



TOWN OF DURHAM
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2019-2020 Council Goals* ADOPTED – 6/3/19
Quarterly Update – October 31, 2019

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

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.
 1. Inform Councilors of Right to Know Law rules regarding email use and electronic communications shortly following March election. **COMPLETE**
 2. Hold orientation for incoming Councilors following 2nd Tuesday in March. **COMPLETE**
 3. Hold orientation for new board chairs/officers/interested members on RSA 91-A and good board practices. **COMPLETED 6/19/19.**
 4. Hold orientation session for public and staff on Right to Know Law annually. **Completed 1/15/19.**
 5. Production of weekly “Friday Updates” & use of various forms of social media (Facebook/Twitter) to communicate effectively with public. **Ongoing**
 6. Air public meetings & events on DCAT as widely as possible. **Ongoing.**
 7. Share Council goals with all boards and commissions, the public via the “Friday Updates,” and post in Council chamber. **COMPLETE**
 8. Councilors assigned to boards provide update at each Council/board meeting as needs require. **Ongoing**
 9. Publish quarterly updates on fire department response and inspection activities in Friday Updates and on the fire department web site. We began to do so in three successive issues for 2nd qtr. In July 2019 and are in the process of doing so again now in October 2019. **Ongoing.**
- Honesty and integrity.
- Excellence in all endeavors.

Standards of Performance

Pursue long-term economic and environmental sustainability and resiliency, anticipating the community’s and the region’s future needs by considering multiple elements including society, ecology, economics, transportation, agriculture, food and drinking water, and energy resources, specifically taking into account existing and predicted impacts of climate change.

1. Grant application via SRPC to fund/develop a Climate Change chapter of the Master Plan. **COMPLETE/APPROVED**
2. Work to promote additional housing options for Durham’s aging population as opportunities become available. Construction on Riverwoods is proceeding on schedule for a winter 2019/20 opening. **Ongoing.**
3. Increased attention to verifying and inspecting accessory dwelling units improves the number of safe reliable housing options both for those residents

that own the home and benefit from the apartment rental, and for those who are looking to rent a small, less expensive dwelling. The review, inspections and normalizing of Bed and Breakfasts may also increase the ability for older citizens to remain in their homes in Durham neighborhoods after retirement. The Building Department is diligent about inspecting and approving accessory dwelling units as they are created, or as we find them either through blind luck during inspections of other work on the property, or by real estate listings brought to our attention that claim accessory apartments for which we have no record. Since following up on advertised Air B&B's, the code office will be getting these documented, approved, and inspected when the zoning language becomes clarified through the interest and efforts of Councilor Welsh, now before the Planning Board. This is an active work in process. **Ongoing.**

4. DPMMA (Durham Professional Middle Manager Agreement) and AFSCME contract negotiations for a successor bargaining contracts are in the process of starting up. The Town team has met and will be sitting down to discuss ideas and to obtain direction from the Council on November 4th. **Ongoing.**
 5. Continue with Traffic Safety Committee involvement on matters concerning residents' questions, problems perceived and/or anticipated with recommendation to the Administrator. **Ongoing.**
 6. **We closed on the Orchard Drive Woods parcel with the ORCSD in October.** In November, we hope to effectuate an access easement across the parcel with UNH. **Ongoing.**
- Evaluate how to market the historical, agricultural, and academic nature of the community to encourage Durham as a destination. **Celebrate Durham has been making inroads courtesy of Councilors Al Howland and Sally Tobias (and other contributors). A recent article on the Durham Historical Association Museum is a good example. Ongoing.**
 - Find a pathway to provide Celebrate Durham's long-term sustainability as a community promotional entity. How can we best ensure the values Celebrate Durham has worked for can stay alive and relevant going forward? **Celebrate Durham has remained an active non-governmental effort with the volunteer activity of Councilors Al Howland and Sally Tobias and attendance at meetings by Economic Development Director Christine Soutter (and by Mr. Selig as time allows). Meanwhile, Mr. Selig serves as an Ex Officio member of the Durham Business Association Board of Directors representing the Town. Ongoing.**
 - Review, discuss, and develop a more sustainable solid waste and recycling management program for the community. **The topic has been under active discussion by Integrated Waste Management Advisory Committee for many months. Three community forums were held this summer/fall, and the Council has set a public hearing for November 4th, to hear from the public concerning PAYT and/or curbside composting to follow as part of the FY 2020 budget process for 2020 implementation. Ongoing.**
 - Create a Work Force Housing Committee to investigate opportunities, challenges and options for affordable quality housing in Durham. **Councilors**

