



TOWN OF DURHAM  
8 Newmarket Road  
Durham, NH 03824-2898  
603.868.5571  
[www.ci.durham.nh.us](http://www.ci.durham.nh.us)

**2020-2021 Council Goals\* ADOPTED – 4/20/20**  
**Quarterly Update – January 31, 2021**

*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. Due to Covid-19 and limited turnover in Chairmanship positions, opted to defer until 2021. **CONSIDERED COMPLETE**
  4. Hold orientation session for public and staff on Right to Know Law annually. This session was last held on 1/15/19 but due to the pandemic and related complications around virtual meetings, opted to defer until 2021 when hopefully conditions return to normal. Both DCAT, TA Office, and Planning Office have stepped up support during Covid scenarios. **CONSIDERED COMPLETE**
  5. Production of weekly “Friday Updates” & use of various forms of social media (Facebook/Twitter) to communicate effectively with the public. We now have over 3,400 active subscribers and on July 17<sup>th</sup>, for example, 4,576 people opened the broadcast including social media, web site, etc. It was noted in the DPD community survey as the most common way residents obtain information about Durham. **CONSIDERED COMPLETE FOR THE PURPOSES OF THIS REPORT**
  6. Air public meetings & events on DCAT as widely as possible during the pandemic. DCAT staff have really stepped up here and has provided state of the art technology utilizing Zoom for 100% virtual, partially virtual, or in-person public and staff meetings. **CONSIDERED COMPLETE FOR THE PURPOSE OF THIS REPORT.**
  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. **CONSIDERED COMPLETE FOR THE PURPOSES OF THIS REPORT**
  9. Publish quarterly updates on fire department response and inspection activities in Friday Updates and on the fire department web site. This was initiated in July 2019 and continues to present. Staffing changes at the DFD have complicated this reporting yet we have continued to push out stats on a quarterly basis. **CONSIDERED COMPLETE FOR THE PURPOSE OF THIS REPORT**
  10. **Durham facilitated/supported two Black Lives Matter vigils (downtown (6/4/20) and then on campus/march to football stadium (6/7/20)). The Town Council approved (8-1) a Black Lives Matter resolution on 7/6/20. DPD staff have revisited policies (deadly force, choke holds, etc.) to reflect lessons learned from George Floyd tragedy in Minneapolis, undertaken de-escalation training with UNH PD, and we’ve**

- stepped up education of the public in Durham concerning policing policies and stats here. The Human Rights Commission will meet in November 2020 and will likely meet next in February. **Ongoing.**
11. Participating in Municipal Equity Index once again sponsored by Human Rights Campaign. Durham again received the highest score in NH of those communities surveyed. **COMPLETE.**
  12. Continuing to resolve outstanding abatement appeals with utilities (Fairpoint, Unitil, Eversource) to ensure equity in assessments – Durham has prevailed in several major appeals before the BTLA, yet some abatements are warranted due to a complex series of utility decisions at the Superior Court and NH Supreme Court involving Durham. **Ongoing.**
  13. Durham delayed interest accrual for June tax bill for 30 days due to pandemic impacts. Deemed not necessary for 2<sup>nd</sup> billing in December. **COMPLETE.**
  14. Shared Stormwater Annual Report and Management Plan on Town Website and solicited community comments within Friday Updates. **COMPLETE**
  15. Completed Public Works newsletter highlighting fall cleanup schedule and general requirements for fall collection along with a “Did you Know?” section regarding benefits of leaf collection to stormwater quality. The “Did you Know?” feature is also figured more prominently each week in the Friday Updates. **COMPLETE**
  16. Developed options for conducting business with Durham Public Works and at other municipal facilities across the operation to align with comfort level of residents during the pandemic. For example, sliding window located at Public Works Administration building for those not comfortable entering building, adding drop box and providing mailing options. Reconfiguration of offices. **COMPLETE**
  17. Developed Bi-Weekly DPW Director’s report for Town Administrator providing project and program updates to share with the Council/community. **COMPLETE**
  18. Continued strong focus on providing excellence in customer service across the organization and assisting residents in their needs with a goal of exceeding expectations. **COMPLETE**
- Honesty and integrity.
  - Excellence in all endeavors.
    1. Successfully transitioned to new leadership at DPW upon retirement of long-time Director Mike Lynch in June 2020 – Richard Reine. **COMPLETE.**
    2. Successfully transitioned to new leadership at DPD upon retirement of long-time Police Chief David Kurz in July 2020 – Rene Kelley. **COMPLETE.**
    3. DFD has instituted a new Cancer Risk Reduction initiative to protect staff after a fire. **COMPLETE.**
    4. DFD actively updating the department’s strategic plan. Chief Kurz was brought in to help facilitate for staff and as part of a public feedback session with key stakeholders. **Ongoing.**
    5. Staff are continuing to do their best to maintain operations despite many staffing challenges, such as the following examples: 2 current police officer vacancies (out of 21 total officers); two fire inspector vacancies in the Fire Prevention Bureau at DFD; the need for a training/safety officer at DFD (not budgeted) and additional staffing coverage for the Captains; transition in the part-time electrical inspection position within the Building Dept.; vacant GIS position through summer 2021 as cost savings measure; the need for a second IT staffer (not budgeted) to keep up with ongoing requests for service across all departments; the need for a second engineer at DPW (not budgeted until summer 2021); staff overstretched at DPW but holding their own; ongoing Covid-related staff quarantines due to potential Covid-

