

Abbreviations used throughout:

TOWN DEPARTMENTS
Durnam Public Library (DPL)
Department of Public Works (DPW)
Zoning Administrator / Code Enforcement Officer (ZA/CEO)
Police Department (Police)
Fire Department (Fire)
Town Administrator (TA)
Department of Planning & Community Development (DPCD)

TOWN BOARDS / COMMITTEES
Town Council (Council)
Planning Board (PB)
Energy Committee (EC)
Economic Development Committee (EDC)
Parks & Recreation Committee (Rec)
Traffic Safety Committee (TSC)
Water/Wastewater Committee (WC)
Conservation Commission (ConComm)
Historic District Commission (Hist Comm)
Rental Housing Commission (RHC)

PRIVATE PARTIES
Commercial Landlords
Interested Citizens
Land Owners
Merchants
Real Estate Developers
Durham Business Association

STATE AGENCIES
Department of Environmental Services (DES)
Department of Transportation (DOT)
Department of Resources & Economic Development (DRED)

Definition of terms used in column labeled “Timeline” in following table.
• Near term - 1 to 3 years
• Mid term - 4 to 10 years
• Long term - more than 10 years

Through the course of the charrette, a number of policy issues were identified. There are many recommendations that the Town can begin implementing right away. Other more complex issues will require additional study. As Durham continues to move forward and the Strategic Plan evolves over time, it will be critical to work closely with the community to build consensus around the vision and clarify appropriate strategies in collaboration with the public and stakeholders.

This implementation section attempts to present a road map for accomplishing the goals of the Strategic Plan and satisfying the interests of the public as described during the charrette. Unlike the Illustrative Master Plan in Section C, which focuses primarily on urban design recommendations, this section includes all action items, whether related to community organizing, policy, or design.

The implementation strategies contained in this section focus on improving walkable, mixed-use, pedestrian-friendly environments and memorable places in Durham that will withstand the test of time. Strategies have been drawn from the best local precedents and “genetic material” within Durham and the region to inspire solutions to problems or deficiencies identified by the community during the charrette. The implementation steps listed in this section should help Durham organize for action, create streets and public spaces that support pedestrian activity, and balance economic, social, ecological, and physical elements within the community.

It is assumed that the public and landowners/developers will be involved in reviewing, discussing and, in some cases, implementing these strategies.

In general, there are four types of implementation strategies:

- Regulations – prepare new/revised codes;
- Government actions – prepare plans for and invest in physical improvements;
- Volunteer efforts – engage the community, continue to oversee implementation, and undertake special projects;
- Landowner/developer coordination – continue to work with landowners/developers to ensure buy-in and support of the community’s vision.

The Town is planning to begin a Master Plan update shortly. Some of the topics that arose during the charette are more appropriately addressed in the anticipated updating of the Master Plan and are called out within the following implementation matrix.

*Please, note that a strict reading of some of the following goals may suggest a conflict (e.g., build vs. protect). As with any policy document, there are occasional trade-offs or adjustments that will need to be made in specific circumstances to balance competing goals.

This section is intended as a stand-alone resource that should evolve over time as progress is made.