Sally Tobias and Al Howland are working with Sarah Wrightsman, Durham resident and Executive Director of the Seacoast Workforce Housing Coalition, to bring forward a proposal for consideration by the Economic Development Committee in November, to be followed by a Council presentation, likely in the December timeframe. The separate Celebrate Durham Website has also has an interesting series of articles on [Affordable Housing](#). **Ongoing.**

- Take steps as appropriate to promote the long-term health of Great Bay.
 - DPW/UNH remains active in engaging with the EPA in evaluating the best path forward toward compliance with new MS-4 and WWTP point source discharge Federal EPA requirements. Officials from Durham/UNH will be sitting down with representatives from NHDES in the coming month to discuss current thinking on the topic by regulators. Mr. Selig recently attended a meeting organized by Dover/Rochester, at which time those two community's expressed concern in NHDES/EPS methodologies concerning the impact of (and future solutions to addressing) Nitrogen within the Estuary. **Ongoing.**
 - Mr. Selig serves as a member of the Piscataqua Region Estuaries Partnership's (PREP) Management Committee. Working to move forward PREP "Road Map" initiative for Estuary with Settlement Agreement funds totaling \$525,000 (from Eversource), or similar initiative as necessary. Conversations with PREP and Eversource are **Ongoing.**
 - We worked with The Nature Conservancy to establish an Oyster Garden public project at Durham's Old Landing. Training was undertaken in August 2019. Cages put in place, but in early fall two of the cages went missing. The remaining oysters were collected by TNC for the season. Interpretive signage was fabricated to explain the project and the benefits of oysters to the Estuary. **Complete.**
- Monitor construction of the Eversource Seacoast Reliability Project to ensure local infrastructure, environmental, scenic, cultural, and historic resources are protected consistent with appropriate conditions of approval from the NH Site Evaluation Committee and relevant agreements with the Town of Durham. Public Works has MJS Engineering to provide oversight, in addition to DPW's own efforts. The Planning Board approved cutting/trimming along Durham Point Road for distribution line upgrades, which is being independently monitored by the Town. Two of the three underwater cables are scheduled to have been laid using Jet Plow technology by the end of October. The project continues to dominate a great deal of time for DPW and the Administrator's Office. **Ongoing.**
- Review zoning for West-end Research Park initiative, the downtown core, and other areas of the community, as appropriate, and consider modifications as deemed necessary. On August 14, 2019, Town Planner Michael Behrendt gave a presentation to the Planning Board about the PUD and he will have a draft PUD Ordinance to be reviewed by the Administrator which will then be passed on to the UNH for its review and comment as time/resources permit. **Ongoing.**

- The realization that within our community we have a significant amount of town-owned lands and other lands held in conservation and easement with nonprofit organizations; and with the recognition that these lands need to be managed in ways that preserve and protect their environmental well-being while at the same time improving public access and use of those lands, we should continue current land stewardship activities. **Land Stewardship Coordinator Ellen Snyder continues to do yeoman's work on a variety of initiatives that are aligned with this goal. Ongoing.**

Strengthen the community by supporting the needs of residents, families, and other stakeholders by offering a wide array of active and passive recreational opportunities, celebrating Durham's history, and encouraging community walkability and bikeability.

