



CITY OF CONCORD

New Hampshire's Main Street™

Community Development Department

1
2 **ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)**
3 **MEETING MINUTES**
4 **April 22, 2025 @ 5:00PM**
5 **City Council Chambers**
6 **37 Green Street (2nd Floor) – Concord NH 03301**
7

8 **Attendees:**

9 Committee Members:

10 Mike Vlacich, Chair, Mayor Byron Champlin, Ali Sekou, Mayor Pro-Tem, Jim Bouley, Sal
11 Prizio, Ari Pollack, Bobby Segal, Emily Ricard, Jean Hakuzimana, City Councilor Judith Kurtz,
12 Steve Duprey, Michelline Dufort, Patrick Tompkins (Arrived 5:38)
13

14 **Absent Members:**

15 Chuck Gilboy, Alex Stoye
16

17 **Staff Present:**

18 Matt Walsh, Deputy City Manager – Development
19 Tim Thompson, AICP, Assistant Director of Community Development
20 Anne-Marie Skinner, AICP, City Planner
21 Stephanie McKim, Administrative Coordinator
22

23 **Meeting called to order: 5:02 pm.**
24

- 25 1. **Welcome by Chair Vlacich:** Chair Vlacich welcomed those in attendance. Members of the
26 Committee and City staff were introduced
27
- 28 2. **Adoption of Minutes:** A motion was made by Mr. Duprey and duly seconded by Mr. Segal to
29 adopt the minutes of March 25, 2025. The motion passed unanimously.
30
- 31 3. **Comments by Mayor Champlin:** Mayor Champlin met with staff from the Small Business
32 Development Administration and had discussions around the impacts of tariffs. The Mayor had
33 attended a visit by Congressman Pappas at Feathered Friend Brewing Company. The impacts of
34 tariffs were also discussed with the owner that had just received a \$1,300 bill for a piece of
35 equipment that was made in the United States (U.S.) but shipped to Canada to be assembled
36 then shipped back to the U.S. The Mayor stated the tariff fee had to be paid immediately.
37
- 38 4. **Conversation with Rob Dapice, Executive Director / CEO of NH Housing Finance Authority**
39 **(NHHFA)**
40

1 Mr. Dapice reported New Hampshire has a housing affordability crisis that, at its root, is
2 a supply crisis. In 2023, the state-wide housing needs assessment by the NHHFA
3 reported a housing shortage of about 24,000 units. This figure considers the vacancy
4 rate and inventory of homes for sale to balance out the housing market. Mr. Dapice
5 reported that in order to have a balanced housing market in 2030 with the current rate
6 of housing production, New Hampshire would need approximately 60,000 new units
7 and 90,000 new units by 2040. Mr. Dapice stated New Hampshire would also need to
8 increase rate of permitting new home construction by 36% in order to achieve those
9 numbers. This is achievable through state and local reform in order to get back to back
10 to new construction numbers that were achieved in the 80's and 90's. The demand is
11 unquestionably there in both the rental market and for sale. There are a variety of
12 factors contributing to the housing shortage and it will not be one approach over the
13 other that solves the problem.
14

15 Mr. Dapice reported that NHHFA reviewed New Hampshire median home prices yearly
16 from January 2020 through January 2025 along with the average interest rate based on
17 FreddieMac index to calculate the average monthly payment on the median purchase. In
18 January 2020 it was \$1,200 per month, a year later it was \$1,350, two years later it was
19 \$2,400 and by January 2025 the monthly payment was \$3,200 (not including taxes and
20 insurance). These numbers make it clear the housing affordability crisis affects a lot of
21 people in New Hampshire.
22

23 Mr. Dapice reported NHHFA had commissioned a fiscal impact assessment study of four
24 communities in NH, to determine the net financial impact of housing development on
25 school districts. This study found that many communities experience net positive fiscal
26 benefit from new housing construction, especially multi-family housing or town homes,
27 due to relatively low generation rate of school age children vis-à-vis the amount of
28 property taxes generated by dwelling units. However, this study did not include any
29 fiscal impact assessments on Police, Fire, or other municipal services associated with
30 new residential development.
31

32 Mr. Dapice reported affordable housing in New Hampshire is aging and most of it was
33 developed with 30 to 40-year use restrictions and it is getting to the point of
34 reinvestment. Additionally, it is at risk of being lost from the affordable portfolio as
35 income restriction requirements expire. The concern is that it could become market rate
36 housing or redeveloped into non-residential uses. There is a shared interest in
37 preserving affordable housing, owners have an opportunity to reinvest in that housing
38 to ensure they remain not only affordable but also places the communities can be proud
39 to call home.
40

41 Mr. Dapice reported NHHFA has three divisions: housing choice program (formerly
42 known as Section 8), multi-family housing division, and homeownership division.
43

44 Mr. Dapice recognized that Concord was recently designated by the NH Department of
45 Business and Economic Affairs as a Housing Champion, noted Mayor Champlin's
46 comments about Concord's disproportionate share of income restrictive housing for the
47 region. Mr. Dapice echoed these concerns and stated that other communities need to do
48 more to support housing. He discussed various bills pending in the Legislature which
49 are intended to place limits on municipalities regarding planning and zoning regulations
50 pertaining to housing. However, he conceded that not all pending bills are good ideas

1 and he noted push back by municipalities and the NH Municipal Association regarding
2 limitations on local controls.

