvements	CD-Engineering Services

## TIF Districts & CIP Summary

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Project #	Title	Department
297	Geographic Information Systems (GIS)	CD-Engineering Services
305	Fire Department Communications Equipment	Fire
321	Water System Master Plan & Implementation	GS-Water
323	Combined Operations & Maintenance Facility (COMF) Improvements	GS-Public Properties
335	Thermal Imaging Cameras	Fire
345	Water Supply Well Field Maintenance	GS-Water
347	Water Storage Tank Repairs	GS-Water
358	Garrison Park	Rec-Grounds
359	Merrill Park	Rec-Grounds
360	Kimball Park	Rec-Grounds
368	Police Department Communications Equipment	Police - Operations
370	Police Department Ballistic Vest Replacement Program	Police - Operations
372	Water System Pump Station Improvements	GS-Water
375	Fire Department Boats	Fire
376	Fire Department Hose & Equipment Replacement	Fire
381	Landfill Closure and Maintenance	GS-Solid Waste
383	New Airport Terminal Building	CD-Engineering Services
403	Parking Division Vehicle and Equipment Replacement Program	Police - Operations
410	Sewer Video Inspection Equipment	GS-Sewer
432	State Street Parking Garage (Formerly Firehouse Block)	City Manager /Operation
433	School Street Parking Garage (Formerly Durgin Block)	City Manager /Operation
443	City-Wide Community Center	Rec-Grounds
447	Landfill Soil Vapor Extraction Systems	GS-Solid Waste
451	Leak Detection	GS-Water
466	Penacook Waste Water Treatment Plant Improvements	GS-Sewer
468	Reconstruct Taxiway A & Itinerant Ramp	CD-Engineering Services
471	Airport Fuel Farm	CD-Engineering Services
477	Library Equipment Replacement	Library
482	Water System Asset Management	GS-Water
492	Runway Protection Zone (RPZ) Obstruction Removal	CD-Engineering Services
502	Whitney Road Extension	CD-Engineering Services
505	South Main Street Corridor Improvements	CD-Engineering Services
514	Airport Parking Lot Improvements	CD-Engineering Services
515	Golf Course Winter Recreation Improvements	Rec-Grounds
518	Bridge and Dam Maintenance / Repairs	CD-Engineering Services
519	Manchester Street/Old Turnpike Road Intersection Improvements	CD-Engineering Services
520	Intersection Safety Improvements	CD-Engineering Services
521	Police Firearms Range Improvements	Police - Operations
522	Patrol Rifle Replacements	Police - Operations
527	Fire Department EMS Equipment Replacement	Fire

## TIF Districts & CIP Summary

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Project #	Title	Department
528	Pocket Parks	Rec-Grounds
529	Storrs Street Parking Garage (Formerly Capital Commons)	City Manager /Operation
530	Golf Course Equipment	Rec-Grounds
534	Tie Down Rehabilitation and Expansion	CD-Engineering Services
536	Hangar Replacement	CD-Engineering Services
541	Regional Drive/Chenell Drive Intersection Improvements	CD-Engineering Services
543	Merrimack River Greenway Trail Project	Rec-Grounds
551	Library Maintenance	GS-Public Properties
555	Handgun Replacement	Police - Operations
557	Memorial Field	Rec-Grounds
560	Fire Training Facility	Fire
561	Fire Alarm Infrastructure Replacement	Fire
563	Master Plan Update	CD-Community Planning
567	Penacook Riverfront Parks	City Manager /Operation
569	Parks and Cemeteries Small Turf Equipment	Rec-Grounds
570	Pleasant/Warren/Fruit Intersection Improvements	CD-Engineering Services
572	Airport Master Plan	CD-Engineering Services
573	Fire Department Personnel Protective Equipment	Fire
574	Development Permitting Software	CD-Community Planning
575	Police Vehicle & Equipment Replacement	Police - Operations
579	Downtown Squares	GS-Public Properties
583	New Heights Fire Station	Fire
587	Cemetery Improvements	Rec-Grounds
588	Loudon Road Bridge Improvement Project	CD-Engineering Services
590	Downtown Civic District Sidewalk Replacement	CD-Engineering Services
594	New Central Fire Station	Fire
595	Parking Meters	Police - Operations
596	Surface Lots	City Manager /Operation
597	Parking Beacons	Police - Operations
599	Zoning Update	CD-Community Planning
600	Impact Fee Ordinance Update	CD-Community Planning
601	Design Guidelines Update	CD-Community Planning
602	Iron Works Road Bridge Replacement Project	CD-Engineering Services
607	Video System Replacement	Police - Operations
611	Eastman Street Retaining Wall	CD-Engineering Services
615	Fiber System Replacement	Information Technology
627	Parking Strategic Plan	City Manager /Operation
628	LED Streetlight Replacement	Finance Purchasing
629	Police Body Worn Cameras and In-Car Video	Police - Operations
630	Police Computer Crimes Hardware and Equipment	Police - Operations