1. Numerous activities, programs, and community opportunities have been offered by the Parks & Recreation Committee and Department to date and these have been well attended. Music on Main Street, Summer Splash, Halloween Bash recently took place, and the Durham/ORCSD Reach Camp was a real success this summer, as have been myriad other P&R initiatives. We are also looking at Churchill Rink improvements for FY 2020, with additional upgrades for FY 2021 and FY 2022, dependent on future rink financial performance. If we don't continue to invest in the facility, however, it will become obsolete. **Ongoing.**
2. The Planning Department worked with the NH Division of Historical Resources (NHDHR) and the HDC to prepare a grant last year to evaluate in 2018 the historical significance of Wagon Hill Farm to potentially place WHF on the NH or National Historic Register. Received a \$5,000 grant. Council approved acceptance on 6/18/18. The inventory by our consultant Lynne Monroe of Preservation Company was completed and it was determined the facility will qualify for listing on the NH State Register. Grant had to be complete by 9/30/19. **Complete.**
3. We continue to work on developing initiatives that promote public transportation options and ensure safe walking and biking. To this end, we utilized the \$15,000 budgeted in 2019 (plus an additional approx.. \$15,000) to determining the extent of the Town's rights-of-way around the Oyster River Middle School area so that potential roadway/bike/pedestrian alterations/improvements can be evaluated by the ORCSD and/or the Town in the coming years to complement the new Middle School project and generally improve safety and diminish congestion in the area. **Ongoing.**
4. Durham has engaged with NHDOT on taking steps to evaluate and improve the safety of the Route 4/Madbury Road intersection. New reflective shade guards have been installed, the light sequence timing of the intersection has been evaluated/improved by NHDOT, and Durham has received notification from NHDOT that a revamp of the intersection, to include dedicated turn lanes and new signalization, will proceed in the coming years. Planning Dept. now providing a list of local resources for NHDOT to consider as part of design process. **Ongoing.**
5. Work to ensure the Oyster River Youth Association (ORYA) offers an array of activities pursuant to best management practices in order to meet identified needs within the broader Durham and Oyster River community. Facility

agreements updated in spring 2019. Further work, if needed, must be undertaken by ORYA itself. **COMPLETE.**

6. DPW plans to re-ditch Dame Road in fall 2019 or whenever safe for Blanding Turtles sanctuary to improve drainage. We hope this can proceed in the fall as time permits. **Ongoing.**
 7. Updating 2013 Emergency Operations Plan and development of a Continuity of Operations Plan. Scope and grant applications were submitted and are in the approval process. Funds have been included in the FY 2020 proposed budget to offset the Town's contribution. The actual work on the projects, if awarded to Durham, must be complete by the end of 2020 or the first part of 2021. **Ongoing.**
 8. Update Multi-Jurisdictional ID Policy/protocols for municipal officials for use during times of emergency operations. **COMPLETE.**
 9. Provide diversity training for Town staff. Training took place in June 2019. **COMPLETE.**
 10. Provided ALICE table top emergency training exercise at Town Hall for staff. Completed in October 2019 by DPD. **Complete.**
 11. Development of a Microgrid PILOT project in conjunction with UNH and Eversource. This is a slow process and discussion/analysis continues. **Ongoing.**
 12. Provide programming to coincide with Indigenous Peoples' Day on October 14th in Durham. A presentation was coordinated/planned for Town Council meeting on 10/7/19 by John Moody. **Complete.**
 13. Working with NHDOT to integrate new bike (3 foot rule) signage along Newmarket Road/NHDOT Rt. 108 between Durham and Newmarket. **Ongoing.**
- Complete structural assessment/analysis of the old Town Hall/Courthouse and Wagon Hill farmhouse and develop long-range plan and budget for use of the farmhouse, ell, and barn. Arron Sturgis (Preservation Timber Framing) contracted to undertake analysis. It was scheduled to be undertaken in May 2019 but was delayed by the contractor to October/November 2019 timeframe. **Ongoing.**

Continue cooperative and collaborative efforts with UNH to enhance mutual intellectual, cultural, environmental, social, and economic benefits associated with hosting New Hampshire's flagship state university, including redevelopment of 66 Main St., Hetzel/Alexander Halls, and the creation of a West Edge Innovation District.

