City of Concord Planning Board
July 21, 2026
Minutes

A Special Meeting of the Concord Planning Board was held on July 21, 2026, at 6:00 p.m., at the City-Wide Community Center, 14 Canterbury Rd, Concord.

Attendees:	Dina Condodemetraky, Matthew Hicks, Teresa Rosenberger (Ex-Officio for City Manager), Amanda Savage, Eaton Tarbell, Councilor Brent Todd, and Chair Richard Woodfin
Absent:	David Fox & Alternate Frank Kenison
Staff:	Matt Walsh (Deputy City Manager – Community Development), Tim Thompson (Assistant Director of Community Development), Kellie Caron (City Planner), and Alec Bass (Assistant City Planner – Community Planning)
Consultants:	Matthew Littell, LEED AP (Principal in Charge, Utile) & Zoë Mueller, AICP (Project Manager, Utile)
Public:	Althea Barton, Councilor Mark Davie, Councilor Aislinn Kalob, Nicole Fox, Ian McGregor

Call to Order - Chair Woodfin called the meeting to order at 6:03 p.m.

Planning Board Workshop - 2050 Master Plan Update

Mr. Littell and Ms. Mueller introduced themselves and gave an overview presentation regarding the Master Plan process (attached).

The Board, consultant team and City staff discussed the process to establish a vision statement, the language/translation services to be provided during the process, the rationale for the village/neighborhood focus group meetings and how the neighborhood groups were determined, the potential for an advisory subcommittee, the membership of the potential subcommittee, methods of communicating via traditional means and social media, engagement of the youth and senior populations, the City-Wide visioning session, and the options for branding/color themes of the project.

The consensus of the Board was to establish an advisory subcommittee, and to set an agenda item for the August regular meeting to discuss membership and process for appointments to the subcommittee. Additionally, the Board consensus was to proceed with the purple "neighborhoods" logo for theming, and to target September 19 as the preferred date for the City-Wide visioning session.

Chair Woodfin opened the meeting for public comment.

Ms. Barton suggested that historic resources be given a color theme in the project similar to the other land uses indicated in the presentation.

Ms. Fox asked that the Board consider a DEIJB representative to the subcommittee.

Councilor Davie (acting as a resident and not in his capacity as a City Councilor), suggested that the advisory committee contain members of the general public.

Ms. Caron suggested that the Board consider that the representatives of the Planning Board on the advisory subcommittee be selected to represent one of each of the neighborhoods/villages.

Adjournment - Chair Woodfin adjourned the meeting to order at 7:52 p.m.

Respectfully Submitted,

Timothy J. Thompson, AICP
Assistant Director of Community Development

Alec Bass
Assistant City Planner – Community Planning

Concord Master Plan Update

Planning Board Orientation
July 21st 2026



utile | NELSON NYGAARD | U3 ADVISORS | Nitsch Engineering | vhb

Presentation Overview

1. **Welcome & Introductions** (5 min)
2. **Understanding the Role of a Master Plan** (10 min)
3. **Proposed Process Overview** (15 min)
4. **Decisions & Discussion** (25 min)
   a. Master Plan Advisory Subcommittee
   b. Citywide Visioning Open House
   c. Branding: Logo Alternatives
5. **Next Steps** (5 min)

utile

Urban Planning + Design, Engagement, Management

Core Team



Matthew Littell, LEED AP
Principal-In-Charge
Utile



Zoë Taft Mueller, AICP
Project Manager, Senior Urban Planner
Utile

Broader Consultant Team

A seasoned multidisciplinary team that has collaborated on several recent past comprehensive plans

City of Concord

Community Development Department

* indicates NH presence

utile

Matthew Littell LEED AP
Principal in Charge

Zoë Taft Mueller AICP
Project Manager, Senior Planner

Tommaso Wagner
Urban Planner, GIS Specialist

Tim Love FAIA
Advising Principal

Pete Robie
Senior Urban Planner

Emily Fang CPHC
Environmental & Resilience Planner

Courtney McCracken LEED Green Associate
Architectural and Urban Designer

Engagement Support

Translation Services

MAPA TRANSLATIONS

Drita Protopapa
Founder, CEO

Outreach & Facilitation

new hampshire listens



Mobility

NELSON NYGAARD

Alyson Fletcher
Principal-in-Charge

Bill Schwartz, AICP *
Principal

Kelsey Tustin *
Planner, Deputy PM

Zack Gavel
Transportation Planner

Real Estate / Economic Development

U3 ADVISORS

Jon Trementozzi
Principal

Amy Fater, AICP
Senior Advisor

Albert Zhang
Senior Analyst

Engineering Advising

Nitsch Engineering

Brian Creamer, AICP, SITES AP
Director

Allison Evans, AICP
Senior Planner

Sydnie Lambert-Picard, AICP, EIT, ENV SP *
Planner

Vehicular Transportation / Historic Resources

vhb

Christine Trearchis, PE, PTOE, LEED GA *
Project Manager/Transportation Planning

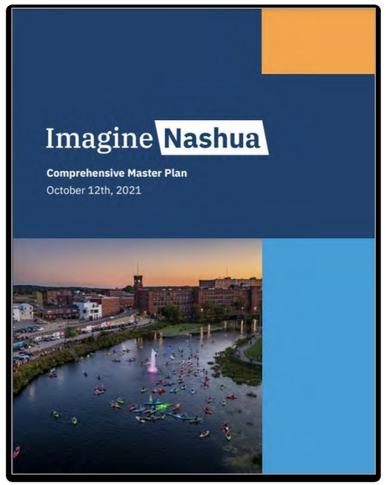
Gregory L. Bakos, PE, NCICS *
Technical Adviser

Nicole Benjamin-Ma
Senior Preservation Planner

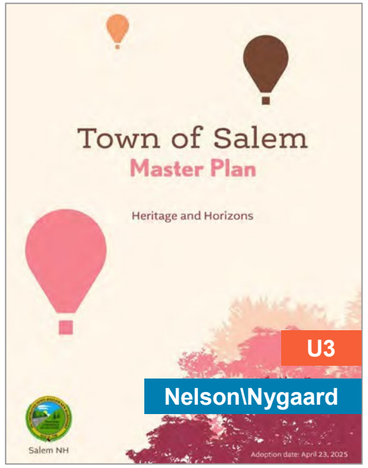
Devon Thomas King
Preservation Planner

Utile is a regional leader in comprehensive planning.

In the last decade, Utile has led 13 comprehensive plans for New England communities of all different scales and types.



