



2021-2022 Council Goals *
Adopted April 19, 2021
Quarterly Update - December 31, 2021

TOWN OF DURHAM
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Note: These goals are intended to convey 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. Due to Covid-19 we recirculated video of past orientation session. **CONSIDERED COMPLETE**
 4. Hold orientation session for public and staff on Right to Know Law annually. **COMPLETE**
 5. Production of weekly “Friday Updates” & use of various forms of social media (Facebook/Twitter) to communicate effectively with the public. We have over 3,400 active subscribers. For the purpose of this report, considered **COMPLETE**.
 6. Air public meetings & events on DCAT as widely as possible during the pandemic. DCAT staff has really stepped up here and have provided state of the art technology allowing for the use of Zoom as an option now that board meetings are back to in-person session. **COMPLETE**
 7. Share Council goals with all boards and commissions, the public via the “Friday Updates,” and post in Council chambers. **COMPLETE**
 8. Councilors assigned to boards provide update at each Council/board meeting as needs require. **COMPLETE**
 9. Human Rights Commission studying the topic of reparations and how to celebrate the new national holiday called Juneteenth. Adopted a land acknowledgement statement, plan to focus on programming for Juneteenth. **COMPLETE**
 10. Working to resolve outstanding abatement appeals with utilities (Consolidated Communications, Unitil, Eversource, Prefco (Goss), Xemed fraternities to ensure equity in assessments –Unitil & Eversource resolved. Consolidated & fraternity BTLA cases to be addressed by Council in August. The only remaining large appeals are Prefco and Xemed. With a court date on Prefco being scheduled for 2022 and trial ongoing for Xemed, considered **COMPLETE**.
 11. Developed Bi-Weekly DPW Director’s report for Town Administrator providing rolling project and program updates to share with the Council/community. Going well – considered **COMPLETE**.

- Honesty and integrity.
- Excellence in all endeavors.
 1. Successfully transitioned to new leadership at DPW & DPD upon retirement of several long-time senior staff members. **COMPLETE.**
 2. DFD has instituted a new Cancer Risk Reduction initiative to protect staff after a fire. **COMPLETE.**
 3. Following a fall 2020 public forum, DFD working to update the department’s strategic plan. Due to ongoing pandemic-related challenges, staff constraints, and other more pressing daily matters this project remains **Ongoing.**
 4. Staff is continuing to do their best to maintain operations despite many staffing challenges. Examples: The P&R Director needs additional support/staffing; with Master Patrol Officer Holly Malasky’s retirement in July 2021 we will have 2 police officer vacancies (out of 21 total officers); two fire inspector vacancies in the Fire Prevention Bureau (currently advertising for an asst. fire marshal in lieu of one inspector -- second inspector not budgeted in 2021); the need for a training/safety officer at DFD (not budgeted) and additional staffing coverage for the Captains; have been actively hiring/interviewing for a GIS vacancy (just filled in end of August 2021); the need for a second IT staffer (not budgeted) to keep up with ongoing requests for service across all departments; second budgeted (asst.) engineer at DPW (currently advertising/interviewing) – first round did not result in a hiring; approx. 3 full time line position vacancies at DPW; contracting out some buildings & grounds maintenance due to inability to hire summer help. Have successfully addressed these challenges. Considered **COMPLETE.**
 5. Development of GIS tax map base layer and orthographic imagery in Assessing Office using contractor Cartographic Associates is well into the development process. We addressed outstanding issues with contractor by 12/31/21 and expect final deliverables within 30 days. **COMPLETE**

Standards of Performance

Continue taking steps as needed locally to respond to the COVID-19 pandemic, including a multitude of potential impacts to include public health, social economic, budgetary, personnel, and more.