1. Durham/UNH continue to communicate and work toward the redevelopment of 66 Main St. (commercial/office/residential/public space) and the Hetzel/Alexander site (hotel). Currently before the USNH BOT/UNH/developer. **Ongoing.**
2. Replace outgoing Economic Development Director Mary Ellen Humphrey. Christine Soutter was hired for the part-time position. **COMPLETE.**
3. The Water Works Road site is feasible and has been identified as the future Durham Fire Department location as part of a combined public safety complex potentially involving Durham Fire, UNH Police, and McGregor EMS. See below under Facilities goal for more information. With other priorities and limited UNH financial resources, this item is dormant for the time being. **Ongoing.**

4. Work in support of UNH concerning the development of a performing arts center in the vicinity of the downtown area. UNH would require donor/state funding for this initiative. Durham stands ready to assist. No major donors have stepped forward to date. This is a long-term initiative. **Ongoing.**
- Review zoning for West-end Research Park initiative and consider modifications as needed. **Actively exploring the viability of locating potential technology spin-off ventures developed at UNH within taxable parcels located off campus in Durham. Promising potential at UNH's West Edge as part of potential research park for the collective benefit of UNH, the State of NH, and Durham. This will be a long-term goal and has been integrated into the Future Land Use Chapter of the Master Plan. Ongoing.**
 - Collaboration with faculty, staff, and students on mutually beneficial initiatives as needed/appropriate. **We continue to seek opportunities to engage with UNH students in positive ways and identify potential research projects/opportunities that provide them with experience with the Town, a positive connection to Durham, and with scholarly input on topical items. Councilors Tobias and Howland have been working diligently to forge new relationships with the UNH Student Senate. The Council has established a standing UNH Senate report at each Council meeting to create ongoing dialogue. Durham worked with UNH to bring on a UNH Sustainability Fellow for summer 2019, and the proposed FY 2020 budget includes funding for a UNH Sustainability Fellow and/or graduate student for the summer/fall 2020 semesters and beyond on an annual basis. Ongoing.**

Continue revitalizing Durham's commercial core and neighborhoods in ways that enhance our sense of community; better provide for the needs of our residents and businesses, strengthen the fiscal health of the Town and University, and align with the Master Plan.

1. PT Code Officer initiative focusing on trash/zoning. This has provided positive results preliminarily to date for downtown neighborhoods. Some court challenges have been decided in the Town's favor. We have ongoing negotiations with one landlord concerning long-term violations in an attempt to bring these to a fruitful conclusion for the community. **Ongoing.**
2. Mill Plaza redevelopment application. The Applicant and Hannaford were in communications addressing tenant concerns and at the request of the Applicant, the application review was been delayed. Durham staff has offered to meet with Hannaford/Colonial Durham and did so by traveling to Maine to meet with Hannaford in the late summer. At this time, Colonial Durham is returning to the Planning Board to reactivate their application process, likely in November. **Ongoing**
3. Town officials had met several times in 2017 and early 2018 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 been little activity since that time. Zoning has been amended as of December 2018. The ball is in G4's court. **COMPLETE.**