## TIF Districts & CIP Summary

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Project #	Title	Department
631	Multi-Function Photocopy Machines	Finance Purchasing
636	Electric Vehicle (EV) Charging Stations	GS-Public Properties
643	Police Headquarters (New)	Police - Operations
645	Police Department RMS/CAD Upgrade	Police - Operations
647	Inflow & Infiltration Removal	CD-Engineering Services
648	Wastewater Master Plan Update	GS-Sewer
656	River Bank Stabilization Projects	CD-Engineering Services
659	North Main Street Corridor Improvements	CD-Engineering Services
661	Traffic Signals: Gridsmart Processer Replacement	Fire
664	Concord Stables Redevelopment	CD-Community Planning
665	Broadway Fire Station	Fire
666	Manor Fire Station	Fire
669	Water Meter Pit Rehabilitation	GS-Water
671	Knox Key Secure	Fire
673	Election Equipment Replacement	City Clerk Elections

## City of Concord, New Hampshire

### Ratios of Long-Term Debt Outstanding and Legal Debt Limits Last Ten Fiscal Years

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Base Value for Debt Limits (1)</b>	\$ 3,911,961,065	\$ 4,001,809,256	\$ 4,033,007,307	\$ 4,224,516,413	\$ 4,400,883,875	\$ 4,574,864,938	\$ 4,995,493,062	\$ 5,606,823,125	\$ 6,744,400,131	\$ 7,402,442,899
<b>Legal Debt Limits (% of Base Value)</b>										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 117,358,832	\$ 120,054,278	\$ 120,990,219	\$ 126,735,492	\$ 132,026,516	\$ 137,245,948	\$ 149,864,792	\$ 168,204,694	\$ 202,332,004	\$ 222,073,287
Water - 10% (2)	\$ 391,196,107	\$ 400,180,926	\$ 403,300,731	\$ 422,451,641	\$ 440,088,388	\$ 457,486,494	\$ 499,549,306	\$ 560,682,313	\$ 674,440,013	\$ 740,244,290
<b>Issued Debt at June 30</b>										
Total Issued Debt at June 30	\$ 76,554,459	\$ 81,679,007	\$ 87,421,100	\$ 94,920,956	\$ 98,135,097	\$ 101,593,459	\$ 96,326,305	\$ 98,383,803	\$ 100,780,943	\$ 102,517,515
Less Water Fund	(12,909,306)	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)	(16,637,453)	(15,523,993)	(14,945,715)
Less Sewer Fund (3)	(13,770,736)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)	(18,139,041)	(22,899,153)	(23,920,595)
Less Tax Increment Debt (3)	(7,947,200)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)	(8,420,470)	(7,935,270)	(7,359,460)
Less Landfill Debt (3)	-	-	-	-	-	-	-	-	-	-
<b>Authorized Unissued at June 30</b>										
Total Authorized Unissued Debt at June 30	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426	10,152,106	6,555,626	7,846,387	12,692,526
Less Golf Fund	(93,000)	(60,000)	(3,000)	(3,000)	-	-	-	-	-	-
Less Arena Fund	-	-	(76,500)	(3,000)	-	-	-	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)	-	(230,900)	(305,900)
Less Sewer Fund (3)	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)	(3,040,000)	(180,900)	-
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
<b>Total Debt Subject to general limit</b>	<b>\$ 45,043,386</b>	<b>\$ 57,709,982</b>	<b>\$ 63,566,406</b>	<b>\$ 67,329,144</b>	<b>\$ 65,154,844</b>	<b>\$ 64,757,034</b>	<b>\$ 67,111,546</b>	<b>\$ 58,702,465</b>	<b>\$ 61,857,114</b>	<b>\$ 68,678,371</b>
<b>Legal Debt Margin</b>										
General	72,315,446	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246	109,502,229	140,474,890	153,394,916
Water Fund	378,286,665	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551	544,044,860	658,685,120	724,992,675
<b>% of Legal Debt Limits Used</b>										
General	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%	34.9%	30.6%	30.9%
Water Fund	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%	3.0%	2.3%	2.0%

Data Source:  
Audited Financial Statements

Notes:

- (1) Base Value for Debt Limits computed by the NH Department of Revenue Administration
- (2) Legal debt limit percentage rates set by NH State statute
- (3) Debt exempt from Debt limits consists of Landfills, Tax Increment Financing and Sewer debt.