The pandemic has been a primary focus of Durham municipal operations since March 2020. Efforts have focused on: A) Continuity of operations & ongoing operational modifications during *the unending* ebb and flow of the pandemic; B) Safety/health of staff; C) Safety/well-being of community members; D) Financial impacts for taxpayers and on Town operations – maximizing opportunities to attract eligible Federal stimulus monies for Durham; E) Coordination with State/Federal Ops/Governor’s Office; F) Communication with community; G) Pandemic impact on downtown businesses and associated business practice modifications to support them; H) UNH Reopening Efforts (the Sept. 2021 fall opening was a success; looking ahead to 1/25/22 spring semester); I) Remaining up to date on latest information/science/practices/postings; J) Public meeting continuity as needed (in-person & Zoom); K) Facial coverings ordinance development, implementation, and 61-day cycle readoptions (sunset as of 6/21), encouraging CDC guidelines within municipal buildings as of September 1, 2021 and thereafter. **Ongoing.**

Finalize the Update of Durham’s Emergency Management Plan (EMP) and the Continuity of Operations Plan (COOP).

The EMP and COOP plans are **COMPLETE**. Looking to 2022, we must update the Town’s Hazard Mitigation Plan as part of a 5-year cycle. Per GCoM requirements, we will also need to create a Climate Action Plan in 2022 spearheaded by our UNH Sustainability Fellow.

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 via SRPC to fund/develop a Climate Change chapter of the Master Plan secured. Integrating in with Global Covenant of Mayors for Climate Action Commitment. Deadlines extended due to pandemic by year+. **Ongoing**
2. Working with scientific partners at UNH and staff at SRPC on \$75,000 principal forgiveness loan Durham has secured from state to evaluate impact of sea level rise on freshwater resources along coastal areas within the community. Project extended due to pandemic. **Ongoing.**
3. DPMMA (Durham Professional Middle Manager Agreement) and AFSCME (Public Works) contract negotiations for a successor bargaining agreements. AFSCME ratified in early 2020. DPMMA ratified in October 2020. DPFFA ratified in mid-2021 by Council. **DPOA (Durham Police Officers) CBA negotiations commenced in fall 2021. Ongoing.**
4. Continue with Traffic Safety Committee involvement on matters concerning residents’ questions, problems perceived and/or anticipated with recommendation to the Administrator. Meetings **Ongoing** as needed.
5. Closed on the Orchard Drive Woods/Stevens Woods parcel with the ORCSD in October 2019. Closed in December 2019 on extinguishing the ghost easement by working with Stevens family heirs/assigns. Secured an \$80,000 Recreation Trails Grant through the assistance of resident Dennis Meadows, which ran through 12/31/20. Contract awarded to Hansen Bridge with construction completed. Formal dedication of the Kenny Rotner pedestrian bridge held on August 24, 2021. The new bridge span now in place. **COMPLETE**
6. Scenic Road Tree Cutting Modification – Staff proposed modification to language to incorporate an administrative process to allow any tree on a designated scenic road which is determined to be dead or in poor condition and significantly declining or to present an imminent hazard to life or property to be removed without further review where such determination is made by the Durham Tree Warden in consultation with the Town Administrator and a qualified arborist or forester. Approved by the Council in late-2020. **COMPLETE**
7. A solar ordinance to more strictly regulate the placement of solar panels due to aesthetic concerns is currently tabled before the Town Council. Councilor Lawson discussed extensive revisions with illustrated examples with Energy Committee in October 2020, in early summer 2021 and in late-fall 2021. An update presentation to the Council on the status of the effort was made in summer 2021. **Ongoing.**