3
4 Mr. Duprey asked about what, if anything, NHHFA is doing to assist with the issue of
5 homelessness, and discussed the disproportionate impact of homeless persons on
6 Concord due to the availability of services in the City.

7
8 Mr. Dapice stated NHHFA has been involved in the planning and zoning legislation, but
9 nothing specific regarding new or expanded programs to assist with homelessness.

10
11 Ms. Dufort inquired about other communities in the state that have an innovative
12 approach that have positive impacts on the affordable housing crisis that Concord could
13 learn from and also communities that have tried and failed.

14
15 Mr. Dapice noted Lebanon is doing innovative things with pattern zoning and pre-
16 approved plans, Dover is doing good things with transfer of development rights that has
17 filled the gap not being currently met by the market, and Southwest Regional Planning
18 Commission is working on some good accessory dwelling units (ADU) items that
19 provides a sort of tool kit to put this type of unit in place.

20
21 Mr. Pollack inquired about NHHFA's view on new market rate housing creating
22 opportunities in either the rental market or starter homes because some people are
23 leaving more "affordable" units to move into the new market rate units, which could be
24 a beneficial byproduct of the market rate units being created.

25
26 Mr. Dapice stated NHHFA is open to the conversation about serving the middle-income
27 housing need through public financed housing opportunities. NHHFA does currently
28 work with mixed income projects and some of what they have done in the Concord area
29 is market rate which benefits the middle-income population.

30
31 Mr. Hakuzimana inquired if NHHFA has found it challenging for homeowners to
32 maintain a home both physically and financially. It has been his experience that new
33 Americans may not have the knowledge or skillset to maintain a home and he would
34 like to know if there is a way to ease the cost for buyers or a way to provide training for
35 homeowners on how to maintain a home.

36
37 Mr. Dapice stated NHHFA works with first time and first-generation homebuyers and
38 they do work to make sure they are set up for success. NHHFA requires homebuyer
39 education for all first-time homebuyers. There is a program that offers \$10,000 in down
40 payment assistance for first generation home buyers that can be combined with an
41 additional benefit from the first-time home buyer program. This program does require
42 an in-person training that covers budgeting and planning for repairs. NHHFA also has an
43 emergency grant program could assist with home repairs if needed.

44 45 **5. Economic Development Data**

46 a) Tax Base Real Growth 2015-2024

47
48 Mr. Walsh reported at the previous EDAC meeting, Greater Concord Chamber of
49 Commerce President Tim Sink recommended the committee discuss fostering a culture
50 of urgency to expand the City's tax base. Mr. Walsh reviewed a chart with the City's
51 assessed real growth data for the last ten years. The values range from approximately
52 \$16 million dollars in 2015 to \$102 million on 2024. Mr. Walsh reported the City has

1 created approximately \$438 million dollars in real growth from new development and
 2 renovations of property in Concord. Combined, this amount of real growth presently
 3 generates about \$12 million in annual tax revenue to the city, state, county and school
 4 district of which the city's share is \$4.3 million annually. The total taxable assessed
 5 value of Concord is around \$5.2 billion. Mr. Walsh noted the change from \$42 million in
 6 2023 to \$102 million in 2024 came from a change in assessing practices for utility
 7 property.

8
 9 Mr. Duprey inquired if City staff can provide a benchmark or breakdown that
 10 determines what is needed for tax-based growth to keep up with annual cost increases
 11 for the General Fund supported components of the municipal and school district
 12 budgets.

13
 14 Mr. Walsh reported that an analysis would have to be completed.

15
 16 b) Licensed Food Service Establishments and licensed restaurants

17
 18 Mr. Walsh also noted EDAC's April discussion about dining establishments in Concord
 19 and that he felt it was appropriate to provide EDAC with data related thereto. He
 20 reported Concord has 372 licensed food establishments providing approximately
 21 24,000 seats in a town with approximately 44,000 residents. 178 are classified as
 22 licensed restaurants providing approximately 13,000 seats. Mr. Walsh reported staff
 23 analyzed the Downtown area and found approximately 50 establishments providing
 24 approximately 4,500 seats.

25
 26 Chair Vlacich stated going forward the committee will discuss what the City's role is and
 27 what the private sector can do on the travel and tourism, marketing, housing and, work
 28 force housing development.

29
 30 **6. Regulatory Amendments:**

31 Interim Zoning Amendments – Batch #1

32
 33 Mr. Walsh reported the first batch of many interim zoning ordinance amendments have
 34 been prepared and submitted to the Planning Board for initial review. Mr. Walsh
 35 reported that City Staff intends to meet with the Planning Board, EDAC as well as
 36 Architectural Design Review Committee, and the Chamber's Local Government Affairs
 37 Committee to gather feedback and, to the extent possible, build consensus on proposed
 38 amendments, prior to finalizing the amendments for review by the Legal Department,
 39 and subsequent public hearings by the Planning Board and City Council, respectively.
 40 The batching process should be complete by the end of the calendar year.