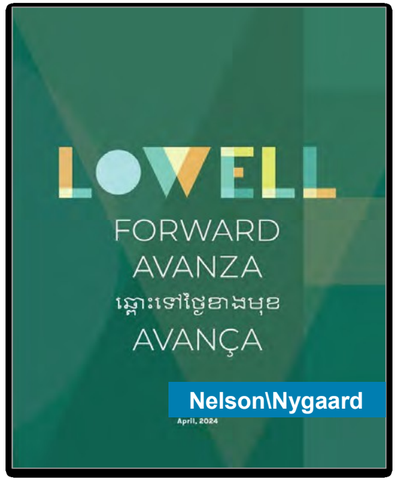
Imagine Nashua, 2021



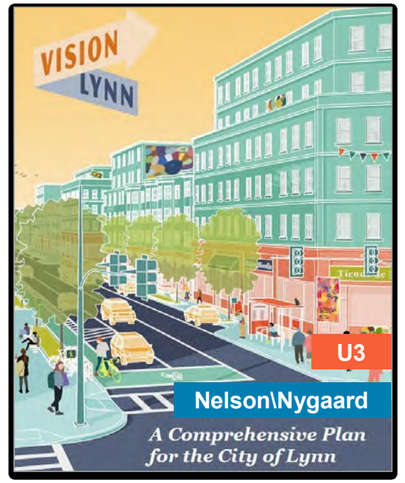
Salem, NH Master Plan, 2025



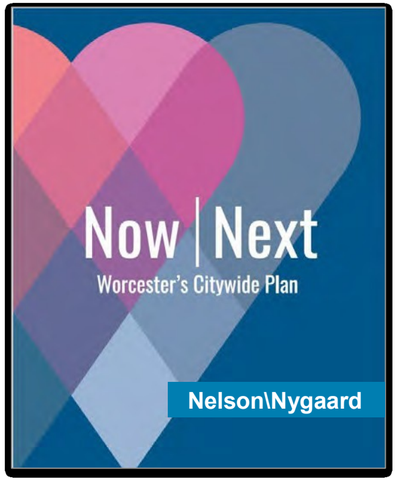
Portsmouth, NH Master Plan (ongoing)



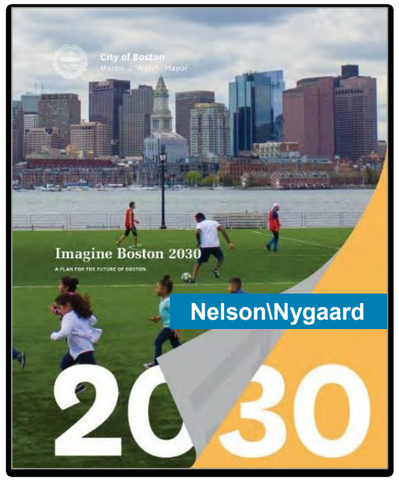
Lowell Forward, 2024



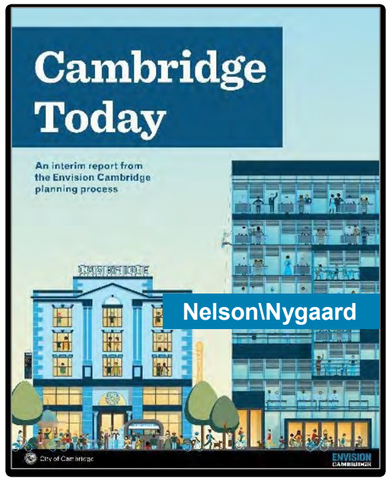
Vision Lynn, 2023



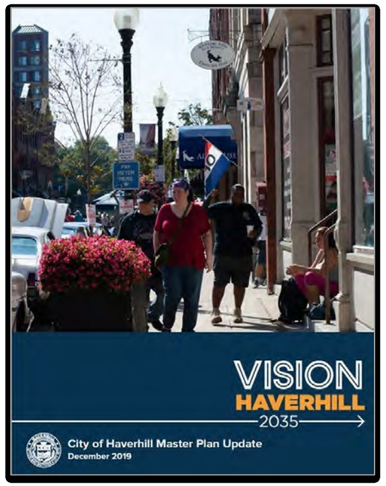
Worcester Now | Next, 2024



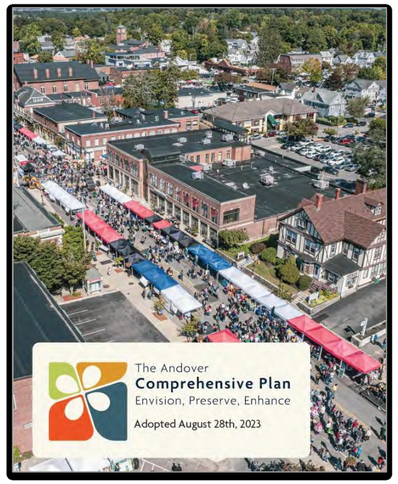
Imagine Boston 2030, 2017



Envision Cambridge, 2019



Vision Haverhill 2035, 2019



Andover Comprehensive Plan, 2023

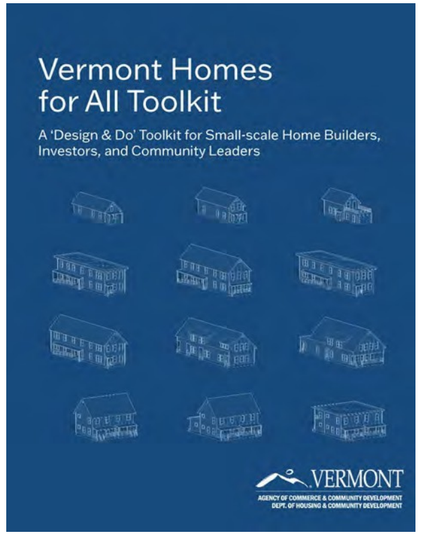


Imagine Salem, 2018

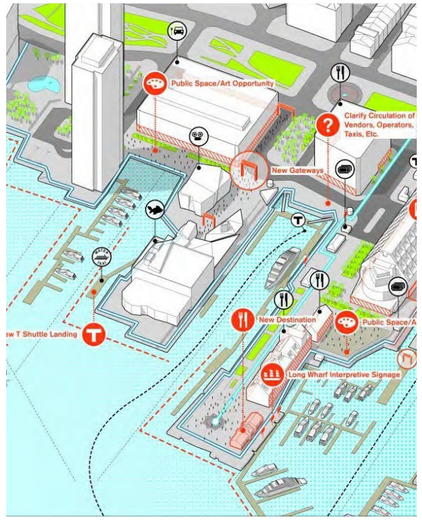


Chelsea ¡Pa'Lante, Onward! (ongoing)

We are full spectrum. We approach projects with an eye on the macro and micro.



Vermont Homes for All Toolkit, Vermont Statewide



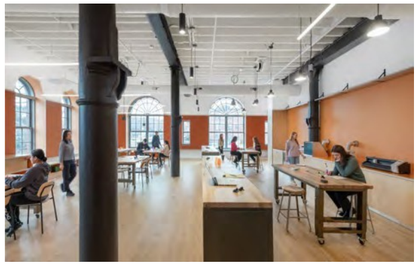
Downtown Boston Waterfront Plan





Top: Jamaica Plain Branch Library Addition & Renovation, Bottom: Belmont Day School Barn





Top: Kendall Square Workspace, Bottom: The Possible Project





Top: 7 East Springfield Street, Bottom: 9 Burney Street





Top: Hyde Blakemore Home Ownership (Urban Edge)
, Bottom: Front Street Phase 1 (Portland Housing Authority)

Policy & Planning

Zoning, Comprehensive Plans, District & Corridor Plans, Campus Plans, Housing Typology Based Policy and Strategy

Urban Design

Public Realm Design, Test-Fitting & Feasibility Studies, District & Corridor Urban Design Frameworks, Development Framework Plans

Institutional, Cultural & Civic

Campus Planning, Renovations & Additions, Ground-Up New Construction, Pavilions and Public Realm Design

Innovation Spaces & Labs

Campus Planning, Renovations & Additions, Ground-Up New Construction, Interiors

Multifamily Residential

Missing Middle, Urban Infill, Towers, Suburban and Rural Infill and Cluster Development

Affordable Housing

Mixed Income and 100% Affordable, Adaptive Reuse and Ground Up New Construction

Understanding the Role of a Master Plan

The Purpose and Craft of Comprehensive Plans

The balancing acts at the center of comprehensive planning (aka “Master Plan”) efforts

Guiding Growth and Preservation

A tailored approach to accommodating growth and ensuring preservation.