8. DPW began development of Standard Details for drainage, roadway, sidewalk and utility infrastructure to provide consistent design standards and guidance for new development and redevelopment and are on track for having the standard details completed by 1st quarter 2022. Now at 95% complete. **Ongoing.**
 9. Began development of Drainage Connection Policy establishing standards and requirements for connection to Town's stormwater conveyance and treatment systems. Estimate the drainage connection policy is at 95% completion or greater. (MS4 System). **Ongoing.**
 10. DPW implemented StreetScan town-wide road and sidewalk evaluation and management tool to further improve strategy and approach around roadway construction alternatives and project prioritization. In addition, implemented Geotechnical evaluation program for candidate roadways planned for construction in 2022 to ensure proper roadway repair treatment is selected. Both measures will allow for a more scientific and we believe efficient approach to evaluating roadway treatments. Integrating into CIP plan for road program. **COMPLETE.**
 11. Submitted Year 3 Annual NPDES MS4 Stormwater Annual report to meet Federal compliance requirements for MS4 stormwater collection and treatment systems. **COMPLETE.**
 12. Coordinated with Riverwoods Engineering consultant, Altus Engineers, for review, submittal, and approval by NHDOT of Dover Road sidewalk extension project. Constructed summer/fall 2021. **COMPLETE**
 13. Coordinated with NHDOT for review and input on Route 4 at Route 108 Westbound ramp and intersection improvements including addition of signalized intersection, crosswalks, and curb ramps. Constructed **COMPLETE** in fall 2021.
 14. Completed emergency wetland authorization and construction improvements of failed culvert pipe on Bennett Road. NHDES wetland permitting changes in process requirements had caused delays. **COMPLETE.**
- Evaluate how to market Durham as a destination.
While we made some very minor inroads here in 2019/2020, efforts have been limited in 2021 with the pandemic. Unfortunately, there has been very little traction here (and this has been the case for several years despite our efforts). This seems to be more an aspiration amongst specific groups who care about the topic versus an economically marketable/viable opportunity. Durham is just not known for historical properties/agriculture (versus historic downtown Portsmouth, for example) and we don't seem to have the economies of scale in place to attract meaningful numbers of visitors beyond the few who may come for that purpose and eat/shop downtown. Durham is clearly recognized as a UNH-related destination, however. More opportunity probably exists there should we choose to more widely market/embrace the UNH connection and the underlying drivers of our local Durham economy. Recommend we drop this goal in 2022. **COMPLETE**
 - Take steps as appropriate to promote the long-term health of Great Bay.
 1. EPA issued final Federal permit in late-2020 and Durham/UNH have signed on to the permit as is. Durham has been an advocate of protecting the Great Bay throughout. **COMPLETE**

2. Durham continues to financially support the Piscataqua Region Estuaries Partnership (PREP) for the Critical Advances for our Estuary (CArE) Initiative utilizing \$525,000 in financial support from the Eversource Seacoast Reliability project. We were very pleased with the following stakeholder statement, which demonstrates that this has been a good investment on Durham's part. *"PREP's development of the integrated Research and Monitoring Plan (RAMP) is the single most important step forward in establishing a scientific baseline for the Great Bay. The RAMP is and will continue to provide a basis for significant municipal and state investments, and the work would not have been done without funding through CArE."* – Sherry Young, Rath, Young and Pignatelli **Ongoing.** The final (third) allocation to PREP will be in 2022.
 3. Mr. Selig serves as a member of the Piscataqua Region Estuaries Partnership's (PREP) Management Committee (board of directors). **Ongoing.**
 4. 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. Interpretive signage was fabricated/installed in spring 2020 to explain the project and the benefits of oysters to the Estuary. Due to pandemic, no oyster cages in 2020, but they were happily installed once more in July 2021! **COMPLETE.**
 5. Applied for several grants including National Fish and Wildlife Foundation and Moose Plate Grant to leverage Seacoast Reliability Funding in an effort to improve Wagon Hill Farm bridge and trail network along with shoreline restoration. Both grants received! Now in process of administering the grants, planning the projects, and implement them. **Ongoing.**
- Continue to support the Town's efforts and investments around MS-4 stormwater program implementation to support water resources in collaboration with UNH. We were on track on this goal and worked with UNH on the outfall sampling plan which is/was requirement for the year-three reporting period that ended on June 30th. The budget which has been included in the capital plan of \$30,000 to implement the requirements of this program was integral in achieving compliance. **Ongoing.**
 - Finalized process of closing out 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 evaluated post construction roadway condition reports and Eversource provided mitigation funds that were accepted by the Town Council. Impacts to historic stone walls were carefully evaluated and based on advice from the NH Division of Historic Resources, no further actions were recommended nor will be taken. **COMPLETE**
 - Enable continuation of current land stewardship activities through a seamless transition of duties of the Land Stewardship Coordinator position in spring 2021. Preserve and protect the environmental well-being of town- owned lands and other lands held in conservation and easement with nonprofit organizations while improving public access and use of those lands.