GOAL	STRATEGY	TIMELINE	PLAYERS
Change one-way system on Pettee Brook Road and Main Street to two-way system, which will benefit retail establishments and pedestrian safety due to slower traffic speeds.	Begin testing the two-way system with both computer modeling and pilot project on the ground.	Short / Medium term. Start now.	TA, UNH, DPCD, TSC, PB, EDC, Private Parties
Improve intersections through modified roundabouts (greens) and ninety degree intersections to improve pedestrian safety as well traffic flow, in some cases.	<ul style="list-style-type: none">• Use “square-about” with central green to calm traffic at intersection of Main/ Quad Way/Pettee Brook Road and create community gathering spaces and focal point.• Move Mill Road to the west and have it meet Main Street at a simple T-intersection, creating a larger and more usable green space.• Improve the intersection of Madbury Road and Pette Brook by adding a bump-out to keep speeds down along Madbury coming from Main.• Move Madbury/Main intersection to the west to create a ninety degree intersection and a safer pedestrian crossing.	Medium / Long term.	TA, UNH, DPCD, TSC, PB, Private Parties
Initiate conversations with the State Department of Transportation about using a roundabout instead of a traffic light at the Route 4 off-ramp.	This intersection is already on the State’s 10-year plan. Begin the conversation to move the redesign in the direction of a roundabout, which will perform better in this location.	Short / Medium term. Start now.	DOT, TA, DPCD, TSC
Create a network of cranky small streets to slow traffic speeds and encourage walking as well as creating a series of interesting vistas.	Create incentives for private land owners to build new street connections, or use public/private partnerships to accomplish this goal.	Long term.	DPW, PB, Private Parties
Create another entrance to Mill Plaza.	Further investigate political feasibility of one-way couplet from Main Street to Mill Plaza to improve access and circulation.	Medium term.	DPCD, TSC, PB
Develop Park Once & Walk strategy using combination of more street parking, new structured parking and remote lots, managed through a private/public partnership. Work with the University to extend its shuttle bus system to support the strategy.	Create a parking authority (the best being a public/ private arrangement with merchants, Mill Plaza in particular, and UNH) and a parking management plan to more efficiently manage available parking. Investigate additional parking locations and potential structures. Remove private parking spaces, and make all parking open to any shopper. Consider a tiered parking payment system, where parking is more expensive closer to the center. Also look into progressive parking enforcement, where: first violation is warning with a coupon for a discount at local shops; second violation is a \$5 ticket; third violation is a ticket at the established rate. Investigate potential coordination/overlap with the University. Consider using UNH West lots for employee parking.	Short / Medium term. Start Now.	UNH, DPW, Police, EDC, PB, Private Parties
Improve roadways for use by cyclists and pedestrians.	Purchase the sharrow stencil, identify routes, and mark roads.	Short term.	TA, DPW, TSC, PB
Install bike parking to make it easier and more convenient to ride a bike downtown.	Find locations to install properly designed bike racks. Consider using parking spaces for bike parking.	Short term.	DPCD, DPW

GOAL	STRATEGY	TIMELINE	STAKEHOLDERS
Determine the appropriate location and mix of new civic uses for downtown and Coe’s Corner.	Use the Illustrative Master Plan as a starting point to begin conversations about different civic uses to determine the best location for each.Based on feedback during the charrette the majority opinion preferred the library, town office, and police station in one or more locations downtown and the fire station and recreation offices at Coe’s Corner.	Short/Medium/Long term. Start Now.	Council, TA, Library, DPCD, Fire, Police, Rec, PB, EDC
Continue improvements to Jackson Landing and connections including transit. Consider seasonal cafe at landing.	Secure grants for infrastructure improvements. Actively seek restaurant operator.	Medium term.	TA, DPCD, EDC, DPW
Redesign and activate the Old Town Landing. Add restaurant to attract people to this area.	Secure grants for infrastructure improvements. Actively seek restaurant operator.	Medium term.	TA, DPCD, EDC, DPW
Work with the state to adopt building code provisions that support “renovation” of older, but not always, historic buildings.	Work with Durham representatives and the Legislature.	Short / Medium term.	TA, DPCD, ZA/CEO

GOAL	EXPLANATION	TIMELINE	STAKEHOLDERS
Undertake a more comprehensive market assessment.	Hire a firm to conduct full market assessment.	Short term. Start Now.	TA, DPCD, EDC
Work with landlords to develop meaningful strategies to support the availability of affordable, workforce housing.	Amend the zoning and subdivision ordinance to make it easier to build workforce housing, including tax incentives and other strategies.	Short / Medium term. Start Now.	Council, PB, TA, DPCD, UNH, EDC, Private Parties, IZIP consultant
Given the complexity of the market place in Durham, develop a robust economic development strategy.	Develop a strategy that explores the role of the student population in the demand for housing, goods, and services; the impact of on-campus retail on downtown retail opportunities; assessment of unmet need for retail in downtown; feasibility of and demand for incubator space for UNH start-up businesses; demand for office space; opportunities from emerging technologies, the creative economy, and buy local campaigns.	Short/Medium term. Start Now.	TA, DPCD, UNH, EDC