- 19 exposures. **Ongoing.**
6. Development of GIS tax map base layer and orthographic imagery in Assessing Office using contractor Cartographic Associates is in process over several years. **Ongoing.**

### ***Standards of Performance***

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

The pandemic has become ***the primary*** focus of Durham municipal operations since March 2020. Efforts have been allocated toward: A) Continuity of operations & ongoing operational modifications during 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 operation; 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) June tax bill payment (delay on interest accrued) for property taxpayers; I) UNH Reopening Efforts; J) Remaining up to date on latest information/science/practices; K) Public meeting continuity (Zoom); L) Facial coverings ordinance development, implementation, and 61-day cycle readoptions; M) September/November elections preparedness/success (and now March 9<sup>th</sup> Town/School elections!); N) Supporting UNH to host NH House of Representatives at Whittemore Center on repeated occasions; M) Gearing up currently for 2021 UNH Spring Semester re-opening Feb. 1<sup>st</sup>. **Ongoing.**

### **Continue to Update Durham's Emergency Management Plan (EMP) and the Continuity of Operations Plan (COOP)**

1. Despite the pandemic and associated delays, planning/development continues with lengthy staff meetings facilitated by June Garneau of MAPS, our consultant. We have to date already offset the municipal match intended to cover our portion of the \$10,500 grant secured for this purpose from NH HSEM. The EMP is basically complete. The COOPS plan is nearing completion. **Ongoing.**
2. In addition, began coordination of EPA and NHDES required Community Public Water Supply Emergency Plan and Risk Resilience assessment for completion scheduled early 2021. **Ongoing.**

**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 secured. Kickoff meeting completed in June, consultants begin to work with Durham Leadership Team and other identified board reps. this summer/fall/winter. Must work with Planning Board to gauge comfort in adoption as Master Plan chapter versus an administrative policy document. **Ongoing**
2. Work 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 fresh water resources along coastal areas within the community. **Ongoing.**
3. Secured/hosting UNH Sustainability Fellow summer/fall 2020/spring 2021/summer 2021 to evaluate Durham's Greenhouse Gas Inventory (Carbon/Nitrogen) impact and Carbon storage, and to assist with Global Conference of Mayors effort. **Ongoing.**

