

2017-2018 Council Goals*

Note: These goals are intended to convey a 1-3 year time horizon.

Adopted 5-15-17.

PROGRESS REPORT AS OF 12/31/17

Core Values

- Embrace openness in the transaction of public business while conducting Town affairs in a manner that is just and best demonstrates a genuine respect for different ideas, opinions, and perspectives.
 - Inform Councilors of Right to Know Law rules regarding email use and electronic communications shortly following March election. COMPLETE
 - Hold orientation for incoming Councilors after 2nd Tuesday in March. COMPLETE
 - Hold orientation for new board chairs/officers/interested members on RSA 91-A and good board practices. COMPLETE
 - Hold orientation session for public on Right to Know Law annually. COMPLETE
 - Production of weekly “Friday Updates” & use of various forms of social media (Facebook/Twitter) to communicate effectively with public. COMPLETE.
 - Maintain Durham web site in fresh/current form that is easily accessible and useful for the public. COMPLETE
 - Air public meetings on DCAT as widely as possible. COMPLETE
 - Share Council goals with all boards and commissions, the public via the “Friday Updates,” and post in Council chamber. COMPLETE
 - Councilors assigned to boards provide update at each Council/board meeting as needs require. COMPLETE.
- Honesty and integrity.
- Excellence in all endeavors.

Standards of Performance

1. Pursue long-term economic and environmental sustainability and resiliency, anticipating the community’s and the region’s future needs considering multiple elements including society, ecology, economics, transportation, agriculture, recreation, food and drinking water, climate, and energy resources.
 - ❖ We are active participants with the Piscataqua Region Estuaries Partnership’s (PREP) Management Committee. In November, PREP released its 2017 State of the Estuaries Report concerning the health of the Great Bay. Durham was cited as a good steward of the estuary. COMPLETE

- ❖ DPW/UNH remains active in engaging with the EPA in evaluating the best path forward toward compliance with new MS-4 and WWTP requirements. Ongoing.
2. Continue cooperative and collaborative efforts with UNH to enhance mutual intellectual, cultural, environmental, social, and economic benefits associated with hosting New Hampshire's state university.
 - ❖ Durham/UNH continue to actively communicate with respect to the redevelopment of 66 Main St. UNH is presently reviewing RFP responses and has narrowed the field to one.
 - ❖ Durham/UNH continue to actively work toward developing economic activity off campus that is tied to research occurring on campus for our collective benefit.
 - ❖ The Water Works Road site is feasible as the future Fire Department location as part of a combined public safety complex. Durham and UNH must work toward developing a document outlining the terms of such a relationship. The project is not on a fast track at this time.
 - ❖ Durham/UNH have participated jointly in a Kaizen effort looking at how to mitigate student impacts off campus within neighborhoods off campus on Thursday-Saturday evenings. Calendar Year 2017 arrest data was the lowest we have seen since 2012 and the fourth lowest we have seen in the last 10 years. The Council budgeted FY 2018 monies for a 21st police officer and a part-time code position to address off campus impacts within neighborhoods.
 3. Negotiate equitable agreements for the delivery of services and provision of infrastructure used by both the Town and UNH. Develop long-term policies that reduce the financial burden on the Town while maximizing synergies that exist for both entities to maximize scarce resources.
 - ❖ The Jackson's Landing Agreement has been updated. The process is ongoing. Durham/UNH continue to work toward a successor agreement to our General Services Agreement (or Omnibus) pertaining to roadways, signals, and policing services. The existing Agreement expires 12/31/18. We hope to have a new contract in place by late-spring.
 - ❖ An interesting question arose in November 2017 concerning the School Agreement, which was executed in Spring 2016 for an additional 10 year term. UNH apparently notified Forest Park residents that the per pupil cost for attending ORCSD schools would be passed along directly to tenants on a per pupil basis. UNH subsequently reversed this decision. It is unclear if this matter will be revisited by UNH as part of the ongoing General Services Agreement conversations noted above.

4. Continue revitalizing Durham’s commercial core in ways that enhance the sense of community and better provide for the needs of our residents and align with the new Master Plan.
 - ❖ Much work has been devoted to providing suggestions to the Colonial Durham development team concerning how to redevelop the Mill Plaza in a manner that is value added for the entire community. A new plan that was viewed favorably by the Planning Board was denied necessary variances by the Zoning Board in part because of overwhelming opposition from the abutting Faculty neighborhood. The owner is now evaluating its options concerning what will be submitted to the Planning Board.
 - ❖ Town officials met several times in the spring/summer with the G4 Group concerning possible redevelopment of properties along Main Street – Hayden Sports/Laundry Center, Young’s, DHop, Mariner Realty buildings and the owners of these properties. There has not been activity since that time.
 - ❖ A great deal of time has been devoted to supporting downtown businesses through the efforts of the Economic Development Office – Celebrate Durham. We see numerous opportunities working with this group as well as with the DBA.

