CITY OF CONCORD
New Hampshire's Main Street™
41 Green Street, Concord NH 03301
(603) 225-8570

AD-HOC IMPACT FEE REVIEW COMMITTEE
Minutes
March 4, 2026 @ 4:00PM
City Hall Large 2nd 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
- Bill Norton, Resident, representative of the Greater Concord Chamber of Commerce
- Mike Vlacich, representative of the Economic Development Advisory Committee
- Chuck Gilboy, guest / member of the Economic Development Advisory Committee

Staff:

- Matt Walsh, Deputy City Manager, Development

The meeting was called to order at 4:02PM.

1. **Approval of Minutes:**
   Bill Norton moved adoption of the February 4, 2026 minutes as presented. Councilor Kurtz seconded. The motion carried unanimously.

2. **Committee Work Session**
   Mr. Walsh provided a brief overview of the information which was provided as part of the Committee's digital agenda packet.

   Discussion ensued about the Planning Board's recommendations to City Council; specifically recommendations that a consultant be engaged to update the impact fee ordinance and associated calculations. It was the consensus of the Committee to not recommend hiring a consultant at this time. It was noted that the FY2026-2035 Capital Improvement Program includes Project #600 which tentatively calls for $200,000 of funding in FY 2030 to update the Impact Fee Ordinance and associated calculations.

   A discussion of the Commercial / Industrial transportation impact fee waiver ensued. Multiple members of the Committee expressed concern that there are no criteria for the evaluation / approval of such waivers (i.e. no requirement to demonstrate financial need for the overall viability of the development project). Various ideas for revising the commercial / industrial waiver were discussed. Ideas included developing specific criteria for waivers, or limiting waivers to certain areas of the Concord where the City wants to foster

development activity (such as the opportunity corridor). The concept of potentially phasing in impact fee rate increases was discussed, as well as a potential delay period before new rates might take effect.

Discussion also ensued about amending the impact fee ordinance to include language for automatic adjustments based upon inflation.

The Committee also discussed the concept of establishing impact fees to support police and fire related capital improvement projects / investments. It was noted that establishing an impact fee to help finance debt service for the new police station might be appropriate as the project is now underway and impact fees could be used in a timely basis recognizing that impact fees must be allocated for a lawful purpose within 6 years of collection. It was also noted that the new police station is being designed and constructed to accommodate increase demand for police service resulting from future development.

The Committee discussed the process of calculating potential impact fees for the new police department. Staff provided an outline of the process to calculate a potential impact fee. It was noted that the City of Dover, New Hampshire assesses impact fees for their relatively new Police Station. Staff will contact Dover to get copies of their calculations.

Discussion also ensued about impact fees for future fire stations. Staff noted that multiple new fire stations have been included in the Capital Improvement Program (CIP) to replace certain existing facilities. However, such projects are in the out years of the CIP, thus potentially causing challenges with the 6-year allocation requirement. Additionally, it would need to be determined what portion of these future projects is to replace obsolete existing facilities, and what portion would be to support future growth and development. (Impact fees could only be used to support those portions allocated to serve future growth).

Discussion also occurred about school district impact fees. It was noted that the City suspended collection of impact fees for the Merrimack Valley and Concord School Districts more than a decade ago. Discussion of the Concord Middle School ensued, and the potential of charging an impact fee to offset the costs of those portions of the project intended to support future development. It was noted that, anecdotal information had indicated that the new Middle School was being developed to serve the same number of students as the existing facility. If that information is correct, then the new School may only be replacing the existing facility and not adding capacity. If no capacity is created, then impact fees cannot be used to finance the project (or associated debt service payments). It was suggested that staff gather information about capacity of the existing and proposed building, as well as athletic and other amenities, to determine if impact fees might be viable or appropriate to support the new Middle School Project.

Members of the Committee noted that community education about any potential recommendations or proposed amendments will be very important. It was suggested that members of the Committee meet with the Greater Concord Chamber of Commerce's Local Government Affairs Committee, as well as the Economic Development Advisory Committee to get their thoughts and opinions as the Committee moves forward.

3. **Other Business**

The Committee requested that staff contact the Concord School District and request information concerning the new Middle School Project for the purposes of evaluating whether instituting an impact fee therewith would be appropriate.

The Committee also requested that staff contact the City of Dover and request copies of impact fee calculations used to determine its Police impact fees.

Committee determined that its next meeting will occur on April 8, 2026 at 4PM. The purpose of the meeting will be to continue the Committee's work shop session, as well as review information from the City of Dover and Concord School District as might be available.

4. **Adjourn**
   The meeting adjourned at 6:05PM.

   Respectfully Submitted;

   

   Matthew R. Walsh
   Deputy City Manager – Development