4. Work to promote additional housing options for Durham's aging population as opportunities become available. EDC has established a Housing Subcommittee, where productive work can occur on this topic. Bagdad Woods has received approval from the Planning Board for a sizeable addition. The Housing Subcommittee offered some recommendations to the Planning Board regarding possible zoning changes in early-January 2020. **Ongoing.**
5. Ordinance sponsored by Councilor Carden Welsh concerning regulating Air B&B's was adopted 2/3/20 in order to address community concerns and potential neighborhood impacts. **COMPLETE**
6. DPMMA (Durham Professional Middle Manager Agreement) and AFSCME contract negotiations for a successor bargaining agreements. AFSCME ratified in early 2020. DPMMA ratified in October 2020. **DPFFA negotiations have commenced. Ongoing.**
7. Continue with Traffic Safety Committee involvement on matters concerning residents' questions, problems perceived and/or anticipated with recommendation to the Administrator. **Ongoing.**
8. We closed on the Orchard Drive Woods/Stevens Woods parcel with the ORCSD in October 2019. We closed in December 2019 on extinguishing the ghost easement by working with Stevens family heirs/assigns. We secured an \$80,000 Recreation Trails Grant through the assistance of resident Dennis Meadows, which runs through 12/31/20. **Contract award to Hansen Bridge Completed – Construction underway with planned completion in early 2021, subject to weather conditions – bridge span now in place. Ongoing.**
9. DPW competed a major tree trimming around Churchill Rink to address shading issues at the 99kW solar array. **COMPLETE.**
10. Development of a new "Standard" for tree trimming on Scenic Roads developed. **COMPLETE**
11. Distinct from #10 above, 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**
12. 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. Planning presentation to Council on status for early-2021. **Ongoing.**
13. Began development of Standard Details for drainage, roadway, sidewalk and utility infrastructure to provide consistent design standards and guidance for new development and redevelopment. Standard details to be finalized during 4<sup>th</sup> quarter of 2020. **Ongoing.**
14. Began development of Drainage Connection Policy establishing standards and requirements for connection to Town's stormwater conveyance and treatment systems. (MS4 System). **Ongoing.**
15. 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 the following year 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.**
16. Completed Dover Road Sewer force main and water line replacement project. **COMPLETE.**
  17. Completed wastewater treatment plant grit system upgrades. **COMPLETE.**
  18. Submitted Year 2 Annual NPDES MS4 Stormwater Annual report to meet Federal compliance requirements for MS4 stormwater collection and treatment systems. **COMPLETE.**
  19. Coordinating with Riverwoods Engineering consultant, Altus Engineers, for review and submittal to NHDOT of Dover Road sidewalk extension project. **Ongoing.**
  20. Coordinating 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. **Ongoing.**
  21. Completed emergency wetland authorization and construction improvements of failed culvert pipe on Bennett Road. **COMPLETE.**
- Evaluate how to market the historical, agricultural, and academic nature of the community to encourage Durham as a destination. While we made some very minor inroads here in 2019, efforts have been limited in 2020 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 topics versus an economically marketable 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. Durham is clearly recognized as a UNH-related destination, however. More opportunity exists there should we choose to truly embrace our UNH connection. **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, Parks & Recreation Director Rachel Gasowski (and by Mr. Selig as time allows). Celebrate Durham will be moving to a monthly meeting schedule. Meanwhile, Mr. Selig serves an Ex Officio member of the Durham Business Association Board of Directors representing the Town, though activity there is very slow at present due to impacts of the pandemic. **Ongoing.**
  - Support the new Work Force Housing subcommittee to investigate opportunities, challenges and options for affordable quality housing in Durham.
    1. The subcommittee has begun to meet in 2020. The Planning Board approved a significant addition/expansion at Bagdad Woods. **Ongoing.**
    2. Updates Payment of Lieu of Tax agreements with non-profit entities in town now complete and recently approved by Town Council. **COMPLETE**
  - Take steps as appropriate to promote the long-term health of Great Bay.
    1. DPW/UNH have remained active in engaging with the EPA in evaluating the best path forward toward implementation/compliance with new MS-4 and WWTP point source discharge Federal EPA requirements. Durham/UNH submitted detailed feedback to EPA on the draft EPA General Permit. EPA issued final Federal permit in late-2020.