- Defining what is worthy of preservation
- Identifying the benefits of growth for city residents
- Teeing up sturdy framing that can help you navigate future zoning changes

Finding the Right Level of Specificity and Flexibility

Determining where on the spectrum of vision to checklist the plan wants to land.

- Defining the role of the private sector in meeting economic and real estate development
- Calibrating the specificity of commitment for public investment in roads, infrastructure and mobility
- Building on planning efforts that are already underway

Building a Shared, Strategic Narrative

Guiding public narrative and conversation to drive shared action and implementation momentum.

- Building on consensus established in previous planning efforts
- Building a shared narrative of existing conditions
- Deep and varied engagement toolkit and matching of that to what the content and context require at different phases of the plan
- Memorable core storyline with clear spatial diagram that imprints on people’s memories and resonates with each topic area
- Strength of graphic communication of findings

Legal Requirements of a Master Plan in New Hampshire

See State Statute, Section 674:2 for full legal language

Purpose

A tool to guide public and private actions towards the "best and most appropriate future development" - it is a roadmap for what should happen where and why.

A Master Plan gives legal standing and direction for regulations and decisions that work together to:

- Promote
  - Smart growth
  - Sound planning
  - Wise resource protection
- Preserve and enhance New Hampshire's unique
  - Quality of life
  - Culture

Required Elements

Two elements are required. All other sections of the Master Plan must be consistent with these.

Vision

Directs the other sections of the plan

- Articulates the desires of the citizens affected by the master plan
- Includes guiding principles and priorities to implement that vision

Land Use

Basis of all following optional sections

- Translates the vision statements into physical terms
- Shows existing and proposed location, extent, and intensity of future land use

Optional Elements

The Vision and Land Use elements typically incorporate and are closely related to these topics:

Foundational Topics
A ***unified strategy*** for land use, zoning, and community design integrating these.

- Housing
- Economic Development
- Transportation
- Community Design

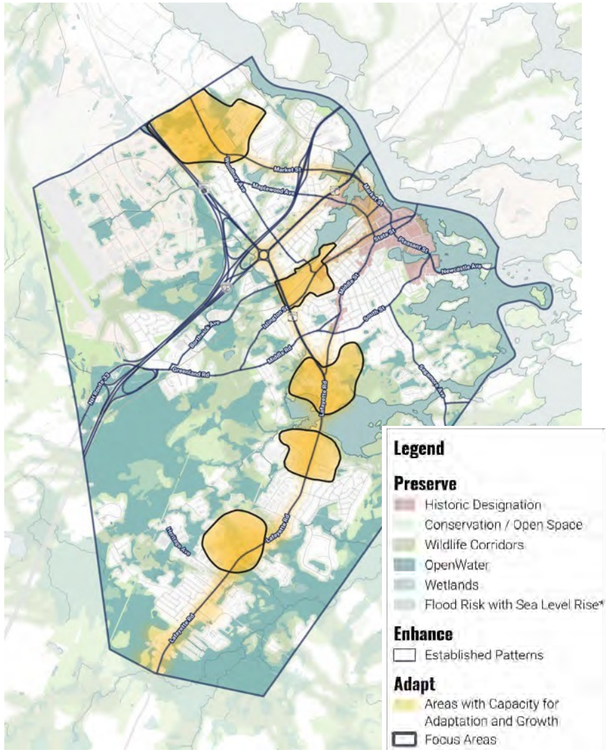
Cross-Cutting Topics
Topics that are ***integral to and woven into*** the unified strategy articulated for the Foundational Topics.

- Utility & Public Services
- Energy
- Waste Reduction
- Community Facilities
- Recreation
- Cultural, Archeological, and Historic Resources
- Natural Resources
- Natural Hazards
- Coastal Management

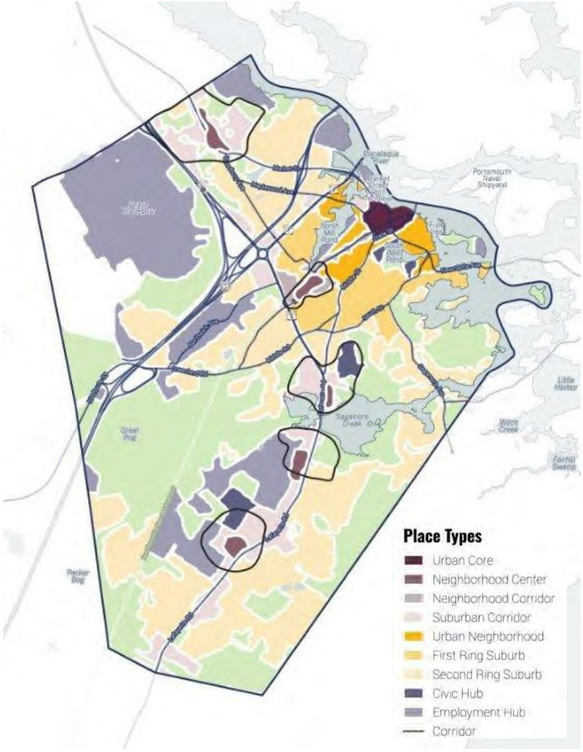
A memorable framework linking land use policy and public investment.

A good Master Plan provides a simple, memorable set of spatial frameworks that convey a vision for coordinated development and investment. The focus in Portsmouth, NH was on cultivating gateway neighborhood centers capable of offering equitable access to a high quality of life.

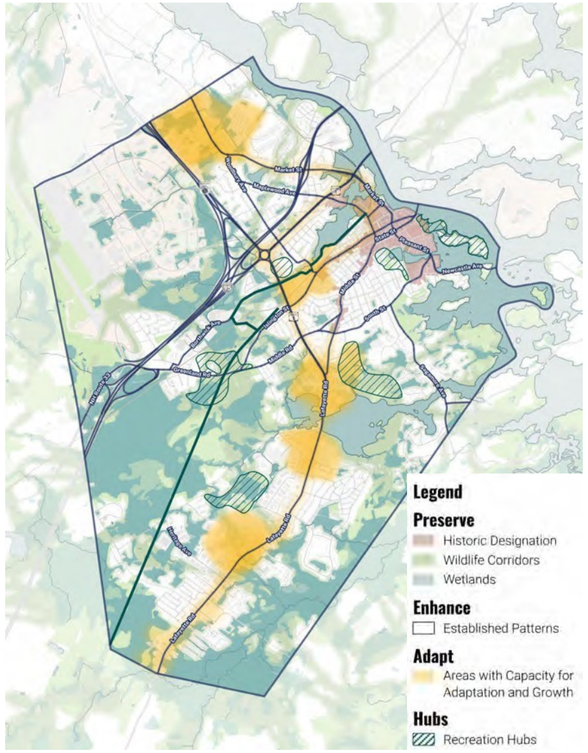
Unified Growth Framework
Degree of Change