# City of Concord, New Hampshire

## Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	Bonds and Unamortized Premiums	Loans and Leases	Bonds and Unamortized Premiums				
2024	\$ 69,369,762	\$ 572,273	\$ 42,199,004	\$ 112,141,039	\$ 2,500	5.83%	2.15%
2023	67,646,907	625	41,578,360	109,225,892	2,454	6.33%	2.12%
2022	68,451,161	677	37,304,999	105,756,837	2,403	6.46%	2.07%
2021	64,741,813	3,998	37,957,428	102,703,239	2,335	6.53%	2.22%
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	58,354,719	32,783	36,566,237	94,953,739	2,206	7.15%	2.36%
2017	52,624,030	-	34,797,070	87,421,100	2,038	6.70%	2.22%
2016	49,142,637	-	32,536,371	81,679,008	1,916	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%

## City of Concord, New Hampshire

### Assessed and Estimated Full Value of Real Property Last Ten Fiscal Years

Fiscal Year	Local Assessed Value (1)				Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/ Industrial	Utilities	Total Assessed Value					
2024	\$ 3,261,232,274	\$1,765,264,910	\$ 284,784,800	\$5,311,281,984	\$ 114,254,769	\$ 5,197,027,215	\$ 24.69	\$ 7,402,442,899	71.8%
2023	3,241,954,931	1,746,910,474	276,071,000	5,264,936,405	109,828,481	5,155,107,924	23.74	6,744,400,131	78.1%
2022	3,217,759,281	1,713,136,711	270,280,900	5,201,176,892	97,267,636	5,103,909,256	22.86	5,606,823,125	92.8%
2021	2,830,551,174	1,654,802,768	239,004,500	4,724,358,442	91,557,083	4,632,801,359	24.32	4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,026	4,030,230,653	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%

Data Sources:

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's Annual Equalization Survey

# City of Concord, New Hampshire

## Fund Balances, Governmental Funds

### Last Ten Fiscal Years

(modified accrual basis of accounting)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>General Fund</b>										
Nonspendable	\$ 152,871	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360	\$ 817,292	\$ 1,068,255	\$ 414,811	\$ 1,022,495
Committed	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714	5,033,003	4,610,945	7,018,915	7,432,922
Assigned	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389	1,425,000	2,979,500	3,709,760
Unassigned	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362	13,219,990	15,570,778	15,645,535
<b>Total General Fund</b>	<b>\$ 14,549,738</b>	<b>\$ 15,939,783</b>	<b>\$ 17,474,214</b>	<b>\$ 17,514,013</b>	<b>\$ 18,904,212</b>	<b>\$ 19,721,024</b>	<b>\$ 20,718,046</b>	<b>\$ 20,324,190</b>	<b>\$ 25,984,004</b>	<b>\$ 27,810,712</b>
<b>Other Governmental Funds</b>										
Nonspendable	\$ 12,631,335	\$ 11,465,110	\$ 12,586,124	\$ 13,547,616	\$ 11,229,848	\$ 11,411,057	\$ 13,091,419	\$ 13,165,209	\$ 14,128,372	\$ 14,187,185
Restricted	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744	22,621,252	26,110,269	27,284,644	38,304,808
Committed	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327	2,909,845	4,668,610	5,858,698	6,880,088
Unassigned	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)	(4,532,776)	(4,002,178)	(8,709,752)
<b>Total Other Funds</b>	<b>\$ 30,730,891</b>	<b>\$ 25,918,955</b>	<b>\$ 28,082,960</b>	<b>\$ 23,395,784</b>	<b>\$ 30,830,531</b>	<b>\$ 34,524,471</b>	<b>\$ 36,222,927</b>	<b>\$ 39,411,312</b>	<b>\$ 43,269,536</b>	<b>\$ 50,662,329</b>

Data Source:

Audited Financial Statements

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

		<b>Total</b>	<b>Bond</b>	<b>Close-out</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Trust Other</b>
<b><u>General</u></b>								
2	Information Technology Hardware & Software Replacement	177,000	0	0	177,000	0	0	0
4	Fire Department Vehicle Replacement	1,180,000	1,180,000	0	0	0	0	0
17	Sidewalk, Bikeway and Streetscape Improvements	55,000	40,000	0	0	0	0	15,000
31*	Broadway / West Street Intersection Improvements (McKee Square)	375,000	0	0	0	0	375,000	0
31	Broadway / West Street Intersection Improvements (McKee Square)	25,000	0	0	0	0	0	25,000
36*	Manchester Street / Route 3 South	690,000	0	0	0	0	520,000	170,000
51	White Park	453,055	390,000	63,055	0	0	0	0
56	Rollins Park	110,000	110,000	0	0	0	0	0
60*	Kiwanis (Waterfront) Park	1,000,000	0	0	0	500,000	0	500,000
63	City Wide Recreation Facility Improvements	35,000	35,000	0	0	0	0	0
64	Arena Improvements	106,830	0	106,830	0	0	0	0
68	Library	400,631	320,000	80,631	0	0	0	0
78	Annual Highway Improvement Program	2,800,000	0	0	0	0	0	2,800,000
83	Storm Water Improvements	500,000	500,000	0	0	0	0	0
107	Golf Course Club House and Maintenance Buildings	5,850,000	5,600,000	0	0	250,000	0	0
121	Vehicle & Equipment Replacement Program	1,507,000	1,507,000	0	0	0	0	0
235	Golf Course Grounds Improvements	400,000	400,000	0	0	0	0	0
283*	Traffic Signals and Traffic Operations Improvements	54,000	0	0	0	0	54,000	0

**CITY OF CONCORD, NEW HAMPSHIRE**

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close-out</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Trust Other</b>
283 Traffic Signals and Traffic Operations Improvements	1,105,528	1,100,000	5,528	0	0	0	0
297 Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0
323 Combined Operations & Maintenance Facility (COMF) Improvements	20,338	5,000	15,338	0	0	0	0
375 Fire Department Boats	22,500	0	0	22,500	0	0	0
376 Fire Department Hose & Equipment Replacement	36,849	21,000	15,849	0	0	0	0
443 City-Wide Community Center	130,000	130,000	0	0	0	0	0
515* Golf Course Winter Recreation Improvements	100,000	0	0	0	100,000	0	0
520 Intersection Safety Improvements	180,000	0	0	0	0	0	180,000
543 Merrimack River Greenway Trail Project	100,000	20,000	0	0	0	80,000	0
557* Memorial Field	1,360,000	610,000	0	0	750,000	0	0
557 Memorial Field	140,000	0	0	0	0	0	140,000
563 Master Plan Update	400,177	375,000	25,177	0	0	0	0
569 Parks and Cemeteries Small Turf Equipment	125,000	125,000	0	0	0	0	0
570 Pleasant/Warren/Fruit Intersection Improvements	100,000	0	0	0	0	0	100,000
573 Fire Department Personnel Protective Equipment	50,000	50,000	0	0	0	0	0
574 Development Permitting Software	77,894	0	77,894	0	0	0	0
575 Police Vehicle & Equipment Replacement	280,000	0	0	280,000	0	0	0
587 Cemetery Improvements	275,000	275,000	0	0	0	0	0

**CITY OF CONCORD, NEW HAMPSHIRE**

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

	<b>Total</b>	<b>Bond</b>	<b>Close-out</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Trust Other</b>
588 Loudon Road Bridge Improvement Project	500,000	0	0	0	0	400,000	100,000
590 Downtown Civic District Sidewalk Replacement	630,000	630,000	0	0	0	0	0
594 New Central Fire Station	150,000	150,000	0	0	0	0	0
602 Iron Works Road Bridge Replacement Project	75,000	0	0	0	0	0	75,000
615 Fiber System Replacement	25,000	0	0	25,000	0	0	0
628 LED Streetlight Replacement	1,150,000	1,150,000	0	0	0	0	0
631 Multi-Function Photocopy Machines	32,000	0	0	32,000	0	0	0
643* Police Headquarters (New)	38,370,000	38,370,000	0	0	0	0	0
647 Inflow & Infiltration Removal	55,000	55,000	0	0	0	0	0
661 Traffic Signals: Gridsmart Processer Replacement	41,000	41,000	0	0	0	0	0
664* Concord Stables Redevelopment	678,000	0	0	0	678,000	0	0
673 Election Equipment Replacement	90,000	90,000	0	0	0	0	0
<b>Subtotal General</b>	<b>62,027,802</b>	<b>53,279,000</b>	<b>390,302</b>	<b>546,500</b>	<b>2,278,000</b>	<b>1,429,000</b>	<b>4,105,000</b>
<b>Less *</b>	<b>42,627,000</b>	<b>38,980,000</b>	<b>0</b>	<b>0</b>	<b>2,028,000</b>	<b>949,000</b>	<b>670,000</b>
<b>Total General</b>	<b>19,400,802</b>	<b>14,299,000</b>	<b>390,302</b>	<b>546,500</b>	<b>250,000</b>	<b>480,000</b>	<b>3,435,000</b>