- Durham plans to sign on to the new permit, which addresses the majority of concerns we raises. **Ongoing.**
2. Mr. Selig serves as a member of the Piscataqua Region Estuaries Partnership's (PREP) Management Committee. **Ongoing.**
  3. 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. **COMPLETE.**
  4. 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! Must now administer the grants, plan the projects, and implement them. **Ongoing.**
  5. DPW Coordinated with Land Stewardship Coordinator to implement improvements to trails and bridges partnering with Eagle Scout and Durham Rotary Club. **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. Construction oversight and citizen follow up has been a significant undertaking for staff. Punch list items nearing completion with field review of impacted areas **COMPLETE.** Public Works is evaluating post construction roadway condition report and impacts to historic stone walls to ensure any required repairs are completed. **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. We currently await further word from UNH before proceeding with PUD planning, as time/resources allow. In the meantime, Mr. Behrendt has developed a draft PUD ordinance for consideration when the time is right. We have shared with UNH but have not received feedback to date. **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.
    1. Land Stewardship Coordinator Ellen Snyder continues to do yeoman's work on a variety of initiatives that are aligned with this goal. Ellen's service with the Town will be concluding April 1, 2021, at which time Tom Brightman will assume her responsibilities. Ellen is already orienting him to the role and our properties. **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. Current Fellow Emily Mello is undertaking a GGI for the entire Town. Working with Energy Committee to join 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. We've been approved for a new Sustainability Fellow for Summer 2021. **Ongoing.**

3. 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.**

### **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 is actively reviewing successor solid waste contract with Waste Management as well as other alternatives. **COMPLETED** negotiations with Waste Management for new 5-year contract with 5 year renewal option – received endorsement from IWMAC with Town Council contract approval in November 2020. **COMPLETE.**
  2. **Swap Shop closed due to pandemic concerns. Planned reopening in spring subject to Covid-19 Impacts. Ongoing.**
  3. Annual curbside bulky waste pickup postponed indefinitely due to pandemic. DPW arranged specific days for residents to bring materials to Transfer Station for processing. **COMPLETE.**
- Improve communications with residents, landlords, and students regarding additional waste reduction and current recycling to optimize the value of recyclables and reduce fees for solid waste. (In addition to Celebrate Durham, Friday Updates, Town website.) **Ongoing.**

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. **Durham Parks & Recreation, IWMAC and Durham Public Works have teamed up to create the Durham Compost Challenge, beginning on Oct. 5<sup>th</sup>. 25 households registered for the Challenge and for 6 weeks they will remove all organic waste from normal household waste using Biobucket & BioBags (included in the registration), measure the weight of compost vs. household waste using a household scale or the scale at the Transfer Station when bucket is full, record weight of compostable bag using provided tracking chart, and bring compost to the compost toters at the Durham Transfer Station, or dispose of it in personal household composting bin. This initiative has been extended into early 2021. Ongoing.**

- Evaluate interest by the Town Council on whether IWMAC should continue to consider PAYT. **The topic was under active discussion by Integrated Waste Management Advisory Committee for many months. Three community forums were held in summer/fall 2019, and the Council held a public hearing for November 4<sup>th</sup>, 2019, to hear from the public concerning PAYT and/or curbside composting to follow as part of the FY 2020 budget process for 2020 implementation. After much discussion, the Council asked the IWMAC to return to it with a firm proposal for action in 2020. Ongoing, however shift in market relative to recyclable materials processing costs will require further evaluation. On hold for now.**