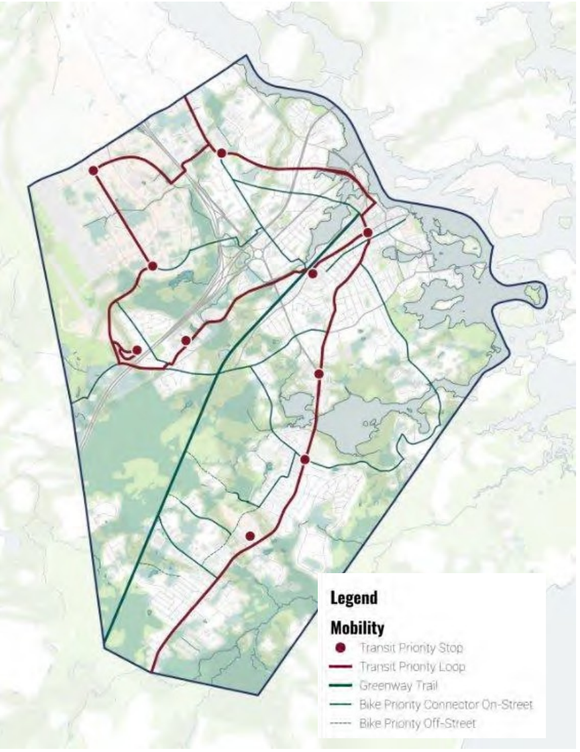
Future Land Use Vision
Housing + Jobs Strategy



Parks & Open Space Vision
Ecology, Recreation & Access



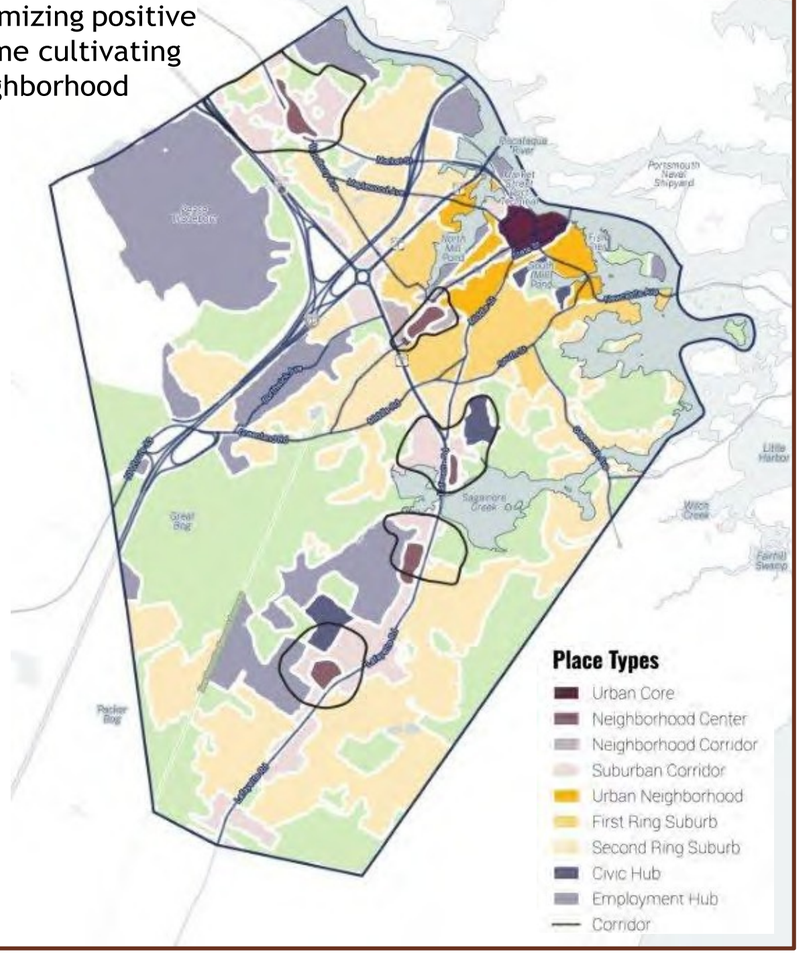
Mobility Network Vision
Transit, Bike & Pedestrian Priority

