

OPPORTUNITIES FOR EXCELLENCE 2025



NEW DURHAM MASTER PLAN

Prepared for:

Residents, Taxpayers, & Visitors of New Durham, New Hampshire

June 2017

Master Plan

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NEW DURHAM MASTER PLAN

OPPORTUNITIES FOR EXCELLENCE 2025

Introduction

Opportunities for excellence provide the keynote in developing and implementing a planned future for New Durham, New Hampshire. New Durham is set apart by its beautiful natural resources, rural setting, and rich historical and cultural heritage. As a bucolic small town in southeastern New Hampshire, New Durham visions opportunities for managed growth enabling its residents and visitors to fully enjoy a quality of life that provides a safe, clean, affordable place to live, work, and play. It is a community committed to growth and prosperity for its residents. New Durham offers attractive housing, a desirable quality of life, and abundant recreational opportunities through its natural resources and valued Town services.

New Durham's mission is to be a dynamic New Hampshire town focused on excellence by balancing the interests of all in the community through managed growth, fiscal responsibility, and stewardship of our beautiful natural resources and environment.

Master Plan Overview & Challenge

New Durham's Master Plan is a forward looking document that specifically addresses taxpayer value for desired Town services levels and amenities while advancing initiatives to provide increased opportunities for an enhanced quality of life for its residents and visitors. As in any forward looking document, to accomplish the key strategies in each Master Plan section will require responsibility assignment, creative financial resources, systematic review, and celebration of achievement milestones. This Master Plan is not a static document but one in which continued review and revision is necessary to achieve its significant planning goals.

NEW DURHAM VISION:
A community committed to growth and prosperity – a safe, clean, affordable place to live, work, and play .



NEW DURHAM

MISSION:

A dynamic New Hampshire town focused on excellence by balancing the interests of all in the community through managed growth, fiscal responsibility, and stewardship of our natural resources and environment.

The systematic, continual review process of the Plan assures that the strategies and tactics described remain relevant in an ever-changing economic and social environment. Successful implementation of this Master Plan requires commitment of all stakeholders. The challenge for New Durham residents is to fully participate in helping to achieve these strategies. After all, we believe the quality of life you desire depends on your willingness to participate in and assure that the implementation of this plan is achieved.

New Durham's Master Plan is developed with the following sections with each section providing critical strategies and more detailed tactics to achieve the described goal.

Master Plan Section	Primary Goal
Demographics	Understand New Durham's relevant statistical data for Master Plan development & implementation
Town Facilities & Services	Ensure valued, affordable services & infrastructure for New Durham
Natural Resources	Preserve New Durham's natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations
Town Appearance & Character	Value New Durham's colonial architecture, upland forest landscape, & lakefront character
Community Well Being	Provide quality lifestyle opportunities for all residents
Land Use	Encourage a managed diverse land use
Housing	Enable equitable housing opportunities for all
Transportation	Assure safe, convenient multi-modal transportation opportunities to access local and regional residential, business, and natural resources

Please review this Master Plan fully and frequently. The New Durham Opportunities for Excellence Master Plan 2025 is intended for you to systematically provide input as to how you think New Durham can fully achieve this Plan. This Master Plan is meant for you to challenge your elected officials and Town employees to analytically identify how each of them has

contributed to the success of the Plan's implementation. Require that the New Durham Annual Report provide key milestones of Master Plan accomplishments. You are encouraged to be creative and volunteer ideas and work towards New Durham's Opportunities for Excellence through achieving a successful Master Plan.

The vision and purpose for this Master Plan and for New Durham is to be a community committed to growth and prosperity – a safe, clean, affordable place to live, work, and play.



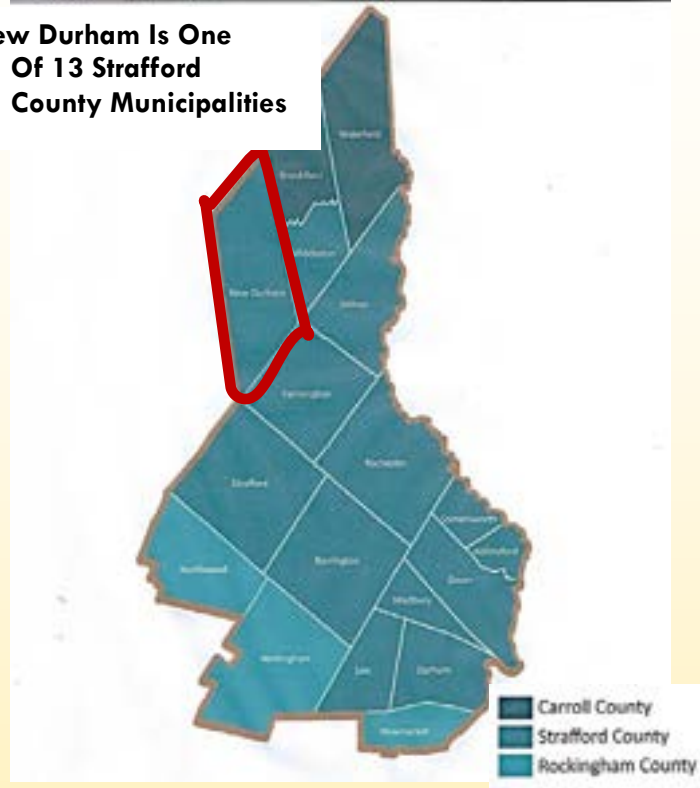
I. Demographics: Background – New Durham, Strafford County, New Hampshire
New Durham – Location Map

Figure 1 – Location Maps – New Durham
New Hampshire, Strafford County
New Durham



Strafford County Municipalities

New Durham Is One
Of 13 Strafford
County Municipalities



New Durham, New Hampshire was incorporated in 1762 but was first settled in 1749 almost entirely by colonists from Durham, New Hampshire. It remained a town with a very small population until around 1960 when it began a gradual population increase with its rate of increase continuing to escalate to this day. In 2014 it was ranked as the 115th largest incorporated municipality in New Hampshire.

New Durham is one of 13 Strafford County, New Hampshire municipalities. Strafford County, located in the southeastern portion of the state, has an area of 384 square miles of which New Durham is 44.15 square miles of this total. Of New Durham's 44.15 square miles, 41.51 square miles is land area with the remaining balance of the New Durham area comprised of aquatic natural resources.

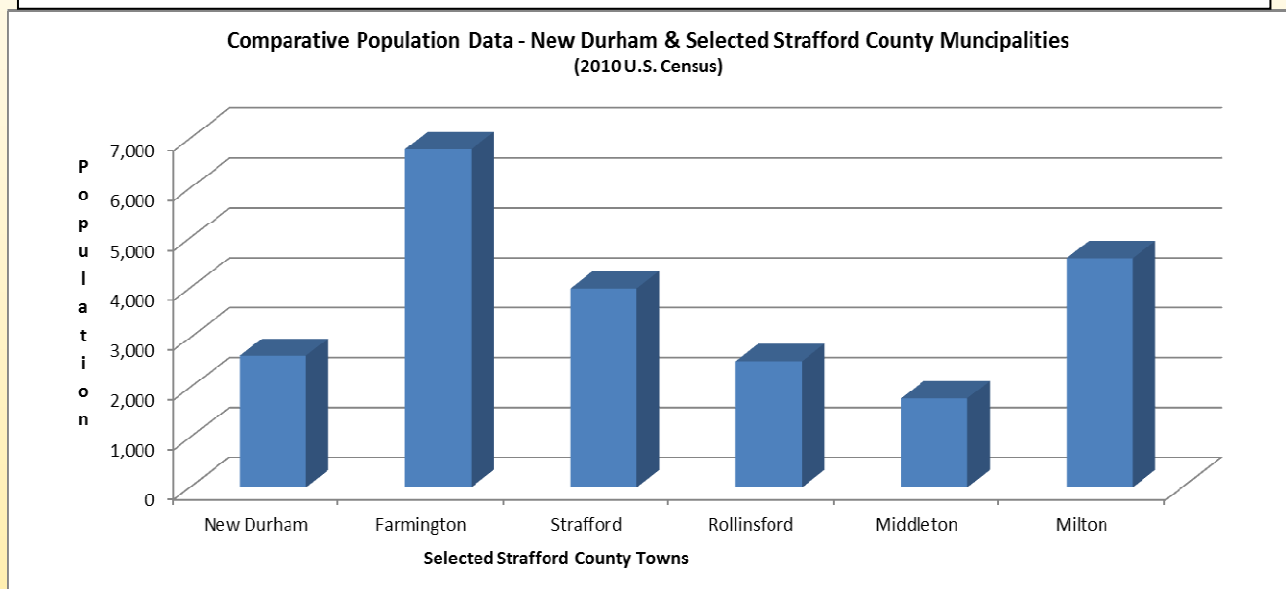
As a rural small town in southeastern New Hampshire, New Durham residents and visitors fully enjoy a quality of life that provides a safe, clean, affordable place to live, work, and play.