**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 & Rec. Department to date over the last year and these have been well attended. Music on Main Street (2019), Summer Splash (2019), Downtown Trick or Treat (2019) Trot in the Trees (2019) took place, and the Durham/ORCSD REACH Camp was a real success last summer (and in modified format in 2020, now billed as Camp in a Box, as have been myriad other P&R initiatives. Until the pandemic broke, we were also looking at Churchill Rink improvements for FY 2020, with potential additional upgrades for FY 2021 and FY 2022, dependent on future rink financial performance. The pandemic has posed significant challenges for the department, with ever-changing Covid requirements, limited staffing, and the need for social distancing, Dir. Rachel Gasowski has undertaken yeoman's work and deserves our gratitude for her creativity, diligence, and grace under pressure while striving to meet the needs of the community. **Ongoing.**
2. Evaluate capital needs of Wagon Hill Farm farmhouse and Courthouse based on Sturgis report and integrate into 2021 CIP planning. A new working group with representation from the HDC/Heritage Commission, DHA, and DPW has been formed. Engineering monies have been budgeted for 2021, with construction scheduled for 2022. Possible grant funds are being evaluated to support the two initiatives. **Ongoing.**
3. We continue to support initiatives as appropriate that promote public transportation options and ensure safe walking and biking. **COMPLETE.**
4. 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.**
5. DPW re-ditched Dame Road and undertook roadside trimming in spring 2020. Some residents desire the road to be paved, some do not. **COMPLETE.**
6. Development of a Microgrid PILOT project in conjunction with UNH and Eversource. This is a slow process and discussion/analysis continues. **Ongoing.**
7. Provided programming to coincide with Indigenous Peoples' Day in Oct. 2020 - Garrett Chapman. **COMPLETE.**
8. Integrate new bike (3 foot rule) signage along Newmarket Road/NHDOT Rt. 108 between Durham and Newmarket. A question arose concerning whether NHDOT has abandoned this new signage as non-MUTCD compliant. DPW is following up with NHDOT. Based on further TSC discussion, we chose to abandon this initiative as not being in our interest or compliant with new NHDOT standards. **COMPLETE.**
9. We continue to evaluate bicycle/pedestrian friendliness issues in Durham. Currently evaluating NHDOT Rt. 4/108 interchange project and making suggestions to improve bike markings and working with Riverwoods/NHDOT to extend sidewalk from Old Piscataqua Rd. to Stone Quarry Dr. Also working to facilitate crossing of Rt. 108 at Riverwoods to Canney Rd. to access Merrick Easement and neighborhoods there for new residents. **Ongoing.**
10. DPD has launched new parking software system in spring 2020 to improve efficiency for limited staffing there. **COMPLETE.**
11. Building Dept. and Fire Dept. evaluating new shared permitting software modules for purchase to increase efficiencies and streamline services for applicants. The software being evaluated did not pan out so we are back to square one! ☹️ **Ongoing.**
12. HUGE efforts to adjust Parks & Rec. programs for the community in light of pandemic. Parks & Recreation has been successful in revamping many of the department's annual



events, and adapting adult classes and after school programs to safely take place during the pandemic. Looking ahead to spring/summer 2021. **Ongoing**

13. Significant improvements taking place at Durham Public Library (**COMPLETE**):
  - Complete web redesign
  - New circulation policy
  - Updated technology in conjunction with IT Dept.
  - NY Times online via Hoopla
  - 3D printing available to residents
  - Refreshed periodicals collection
  - Very proud of outstanding work of DPL staff during pandemic!

**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) but the project is paused due to pandemic. DPW is developing parking lot concept plan to determine approximate number and configuration of expanded parking for this parcel. Durham and UNH are in discussions concerning Durham purchasing the property for \$2,045,000, the average price of two recent independent appraisals. **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. Construction of Dover Road Force Main sewer project. Project has been completed including water main replacement. Binder course pavement installed with final coarse paving planned for spring 2021 following freeze/thaw cycle and potential settlement. Removed paving portion of project from base contract and awarded to annual road program contractor saving Town over \$100,000. **COMPLETE.**
  4. Continuing to develop Lee Circle water line extension to bring potable water from Lee Circle to the Lee Water Line extension to the Lee Circle. Raised concerns with Underwood Engineers and NHDES around water quality, compliance and water age issues within new planned extension. This resulted in authorization by NHDES to conduct a water age model and potential system modifications to address water age in this dead-end water distribution line. **Ongoing.**
  5. Active collaboration on UNH reopening plans (now Spring 2021 semester) in due pandemic. **Ongoing**
  6. Collaboration with UNH on joint-messaging campaign (masks, social distancing, hand-washing, etc.) for both on campus and off. Signage efforts have been very successful to date. **Ongoing.**
  7. Worked with UNH and Landlords to coordinate housing and associated pandemic & health-related issues during entire summer planning for UNH reopening. **COMPLETE.**
- 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. UNH Sustainability Fellowship, WHF Living Shoreline Project, Mask Messaging group from UNH Paul School are all examples. For the purpose of this review, the topic is considered **COMPLETE**.