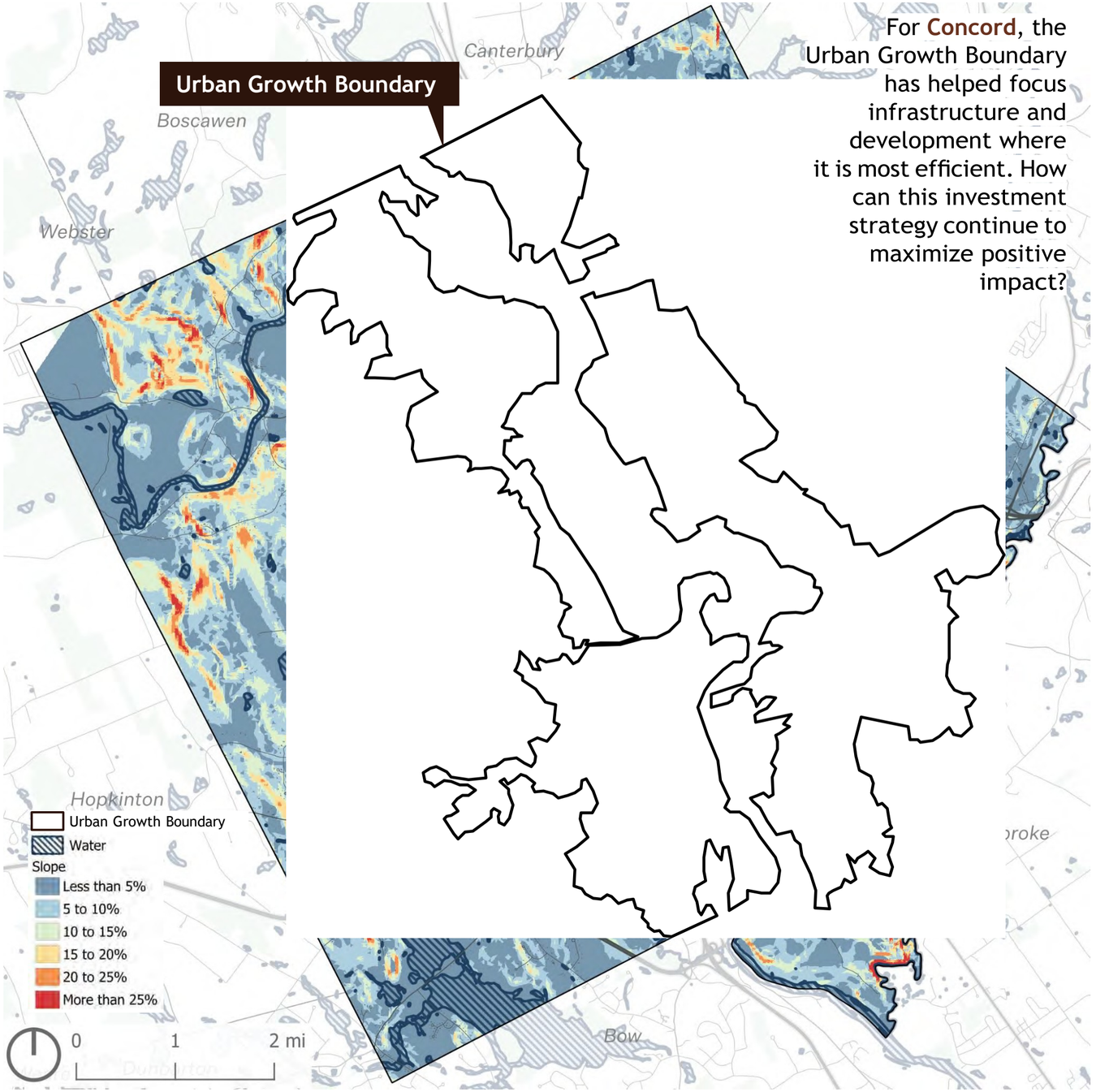


… that maximizes positive impact.

The Master Plan serves as a framework for prioritizing resources in a way that maximizes positive collective impact within the limited public resources available.

For **Portsmouth**, the central idea for maximizing positive impact became cultivating gateway Neighborhood Centers.



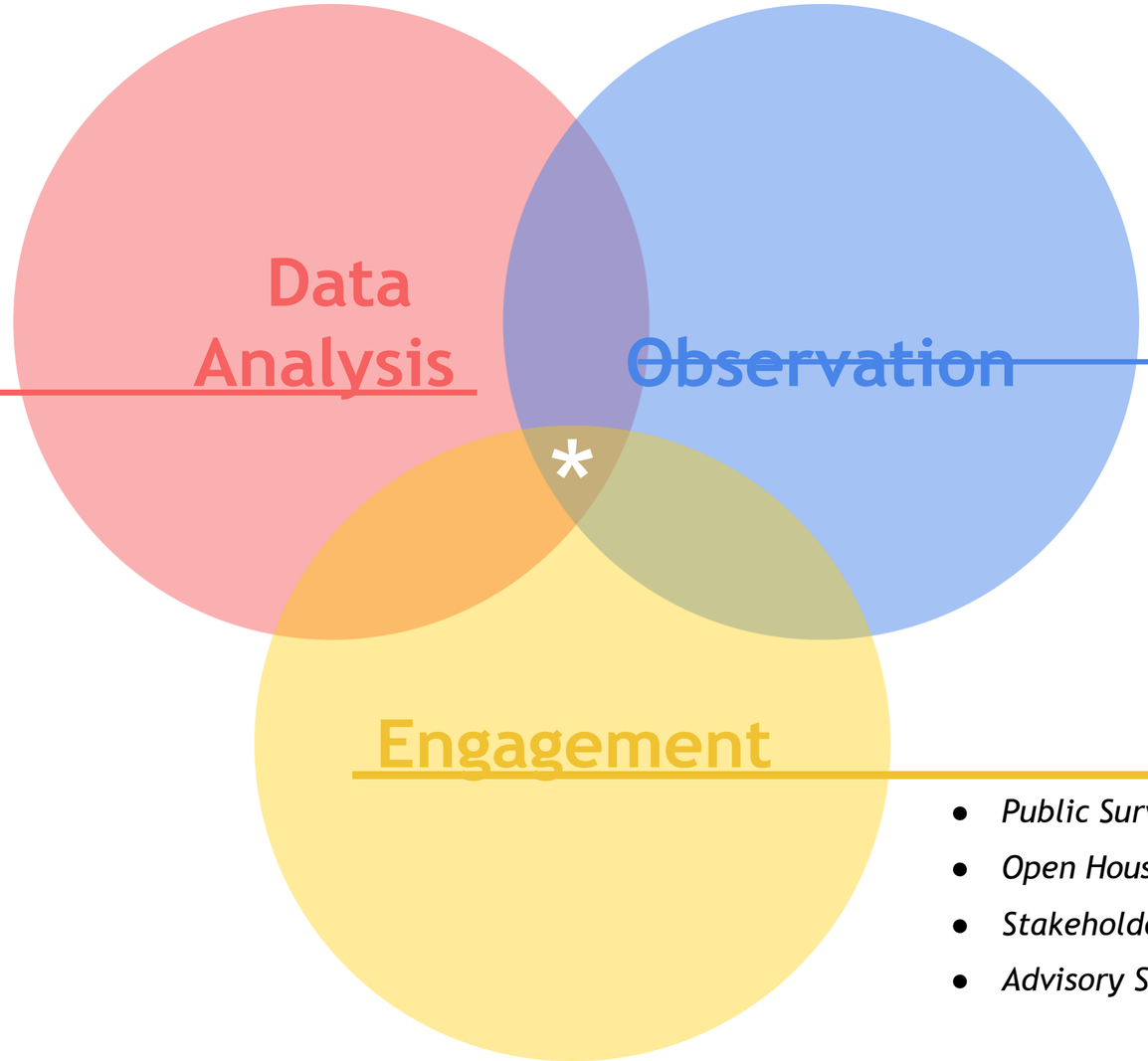


For **Concord**, the Urban Growth Boundary has helped focus infrastructure and development where it is most efficient. How can this investment strategy continue to maximize positive impact?

Proposed Process Overview

Integrated process that drives meaningful insights and impactful outcomes.

* We build a multi-dimensional understanding of community needs, issues, and opportunities through mixed methods