1. Land Stewardship Coordinator Ellen Snyder’s service concluded April 1, 2021, at which time Tom Brightman assumed her responsibilities. The transition was seamless. **COMPLETE**
 2. To help promote the public use of town-owned lands, a user-friendly trail map (both printed and online) was created by Economic Development Director Christine Soutter with assistance from Ellen Snyder and Parks and Recreation Director Rachel Gasowski. The cost of the map was funded in part by the Land Stewardship Committee and the Economic Development Department. **COMPLETE**
 3. 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 is actively under way. We have doubled down on this during the pandemic as a wonderful resource for citizens! A great success! For the purpose of this report, considered **COMPLETE**.
- Work toward a final determination concerning the future of the Mill Pond Dam on the Oyster River and initiate engineering/design in 2021 with construction in 2022 dependent upon permit/funding availability. **Scheduled for Town-wide referendum on March 8, 2022 - Ongoing.**
 - Take proactive steps as a new member of Global Covenant of Mayors for Climate and Energy initiative.
 1. See description above concerning updates to the Town’s solar ordinance -- “Pursue long-term economic and environmental sustainability and resiliency,” #7. **Ongoing.**
 2. UNH Sustainability fellow Mary Potts evaluated the impact of carbon sequestration effectuated by Town-owned lands/easements this past summer. This data informed our sustainability efforts including an amendment to our Acquisition of Open Space policy, which was recommended by the DCC and adopted by the Council in summer 2021. Sustainability Fellow Emily Mello undertook a GGI for the entire Town and the final draft complete as of fall 2021. We worked with the Energy Committee to join the Global Covenant of Mayors Climate Action initiative utilizing this information and our Sustainability Fellows have served as the research engines to keep this important initiative going. **COMPLETE**
 3. Durham joined the Community Power Coalition of New Hampshire (CPCNH) as a founding member in 2021. **The Energy Committee was tasked to develop a Community Power Aggregation Plan (CAP). Authorized under RSA 53-E , a CAP will outline the plan to provide electricity supply service for the Town’s residents, businesses, and other types of customers. We anticipate this program will only launch if it is able to initially offer residential default rates that are lower than or competitive with those offered by Eversource and NH Electric Cooperative. Ongoing.**
 4. **The Energy Committee plans to evaluate in 2022 whether it makes sense for Durham to expand Electric Vehicle (EV) charging stations beyond our two current sites – the Library and the Pettee Brook Parking Lot. Ongoing.**
 5. **The Energy Committee plans to evaluate whether it is possible to provide additional resources to community members who want to lower their carbon footprints. Ongoing.**

- Work toward redesign of Madbury Road corridor as part of a complete streets framework in 2021/22 with construction planned for 2023. VHB selected as engineering firm in summer 2021 to design improvements. DPW worked with VHB to negotiate a full scope of services, approved by Town Council in fall 2021. **Design will take place in 2022. Construction anticipated to commence 2023. Ongoing.**
- Examine/act upon potential reconfiguration of roadways around Oyster River Middle School as part of new middle school construction project process. **Roadway reconfiguration designed, reviewed, and partially implemented in August 2021 in advance of start of 2021-2022 school year for ORCSD. It's functioning well so far. Final installation to occur in summer 2022. Speed testing taking place in December/January to evaluate potential speeding within the area with some initial thought given to potential school zone designation. Ongoing.**

Review, discuss, and develop a more sustainable solid waste and recycling management program for the community.