41
 42 Mr. Walsh reported a summary of batch #1 interim zoning ordinance amendments
 43 include:

- 44
 45 1) Multiple principle uses on a property
 46 2) Wetland buffers and setbacks
 47 3) Attached and multi-family dwelling
 48 4) Eliminating requirements for additional size and frontage for a duplex or two-family
 49 dwelling
 50 5) Revision of code for childcare facilities to bring it in compliance with state law
 51 6) Reduce restrictions in setbacks for accessory buildings and facilities
 52 7) Home occupations reference removal

- 1 8) Conditional use permitting for fences, walls, and hedges
- 2 9) Rewrite accessory dwelling unit (ADU) ordinance
- 3 10) Sign regulations related to murals, ghost signs, and conditional use permitting for
- 4 slightly larger signs
- 5 11) Administration and enforcement
- 6 12) Glossary
- 7 13) Appendices

8
9 Mr. Walsh reported City staff will be coming forward with additional amendments such
10 as removing parking from the zoning ordinance or addressing relief by conditional use
11 permits, flexibility of setbacks, and conditional use permits on buffers and certain
12 design standards.

13
14 Mr. Thompson reported batch #1 amendments were chosen as easy things that can be
15 most readily amended without having impacts on other related regulations or
16 ordinances as City staff moves toward implementing more impactful zoning
17 amendments.

18
19 Ms. Skinner reported comments and recommendation will be taken from the
20 committees and reported back to the Planning Board for recommendation to City
21 Council.

22
23 Chair Vlacich inquired about how the City Council will review the proposed changes in
24 zoning, as batches or as a single package for the City Council to vote on.

25
26 Mr. Walsh reported if amendments can go before the Council that can stand on their
27 own and are not intertwined with other potential ordinance amendments that are, or
28 will be, under review, then staff can do that if the Council wants that. Otherwise it will
29 go before council as a large interim zoning ordinance amendment for them to review
30 and vote on in a single package.

31
32 A motion to recommend the modifications to Code of Ordinance, Title IV, Zoning Code,
33 Chapter 28: 28-5-52 (k) and 28-5-52 (o) was made by Chair Vlacich and seconded by
34 Mayor Pro-Tem Sekou.

35
36 Discussion ensued around state statute requirements for ADU parking requirements and
37 ownership, barriers to the population without a vehicle, attached or detached property
38 owners residing in one of the dwelling units, absentee property owners of ADUs, and a
39 review of ADUs and duplexes in all residential zoning districts.

40
41 Mr. Duprey inquired if there will be future amendments around requiring new not-for-
42 profit organizations to pay taxes in the downtown business district or restrictive zoning
43 for alcohol and substance abuse treatment centers. Mr. Walsh responded that Mr.
44 Duprey's concept of restricting the location of uses that may qualify for tax exempt
45 status through zoning would require a robust legal review of various State statutes and
46 potential constitutional issues. Mr. Walsh reiterated that the intent of the interim
47 zoning amendments is to revise cumbersome portions of the Zoning Ordinance to
48 improve the efficiency of the permitting process, not to undertake large scale policy
49 changes that will require guidance from the forthcoming Master Plan Update.

50
51 Mr. Duprey inquired about the next City Master Plan.

52
53 Mr. Walsh reported city staff will look to City Council to approve the Master Plan in the
54 next budget. If the project is included in the FY2026 Capital Improvement Program and

1 approved by City Council, the Community Development Department would work to
2 secure a consultant and begin the process to complete the Master Plan. The goal would
3 be to get a consultant engaged in early calendar 2026. Mr. Walsh estimated this
4 process to complete the Master Plan to be roughly two years after a consultant is
5 engaged. Major regulatory changes recommended in the upcoming Master Plan would
6 be implemented via revisions to the Zoning Ordinance, as well as Site Plan and
7 Subdivision Regulations, thereafter.

8
9 Mr. Segal requested a review of the priorities of batch #2.

10
11 Mr. Thompson reported parking is the big priority. Parking ordinances intersect with
12 zoning regulations and site plan regulations. City staff need to be more diligent in the
13 review of these amendments to ensure the changes are made to all intersecting
14 documents regarding parking ordinances.

15
16 After discussion, it was determined that a consensus of the committee to support the
17 ordinance amendments would be utilized rather than a formal motion and vote.

18
19 Chair Vlacich requested committee members send him their recommendation for
20 changes or future topics for discussion.

21
22 **7. Other Business**

23 None

24
25 **8. Next meeting**

26 The next meeting is scheduled for May 27, 2025 at 5:00 PM

27
28 A motion to adjourn was made by Mr. Pollack and duly seconded by Ms. Ricard. The motion passed
29 unanimously.

30
31 **9. Adjourn:** Meeting adjourned at 6:37 PM.

32
33 Respectfully Submitted,

34
35 Stephanie McKim

36 Administrative Coordinator - Development