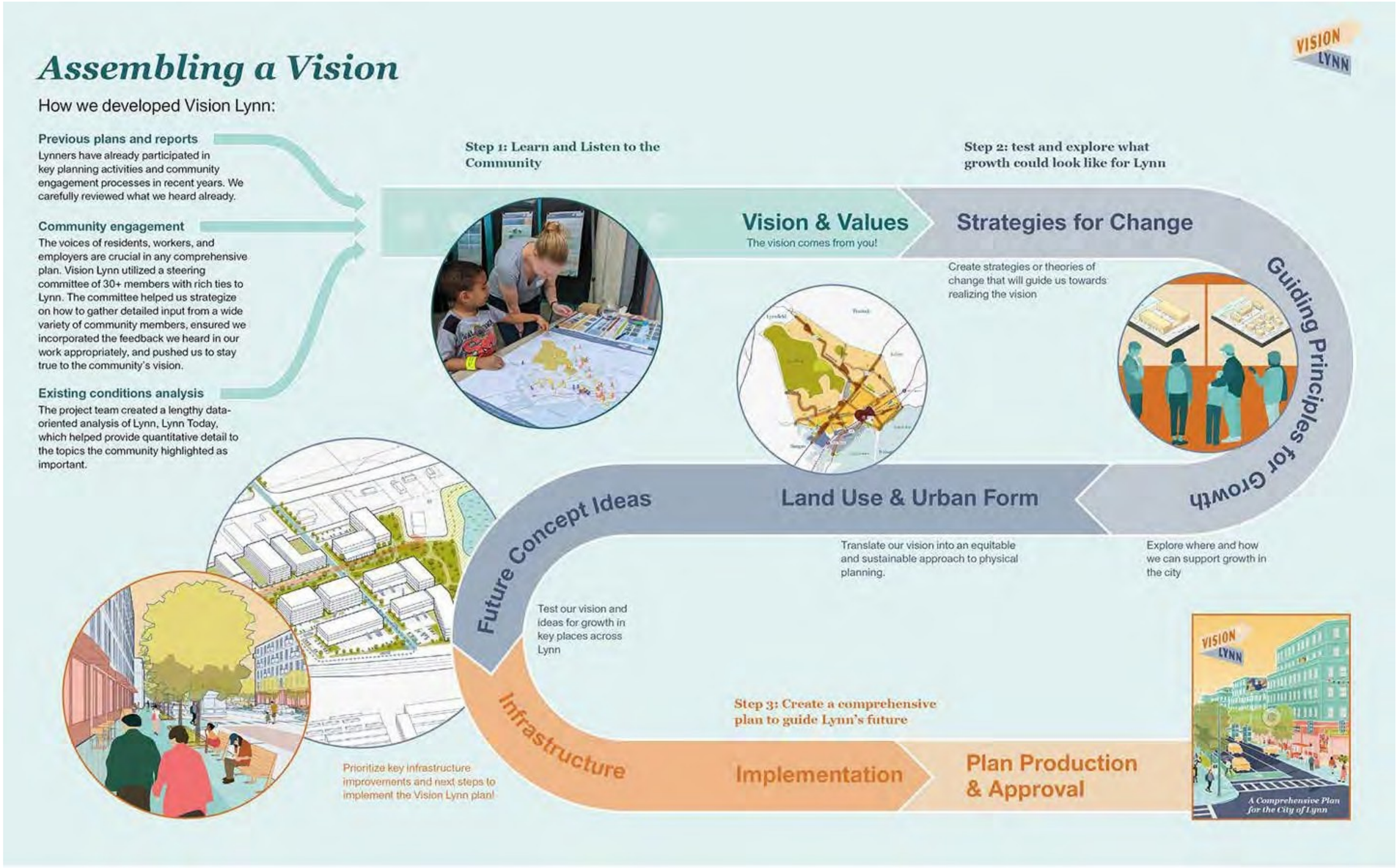


- *Census (demographic, business, employment, commute)*
- *Local Assessor*
- *Zoning Code and Map*
- *Prior Plans and Studies*
- *Proprietary Data Sources (e.g. Costar - market data, LBS - cellphone tracking for transportation trends)*
- *GIS Data (City and other sources)*

- *Site Visits*
- *Public Meetings and Events*
- *Desktop Review*

- *Public Surveys*
- *Open Houses/Workshops*
- *Stakeholder Interviews*
- *Advisory Subcommittee*

Holistic, strategic, and multi-disciplinary from start to finish.



Our planning work starts from the assumption that our lives and communities don't fit into neat disciplinary and topical buckets.

The process starts with the big picture, then gets increasingly detailed. This graphic from the Vision Lynn plan (Lynn, MA) helps to explain a typical progression.

This helps us distill complex interrelationships into a unified strategic vision built from the specific issues raised through local engagement and analysis.

Engagement strategies that pull people in, and spark curiosity and conversation.

Events and activities with engaging and informative graphics that build trust, cultivate constructive conversation and mutual learning.





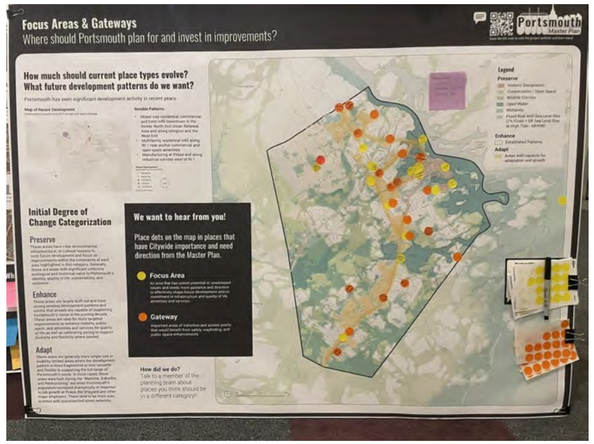




Comment Cards & Surveys
Meeting people where they are to build awareness



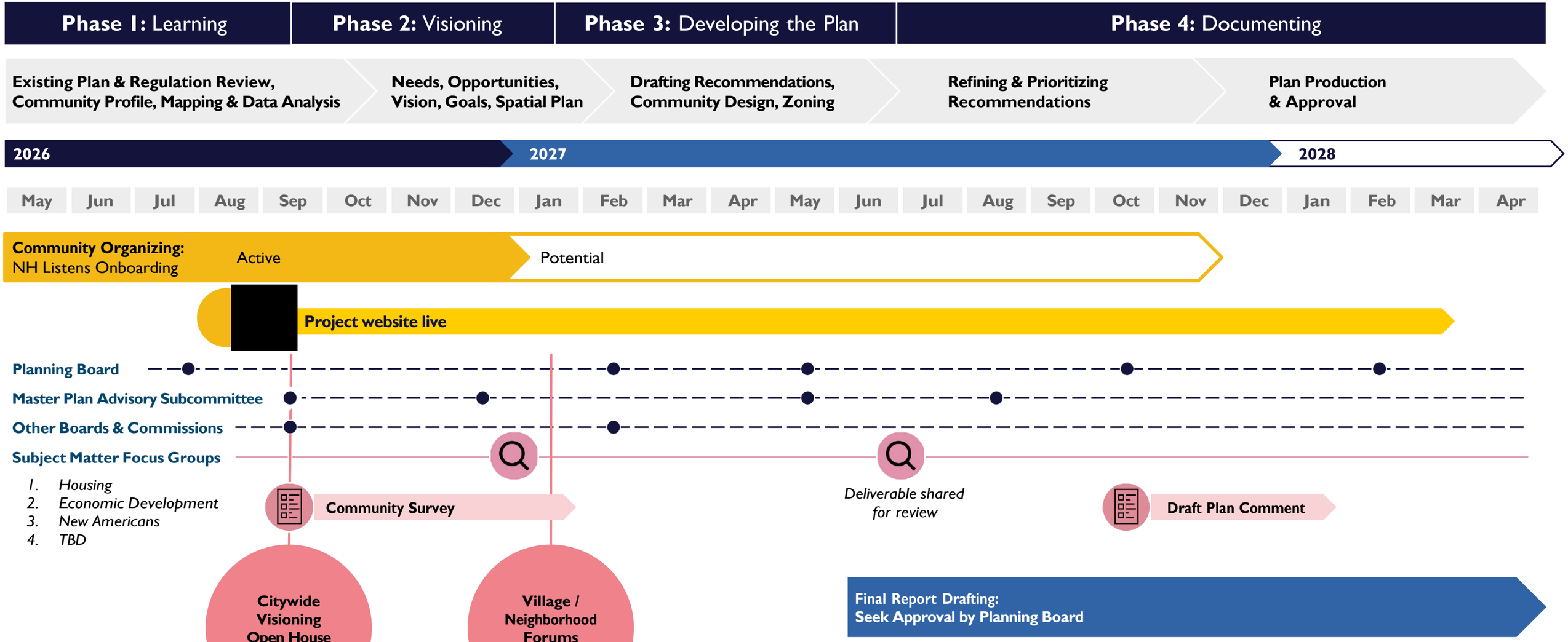
Community Trade-off Games
Navigating intersections and priorities between topic areas





Science Fair Style Public Workshops
Short presentations, display boards, large table mapping & non-government issue meeting locations

Proposed Schedule



What are the **public** engagement opportunities?

