



# CITY OF CONCORD

*New Hampshire's Main Street™*  
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## AD-HOC IMPACT FEE REVIEW COMMITTEE

### Meeting Minutes

November 13, 2025 @ 4:00PM

City Hall Large 2<sup>nd</sup> Floor Conference Room  
41 Green Street, Concord NH 03301

#### Attendees:

- Byron Champlin, Mayor
- Judith Kurtz, At-Large City Councilor
- Brent Todd, Ward 1 City Councilor
- Jeff Foote, Ward 10 City Councilor

#### Staff:

- Matt Walsh, Deputy City Manager, Development

#### Public:

- Bill Norton, Resident

The meeting was called to order at 4:00PM.

#### 1. **Welcome and Introductions:**

Councilor Todd welcomed those in attendance to the meeting. It was noted that Bill Norton had been nominated to be a member of the Ad-Hoc Impact Fee Review Committee as a representative of the Greater Concord Chamber of Commerce, and that his appointment was pending approval by City Council (scheduled for December 8, 2025 action). Therefore, Mr. Norton was attending this meeting as a member of the public pending his confirmation by City Council in December. It was also noted that Mike Vlacich's appointment was also pending, and scheduled for City Council action on December 8, 2025. Mr. Vlacich will represent the Economic Development Advisory Committee once confirmed.

#### 2. **Review Committee's Charge, Conceptual Work Plan, and Preliminary Meeting Schedule**

The Mayor explained that he formed this Ad-Hoc Committee to review the Planning Board's June 2025 recommendations to City Council regarding their suggested modifications to the City's Impact Fee ordinance. It was the consensus of the Committee to review the draft work plan and meeting schedule at the conclusion of this meeting.

#### 3. **Overview of Impact Fees**

Matt Walsh exhibited a PowerPoint presentation which provided a comprehensive overview of impact fees. Specifically, the presentation explained the purpose of impact fees, discussed the origin of such fees nationally in the 1980s, and noted that the City of Concord began assessing impact fees in 1986. The

presentation noted that as of 2024, a total of 83 municipalities in New Hampshire presently assess impact fees.

Mr. Walsh also provided a comprehensive overview of NH State Law RSA 674:21, which is the enabling legislation for impact fees in New Hampshire.

#### 4. **Impact Fees in Concord**

Mr. Walsh continued his presentation and provided an in-depth review of the City's history with impact fees. He explained from 1986 to 2001, \$3 million of impact fees were collected to support recreation and transportation capital improvement projects to support new development.

Mr. Walsh explained that the current impact fee ordinance was adopted in June 2001. He provided an overview of the May 2001 Impact Fee feasibility study which provided the underlying data and basis for the City's current impact fee ordinance.

It was explained that the City initially assessed impact fees to new residential development to support capital improvements which expanded the capacity of schools, recreation, and transportation infrastructure to accommodate said growth. However, in impact fees for the Merrimack Valley School District and Concord School District and were later discontinued (2014 and 2017, respectively) as the District had satisfied repayment of certain bond issuances for which certain previous capital investments that expanded capacity to serve new development.

Discussion of the May 2001 Impact Fee feasibility study ensued. Members of the Committee noted how the report suggested that impact fees for Library, Police, Fire, water and sewer were viewed as unnecessary in 2001 due to the City's circumstances at the time. It was noted that much has changed in the past 25+/- years and that a review of impact fees for such facilities may now be appropriate.

Discussion ensued about adding of capacity to City or School District facilities to support new growth. Hypothetical examples were reviewed for school district, library, and public safety facilities.

Mr. Walsh then provided a detail review of the City's Impact Fee Ordinance. This included a review of the current fee schedule, the transportation and recreation impact fee districts and special provisions related thereto, as well as certain notable provisions in the ordinance including impact fee waivers for or caps for "priority redevelopment projects", certain impact fee waivers for establishment of market rate dwelling units in the Central Business Performance Zoning District, as well as exemptions for non-residential changes of use in the Central Business Performance Zoning District.

Mr. Walsh also provided a summary of various amendments which have been enacted to the impact fee ordinance from 2001-2017.

Discussion ensued about impact fee ordinance amendments that were adopted in 2017, which provided an automatic waiver of transportation impact fees for nonresidential development. It was explained that there are no criteria for this waiver. Therefore, the waiver is automatically granted upon receipt of a waiver request, provided the waiver request is filed simultaneously with applicable development permitting applications. The Committee reviewed two recent development projects located at 285 and 287 Loudon Road, which took advantage of this specific waiver provision, and thus saved \$100,000 of impact fees, combined.

**5. Review of Planning Board's Impact Fee Recommendation to City Council**

The staff presentation concluded with a review of the Planning Board's June 2025 recommendations to City Council for possible amendments to the impact fee ordinance. These options were as follows:

- Fee Option #1
  - Institute annual increases for fees to automatically adjust annually for inflation.
  - 2025: Increase Transportation Fee 1.9%; Recreation Fee 4.9%
  - Repeal automatic Transportation Impact Fee Waiver for Commercial / Industrial Projects
- Fee Option #2:
  - Increase Transportation Fee 26.11%; Recreation Fee 33.72% (to catch up from last increase in 2014)
  - Repeal automatic Transportation Impact Fee Waiver for Commercial / Industrial Projects

Additionally, the Planning Board recommended that the City hire a qualified consultant to review and update the impact fee ordinance. Staff explained that the FY2026 Capital Improvement Program recommends \$200,000 for this purpose in Project #600 in City FY2030.

Discussion ensued. Members of the Committee expressed potential interest in updating the ordinance for schools, transportation, and recreation, as well as public safety, water and sewer

Members of the Committee inquired about consultant to update the ordinance. Staff noted that preparation of the underlying calculations for impact fees is very specialized. It was also noted that potential legal challenges to fees may warrant utilizing an experienced outside consultant to ensure the City's fee structure and ordinance are appropriate and defensible.

Members of the Committee suggested moving forward with the Planning Board's recommendations immediately. However, it was the consensus of the Committee to proceed with the draft work plan for the purposes of getting more data before crafting any potential recommendations to City Council.

The Committee also discussed cost implications of impact fees for new development. It was noted that impact fees are just one of several fees paid by developers as part of the development permitting process. The Committee noted that its work plan includes an analysis of impact fees for certain recently completed projects, and that said analysis will help inform the Committee about how impact fees affect cost for private development.

**6. Other Business**

The Committee reviewed the draft work plan provided in the packet. The next meeting was set for December 18, 2025 at 4PM.

**7. Adjourn**

The meeting adjourned at 5:43PM.

Respectfully Submitted;

Matthew R. Walsh  
Deputy City Manager – Development