- Develop a long-range plan for improvements to the Transfer Station to address effective and efficient handling of waste and recyclable materials.
 1. DPW negotiations with Waste Management for new 5-year contract with 5-year renewal option – which received endorsement from IWMAC with Town Council contract approval in November 2020, has been functioning very well and has provided advantageous pricing for recyclables for the Town. **COMPLETE.**
 2. The Swap Shop was closed due to pandemic concerns in 2020 but reopened in spring with Covid-19 best practices in place. Operations were successful in 2021 during the pandemic. **With an abundance of caution, the Swap Shop was closed for winter 2021/2022. We hope to open again in spring. Ongoing.**
 3. Annual curbside bulky waste pickup was eliminated in 2020 and again in 2021 due to pandemic. DPW arranged specific days for residents/multi-units to bring materials to Transfer Station for processing. **COMPLETE.**
 4. The IWMAC has provided a weekly “Did you know?” column in the “Friday Updates” to help inform/educate the community concerning waste-related issues. We’ve also moved the section higher up in the publication to maximize exposure. For the purpose of this report, considered **COMPLETE.**
- Support combined efforts of IWMAC, DPW, the Agriculture Commission, and ORCSD Sustainability committee in the development of a curbside composting initiative to reduce MSW landfill use.
 1. Durham Parks & Recreation, IWMAC, and Durham Public Works teamed up to create the Durham Compost Challenge, beginning in October 2020. 25 households registered for the Challenge and for 6 weeks they removed all organic waste from normal household waste using Biobucket & BioBags (included in the registration), measured the weight of compost vs. household waste using a household scale or the scale at the Transfer Station when bucket was full, recorded weight of compostable bag using provided tracking chart, and brought compost to the compost totes at the Durham Transfer Station, or disposed of it in personal household composting bin. This

initiative was extended into early 2021 and provided some nice data. **A new composting initiative is currently under way with a number of Durham household participants. The committee continues to evaluate with DPW how a more comprehensive composting program might be initiated in Durham. 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, programming and events celebrating Durham’s history, and encouraging community walkability and bikeability.

1. Numerous activities, programs, and community opportunities have been offered by the Parks & Rec. Department to date over the last year and these have been well attended despite the pandemic. The Durham/ORCSD REACH Camp was a real success in summer 2021. Our Rink Manager has also been able to successfully operate the Churchill Rink despite ever-changing Covid-19 challenges. Having a full time position there has been essential as without it, the rink would not have operated in 2020, 2021, or now 2022. Potential additional upgrades for FY 2022 and FY 2023 at the rink will be dependent on future rink financial performance. The pandemic has posed significant challenges for the P&R department, with ever-changing Covid requirements, limited staffing, and the need for social distancing. Dir. Rachel Gasowski has undertaken outstanding work and deserves our gratitude for her creativity, diligence, and grace under pressure while striving to meet the needs of the community. Recognizing the need for additional full time support, the Council took action for 2022 and budgeted monies to support a new assistant director position. **COMPLETE**
 2. We continue to support initiatives as appropriate that promote public transportation options and ensure safe walking and biking downtown and in other portion of the community. **COMPLETE.**
 3. Durham has engaged with NHDOT on taking steps to evaluate and improve the safety of the Route 4/Madbury Road intersection. The project is now in the NHDOT’s hands in active design so I will list as **COMPLETE** for now.
 4. DPW re-ditched Dame Road and undertook roadside trimming in spring 2020. Some residents desire the road to be paved, some do not. With drought conditions in spring 2021 and 2020’s improvements, and with the improvements in place for spring 2021, the roadway performed well and we have not received complaints. **COMPLETE.**
 5. Provided programming to coincide with Indigenous Peoples’ Day in Oct. 2021 – A flag ceremony was organized by the Durham Human Rights Commission. Adopted Indigenous acknowledgement language, studied the topic of reparations, and Durham’s excellent scoring as part of the Human Rights Commission Municipal Equity Index (Durham scored a 96 this year (2021), up from 90 in 2020, which is fantastic!). **COMPLETE**
- Develop scope of work, firm pricing, and a funding plan for the rehabilitation of both the Old Town Hall/Courthouse and the Wagon Hill Farmhouse (Captain John Bickford House), taking into consideration the anticipated use of the Wagon Hill Farm barn and ell will be for recreational purposes, educational programming, and special events; and use of the Captain John Bickford House will be for small public meetings, permitted gatherings and events, exhibits (historical, environmental, and art), and a Resident Caretaker’s