4. A great deal of time has been devoted to supporting downtown businesses through the efforts of the Economic Development Office and Celebrate Durham. An array of successful, community-oriented programming in conjunction with the Parks & Rec. Dept. have been held downtown. **Ongoing.**
 5. Durham was named the 10th safest college community in America on 8/7/19 by SafeWise that welcomes businesses to operate in Durham. **COMPLETE.**
 6. Implementing PILOT project at Newmarket Road (Town Hall) crosswalk using hand-held flags and signage to improve pedestrian visibility. **COMPLETE.**
 7. Planner Michael Behrendt and Zoning Officer Audrey Cline have been working closely with the Planning Board to bring forward a zoning change to revamp/update the parking regulations across all zoning districts to address historical issues that have arisen. This proposal has generated a lot of public feedback. **Ongoing.**
- Continue to pursue and reevaluate the development/redevelopment needs of the CBD and align our zoning to meet the requirements as needed. **Zoning changes and other public policy levers (i.e., RSA 79-E, TIF, etc.) have been evaluated to achieve the Master Plan vision of the Downtown and Commercial Core Chapter within the Central Business District. We are also engaging with existing businesses and downtown property owners to make sure that we zone with their development needs in mind, to complement the Town's vision with what is actually going to be financially feasible. Revised zoning was implemented in December 2018 to move this forward. Conversation continues to focus on downtown parking needs, a new Italian restaurant (now under construction), etc. Revisions to the Town's RSA 79-E criteria are being drafted at present to bring to the Council in November/December. Ongoing.**
 - Continue to investigate the needs of the downtown business owners and the challenges they have to be successful in town and to develop strategies to help Durham be more business friendly. **ED Director Soutter worked with DPW to develop and have installed new parking maps and downtown signage. An American Flag program or a banner program concept was turned down by the Council in the summer. Ongoing.**
 - Continue to pursue a relationship with the downtown property owners that provides open and informed communication. **Councilors Howland and Tobias, along with ED Director Soutter, attend Celebrate Durham weekly meetings on Wednesday mornings at the Town Hall. Admin. Selig is once again active on the board of the DBA as an Ex Officio. Ongoing.**
 - Continue to investigate the parking needs of businesses and what the town can realistically do to help alleviate some of the challenges that employees face in finding parking. **Limited activity has been undertaken concerning a plan for the development of a downtown 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. [Note: Obviously the new developments will have to address their own parking needs. As older buildings redevelop or repurpose, downtown parking needs**

may become more critical. Parking is a utility that the public expects, like sidewalks and street lights. New downtown commercial opportunities are limited by (perceived or real) parking challenges, even now. DPW has developed a revised parking layout for the Sammy's Lot and this will be discussed in November by a Town working group advising Admin. Selig. **Ongoing.**

Task the administrator with meeting the following budget goals for 2020. Hold the municipal tax rate at the 2019 level or less. For the medium and long-term, the Town will continue to make an effort to control its spending and explore innovative ways to reduce the municipal tax rate. The FY 2020 proposed budget was delivered to the Town Hall/Town Council and made available per Town Charter by Oct. 31st, and it will be presented to the Council on Nov. 4th. The Admin. was not able to responsibly meet this goal due to conflicting needs/priorities/programs and limited new tax base/revenues. Discussion now moves to the Town Council for further review/discussion. **Ongoing.**

Encourage residents to explore joining one of the Town's boards, committees or commissions. We have worked to publicize board/committee vacancy opportunities through the weekly "Friday Updates." We've also encouraged staff, Councilors, and existing board members to approach potential residents about considering such opportunities. **Ongoing.**

Encourage all Town boards, committees, and commissions to align their efforts with the Council goals and the Master Plan, actively collaborate and communicate with each other, and communicate with the community at large.

1. We continue to work with ORCSD on the district's design efforts for a new middle school. **Ongoing.**
2. The Agricultural Commission completed its extensive revisions to the Zoning Ordinance to provide for the wide range of agricultural activities as defined in RSA 21-34-a, as outlined in the Master Plan. The proposal is working its way through the Planning Board. **Ongoing.**
3. Work at the IWMAC is focusing on improving our sustainability as a community by refining our solid waste and recycling collection system. **Ongoing.**

Refine plans for new or existing public facilities/infrastructure, including, among others, downtown structured parking, a replacement building for the Fire Department, and public safety radio communication improvements, to meet the present and future needs of the community.