5. Strive to maintain Durham’s small town character, rural pastoral gateways, and cultural history.
 - ❖ The Future Land Use Subcommittee of the Planning Boards has held a forum in the spring and multiple outreach sessions in summer 2017 to help develop a new Master Plan chapter by this name. The Planning Board is now deliberating on a draft to potentially adopt following several public hearings. Affordable Housing is an area requiring further discussion by the Planning Board.
 - ❖ We are working with the NH Division of Historical Resources to prepare a grant in 2018 to survey either Wagon Hill Farm or the town as a whole to better delineate our historic resources and potentially evaluating the eligibility of placing WHF on the National Historic Register.

6. Strengthen the community and enhance its social capital by:
 - a. Supporting an array of recreational, artistic, and educational opportunities;
 - The Parks and Recreation Committee has done marvelous work in 2017 providing a robust array of programming that meets the varied needs of the community.
 - b. Celebrating and sustaining Durham’s history and natural setting; and
 - A new effort sponsored by the Durham Heritage Commission and Durham Historic Association is working to take better care of our many private graveyards in town.
 - We are working with the NH Division of Historical Resources to prepare a grant in 2018 to survey either Wagon Hill Farm or the town as a whole to better delineate our historic resources and potentially place WHF on the National Historic Register.
 - c. Developing initiatives that promote public transportation options and ensure safe walking and biking.
 - Focus has continued to be devoted this year to clearly marking bike lanes within the downtown central core. In addition, we are awaiting an updated Durham/UNN AM and PM peak traffic model, which is due mid-January 2018.

7. When developing new regulations or assessing the benefits of existing codes that could be simplified or eliminated altogether, endeavor to make living in Durham less complex and less burdensome for our residents and businesses.
 - ❖ This is an area where we have had mixed results. Much public input in Durham revolves land use concerns necessitating new

regulations, now fewer rules, which places additional burdens on residents.

8. Task the administrator with meeting the following budget goals for 2018:

The budget goal is to hold the municipal tax rate at the 2015, 2016, and 2017 level of \$8.48 or less. For the medium and long-term, the Town will make an effort to control its spending and explore innovative ways to reduce the municipal tax rate.

❖ **COMPLETE.** The Council adopted its FY 2018 budget keeping the projected municipal tax rate at \$8.48 for the 4th year in a row.

Key Objectives and Goals:

1. Encourage all Town boards, committees, and commissions to:
 - a. Align their efforts with the Council goals and approved Master Plan chapters;
 - b. Collaborate and communicate frequently with each other; and
 - c. Communicate with the community at large
 - **Ongoing.** We have made efforts in each of these areas.

2. Protect and enhance the integrity of Durham's traditional family neighborhoods.
 - ❖ Ongoing. We continue to strive to make strides in this area. On a positive note, Calendar Year arrest data is the lowest we've seen since 2012.
3. Consider zoning changes and other public policy levers (i.e., RSA 79-E, TIF, etc.) and collaboration with UNH to achieve the 2015 Master Plan vision of the Downtown and Commercial Core Chapter within the Central Business District.
 - ❖ No activity to date. I imagine that if the 66 Main St. site or a research park at the West End progresses, we'll see expanded conversations here. Once the Future Land Use Chapter of the Master Plan is adopted by the Planning Board, I envision the Planner taking several months in 2018 to carefully evaluate recommendations from the complete Master Plan and develop zoning change recommendations for consideration by the Planning Board based on this analysis.
4. Move forward with a plan for the development of a structured parking solution, potentially in conjunction with UNH, to addressing downtown parking needs within the Central Business District, helping to foster a Park-Once-and-Walk system.
 - ❖ UNH is assessing the viability of structured parking in C-Lot/Campus Crossing Lot.
 - ❖ 66 Main St. project has not moved forward as yet.
 - ❖ Nothing concrete to act upon at this time.
5. Explore the viability of locating potential technology spin-off ventures developed at UNH within taxable parcels located off campus in Durham.
 - ❖ Ongoing with promising potential at UNH's West End. This will be a long-term goal and has been integrated into the Future Land Use Chapter of the Master Plan now under consideration by the Planning Board.
6. Continued collaboration with UNH working toward the redevelopment of the 66 Main Street parcel within the downtown core to potentially include hotel, office, and retail. Ongoing.
 - ❖ Ongoing. See above as well.
7. Construct approved \$1.96 million renovations and addition at the Durham Police Department facility.
 - ❖ Project well under way. On time and on budget to date. The DPD staff will move into the addition by the end of January 2018 so

renovations may begin in the existing building.