apartment. Staff and volunteers evaluated capital needs of Wagon Hill Farm farmhouse and Courthouse based on Sturgis report and integrated with available information into 2021/2022 CIP planning. A new working group with representation from the HDC/Heritage Commission, DHA, and DPW was formed to advise the Administrator/Town. Engineering monies had been budgeted for 2021, an LCHIP grant had been submitted for farmhouse improvement design work (and received in Dec. 2021), with farmhouse evaluation and TBD subsequent construction scheduled for the 2022-2024 timeframe, depending upon grant progress, funding, and steps needed. **Ongoing.**

6. Assess and document interior environmental conditions and exterior fabric of the Smith Memorial Chapel. Take action as needed to plan for, and address, deficiencies found. Challenges in early 2021 were unexpectedly identified at the Smith Chapel with excess humidity due to moisture infiltration from the outside and mortar joint failures, primarily on the buttresses. It took months to secure an appropriate expert to review. DPW staff worked with DHA members to identify “Restoration Masons,” a qualified historic mason to inspect the Smith Chapel and develop a recommendation and fee proposal. Restoration Masons provided an planning level estimate of \$32,200 to complete the first phase of the masonry repairs and restoration. Staff will continue to work with DHA to identify any potential grant opportunities to fund these repairs and to offset future budget funding requests. **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) with Elliott Sidewalk Communities. Durham purchased the site in summer 2021 from UNH. Near term parking/green park space was developed by DPW at breakneck speed with completion in September 2021. **Discussions with Elliott Sidewalk Communities and UNH continue on redevelopment of site. Ongoing.**
 2. 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 the pandemic, this item is dormant for the time being. Ongoing.**
 3. Following extensive engineering and permitting, construction commenced in fall 2021 on the 8,000’ Lee Water Line extension to the Lee Circle. **We anticipate completion in 2022. Ongoing.**
- Review zoning for West-end Research Park initiative and consider modifications as needed in conjunction with our UNH partners.

On August 14, 2019, Town Planner Michael Behrendt gave a presentation to the Planning Board about the PUD. **The project has been on hold with UNH due to the pandemic. 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. Code Officer Initiative focusing on trash/zoning. This has provided positive results preliminarily to date for downtown neighborhoods. For the purpose of this report, considered successful and **COMPLETE**.
 2. Mill Plaza redevelopment application. Colonial Durham, after more than seven years, is still before the Planning Board as part of the application process. **We anticipate the Planning Board making a decision regarding the application sometime in early 2022. Ongoing.**
 3. Implemented PILOT project at Newmarket Road (Town Hall) crosswalk using hand-held flags and signage to improve pedestrian visibility in summer 2019. It has proven a success; endorsed by the Traffic Safety Committee for potential expansion of program – potentially at crosswalk on Church Hill. The HDC preferred not to extend the program to Church Hill so the item is considered **COMPLETE**.
 4. Gerrish Drive development project before the Planning Board generated significant public input and engagement, requiring considerable staffing resources. Although approved by the Planning Board in late-2021, the approval was appealed to Superior Court by an abutter. **The process is therefore Ongoing as the Town defends the Planning Board’s 2021 decision.**
 5. Our Problem Oriented Policing (POP) Officer program continues to be a very successful effort to quickly and proactively address issues associated with students living within the downtown core. **Ongoing.**
- Continue to pursue and reevaluate the development/redevelopment needs of the CBD and align our zoning to meet the requirements as needed. See next item. **COMPLETE**
 - Continue to investigate the needs of the downtown business owners and the post pandemic challenges they have to be successful in town and to develop strategies to help Durham be more business friendly. The Admin. organized a working group and a proposal for several CBD zoning changes that were reviewed by the Town Council on August 3, 2020 and referred to the Planning Board for public hearing and feedback. These were ultimately amended following public feedback and approved by the Council in spring 2021. **COMPLETE.**
 - Continue to pursue a relationship with the downtown property owners that provides open and informed communication, including working with the Durham Business Association and Celebrate Durham. **Ongoing.**