II. Population Summary – Most Recent Date and Growth Projections

A basic requirement for any Master Plan is demographic information that provides an understanding of the characteristics of the population within the planned area. A community that wishes to execute a Master Plan must understand the area's size, growth, population density, and other relevant statistical data that then provides a backdrop for developing and managing the key strategies in a forward looking vision for that community. In addition, certain key demographic data provide the understanding for an area's ability to implement and finance those initiatives that are desired to enhance the quality of life for its residents and taxpayers.

With a 2010 U.S. Census population of 2,638 full time residents, New Durham is comparable in size to other Strafford County communities such as Strafford (3,991), Middleton (1,783), and Rollinsford (2,527). Nearby Strafford County communities such as Farmington (6,786) and Milton (4,598) provide additional comparative information for the seasonality influx of population in New Durham driven by its natural resources such as Lake Merrymeeting and other New Durham recreational amenities including many nature hiking paths, etc. While no exact data is available, this seasonality influx is estimated to double or triple the full time resident population of New Durham. Figure 2 provides data on New Durham's population and illustrates comparative population information to selected Strafford County municipalities.

Figure 2: Comparative Population Data – New Durham & Selected Strafford County Municipalities



According to U.S. Census data, since 1990 New Durham has one of the fastest population growth rates in the region. Figure 3 shows the actual growth rates for New Durham, Strafford County, and selected municipalities in Strafford County.

Figure 3: Comparative Population Growth Rate – New Durham & Selected Strafford County Municipalities

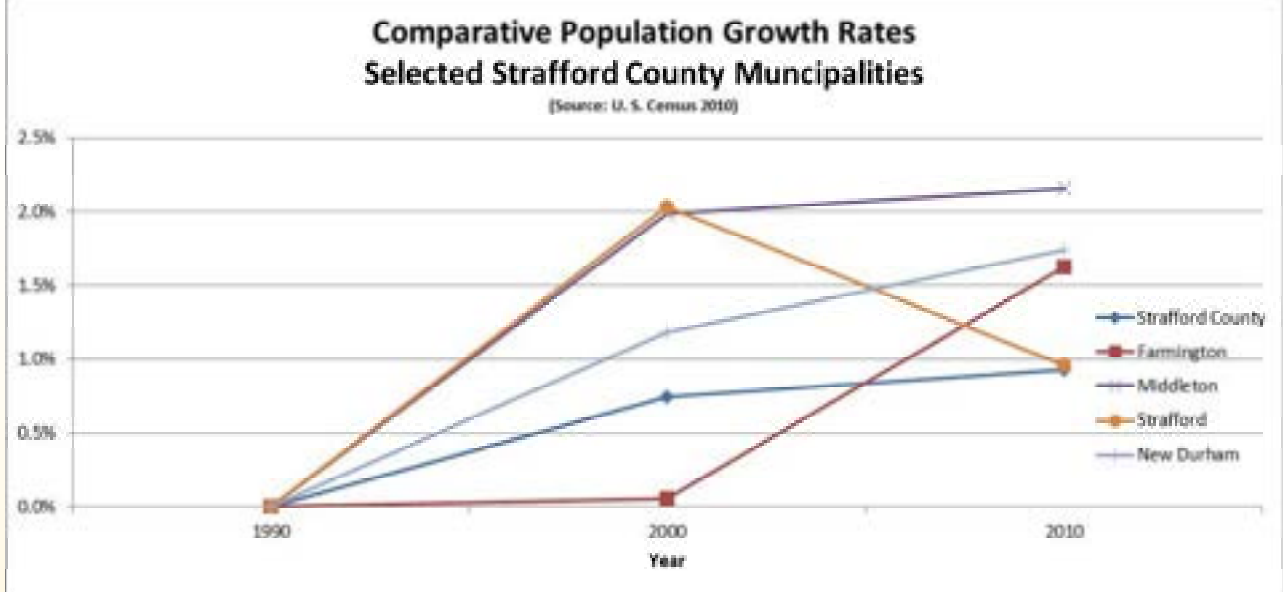


Figure 4 along with its corresponding data table provides actual data for the period of 1990 to 2010 along with projections for the next 5 – 20 years and this data indicates that New Durham’s rate of growth will be greater than Strafford County and most of the other municipalities in Strafford County. The community’s proximity to larger population centers including Rochester, Dover, Portsmouth, and even more distant locations such as Boston, MA and Portland, ME provide opportunities for in-migration in the coming years.

Figure 4: Projected Population Growth Rate – New Durham vs. Strafford County

(Source: U.S. Census & N.H. Office Energy & Planning)