Information sharing and input opportunities will be available throughout the process on the project website and social media

Citywide Visioning Open House

Purpose:
- Build awareness and understanding of the planning purpose and process
- Allow the public to respond to and engage with draft findings and ideas in an informal, conversational, workshop setting
- Cultivate stronger collaborative problem solving and mutual respect

Format: in-person orientation presentation + “science-fair” style open house with optional facilitated small group discussions

How many? 1

When? Fall ‘26 (Sept/Oct)

Community Survey

Purpose:
- Build awareness and understanding of the planning purpose and process
- Seek broader community input on key issues and opportunities the plan should address
- Encourage engagement with anticipated trade-offs and priorities

Format: digital & paper, available in up to 3 languages including English (languages TBD)

How many? 1

When? Fall ‘26 - Winter ‘27

Neigborhood / Village Forums

Purpose:
- Build understanding of key patterns and trends for each neighborhood/village
- Confirm community vision for each neighborhood/village
- Receive input on the plan vision, goals, spatial plan for land use and infrastructure

Format: TBD, workshop and discussion-based interactive experience.

How many? 6
- Penacook Village
- West Concord
- Downtown / West End
- South End
- Concord Heights
- East Concord

When? Winter ‘27 (Jan/Feb)

Final Plan Public Comment

Purpose:
- Promote awareness and understanding of Draft Plan
- Receive input on final refinements needed prior to adoption

Format: verbal and written comment on posted Draft Plan via Planning Board Public Hearings and online form

How many? 1

When? Fall ‘27 - Winter ‘28

What are the **topic and expertise-specific** engagement opportunities?

Subject Matter Boards & Commissions

Utile will meet with each of the following Boards / Commissions / Committees during the master planning process.
(2 meetings each)

- **Conservation Commission**
- **Economic Development Advisory Committee**
- **Energy and Environment Committee**
- **Heritage Commission**
- **Recreation and Parks Advisory Committee**
- **Transportation Policy Advisory Committee**



Subject Matter Focus Groups

Focus group meetings with a cross section of representatives in the following topical areas are included in the planning process.
(1 meeting each + draft recommendation review)

- **Housing** (Affordable housing developers, for profit housing developers, homeless support services, special needs housing providers, Concord Housing & Redevelopment Authority)
- **Economic Development** (Greater Concord Chamber of Commerce, Intown Concord, select major employers by sector, real estate brokers and developers, Capital Regional Development Council)
- **New Americans** (Members of New Americans community and agencies that support them)

One meeting with one additional focus group is budgeted in the project.

Other Stakeholders

Other community stakeholders will be encouraged to participate in the planning process via public participation process.

Other municipal bodies:

***Other Boards and Commissions** will be offered up to two (2) in-person combined briefings, one will serve as an orientation, the other as an overview of findings.*

***City Council** per State Law, is not formally involved in oversight or adoption, but will be provided with courtesy updates as the plan nears adoption and will be welcome to participate in public engagement activities.*

Who is **guiding** the Master Plan?

Community Development Department

Direct and manage contract and process.
This means leading both the process and outcomes on behalf of Planning Board and community members.

- Daily guidance and coordination
- Directly shape focus and process
- Monitor and manage consultant team contract
- Coordinates with other City departments and partners throughout the planning process

Planning Board

Guide plan content, adopt the final plan.
This means providing ideas and feedback at key milestones to ensure the final plan is headed in the right strategic direction, is worthy of adoption, and will serve the City, Planning Board, and community well.

- Promote interest in, and understanding of, the Master Plan.
- Provide input to shape the focus, research and recommendations at the outset, midway and final stages of the planning process.
- Guide formal public comment and revisions to the draft Master Plan as part of the adoption process.
- Vote on adoption following public comment and any revisions made in response to Planning Board and public comment.

Master Plan Advisory Subcommittee * (if appointed by Planning Board)

Sounding board for content and process.
A group of advisors that serves as a sounding board to support a productive community process.

- Advise on key issues and priorities the plan should address.
- Assist with coordination and alignment with existing policies as well as ongoing or future projects and initiatives.
- Assist with outreach, communication and increasing awareness of the planning process to boost participation and understanding with key stakeholders, agencies, and members of the public.
- Review and provide constructive feedback on proposed process, initial findings, interim deliverables and final recommendations.

Decisions & Discussion

The Role of a Master Plan Advisory Subcommittee

A sounding board to preview and fine-tune content before public rollout for engagement.
Focused on process, awareness, and alignment.

Advise on key issues and priorities the plan should address.

Assist with coordinating and aligning the plan with existing, ongoing or future projects/initiatives.

Review and provide constructive feedback on the proposed process and plan materials while they are in development, including initial findings, interim deliverables, and final recommendations.

Amplify the outreach and awareness-building efforts of the City Staff, and Consultant Team to promote public trust and boost participation and understanding among the community.

The MP Subcommittee is not:

- Writing the plan.
- A shortcut to getting ideas into the plan.
- Serving as a stand-in for whole communities.
- Endorsing the content of the final plan, only the process used to create it.

Suggested Composition of Master Plan Advisory Subcommittee

A sounding board to preview and fine-tune content before public rollout for engagement.
Focused on process, awareness, and alignment.

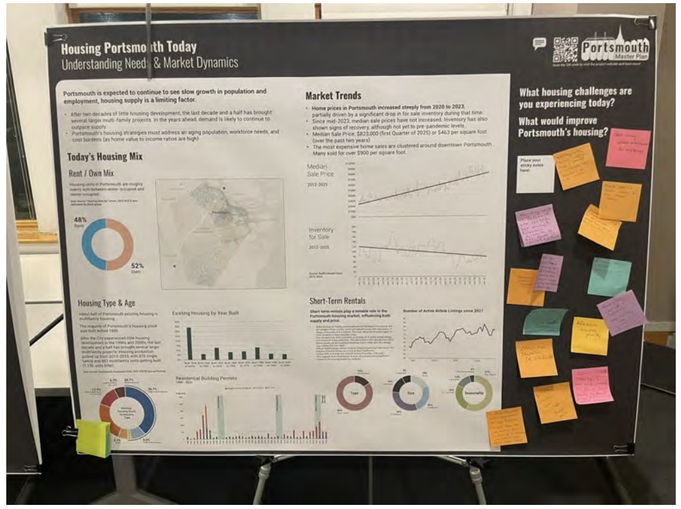
The Master Plan Advisory Subcommittee would be subcommittee of the Planning Board.
All members would be appointed by the Board, and serve at the Board's pleasure.

