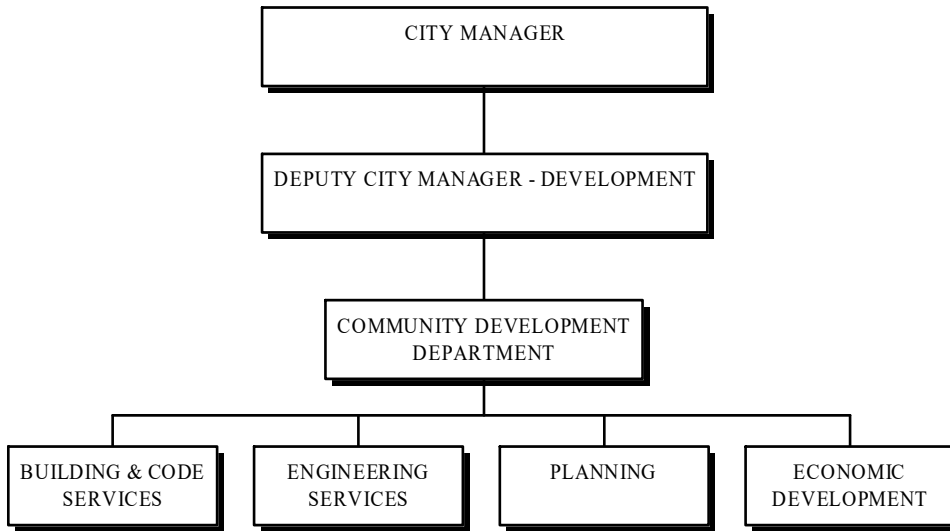


Community Development

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 Economic Development Advisory Council and business community in general. 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

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Building Permits	\$612,218	\$488,306	\$730,000	\$814,000	\$645,000
Electrical Permits	\$95,856	\$67,120	\$95,000	\$60,000	\$65,000
Mechanical Permits	\$122,831	\$163,252	\$120,000	\$120,000	\$90,000
Plumbing Permits	\$64,963	\$39,523	\$50,000	\$40,000	\$45,000
Sign Permits	\$17,931	\$14,166	\$14,000	\$13,000	\$14,000
Fire Protect Permits	\$2,370	\$2,580	\$2,000	\$1,600	\$2,500
Street Excavation Fees	\$0	\$852,592	\$120,000	\$350,000	\$130,000
Engineering Licenses	\$5,160	\$5,520	\$4,320	\$4,785	\$4,800
Engineering Pole Lic. Recording Fees	\$100	\$110	\$50	\$200	\$50
Food Service Licenses	\$92,537	\$90,532	\$95,000	\$95,000	\$95,000
Amusement Center Licenses	\$570	\$330	\$600	\$0	\$0
Rooming House Licenses	\$4,324	\$4,262	\$4,350	\$4,350	\$4,350
Yard Sales Permits	\$1,135	\$925	\$1,200	\$1,000	\$1,000
Taxi Cab Licenses	\$3,850	\$3,200	\$3,200	\$3,200	\$3,200
Peddler Licenses	\$12,640	\$9,557	\$10,000	\$9,500	\$9,500
Amusement Device Licenses	\$6,640	\$5,200	\$6,800	\$1,120	\$0
Billiard and Bowling Licenses	\$312	\$0	\$312	\$0	\$0
Entertainment Licenses	\$10,772	\$9,303	\$7,000	\$8,000	\$8,000
Convalescent Home Licenses	\$1,361	\$1,387	\$1,400	\$0	\$0
Recycling Center Licenses	\$1,578	\$1,052	\$1,600	\$1,600	\$1,600
Solicitation Licenses	\$1,182	\$1,305	\$1,200	\$1,300	\$1,400
Taxi Drivers Licenses	\$6,525	\$4,685	\$4,000	\$2,750	\$2,750
Misc Licenses & Permits	\$1,574	\$2,328	\$1,300	\$1,000	\$1,000
Pawnbroker/Secondhand Dealer Lic.	\$1,750	\$1,125	\$1,500	\$1,500	\$1,500
Timber Sales	\$27,410	\$23,835	\$30,000	\$20,000	\$10,000
Application for Appeal	\$21,498	\$16,557	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$39,664	\$38,474	\$35,000	\$60,000	\$40,000
Review Fee-Subdivision	\$9,100	\$8,090	\$9,000	\$9,000	\$9,000
Reports, Prints and Copies	\$1,945	\$2,082	\$1,850	\$1,950	\$1,750
Miscellaneous Services	\$26,654	\$2,743	\$25,360	\$25,360	\$25,000
Facility Lease or Rental	\$0	\$0	\$0	\$0	\$2,650
Donations	\$0	\$0	\$2,500	\$2,500	\$0
Miscellaneous	\$2,805	\$31,100	\$8,520	\$13,260	\$8,520
Transfer In-Impact Fee Fund	\$20,000	\$15,000	\$7,500	\$7,500	\$0
Transfer In-Water Fund	\$173,910	\$154,830	\$134,000	\$134,000	\$134,000
Transfer In-Wastewater Fund	\$132,350	\$140,860	\$161,370	\$161,370	\$161,370
Transfer In-Trust/Forest	\$1,067	\$40,453	\$20,000	\$30,000	\$40,458
Total Revenue	\$1,524,580	\$2,242,383	\$1,728,932	\$2,017,845	\$1,577,398