8. In conjunction with UNH, finalize design and begin pre-planning for a new fire station at the Water Works Road location.
 - ❖ Ongoing. Site appears feasible. Presentation to the Council took place in Sept. 2017. Wetland delineation data did not present concerns. We'll need to develop a MOU concerning how this project will proceed between Durham/UNH and associated property ownership/financing issues. The project is not on a fast track.

9. Engage with Mill Plaza property owner concerning the redevelopment of the Mill Plaza parcel to encourage a plan that is consistent with Durham's Master Plan and legal settlement agreement and results in a high quality and attractive redevelopment.
 - ❖ Six months of time and around \$7,000 in town funds was expended on Town-architectural services (Architect Patricia Sherman) to enable the Town to provide meaningful feedback to Colonial Durham. The result was a substantial redesign that incorporated many Durham suggestions/goals into the Mill Plaza development plans. Based in large part on neighborhood opposition to the project, the ZBA turned down two variances that were needed for the revised plan to move forward. The Mill Plaza team has most recently shown the community a revised plan they assert is by right, but the owner is open to further modifications so long as they meet their June 2018 12-mos. deadline for final submission and no new variances are needed. Retired Portsmouth City Planner, Rick Taintor, has been brought on by Mr. Selig to oversee the application review and support the Planning Board in its efforts.

10. Represent the interests of the Town concerning the Seacoast Reliability Project as part of the NH Site Evaluation Process.
 - ❖ The Town has expended well over \$100,000 to date to vet Eversource data associated with an underwater crossing of the Little Bay by the Town's independent, 3rd party experts. The matter is now on hold before the NH Site Evaluation Committee while the NHDES looks at the application. Durham representatives met with NHDES officials in late-fall 2017 to outline the community's concerns. NHDES is expected to issue findings in early 2018.

11. Support the Planning Board in its update of the Future Land Use Chapter of the Master Plan.
 - ❖ The Future Land Use Subcommittee of the Planning Board met regularly throughout 2017, has held a public forum, conducted community outreach in myriad ways, and submitted a draft chapter to the Planning Board for review by end of 2017. The Planning

Board is currently reviewing the chapter as part of the public hearing process with support from our consultants at the Strafford Regional Planning Commission. We anticipate completion in the first quarter of 2018.

12. Further refine plans for new or existing public facilities to meet the present and future needs of the community to include, among others:
 - a. Finalize and implement shoreline stabilization and trail plans for Wagon Hill Farm that reflect the stewardship plan for the property.
 - DPW continues to work with our NHDES and UNH partners on the development and refinement of plan. More info. along with public display was available at Durham Day this fall. To date, two NHDES grants have supplemented Durham funding to pursue the project. This effort has regional importance concerning the use of a Living Shoreline to stabilize erosion and restore salt marsh areas.
 - b. Develop a plan for the Mill Pond area/Oyster River Dam that is cost-effective and environmentally sustainable.
 - Our working group consisting of Mike Lynch, April Talon, Alan Bennett, Allan Howland, Jim Lawson, and Kenny Rotner has discussed this matter several times. DPW brought forward a scope of services for further review by the Council, which was approved by the board in late-October 2017 as part of a contract with the firm of Weston and Sampson. Field work is largely complete and DPW is awaiting a status report.
 - c. Evaluate the potential merits of integrated versus stand-alone wastewater/stormwater permits through the US EPA.
 - Discussions are ongoing between the Town and EPA. DPW will be contracting with the engineering firm of Wright Pierce to evaluate financial implications of one approach versus the other.

13. Manage (mindfully) the Town lands Durham controls. Monitor newly-initiated stewardship efforts regarding Durham lands/easements and evaluate possible actions needed as additional information becomes available.
 - ❖ Land Stewardship Coordinator Ellen Snyder has been in place since the early part of 2017 and has proven invaluable in undertaking numerous initiatives. The Land Stewardship Subcommittee of the Conservation Commission is now working with Ms. Snyder to develop a work plan for 2018. For the purpose of this update, the goal for 2017 can be considered COMPLETE.

14. Support the work of the Land Stewardship Subcommittee, the Conservation Commission, the Agricultural Commission and the Parks and Recreation Committee in their endeavors to increase the utilization of Durham Town lands by residents and visitors in a substantial and

sustainable manner.