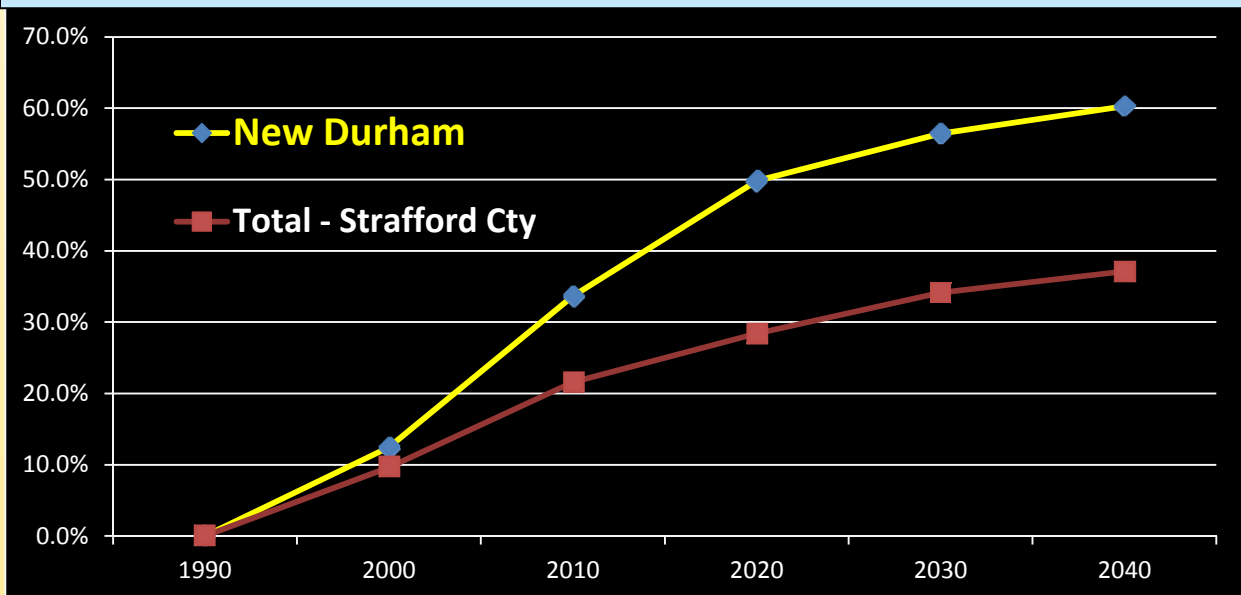


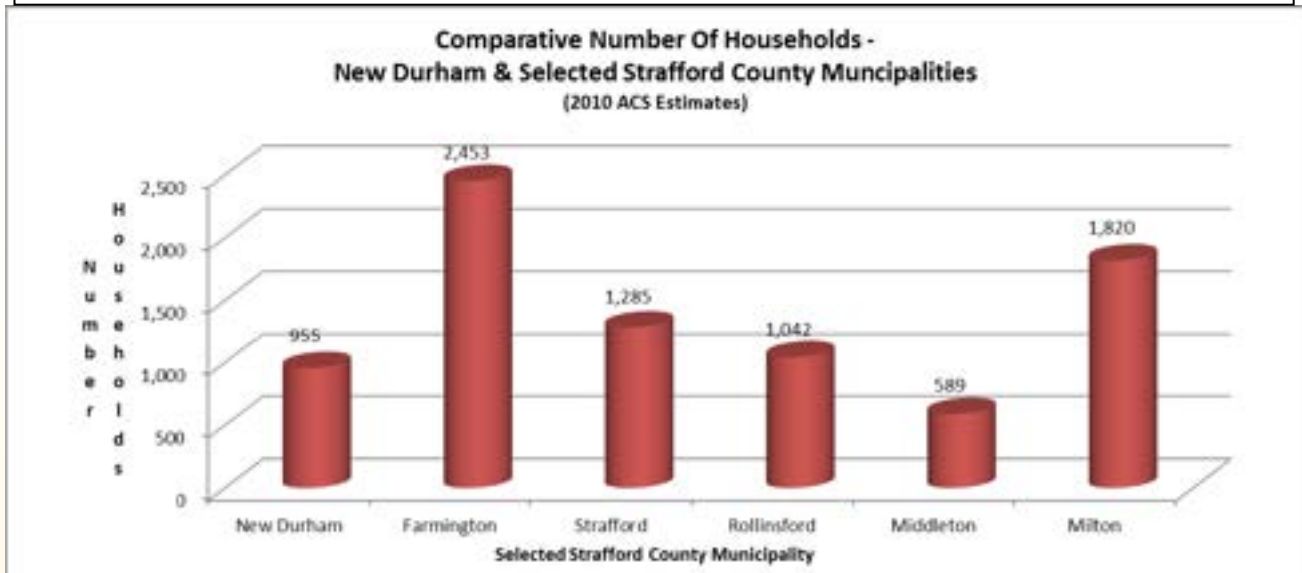
Figure 4: Data Table	Census Data 10-Year			30 Year Projected Growth			2010 – 2040	
	1990	2000	2010	2020	2030	2040	Change	% Change
Municipality								
New Durham	1,974	2,220	2,638	2,957	3,088	3,164	526	20 %
Strafford County	120,826	132,457	146,895	155,143	162,043	165,694	18,799	13 %

To view the current population from a population density perspective the following table again indicates that New Durham is projected to have a faster growth in population density than Strafford County as a whole. This growth in population density factor in New Durham will be somewhat constrained, however, due to New Durham’s aquatic vs. land area and its more hilly topography than many other municipalities.

Projected Population Density (Source: NH Office Energy & Planning 2013)			
Municipality	Area Sq. Miles	Persons / Sq. Mi. 2010	Proj. Persons / Sq. Mi. 2040
New Durham	44	60	72
Total - Strafford County	541	Avg. 328	Avg. 364

The majority of Strafford County residents reside in urban areas with the three larger municipalities (Dover, Rochester, and Durham) accounting for approximately 50% of the county’s population while only occupying 18% of the region’s land area. However, the greatest change in population from 1960 to 2010 occurred in the region’s more rural communities such as New Durham. This trend is likely to continue as noted in the above growth rate data and New Durham’s Master Plan has been with that understanding.

Figure 5: Comparative Number Households – New Durham & Selected Strafford County Municipalities



III. Age Distribution

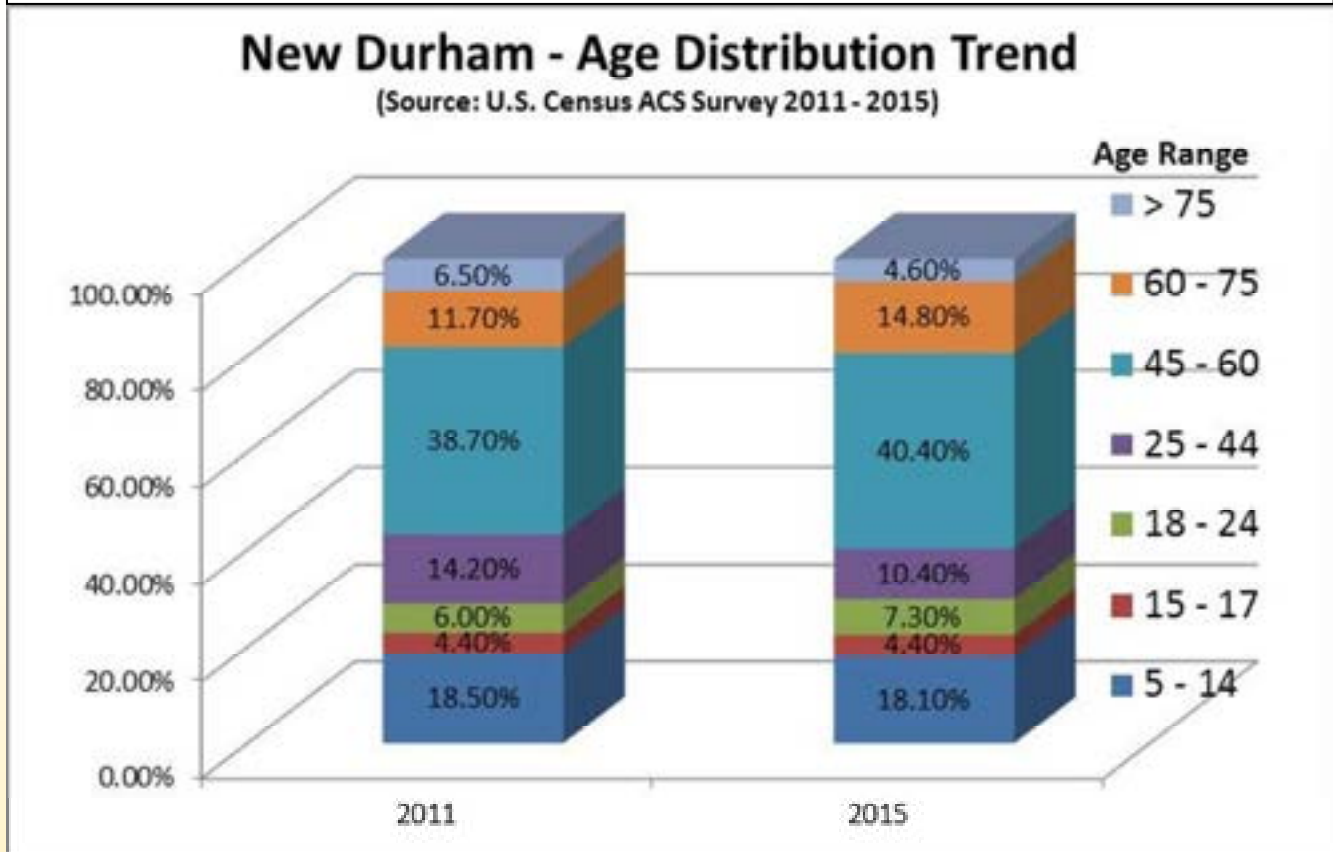
As is the case for much of the U.S., New Hampshire, and Strafford County municipalities, New Durham is currently experiencing an increasing aging population. This is a product of aging Baby Boom and Generation X populations. Estimates suggest that by 2030 New Hampshire's senior population will double (Source: Local Solutions for the Strafford Region – Regional Trends). Offsetting this data slightly, however, is that the region is somewhat younger than the rest of New Hampshire.