GOAL	EXPLANATION	TIMELINE	STAKEHOLDERS
Work with landlords and the University to explore and develop strategies to deal with student housing needs and conflicts townwide.	Consider creative approaches like building a graduate student RA system for off-campus undergraduate student housing, potentially supported in part with financial aid work study.	Short/Medium/Long term. Start Now.	UNH, TA, RHC, PB, Council, Private Parties
Improve connections between the University and the Town, both physically and administratively.	Develop strategies to address student housing in residential neighborhoods. Provide better support for local retailers and service providers by linking dining services to downtown businesses. Look at ways to improve public transportation and parking to better serve both residents and students. Partner on economic development initiatives.	Short/Medium/Long term. Start Now.	UNH, TA, RHC, DPCD, EDC, ZA/CEO, PB, TSC
Address trash in neighborhoods caused by student population.	Work with UNH to develop strategies to minimize trash in the neighborhoods.	Short/Medium/Long term. Start Now.	TA, UNH, ZA/CEO

GOAL	EXPLANATION	TIMELINE	STAKEHOLDERS
Pursue some of the quick fixes to the administrative portion of the zoning code.	See Section D, Zoning Review for detailed code change recommendations.	Short term. Start Now.	TA, DPCD, PB, EDC, HDC, ZA/COE, Council, Private Parties
Adopt a form-based code for even a portion of the community and/or a floating zone.	To promote mixed uses, infill development, green spaces, and interconnected streets, and to manage the look and feel of development within Durham in conformance with the Strategic Plan, determine the most appropriate way to move forward with form-based codes. Consider focusing a first effort on the Central Business District.	Short term.	TA, DPCD, PB, EDC, HDC, ZA/COE, Council, Private Parties
In addition to a form-based code, consider developing Architectural Standards, Design Guidelines or a Pattern Book.	Whereas a form-based code regulates the placement of a building and its relationship to the street, mandatory Architectural Standards and optional Design Guidelines go into greater detail about how a building should look, including: style, door, window, and eave details, material, etc. This additional layer of controlling the appearance of the built environment can be a detailed or flexible as the community desires, and can be used to promote traditional, vernacular, or contemporary architecture.	Short term.	TA, DPCD, PB, EDC, HDC, ZA/COE, Council, Private Parties
Update Durham's Master Plan Update.	The Town of Durham is beginning the process of updating the Town's Master Plan. Some of the topics that arose during the charrette which are more appropriately addressed in the anticipated update include student housing needs and conflicts, workforce housing, the mix and location of new civic uses, extension of the shuttle bus system, incentives to build new street connections, economic development, and improved coordination with UNH, which are described elsewhere in this Implementation Matrix.	Short/Medium term.	TA, DPCD, PB, EDC, HDC, ZA/COE, Council, Private Parties

GOAL	EXPLANATION	TIMELINE	STAKEHOLDERS
Create a Tax Investment Financing (TIF) District for downtown Durham, which would create a long-term revenue stream for investment in infrastructure improvements.	Investigate potential for creating a TIF in the downtown, and how that would be structured. Begin to build political support for the effort.	Short/Medium term. Start Now.	TA, DPCD, EDC, Council, DPW
Consider creating a Business Improvement District (BID) for downtown Durham to create a revenue stream for on-going investment and marketing.	The BID is another option for generating a revenue stream, where all businesses in the district agree to a self-imposed tax that is directed back into the BID area.	Medium term.	TA, DPCD, EDC, Private Parties
Investigate potential grants.	Community Development Block Grants could be available for infrastructure improvements. In addition, the US Development Agency, Rural Development arm has an Intermediary Relending Program (IRP) that can be used for small business loans. Other programs should be investigated and considered to help implement the Plan.	Short term / Ongoing. Start Now.	TA, DPCD
Continue promoting and accepting applications for the RSA 79-E program, in order to promote revitalization and redevelopment in the downtown.	Use of this program as an incentive for land owners to rehabilitate or rebuild their existing structures. RSA 79-E Community Revitalization Tax Relief Incentive Program	Short/Medium/Long term. Start Now.	TA, Council, DPCD, EDC
Set funding priorities for moneys generated by TIF, BID, grants, and other funding mechanisms.	Durham should set priorities for how to spend available funds.	Short term. Start Now.	TA, DPCD, Council, EDC, PB