**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. Some court challenges have been decided in the Town's favor. For the purpose of this review, item is considered **COMPLETE**.
2. Mill Plaza redevelopment application. Colonial Durham is currently before the Planning Board to as part of the application process. Admin. Selig was tasked by Planning Board to organize a color/minor architectural subcommittee to work on design details, which was accomplished. The overall project continues through Planning Board review process. **Ongoing**.
3. Much time has been devoted to assisting businesses with access to COVID funding, sharing information from the Governor's office, and promoting downtown businesses. Celebrate Durham and the Parks and Rec. Dept. held an array of successful, community-oriented programming up until the pandemic in March. **COMPLETE**.
4. Durham was named the 10<sup>th</sup> safest college community in America on 8/7/19 by SafeWise, #67 safest community in USA in July 2020, and #23 best Hockey Town in July 2020 by SmartAsset. We were just named the 4<sup>th</sup> safest college town in the nation in 2020 by SafeWise, climbing six slots from 2019. **COMPLETE**.
5. 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 and flags have NOT been stolen; endorsed by the Traffic Safety Committee for potential expansion of program – potentially at crosswalk on Church Hill. Must confer with HDC. **Ongoing**.
6. Planner Michael Behrendt and Zoning Officer Audrey Cline worked 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 generated a lot of feedback and was adopted by the Council. **COMPLETE**.
7. Gerrish Drive development project before the Planning Board has also generated significant public input and engagement, requiring considerable staffing resources. The application process is **Ongoing**.
8. 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. For the purpose of this review, considered **COMPLETE**.
9. The Code Office has successfully concluded two court actions against landlords with zoning infractions through settlement agreements. Both were extraordinarily time consuming cases. **COMPLETE**.
10. The playground at Jackson's Landing received a major face lift in early summer 2020. **COMPLETE**.
11. NEW Ciao Italia restaurant now on line following many construction delays within this older structure. Clark's American Bistro is also now on line. **COMPLETE**
12. Harmony Homes staff housing project approved by Planning Board and Durham Business Park Design Guideline Committee. **COMPLETE**

13. BAMEE outdoor porch was the first application to proceed through streamlined minor site plan review process developed by staff. It went smoothly and the actual porch looks terrific. **COMPLETE**
  14. Unfortunately, approx. 9 businesses have closed during the pandemic, including Young's, Durham Book Exchange, Durham Copy, Mariner Realty, The Candy Bar, among others. Part-time Ec. Dev. Dir. Christine Soutter has been in touch with property owners to offer assistance as they solicit new tenants, which are evaluating the subject spaces. A barber shop has relocated to the former The Candy Bar space. Several new businesses have signed leases in September 2020 and will fill some of the current vacancies. This topic will remain an evolving issue during the pandemic period. **Ongoing.**
- Continue the process of formulating a comprehensive evaluation of our Central Business District with the goal of further enhancement of this corridor in a manner that realizes the expectations of Durham. **See next item. Ongoing.**
  - Continue to pursue and reevaluate the development/redevelopment needs of the CBD and align our zoning to meet the requirements as needed. **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. That process very actively 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. **Part-time ED Director Soutter has conducted outreach with downtown business owners regarding their needs during the pandemic, having made contact with 113 businesses. We have about 150 businesses in Durham. She has shared all of the latest Federal, state, and municipal info. with them to assist with Covid assistance requests. We've administratively eased restrictions to facilitate sidewalk displays and sidewalk café's via Administrative Orders 4 (5/20/20) and 5 (5/20/20), respectively. Staff have investigated the ideas of making Jenkins Court pedestrian-only on two occasions this spring/early-summer, but this was not only not supported by all business owners; the majority, in fact, believed it would be counter to their interests. One property owner in particular strongly desires closing Jenkins Court to support their outdoor dining operations, so the Town is worked with the subject business to identify alternative solutions including closing on-street parking in front of the business on Main St. With the pandemic, this is an evolving issue so it remains 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 – though the DBA has met very little with the onset of the pandemic. 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. **In spring 2020 DPW developed a revised parking layout for the Sammy's Lot (adding approx. 7 new spaces), which was implemented in summer 2020. Evaluating acquiring 66 Main St. from UNH (with a potential of 85 +/- additional surface parking**

spaces) to enhance downtown parking and stimulate redevelopment and expansion of tax base. **Ongoing.**

- Explore possible partnerships, whether private or with UNH and utilizing various funding sources at the Town's disposal, that will result in the construction of parking garage with sufficient spaces controlled by the Town of Durham. **Durham has initiated conversations with UNH concerning the Town purchasing 66 Main St. Ongoing.**

**Task the administrator with meeting the following budget goals for 2021.** 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 and explore innovative ways to reduce the municipal tax rate.