Figure 6 provides the age distribution data for New Durham for 2011 as compared with 2015. From the age distribution data New Durham follows, although not always directly, the national trend in an aging population. Mitigating the full impact of this to a certain extent is New Durham's seasonal population influx providing important tax base sustainability. This seasonal population does not necessarily follow the age trend for full time residents but no direct data is currently available to make a valid comparison.

A direct implication, however, from the age trend is that there continues to be a declining school age population and with declining school enrollment in the regional school system, there will be an increased fixed cost component causing some tax rate pressures.

The role of this Master Plan is to assure that all efforts are made to provide sustainable assets and incentives for residents, seasonal residents, and visitors to continue to call New Durham home and a target destination for their families.

Figure 6: Age Distribution – New Durham



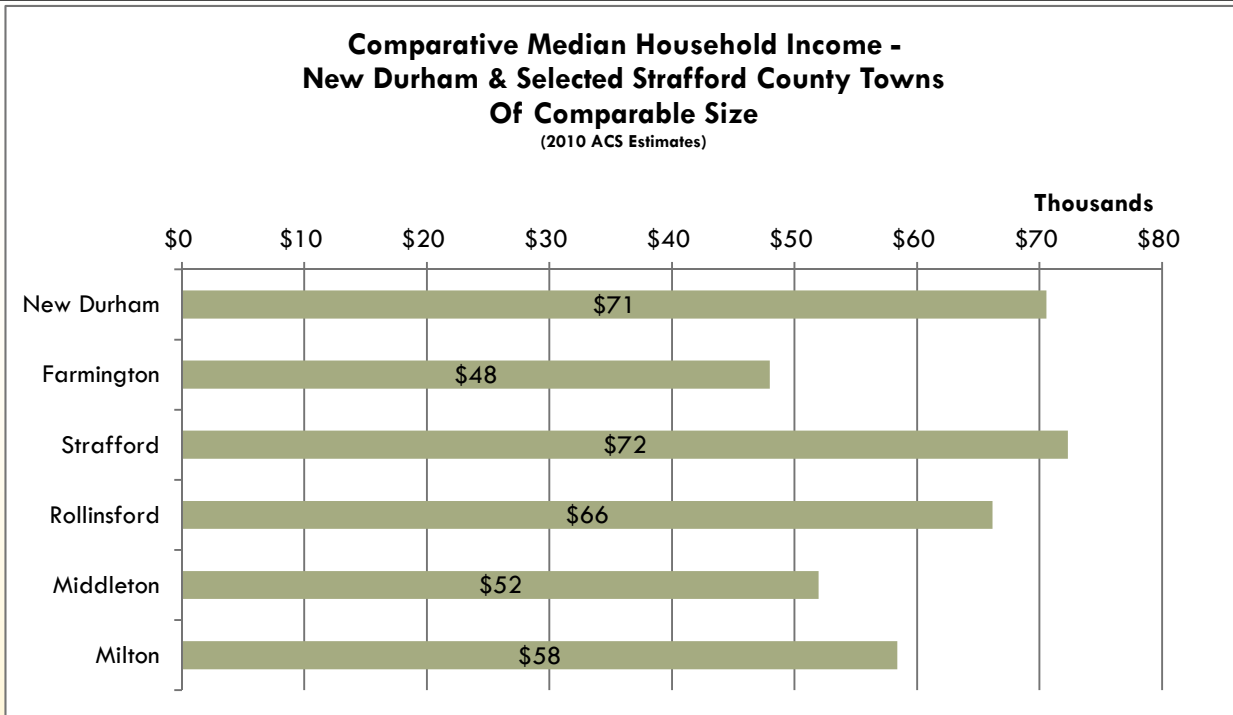
IV. Income Distribution

The income distribution data shown in Figure 7 indicate that the median household New Durham income for the town is significantly above most of the comparable selected Strafford County municipalities. One goal of this Master Plan is to enhance those areas that provide reasons for people to choose New Durham as their home or seasonal residence.

New Durham’s natural resources and recreational assets provide both year-round and seasonal residents clean water and forestry resources and a strong fiscal condition providing opportunities to enjoy a life style conducive to utilization of these resources. The Town provides a convenient location to use as a base to commute to work and other commercial locations. Additionally, New Durham offers desired housing and abundant recreational opportunities through its natural resources and valued Town services.

Forward looking trends throughout New Hampshire which will apply to New Durham include the point that income distribution may change due to an aging population, on the one hand, coupled with a desired increase on housing flexibility among the younger generation. This could impact New Durham’s future in meaningful ways. Therefore, this Master Plan has been created to address key issues that drive decisions among all age and income distributions to enhance New Durham’s sustainability and growth opportunities.

Figure 7: Comparative Median Household Income – New Durham & Selected Strafford County Municipalities



The median income for New Durham at just over \$70,000 is higher than for New Hampshire (\$64,925) but is a bit lower than the Strafford County median income of \$77,172. The Strafford County data is mostly driven by the larger municipalities such as Dover, Durham, etc.

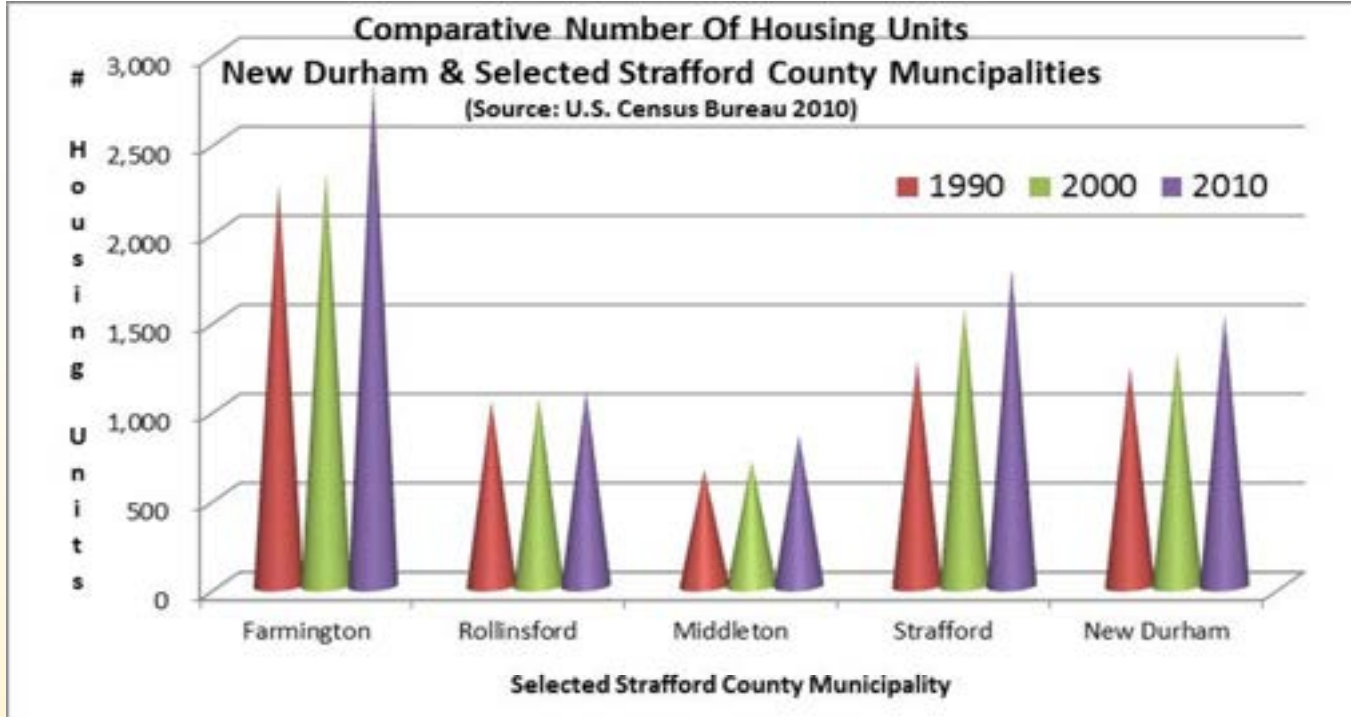
V. Housing Units

New Durham is primarily considered a rural town that provides safe, economical housing opportunities to working families who mostly commute to their work locales. With a population density currently estimated (2016) at 63.6 people per square mile and a housing density of 36.7 units per square mile New Durham provides the potential for its projected population growth.