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

		<b>Total</b>	<b>Bond</b>	<b>Close-out</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Trust Other</b>
<b><u>Parking</u></b>								
432	State Street Parking Garage (Formerly Firehouse Block)	113,146	0	73,146	40,000	0	0	0
433	School Street Parking Garage (Formerly Durgin Block)	1,200,000	1,190,000	0	10,000	0	0	0
	<b>Total Parking</b>	<b>1,313,146</b>	<b>1,190,000</b>	<b>73,146</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Airport</u></b>								
72*	Runway Pavement Improvements	184,750	0	0	0	0	184,750	0
72	Runway Pavement Improvements	9,750	0	0	9,750	0	0	0
471	Airport Fuel Farm	269,000	269,000	0	0	0	0	0
	<b>Subtotal Airport</b>	<b>463,500</b>	<b>269,000</b>	<b>0</b>	<b>9,750</b>	<b>0</b>	<b>184,750</b>	<b>0</b>
	<b>Less *</b>	<b>184,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>184,750</b>	<b>0</b>
	<b>Total Airport</b>	<b>278,750</b>	<b>269,000</b>	<b>0</b>	<b>9,750</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Golf</u></b>								
107	Golf Course Club House and Maintenance Buildings	60,000	60,000	0	0	0	0	0
530	Golf Course Equipment	90,000	90,000	0	0	0	0	0
	<b>Total Golf</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

		<b>Total</b>	<b>Bond</b>	<b>Close-out</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Trust Other</b>
<b><u>Water</u></b>								
2	Information Technology Hardware & Software Replacement	29,500	0	0	29,500	0	0	0
85	Water Main Replacement	1,500,142	1,451,000	49,142	0	0	0	0
88	Water Plant Improvements	180,000	180,000	0	0	0	0	0
121	Vehicle & Equipment Replacement Program	82,000	82,000	0	0	0	0	0
124	Water System SCADA Improvements	30,000	0	0	30,000	0	0	0
244	Water Meter Replacement Program	375,000	250,000	0	125,000	0	0	0
297	Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	10,000	10,000	0	0	0	0	0
347	Water Storage Tank Repairs	50,000	50,000	0	0	0	0	0
372	Water System Pump Station Improvements	1,020,000	1,020,000	0	0	0	0	0
451	Leak Detection	10,000	0	0	10,000	0	0	0
588	Loudon Road Bridge Improvement Project	50,000	50,000	0	0	0	0	0
669	Water Meter Pit Rehabilitation	85,000	85,000	0	0	0	0	0
<b>Total Water</b>		<b>3,431,642</b>	<b>3,178,000</b>	<b>49,142</b>	<b>204,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM  
BUDGET LISTING BY FUNDING SOURCE**

		<b>Total</b>	<b>Bond</b>	<b>Close-out</b>	<b>Transfer</b>	<b>Donations</b>	<b>State Federal</b>	<b>Trust Other</b>
<b><u>Wastewater</u></b>								
2	Information Technology Hardware & Software Replacement	29,500	0	0	29,500	0	0	0
91	Sewer Main Rehabilitation and Construction	40,000	0	0	40,000	0	0	0
104	Hall Street Waste Water Treatment Plant Improvements	5,900,330	5,654,000	96,330	0	0	0	150,000
121	Vehicle & Equipment Replacement Program	180,000	180,000	0	0	0	0	0
297	Geographic Information Systems (GIS)	10,000	0	0	10,000	0	0	0
323	Combined Operations & Maintenance Facility (COMF) Improvements	10,000	10,000	0	0	0	0	0
647	Inflow & Infiltration Removal	55,000	55,000	0	0	0	0	0
648	Wastewater Master Plan Update	850,441	750,000	100,441	0	0	0	0
	<b>Total Wastewater</b>	<b>7,075,271</b>	<b>6,649,000</b>	<b>196,771</b>	<b>79,500</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
	<b>Subtotal</b>	<b>74,461,361</b>	<b>64,715,000</b>	<b>709,361</b>	<b>890,250</b>	<b>2,278,000</b>	<b>1,613,750</b>	<b>4,255,000</b>
	<b>Less *</b>	<b>42,811,750</b>	<b>38,980,000</b>	<b>0</b>	<b>0</b>	<b>2,028,000</b>	<b>1,133,750</b>	<b>670,000</b>
	<b>Grand Total</b>	<b>31,649,611</b>	<b>25,735,000</b>	<b>709,361</b>	<b>890,250</b>	<b>250,000</b>	<b>480,000</b>	<b>3,585,000</b>