- ❖ Land Stewardship Coordinator Ellen Snyder has been working on a variety of initiatives in conjunction with the Land Stewardship Subcommittee of the DCC. Durham Parks & Rec., DPW, and many volunteers have also been active in these efforts. For the purpose of this update, the goal for 2017 can be considered COMPLETE.

15. Work with the Energy Committee to evaluate whether the power needs of the Wastewater Treatment Plant can be met through renewable resources.

- ❖ We have purchased green power through Renewable Energy Credits (100% wind) for operation of the WWTP through Nov. 2019. The Energy Committee continues to consider the viability of a smaller solar array on the concrete pad area at the WWTP. For the purpose of this update, the goal for 2017 can be considered COMPLETE.

16. Engage the Oyster River Cooperative School District in an effort to support educational excellence and explore potential ways to further collaborate in the provision of services, and to thoughtfully coordinate the timing of capital needs for each entity.

- ❖ We have established an active line of communication between the Town and the ORCSD. For the purpose of this update, the goal for 2017 can be considered COMPLETE.

17. Evaluate the potential merits of additional green space and/or public space or facilities as such opportunities become available, which could be utilized for public events, activities, or programming such as exhibitions, musical events, a Farmer's Market, or a community center, in order to further enhance the lives of Durham residents.

- ❖ Analysis has been part and parcel of various development projects on the horizon to include 66 Main St., the Mill Plaza redevelopment, the Town & Campus Block, structured parking, the G4 downtown group along Main Street, etc. Conversation also took place concerning transitioning Jenkins Court to Pedestrian Only, although some property owners there vehemently oppose such a change. Without actual project activity, this goal for 2017 must be considered COMPLETE.

18. Work with the Agricultural Commission to evaluate whether it makes sense for Durham to adopt locally the state definition of agriculture as outlined in the Master Plan.

- ❖ Ongoing. Will need to be taken up by the Ag. Commission & Planning Board.

19. Evaluate how to market the historical nature of the community and endeavor to make Durham a destination.
 - ❖ Ongoing. Councilors Sally Tobias and Al Howland have been taking a run at this. Celebrate Durham has been kicked off by downtown business owners. Discussions took place to find ways for Celebrate Durham and the Durham Business Assn. to collaborate. Ultimately the two entities opted to move in their own separate directions.
 - ❖ To assist with this endeavor, the Economic Development Department over the course of the fall semester utilized a UNH intern, Nick Largy, to catalog the many resources and recreational opportunities that our town provides to residents and visitors. He not only gathered a lot of information, but he also created a website showcasing these town amenities. You can explore the end product he produced at www.celebratedurhamnh.com. COMPLETE
 - ❖
20. Work in support of UNH concerning the development of a performing arts center in the vicinity of the downtown area.
 - ❖ UNH is seeking funding for this initiative. Durham stands ready to assist. No major donors have stepped forward to date. For the purposes of this update, I would rank this as COMPLETE.
21. Work to promote additional housing options for Durham's aging population as opportunities become available.
 - ❖ Riverwoods is currently before the Planning Board for a proposed Stone Quarry Drive facility in Durham, with an anticipated final action taking place on January 10, 2018. If approved, this would be a significant project that will require considerable construction oversight by Town departments. The FY 2018 budget anticipates ramping up to manage this workload. In addition, the Town Council has approved a PILOT agreement between Riverwoods and Durham that should provide annual payments to the municipality in excess of \$1 million over time over a 30 yr. term.
 - ❖ The Future Land Use Chapter also envisions making Durham more attractive to a wider range of demographics.
22. Identify and pursue strategies to make Durham more business friendly.
 - ❖ Mary Ellen Humphrey and the ECD have been working to address this where feasible. The reality, though, is that Durham is very demanding in terms of what we require for new development approvals in response to community engagement. For the purposes of this review, I would consider this COMPLETE.
23. Gently explore whether there are potential areas of cooperation/synergy

between the towns of Durham, Lee, and Madbury that might result in shared savings and increased service delivery efficiencies.

- ❖ Discussions with Newmarket have taken place concerning possible shared coverage for the Building Department.
- ❖ Discussions have also been taking place between Durham, UNH, NHDES, and Lee concerning a recommended extension of the D-UNH Water System to service the Lee Traffic Circle. The Town Council will address this matter on January 22, 2018.

24. Complete Comcast Franchise Renewal Process.

- ❖ Ongoing. Working through several items but anticipate we will have a recommendation for contract extension for another 7 years by the end of the first quarter of 2018.

* **Note that the Standards of Performance and Key Objectives are listed by order of priority.**