Figure 8 provides comparative U.S. Census data on housing units from 1990 to 2010. New Durham has been a municipality that has shown a more steady rates of housing unit growth and the rate of increase, consistent with the population changes over the time, is higher than many surrounding communities.

From multiple reference data sources, there is a trend for housing preferences to be smaller in size with the need for more flexible housing arrangements. Additionally, with the aging population trend there will likely be a declining school enrollment, more people will choose to “age in place”, and there may be a desire for more intermodal transportation opportunities (bike paths, hiking, public transportation, etc.).

Figure 8: Comparative Number Housing Units – New Durham & Selected Strafford County Municipalities



VI. Workforce

The following table provides key workforce employment data for New Durham based on U.S. Census American Community Survey data for 2011 to 2015. With a civilian employed population of over 50% of its full time residents and a large portion of those in management, engineering, and related fields one can see why New Durham’s median household income data noted above results in New Durham being a viable, attractive community and a good baseline for projected growth.

Workforce Employment Category	U.S. Census ACS 2011 - 2015		
	Total	Percent Male	Percent Female
	Estimate	Estimate	Estimate
Civilian employed population 16 years and over	1,428	56.20%	43.80%
Management, business, science, and arts occupations:	483	50.10%	49.90%
Management, business, and financial occupations:	270	70.00%	30.00%
Management occupations	226	78.80%	21.20%
Business and financial operations occupations	44	25.00%	75.00%
Computer, engineering, and science occupations:	44	40.90%	59.10%
Computer and mathematical occupations	10	0.00%	100.00%
Architecture and engineering occupations	34	52.90%	47.10%
Life, physical, and social science occupations	0	-	-
Education, legal, community service, arts, and media occupations:	89	24.70%	75.30%
Community and social services occupations	10	40.00%	60.00%
Legal occupations	11	0.00%	100.00%
Education, training, and library occupations	48	12.50%	87.50%
Arts, design, entertainment, sports, and media occupations	20	60.00%	40.00%
Healthcare practitioner and technical occupations:	80	16.30%	83.80%
Health diagnosing and treating practitioners and other technical occupations	63	20.60%	79.40%
Health technologists and technicians	17	0.00%	100.00%
Service occupations:	269	45.70%	54.30%
Healthcare support occupations	25	0.00%	100.00%
Protective service occupations:	52	84.60%	15.40%
Fire fighting and prevention, and other protective service workers including supervisors	0	-	-
Law enforcement workers including supervisors	52	84.60%	15.40%
Food preparation and serving related occupations	91	9.90%	90.10%
Building and grounds cleaning and maintenance occupations	78	83.30%	16.70%
Personal care and service occupations	23	21.70%	78.30%
Sales and office occupations:	321	30.80%	69.20%
Sales and related occupations	119	54.60%	45.40%
Office and administrative support occupations	202	16.80%	83.20%
Natural resources, construction, and maintenance occupations:	183	100.00%	0.00%
Farming, fishing, and forestry occupations	8	100.00%	0.00%
Construction and extraction occupations	82	100.00%	0.00%
Installation, maintenance, and repair occupations	93	100.00%	0.00%
Production, transportation, and material moving occupations:	172	90.70%	9.30%
Production occupations	98	89.80%	10.20%
Transportation occupations	57	89.50%	10.50%
Material moving occupations	17	100.00%	0.00%

Source: U.S. Census Bureau
2011 - 2015 American Community Survey
5-Year Estimates

VII. Demographic Summary

The data presented in this section provides baseline information from which the Opportunities for Excellence 2025 New Durham Master Plan has been created. From this data there are two summary areas that are important to consider as one reviews and implements this Master Plan.

a) Key Conclusions from Demographic Data

- i. New Durham has a projected higher population rate of growth than many surrounding communities for the next 5 – 10 years.
- ii. With a national and local aging population, considerations for what constitutes an enhanced quality of life (housing, recreational, etc. issues), understanding the needs for an “aging in place” population, etc. need to be addressed.
- iii. Housing preferences for the projected changing population needs to provide more flexibility and a better understanding of municipal services, house density, and housing size considerations
- iv. Declining school enrollment with fixed school costs may cause increasing tax rate pressures.
- v. New Durham must be creative in sustaining quality of life opportunities, preservation of natural resources, and provide increased civic engagement among its population.

b) Challenges Addressed In The Opportunities for Excellence 2025 New Durham Master Plan

- i. Roads & Infrastructure – maintain and improve current and future community assets
- ii. Preservation of Natural Resources – assure pristine water quality and appropriately managed other natural resources
- iii. Intermodal Transportation – increase transportation choices both recreationally and needs based
- iv. Fiscally Responsible Services – town services based on taxpayer value
- v. Enhance Quality of Life for Residents & Visitors

This Master Plan has been developed using the demographic conclusions noted above along with consideration of the challenges to implement this Plan. As you systematically review this Master Plan please do so understanding **the vision for New Durham is to be a community committed to growth and prosperity – a safe, clean, affordable place to live, work, and play.**



TOWN FACILITIES & SERVICES



GOAL:

Ensure valued, affordable services & infrastructure for New Durham



Strategies –

- 1) **Align infrastructure with development planning**
- 2) Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs
- 3) Provide Town services that specifically address public safety & demographic needs



TACTICS

- a) Develop / maintain an inventory of publicly owned facilities & properties (including easements), etc. and their market value
- b) Assure any new major development does not burden existing property owners with additional infrastructure & service tax costs, i.e. public service capacity is not compromised
- c) Coordinate infrastructure management (roads, trails, water resources, etc.) so that they are not planned independently of one another

TOWN FACILITIES & SERVICES



GOAL:

Ensure valued, affordable services & infrastructure for New Durham



Strategies –

- 1) Align infrastructure with development planning
- 2) Ensure New Durham's facilities & infrastructure appropriately reflect Town needs
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TACTICS

- 1
- d) Align infrastructure & service needs planning with strategies for natural resources, land use, transportation, etc.
- e) Plan and implement the repair / replacement of aging infrastructure, i.e. roads, Town owned dams, buildings, etc. according to fiscally & use responsible schedules

TOWN FACILITIES & SERVICES



GOAL:
 Ensure valued, affordable
 services & infrastructure
 for New Durham



Strategies –

- 1) Align infrastructure with development planning
- 2) Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs
- 3) Provide Town services that specifically address public safety & demographic needs



TACTICS

- a) Establish infrastructure life cycle planning process (roads, buildings, etc.)
- b) Define service levels for public safety, i.e. police coverage, fire department & emergency services road winter maintenance, etc.
- c) Require any Town service source changes are fully evaluated both strategically & financially assuring fiscal advantages;
 Require advantageous service levels compared to current levels to assure enhanced value if increased costs incurred;
 Generate majority Town support for any potential service changes
- d) Uniformly map and geocode New Durham’s infrastructure & Town owned facilities via GIS for maintenance, improvement, and / or replacement needs

TOWN FACILITIES & SERVICES



GOAL:
 Ensure valued, affordable
 services & infrastructure
 for New Durham



Strategies –

- 1) Align infrastructure with development planning
- 2) Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs
- 3) Provide Town services that specifically address public safety & demographic needs

2

TACTICS

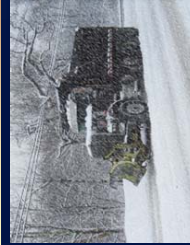
- e) Continue Capital Improvement Planning process to provide short & long term capital planning & fiscal predictability for infrastructure / equipment / facility needs
- f) Prioritize CIP planning & funding to match facility / equipment / infrastructure needs
- g) Establish 3-year appointments to CIP Committee (rotation & continuity)
- h) Prepare responsible annual budgeting for repair and / or replacement of aging infrastructure / equipment / facilities; Implement fiscally responsible allocation strategies for continued facilities / infrastructure / equipment improvements & maintenance providing tax payer / resident value

TOWN FACILITIES & SERVICES



GOAL:

Ensure valued, affordable services & infrastructure for New Durham



Strategies –

- 1) Align infrastructure with development planning
- 2) Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs
- 3) Provide Town services that specifically address public safety & demographic needs

2

TACTICS

- i) Prepare road maintenance decision criteria and develop rotating 3 – 5 year road maintenance schedule with fiscal impact
- j) Enhance / maintain multi-modal transportation infrastructure
- k) Maintain Town “anchors” such as Town Hall, Library, etc. assuring full maintenance & improvements
- l) Broaden ballfield usage, if possible, for potential year-round recreational facility
- m) Provide opportunities to share public facilities and services with adjacent communities, school district (voting location), & other public entities to eliminate redundancy, optimize value, etc.