- The Business Office continues to monitor pandemic impacts carefully on our financial operation. The noticeable lack of tax base expansion, as well as loss in revenues due to the pandemic, made achieving the goal challenging for 2020/21 yet collaboration between the Business Office, departments, Councilors, and Admin. enabled the Council to develop a viable path forward that was unanimously adopted. **COMPLETE.**

**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. 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 are actively working with ORCSD to facilitate the construction for the ORMS site. Admin. Selig has participated on the building committee bi-monthly conference calls all spring and now attends weekly construction meetings on site. Code, Fire, and DPW are all involved as well. Ongoing.**
2. The Agricultural Commission submitted 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 made its way through the Planning Board and to the Town Council. The Council held a public hearing Oct. 19<sup>th</sup> and referred a number of changes back to Planning Board for additional review and public feedback, which were ultimately adopted unanimously by the Town Council on 2/1/21. **COMPLETE.**
3. **Work at the IWMAC is focusing on improving our sustainability as a community by refining our solid waste and recycling collection system. They have been including a very informative "Did You Know?" series of interesting trash facts in weekly "Friday Updates" editions to educate the community and increase awareness and hopefully impact behavior. IWMAC also has a *compost challenge* under way! 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. 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 (\$100,000+ over estimates) have pushed this out to 2021. Conversations/coordination with Strafford County has been under way for months with the hope of the County providing funding support to supplement the project such that it also contains a County node, or to cooperate with the County in finding an alternative win/win solution. Discussions still underway. **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. It's quite frustrating for the DFD but beyond their control. In the meantime, we're looking to incrementally improve existing accommodations for the DFD. **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. Still under design/discussion with UNH and DFD. It looks like we'll be able to occupy space in 2021, *but time will tell!* **Ongoing.**
4. Phase I of the Wagon Hill Farm shoreline stabilization project utilizing a living shoreline approach was under active construction all last summer (2019) and is now **COMPLETE**. DPW is proceeding with design/grant application in conjunction with NHDES Coastal Program for successive phases of work. **Ongoing** grants submitted with shoreline and trail/bridge design planned to begin in 2021. NFWF and Moose Plate grants *RECEIVED (!)* to help support our efforts.
5. 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! **Ongoing.**
6. Work to develop solution to address impact of human and dogs use at Wagon Hill Farm (exacerbated by pandemic). **Ongoing.**
7. Develop a plan for the Mill Pond area/Oyster River (Mill Pond) Dam that is cost-effective and environmentally sustainable. Finalized \$300,000 Mill Pond Dam VHB Feasibility Report in preparation for presentation to Town Council during 4<sup>th</sup> quarter 2020. Council set to discuss issue again February 15, 2021. **Ongoing.**
8. 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 2018. This will be integrated into use of farmhouse as noted earlier in this report. **Ongoing** with budget development underway for multi-year restoration plan of both Wagon Hill Farm and Old Town Hall. Fire and intrusion detection systems installed in farmhouse in December 2020. Contract award pending identification of funding source. Heritage Commission evaluating grant possibilities such as LCHIP, etc.
9. Coordinated with asbestos remediation contractor to remove asbestos tile floor within multi-purpose room located in Old Town Hall. Exposed original barn board floor and reviewed options for restoration and preservation. New flooring being actively installed in January 2021. **Ongoing.**
10. Development of GIS Tax Map database and orthoimagery/planimetrics base layers for Town-wide long-term implementation/use. Contractor on board and under way.

Imagery undertaken. This is part of a 3-year process. The FY 2020 budget included a full time staff person to take on this new initiative beginning in July 2020 -- hiring was delayed due to pandemic through at least July 1, 2021. **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. **While numerous Charter amendments were approved by referendum in March 2020, we intended to revisit he/she/they reference issue in 2021 but were diverted from this task due to pandemic. Ongoing**

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