Community Development

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Expense					
Compensation	\$1,915,046	\$1,916,065	\$2,056,935	\$2,106,020	\$2,187,064
Fringe Benefits	\$798,428	\$790,201	\$885,033	\$859,779	\$979,510
Outside Services	\$142,542	\$204,789	\$243,166	\$228,560	\$227,772
Supplies	\$30,125	\$32,269	\$36,615	\$37,825	\$40,792
Insurance	\$16,740	\$17,870	\$17,820	\$17,820	\$16,850
Transfer Out	\$0	\$0	\$10,000	\$0	\$0
Total Expense	\$2,902,880	\$2,961,194	\$3,249,569	\$3,250,004	\$3,451,988

<u>Service Indicators</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Projected</u>
1. Development and Design Review Applications	51	52	54	50
2. Total Building and Zoning Permits Issued	2,222	2,192	2,100	2,200
3. Capital Projects Designed/Managed by Engineering	24	29	28	27
4. Acres of Protected Open Space	6,639	6,765	6,804	7,129
5. Acres of Harvested Forest Land	52	22	105	20
6. Economic Development Director business visits completed	0	35	100	125

2019 Goals

1. Continue proactive business outreach campaign with City Administration to retain and attract new business investment. This will include a business marketing mission to Quebec, Canada. The Economic Development Director will also work with New Hampshire partners to focus on talent retention and attraction campaigns.
2. Bring closure to the Horseshoe Pond Watershed Study and focus attention on designing and implementing phased solutions. Address the storm water management issues that directly impact the Kimball Jenkins Estate in Phase 1.
3. Conduct a rate structure analysis to assess the benefits of creating a storm water enterprise fund.
4. Manage the final design and replacement of the Hooksett Road, North Pembroke Road, and Birchdale Road bridges with NHDOT Bridge Aid funding, and conduct a condition assessment of the dams and remaining bridges for capital planning.
5. Continue to prepare amendments to the City's zoning ordinance and land use regulations in support of the form based code update and State regulatory changes. Assist the form based code consultants with public meetings, review of documents, and coordinating public outreach.
6. Implement a street tree planting program.
7. Pending Council approval, implement a re-organization plan for Building & Code Services Division to more effectively utilize staff resources and provide enhanced customer service.

Community Development

2018 Goals Status

1. Complete priority infrastructure projects including, but not limited to, the Water Main Replacement Project on Warren and North Fruit Street.
9-Month Status: The Warren/North Fruit Street Water Main Replacement Project is underway and will be complete in June 2018. The Sewalls Falls Bridge and Exit 16 Roundabout Projects reached final completion in 2017. The Horseshoe Pond Watershed Study will be shifting focus towards alternative solutions due to difficulty with gaining support of stakeholders. The Main Street Complete Streets Project met final completion, and a program will be implemented in spring 2018 to resolve the issues with the brick paver crosswalks. Phase 1 of the Merrimack Valley Greenway Trail Project in Terrill Park will go out to bid in spring 2018, and construction is expected to begin this summer. The Portsmouth Street Culvert Replacement is expected to start construction in July 2018.
2. Work with City Administration and the Economic Development Director to implement a new economic development program and marketing/branding initiatives.
9-Month Status: A new brand image for Concord Economic Development and marketing tools (website, brochure, PowerPoint presentation) were launched in March 2018. A three-year Economic Development Plan will be launched in April 2018.
3. Prepare amendments to the zoning ordinance and the City's land use regulations, as deemed necessary, to streamline and improve development and redevelopment potential and processes. Pursue form based code changes as budget allows.
9-Month Status: A Zoning Map change was approved to allow a downtown residential development. Several other proposed changes are being evaluated to allow future development. Proposed ordinance amendments are in the process of being drafted or approved by Council pertaining to agritourism and signs. Consultants have been hired and have begun an overall update to the Zoning Ordinance, focusing on transitioning to a form based code, including conducting an initial outreach and holding an introductory workshop. Ordinance amendments and form based code goals are ongoing.
4. Streamline Code permitting process based on recommendations from Ad-hoc Events Committee.
9-Month Status: Council approved changes which included the elimination of licensing of various business categories. Permitting responsibilities for Eagle and Bicentennial Squares shifted to the Building & Code Services Division to avoid redundancies with Parks and Recreation.