TOWN FACILITIES & SERVICES



GOAL:

Ensure valued, affordable services & infrastructure for New Durham



Strategies –

- 1) Align infrastructure with development planning
- 2) Ensure New Durham's facilities & infrastructure appropriately reflect Town needs
- 3) Provide Town services that specifically address public safety & demographic needs

3

TACTICS

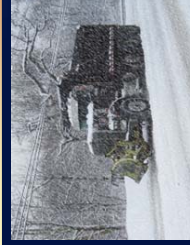
- a) Identify core stakeholders / users for key services, programs, & facilities
- b) Develop an evaluation process to determine current and future services & program needs including measuring user satisfaction
- c) Continue to develop recreational & library programs that support various age groups with emphasis on an aging population
- d) Assure continuous monitoring and efficacious mitigation, when necessary, of at risk natural resources (i.e. Merrymeeting River & Lake, various New Durham ponds & streams, etc.)
- e) Ensure proper street lighting for selected, higher traffic streets & Main Street walkways

TOWN FACILITIES & SERVICES



GOAL:

Ensure valued, affordable services & infrastructure for New Durham



Strategies –

- 1) Align infrastructure with development planning
- 2) Ensure New Durham’s facilities & infrastructure appropriately reflect Town needs
- 3) Provide Town services that specifically address public safety & demographic needs

3

TACTICS

- f) Develop better communication of Town services & activities; Develop / implement systematic targeted marketing campaign for various services & programs including use of social media, traditional promotional, & appropriate press releases (create awareness, etc.)
- g) Encourage professional growth in all Town departments aligning training with departmental & service needs
- h) Maintain / enhance key services / facilities (Town beach, trails, ballfield, etc.) to provide improved quality of life opportunities for New Durham residents
- i) Provide property owners with consistent information regarding planned services as it relates to their property & tax rate

TOWN FACILITIES & SERVICES

NewDurham

Founded in 1762

NEW HAMPSHIRE



NATURAL RESOURCES



GOAL:
Preserve New Durham's natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations



Strategies –

- 1) Protect water quality including land overlaying aquifers, watersheds, and buffers adjacent to surface water
- 2) Preserve rural landscapes, scenic views, hilltop profiles, forests, and other highly visible resources that might be aesthetically degraded by incompatible development or land use
- 3) Understand the Town's role as natural resource stewards in managing development



TACTICS

- a) Identify all prime water bodies, aquifers, and wetlands in New Durham
- b) Conduct public education events to improve awareness of water quality and instill personal commitment for water quality improvement
- c) Expand / maintain water quality monitoring on New Durham lakes, ponds, streams and watersheds to gauge water quality status / trends and to evaluate effectiveness of any mitigation strategies
- d) Develop mitigation strategies / plans and implement these strategies to minimize undesirable water quality infringement on any New Durham water body
- e) Assure any residential or commercial development does not compromise (degrade) water quality

NATURAL RESOURCES



GOAL:
Preserve New Durham's natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations



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- 2) Preserve rural landscapes, scenic views, hilltop profiles, forests, and other highly visible resources that might be aesthetically degraded by incompatible development or land use
- 3) Understand the Town's role as natural resource stewards in managing development

2

TACTICS

- a) Encourage the establishment of greenways that promote linkages and continuity with existing or potential habitat areas on abutting properties
- b) Protect Town historic and cultural sites from inappropriate encroaching development
- c) Develop collaborative relationships with conservation organizations including non-profit land trusts to encourage acquisition for natural resource preservation
- d) Determine advantages of placing a conservation easement on all Town forest properties; if determined advantageous implement this opportunity
- e) Develop and implement forestry stewardship plans for all Town forests and encourage a similar plan for all forest lands in New Durham

NATURAL RESOURCES



GOAL:

Preserve New Durham’s natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations



Strategies –

- 1) Protect water quality including land overlaying aquifers, watersheds, and buffers adjacent to surface water
- 2) Preserve rural landscapes, scenic views, hilltop profiles, forests, and other highly visible resources that might be aesthetically degraded by incompatible development or land use
- 3) **Understand the Town’s role as natural resource stewards in managing development**



TACTICS

- a) Develop, maintain, and / or enforce Town rules and regulations for subdivisions that protect water quality, scenic views, etc.
- b) Strictly enforce local / state water, shore land protection, storm water, etc. rules and regulations
- c) Encourage best practices in forest land stewardship, storm water, and road winter maintenance
- d) Ensure zoning regulations are compatible with agricultural, horticultural, and local produce marketing operations
- e) Continue Current Use land classification to support natural resource stewardship

NATURAL RESOURCES

NewDurham

Founded in 1762

NEW HAMPSHIRE



TOWN APPEARANCE & CHARACTER



GOAL:

Value New Durham's colonial architecture, upland forest landscape, & lakefront character

Strategies –

- 1) Strengthen residential, scenic view, and waterfront characteristics in all development activities
- 2) Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas
- 3) Advance accessibility and use of New Durham Town Center

1

TACTICS

- a) Protect scenic and environmental qualities of lakefront, wetlands, rivers, ridge, and forests through development and / or enforcement of zoning, overlays & other appropriate methods
- b) Safeguard New Durham's rural, upland, forested landscape including scenic views, aquifers, and waterways via managed development & code enforcement
- c) Maintain & respect various cemeteries and other burial locations within New Durham
- d) Promote rock walls in landscape design be consistent with existing construction & adhere to any relevant RSA's.
- e) Encourage all onsite utilities to be underground where feasible



TOWN APPEARANCE & CHARACTER

NewDurham

Founded in 1762

NEW HAMPSHIRE



GOAL:
Value New Durham's colonial architecture, upland forest landscape, & lakefront character



Strategies –

- 1) Strengthen residential, scenic view, and waterfront characteristics in all development activities
- 2) Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas
- 3) Advance accessibility and use of New Durham Town Center

2

TACTICS

- a) Coordinate any new development (business or residential) to align with Traditional NH Architecture & Style assuring scale & intensity are compatible with existing New Durham character
- b) Design any signs, lighting, benches, use of paving materials, and other elements that shape appearance to reflect the Traditional NH Architecture & Style
- c) Develop in collaboration with local business owners marketing opportunities and signage design to attract more business while maintaining ND character

Note: New Hampshire Traditional Architectural Style is that referenced in the Appendix to the Town Center Overlay District regulations

TOWN APPEARANCE & CHARACTER

NewDurham

Founded in 1762

NEW HAMPSHIRE



GOAL:

Value New Durham's colonial architecture, upland forest landscape, & lakefront character



Strategies –

- 1) Strengthen residential, scenic view, and waterfront characteristics in all development activities
- 2) Retain New Hampshire Traditional Architectural Style and appearance in the design of all business areas
- 3) Advance accessibility and use of New Durham Town Center