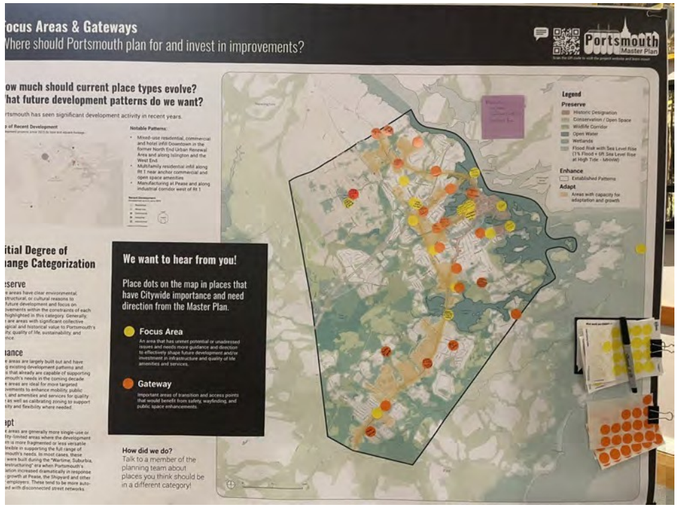
Guidance on MP Subcommittee Composition:

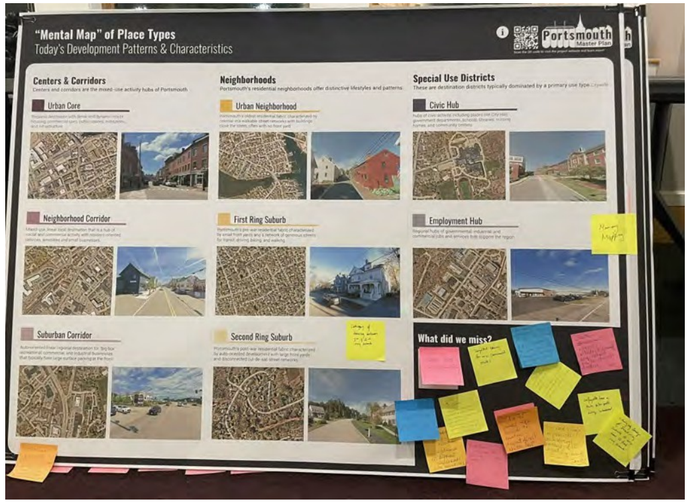
- No more than 15, ideally 12 to allow for organic discussion.
- Should have majority representation from the Planning Board.
- Other representatives should be part of existing standing boards, committees, or commissions that are aligned to plan content.
- The default appointee should be the chair. If the chair prefers, the relevant committee can nominate an alternate appointment to serve in their place, to be approved by the Planning Board.

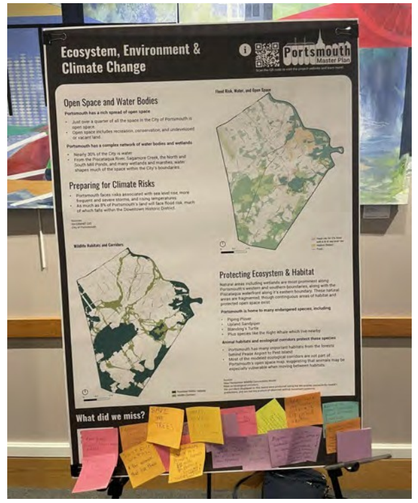
Entity	Total Representatives
Planning Board	6
Conservation Commission	1
Economic Development Advisory Committee	1
Energy & Environment Committee	1
Heritage Commission	1
Recreation and Parks Advisory Committee	1
Transportation Policy Advisory Committee	1
TOTAL	12

Fall Citywide Visioning Open House















Portsmouth Master Plan, 2025

Fall Citywide Visioning Open House

Typical Format

A science fair style open house with a brief orienting presentation followed by self-directed engagement with thematic display boards and small group conversations around the boards.

1. **Orientation Presentation** (~15 min)

2. **Self-Directed Exploration of Display Boards** (~1 hr)
   Optional Facilitated Small Group Discussions

3. **Wrap-Up & Next Steps** (~15 min)

Key Decisions

We are aiming for a 1.5hr+ meeting in late September / early October.

<u>Optimal Days/Times</u>
What enables the most people to join and participate fully?

Suggest Saturday Morning - start times range from 9:00am - 10:00am

<u>Candidate Dates</u>
Are there any dates that you think we should avoid due to known conflicts and community events?

Currently avoiding:
- Back to School
- Labor Day (Mon, Sept 7)
- Indigenous Peoples Day (Mon, Oct 12)

Options being evaluated: Sept 19 / Oct 3 / Oct 17

Branding: Fonts & Colors

Official City Brand Colors

Mercury Semibold
Mercury Semibold Italic
Mercury Roman
Mercury Italic

Work Sans Bold
Work Sans Bold Italic
Work Sans Regular
Work Sans Italic

Work Sans Bold

Work Sans Bold

Work Sans Regular

Work Sans Regular

Work Sans Italic

Base Palette

Key: 100% | 75% | 50% | 25%

Primary 1
#115261 #4c7e89
#88a9b0 #c3d4d8

Primary 2 (Combined City Blue and Red)
#693659 #8e6882
#b49aac #d9cdd5

Primary 3
#e8eda4 #e8eda4
#f3f6d1 #f9fae8

Primary 4
#bdd9dc #cee3e5
#dcecee

Accent and Land-use Colors

Residential
#fad769 #fce18e
#fdebb4 #fef5d9

Mixed Use
#f3ae66 #f6c28c
#f9d6b1

Commercial
#891728 #a6515e
#c48b94 #e1c5c9

Industrial
#d9c2d3 #e2d1de
#ece0e9 #f5f0f4

Institutional
#134b8e #4e78aa
#89a5c6 #c4d2e3

Water
#bdd9dc #cee3e5
#dcecee

Open Space 1
#e8eda4 #e8eda4
#f3f6d1 #f9fae8

Open Space 2
#a2b762 #b9c989
#d0dbb0

Accent/Highlight
#f6afa9 #f8c3bf
#fbd7d4

Transportation 1
#414042

Transportation 2
#6d6e71

Transportation 3
#bcbec0

Background: 5% Tone of City Yellow
#FCF8F3

Branding: Logo Alternatives

Could be developed with varying plan names. Currently shown with “Concord 2050 Master Plan”
All would be developed to have monochrome and full color versions.



Primary Inspiration: Merrimack River

- River informed historic transportation and land use patterns
- River can be carried through as main graphic motif through the branding

Font: Serif





Primary Inspiration: Concord Neighborhoods

- Each village character is unique and engagement process will have village-specific meetings
- Neighborhoods are abstracted as puzzle pieces with the Merrimack River through the center

Font: Sans Serif

Next Steps

1. **Public Launch (Website Live)** - August
   We are finalizing the project branding, engagement plan, and website content now.

2. **Civic Leadership Orientation**
   - Boards & Commissions kick-off - September
   - Master Plan Advisory Subcommittee kick-off (if appointed) - Date TBD

3. **Initial Public Engagement Opportunities**
   To be launched together in late September / early October
   - Citywide Visioning Open House
   - Community Survey

Thank You!



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NELSON NYGAARD

IIU3W ADVISORS

Nitsch Engineering

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