- Continue to work toward addressing downtown parking challenges for both today and the future, and explore potential partnerships, funding sources, and opportunities that will result in either enhanced surface or new structured parking controlled by the Town. The development of the 66 Main Street site as municipal surface parking was a major near-term accomplishment for Durham in 2021. For the purpose of this report, considered **COMPLETE**.
- Support the new Work Force Housing Subcommittee to investigate opportunities, challenges, and options for affordable quality housing in Durham. **Working to promote additional housing options for Durham’s aging population as opportunities become available. EDC established a Housing Subcommittee (made a task force by the Town Council in 2021), where productive work can occur on this topic.** The Planning Board approved a significant addition/expansion at Bagdad Woods, which is now under active construction. **Ongoing.**

Task the administrator with meeting the following budget goals for 2022. Hold the municipal tax rate at the 2021 level or less. For the medium and long-term, the Town will continue to make an effort to control its spending, broaden the tax base, and explore innovative ways to stabilize or reduce the municipal tax rate. Because little new taxable value is projected to be coming on line in 2022, the Council determined this goal was not possible to meet. The Council unanimously approved a FY 2022 budget with an estimated tax rate of \$8.01 per thousand dollars of assessed valuation, up from \$7.86, an increase of just under 2%. The CPI for the U.S. City Index as of Sept. 2021 was 5.4%. **COMPLETE**

Pursue opportunities to broaden the tax base that are consistent with Council goals and be mindful of the economic impact they may have on the Town’s operational and long-term fiscal health. **The Town has had little success in this area. Ongoing.**

Encourage residents to explore joining one of the Town's boards, committees or commissions. We continue to periodically publicize board/committee vacancy opportunities through the weekly “Friday Updates” and have had some success in meeting this goal. Many vacancies have been filled. **COMPLETE**

As part of scheduled 4-year cycle, pursue successful reaccreditation for the Durham Police Department with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Accreditation granted in summer 2021. **COMPLETE**

Encourage all Town boards, committees, commissions, and Durham’s legislative delegation 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. We are actively working with ORCSD to facilitate the construction for the new ORMS project. Admin. Selig participates in weekly construction meetings on site. Code, Fire, Police, and DPW are all involved as well. The Council invited members of the legislative delegation to meet with it in 2021. Council goals are shared with all boards, committees, commissions, departments, and with our legislative delegation to align

efforts. **COMPLETE**

Refine plans for new or existing public facilities/infrastructure, including, among others, downtown surface or 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. Although we had planned to build a new radio tower at Beech Hill in summer 2019 and then 2020, staffing time limitations (2019) followed by above anticipated bid results in 2019/2020 (\$100,000+ over-estimates) pushed this out to 2022. **We have included a Federal funding earmark request for \$900,000 for this project – it is pending. The Council in Dec. 2021, awarded a contract to Motorola for construction of much of the project in 2022. 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 and the pandemic have hampered progress in 2019 -- and again in 2020 and 2021. It's quite frustrating for the DFD but beyond their control. In the meantime, we're working to incrementally improve existing accommodations for the DFD within the General Services Building in which the DFD is housed at UNH. See next item. Ongoing.**
3. 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. Contract awarded in late-2021. Build out should occur in early 2022. The entire bidding process was substantially slowed down at UNH due to pandemic. Ongoing.**
4. Work to develop solution to address impact of human and dogs use at Wagon Hill Farm (exacerbated by pandemic). **Sign refresh still in process, again slowed by the pandemic – Ongoing.**

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