3

TACTICS

- a) Promote sidewalks and / or walking paths to enhance safety & security; Include bike access from school to ballfield
- b) Create a Town Center that provides mixed use areas with an inviting public openness addressing pedestrian traffic, service oriented businesses, and governmental office accessibility
- c) Establish the Route 11 / Depot Road intersection as an inviting gateway to New Durham's business, residential, & recreational resources
- d) Install new artwork, benches, & street lights enhancing Town Center appearance and use
- e) Design & install creative, distinctive landscaping features to help create a New Durham brand

TOWN APPEARANCE & CHARACTER

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NewDurham

NEW HAMPSHIRE



COMMUNITY WELL-BEING



GOAL:

Provide quality lifestyle opportunities for all residents



Strategies –

- 1) Encourage Citizen Participation**
- 2) Optimize Government Performance**
- 3) Build Regional Collaborations**

1

TACTICS

- Provide effective communication of information of community service needs / opportunities / events
- Support the culture of “personal invitation” to encourage community participation in community service
- Acknowledge, recognize, and appreciate people through current and new events using existing models such as Citizen of the Year and New Durham Day events, etc.
- Assure all committees, boards, commissions to be composed of a broad range of citizens representing a variety of the Town’s geographic regions and ideals

Community Well-Being



Strategies –

- 1) Encourage Citizen Participation
- 2) Optimize Government Performance
- 3) Build Regional Collaborations

GOAL:
 Provide quality lifestyle opportunities for all residents



2

TACTICS

- a) Offer educational and training opportunities on community growth, desired changes, governance, etc.
- b) Expand opportunities for citizen input / feedback
 Encourage diversity of opinion done respectfully
- c) Improve communication to various stakeholders, i.e. Cople Crown Village District, Merrymeeting Lake Association, New Durham businesses, all Town committees / commissions, employees, etc.
- d) Provide system for NDPD, NDFD, Emergency Mgmt. Dir., and Health Officer to maintain accurate, updated database for residents who may need support on routine or emergency basis; Expand the scope of “wellness checks” through the Health Officer
- e) Utilize latest technologies when possible to communicate Town information and needs
- f) Honor and protect the uniqueness of existing and emerging neighborhoods, i.e. Town Center, The Ridge, King’s Highway / Shaw’s Pond, etc.
- g) Require Town leaders to attend workshops / training that will increase their capacity and skillsets to serve New Durham

Community Well-Being



GOAL:

Provide quality lifestyle opportunities for all residents



Strategies –

- 1) Encourage Citizen Participation
- 2) Optimize Government Performance
- 3) Build Regional Collaborations

3

TACTICS

- a) Collaborate with regional planning groups and neighboring communities where appropriate
 - Identify specific areas of collaborative interest
 - Define specific areas where collaboration is advantageous
 - Create agreements to achieve defined collaborative benefit
- b) Create system to retain / enhance Town service levels within cost managed constraints
- c) Explore funding options (grants, etc.) to support ongoing Community Wellness strategies

Community Well-Being

NewDurham

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NEW HAMPSHIRE



LAND USE



GOAL:

**Encourage a managed
 diverse land use**

Strategies –

- 1) **Protect New Durham’s assets by assuring positive impact in land use development**
- 2) **Control land use utilization through managed growth of residential, recreational, commercial, industrial, & farm land development**

1

TACTICS

- a) **Ensure long term protection of water resources, shorelines, open spaces, & wildlife through ordinances / regulations**
- b) **Track & map land development inventory / opportunities in New Durham**
- c) **Preserve New Durham’s landscape, agricultural space, and natural resources minimizing land use conflicts**
- d) **Enforce commercial and other sign usage so as to not hinder scenic views, etc.**
- e) **Educate New Durham property owners on land use value via proper planning and design of land use changes**



LAND USE



GOAL:

**Encourage a managed
diverse land use**

Strategies –

- 1) Protect New Durham's assets by assuring positive impact in land use development
- 2) Control land use utilization through managed growth of residential, recreational, commercial, industrial, & farm land development



2

TACTICS

- a) Incorporate mixed uses to provide a variety of housing, recreational, farm land and commercial / industrial uses
- b) Encourage federal, state, & regional efforts to increase infrastructure capacity for energy supplies
- c) Involve community in planning and implementation of zoning to assure retention of community land use values
- d) Amend New Durham land use and housing ordinances / regulations to be consistent with Master Plan strategies
- e) Coordinate land use regulations with demographic projections

LAND USE

NewDurham

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HOUSING



GOAL:

Enable equitable housing opportunities for all

Strategies –

- 1) Manage housing growth to be compatible with demographic needs and New Durham’s natural resources
- 2) Provide diversity of housing opportunities



1

TACTICS

- a) Monitor housing inventory
- b) Maintain and / or update requirements for commercial, conservation, shoreline setbacks, wetlands, and overlay districts, etc.
- c) Amend New Durham housing ordinances / regulations to align with state statutes and allow “aging in place” alternatives that keep pace with population demographics
- d) Review subdivision regulations to assure preservation of New Durham’s natural resources and rural character

HOUSING



GOAL:

Enable equitable housing opportunities for all



Strategies –

- 1) Manage housing growth to be compatible with demographic needs and New Durham's natural resources
- 2) Provide diversity in housing opportunities

2

TACTICS

- a) Enhance existing residential neighborhoods (Town Center, Copple Crown, Merrymeeting Lake, Birch Hill, Ridge, etc.) to promote the health, safety, and welfare of the residents
- b) Develop alternative energy ordinance and energy conservation incentives to encourage alternative sources of energy utilization, (solar, etc.) for both new and existing housing
- c) Coordinate housing growth with demographic projections, school enrollment, etc. (senior housing, alternative housing design, seasonal conversions, etc.)

HOUSING

NewDurham

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NEW HAMPSHIRE



TRANSPORTATION



GOAL:
 Assure safe, convenient multi-modal transportation opportunities to access local and regional residential, business, and natural resources



Strategies –

- 1) Multi-modal transportation access to local and regional areas of interest (shopping, medical, etc.)
- 2) Implement best practices for road maintenance & improvements
- 3) Safe pedestrian / bike transportation in key traffic areas



TACTICS

- a) Support robust reliable multi-modal transportation including public transportation
- b) Develop specific data on road width, use patterns, etc. for transportation improvement needs
- c) Collaborate with NHDOT on maintenance of shared roadways
- d) Utilize planned “points of vulnerability” to control traffic flow

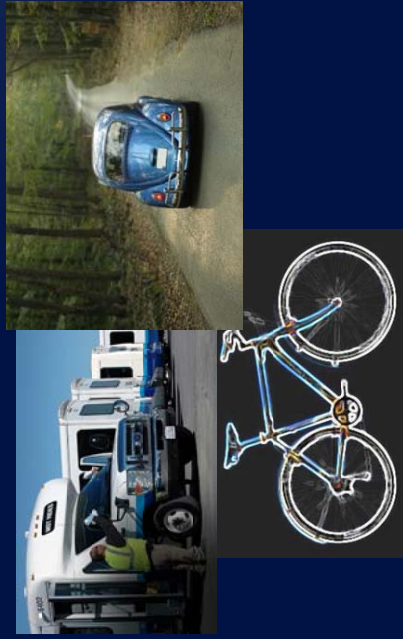
TRANSPORTATION



Strategies –

GOAL:
 Assure safe, convenient multi-modal transportation opportunities to access local and regional residential, business, and natural resources

- 1) Multi-modal transportation access to local and regional areas of interest (shopping, medical, etc.)
- 2) **Implement best practices for road maintenance & improvements**
- 3) Safe pedestrian / bike transportation in key traffic areas