1. Town Councilor Jim Lawson, Fire Chief Dave Emanuel, Police Chief David Kurz, and Admin. Selig, along with IT Dir. Luke Vincent, are working on evaluating public safety radio upgrades that are necessary for the Durham radio system over the long-term. Although we had planned to build a new radio tower at Beech Hill in summer 2019, staffing time limitations have pushed this out to 2020. Coordination with Strafford County is also needed, and those conversations have been slow going but are proceeding. **Ongoing.**
2. In conjunction with UNH, we need to develop support over the long-term for funding a new fire station at the Water Works Road location. Capital funding limitations at UNH have hampered progress in 2019. **Ongoing.**

3. The Wagon Hill Farm shoreline stabilization project utilizing a living shoreline approach was under active construction all season and is now almost complete. **Ongoing.**
4. Support the work of the Land Stewardship Subcommittee to increase the utilization and responsible management 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. A thank you to Councilor Rotner for so ably chairing this subcommittee. **Ongoing.**
5. Install new “Durham: A Welcoming Community signage- Chartered 1732” signage to the entrances of Durham. The signs have been designed, fabricated, and are in the process of being installed at present at: Madbury Road, Mill Road, Old Concord Road. The sign location at Dover Road that was delayed due to Riverwoods water/sewer extension through that area is now in place. DPW worked with NHDOT on a location for Newmarket Road, which as of July 2019 is now in place. **COMPLETE.**
6. Develop a plan for the Mill Pond area/Oyster River (Mill Pond) Dam that is cost-effective and environmentally sustainable. As part of the FY 2019 budget, the Council approved funding for feasibility/initial engineering moving toward dam removal. Bid award for feasibility was provided by Council on 8/19/19. VHB was selected and a meeting with the HDC/Heritage Commission is to take place in November. **Ongoing.**
7. Complete Littlehale Dam project with decommissioning of existing dam. Funds were budgeted for the project, and it kicked off with an anticipated completion date of Summer 2019. NHDES wetland/Dam Bureau permitting issues caused delays and we expect the road to be open to traffic by the first part of November 2019. **Ongoing.**
8. Completed design and installation of backup emergency generator at Town Hall. The new generator required fence screening by HDC. The screening caused some traffic sight distance concerns, which were evaluated and have now been addressed. **Complete.**
9. Acquire approximately 900 SF of additional space from UNH that is contiguous to the existing fire station to provide temporary relief to space constraints of the existing building. This was approved as part of FY 2019 budget -- a \$320,00, 5-yr. bond, after which new station would be constructed. Under design/discussion with UNH and DFD. **Ongoing.**
10. Evaluate new barn at Wagon Hill Farm to determine what improvements might be needed to more fully utilize the structure beyond dry storage. DPW had intended to install a new ADA ramp system and some fire protection to allow temporary occupancy/use of the structure. Our long-time tenant moved out of the farmhouse in December 2018. Before any decisions are made, we are having Arron Sturgis of Preservation Timber Framing evaluate the property. **Ongoing.**
11. Revamp the poorly growing grassy area in front of the Durham Public Library. It appears the Library Trustees and DPW will make a concerted effort to provide more TLC to this grassy area. Moving to a paver system instead of grass was researched by DPW at the request of the Library Trustees but eventually there was support for maintaining the grass. **Complete.**

12. Develop a plan/program to better manage the building/grounds at the Durham Public Library. A 9 hr/wk part time position has been proposed for FY 2020 as part of Mr. Selig's proposed budget. **Ongoing.**
13. Continue efforts to improve communication reliability/resiliency between physical infrastructure by connecting the Town Hall and the Police Department via fiber to allow for DCAT broadcasting and redundant networking. Comcast has constructed in spring 2019 per franchise agreement. **COMPLETE.**
14. Development of GIS Tax Map database and orthoimagery/planimetrics base layers for Town-wide long-term implementation/use. Contractor on board. Imagery undertaken. This is part of a 3-year process. The FY 2020 proposed budget includes a full time staff person to take on this new initiative beginning in July 2020. **Ongoing.**

Staff and Legal Counsel conduct a review of the Town Charter and bring forward recommendations, as needed, for alignment with current state laws and adjustments to address identified deficiencies over time and recommendations relative to borrowing threshold limitations to account for inflation over the last 30-year timeframe. Staff has been working with the Town attorney to bring a number of accumulated Charter amendments forward for a vote at the March 10, 2020 Town Election. Initial discussion with the Town Council to take place on November 4th. **Ongoing.**

** Note that the order of the goals does not imply priority.*