TACTICS

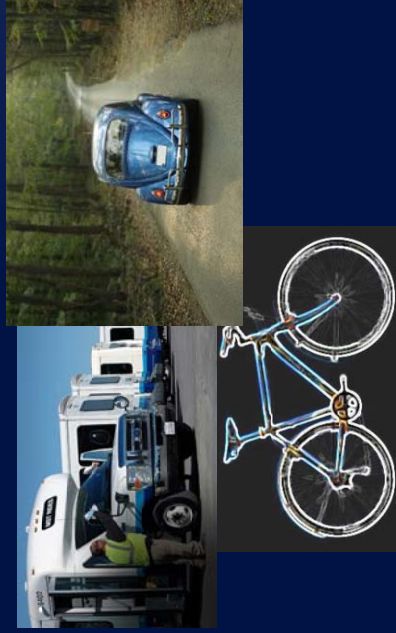
- a) Define best practices procedures for New Durham roads
- b) Utilize best practices in road maintenance to preserve environment
- c) Develop 5 & 10 year plans for Road System Management work (RSMS)
- d) Provide complete cost analysis for paved vs. gravel roads
- e) Assess high traffic intersections (Rt. 11, Tash and Depot Rd., etc.) and collaborate with NHDOT to improve safe intersection activities

TRANSPORTATION



GOAL:

Assure safe, convenient multi-modal transportation opportunities to access local and regional residential, business, and natural resources



Strategies –

- 1) Multi-modal transportation access to local and regional areas of interest (shopping, medical, etc.)
- 2) Implement best practices for road maintenance & improvements
- 3) **Safe pedestrian / bike transportation in key traffic areas**

3

TACTICS

- a) Define specific pedestrian / bike areas key to New Durham’s assets (school, ball field, lake, ridge, hiking trails, etc.)
- b) Collaborative development of recreational pathways
- c) Review & recommend opportunities for road width changes to accommodate pedestrian and / or bike traffic
- d) Create map of recreation / scenic trails / pathways for New Durham

TRANSPORTATION

NewDurham

Founded in 1762

NEW HAMPSHIRE



RESPONSIBILITIES & MEASURE(S) OF SUCCESS

RESPONSIBILITIES & MEASURE(S) OF SUCCESS

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
<p style="text-align: center;">Town Facilities & Services</p>	<p style="text-align: center;">Ensure valued, affordable services & infrastructure for New Durham</p>	<p style="text-align: center;">Align infrastructure with development with planning</p>	<p>Develop / maintain an inventory of publically owned facilities & properties (including easements), etc. and their market value</p>	<p>Director - Department of Public Works</p>	<p>Listing of publically owned facilities & properties and market value is available and is updated every two years</p>
			<p>Assure any new major development does not burden existing property owners with additional infrastructure & service tax costs, i.e. public service capacity is not compromised</p>	<p>Planning Board</p>	<p>Full fiscal and facility impact on Town's infrastructure & service costs including tax rate impact completed within first three years following Master Plan approval; PB completes similar analysis on any new development and has information on file</p>
			<p>Coordinate infrastructure management (roads, trails, water resources, etc.) so that they are not planned independently of one another</p>	<p>Director - Department of Public Works</p>	<p>Systematic communications is on record with DPW Director & Planning Board on infrastructure management and reviewed annually</p>
			<p>Align infrastructure & service needs planning strategies with natural resources, land use, transportation, etc.</p>	<p>Board of Selectmen</p>	<p>Provide rationale including a natural resource impact analysis and business case where appropriate for Town's infrastructure / services activities within first two years following Master Plan approval and review biennially thereafter</p>
			<p>Plan and implement the repair / replacement of aging infrastructure, i.e. roads, Town owned dams, buildings, etc. according to fiscally & use responsible schedules</p>	<p>Board of Selectmen</p>	<p>Annual project planning review and budget assessment of all repair / replacement of infrastructure is completed each year for the following 1 - 3 years</p>
			<p>Establish infrastructure life cycle planning process (roads, buildings, etc.)</p>	<p>Capital Improvement Planning Committee</p>	<p>CIP Report of recommended Town capital needs that includes life cycle planning is completed, approved, and on file each year</p>
			<p>Define service levels for public safety, i.e. police coverage, fire department & emergency services, road winter maintenance, etc.</p>	<p>Board of Selectmen</p>	<p>Collaboratively developed expected service level definitions are completed within the first 2 years following Master Plan approval with PD, FD, DPW, TA, etc. and are available to the public; Systematically reviewed every two years</p>
			<p>Require any Town service source changes are fully evaluated both strategically & financially assuring fiscal advantages; Require advantageous service levels compared to current levels to assure enhanced value; Generate majority Town support for any of these potential service source changes</p>	<p>Board of Selectmen</p>	<p>TA and all Department Heads provide full financial impact to accompany any significant Town service change / investment recommendations and provide full public communication</p>
			<p>Uniformly map and geocode New Durham's infrastructure & Town owned facilities via GIS for maintenance, improvement, and / or replacement needs</p>	<p>Director - Department of Public Works</p>	<p>Working collaboratively with Planning Board, a mapping system of Town's infrastructure & facilities / roads, etc. completed within first 2 years following Master Plan approval; are on file for public review; and used in annual planning processes by CIP, BoS, Budget Com., etc.</p>

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Town Facilities & Services	Ensure valued, affordable services & infrastructure for New Durham	Provide Town services that specifically address public safety & demographic needs	Identify core stakeholders / users for key services, programs, & facilities	Town Administrator	List of Town services, facilities, and programs developed along with users updated annually at a minimum
			Develop an evaluation process to determine current and future services & program needs including measuring user satisfaction	Town Administrator	Survey Town residents / tax-payers every three years to determine opportunities for future programs, annual evaluations completed for each program / service including utilization statistics
			Continue to develop recreational & library programs that support various age groups with emphasis on an aging population	Recreation Director / Library Director	A variety of recreational programs established for demographic related needs and effectively utilized with annual report providing market data showing program success / needs; Expanded programs developed to address Town's demographic composition and use annual review and biennial surveys to assure program viability and / or new program creation
			Assure continuous monitoring and efficacious mitigation, when necessary, of at risk natural resources (i.e. Merrymeeting River & Lake, various New Durham ponds & streams, etc.)	Board of Selectmen	In collaboration with Conservation Commission and others, continuous monitoring of at risk natural resources is completed with results developed annually and publicly available; where necessary, develop recommended mitigation strategies and provide funding mechanisms to appropriately address identified issues
			Ensure proper street lighting for selected, higher traffic streets & Main Street walkways	Director - Department of Public Works	All current Town street lighting is identified within the first year following Master Plan approval with a formal written location / cost listing; biennially provide recommendations where any expansion needs and / or improvements recommended
			Develop better communication of Town services & activities; Develop / implement systematic targeted marketing campaign for various services & programs including use of social media, traditional promotional, & appropriate press releases (create awareness, etc.)	Town Administrator	Systematic (quarterly at a minimum) communication process is established to Town residents & tax payers that provides relevant information and markets New Durham services and assets; an appropriate New Durham "brand" is developed
			Encourage professional growth in all Town departments aligning training with departmental & service needs	Town Administrator	All Department Heads to annually develop employee growth / training plans as part of each employee's annual performance review
			Maintain / enhance key services / facilities (Town beach, trails, ballfield, etc.) to provide improved quality of life opportunities for New Durham residents	Town Administrator	Recommendations made annually at a minimum to maintain / enhance key services; review of these recommendations done at least annually by BOS to assure opportunities for quality of life improvements for Town residents / tax-payers is formally addressed
			Provide property owners with consistent information regarding planned services as it relates to their property & tax rate	Town Administrator	Systematic communication process (annually at a minimum) to Town residents & tax payers is established that provides relevant information and tax rate impact on Town services, i.e. Voter Guide, website, etc.

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
<p>Town Facilities & Services</p>	<p>Ensure valued, affordable services & infrastructure for New Durham</p>	<p>Ensure New Durham's facilities & infrastructure appropriately reflect Town needs</p>	<p>Continue Capital Improvement Planning process to provide short & long term capital planning & fiscal predictability for infrastructure / equipment / facility needs</p>	<p>CIP</p>	<p>CIP Report completed and approved annually for recommended Town capital needs</p>
			<p>Prioritize CIP planning & funding to match facility / equipment / infrastructure needs</p>	<p>CIP</p>	<p>CIP process of recommended Town capital needs done annually includes prioritization recommendations and provides rationale on how it matches future Town facility / infrastructure needs</p>
			<p>Establish 3-year appointments to CIP Committee (rotation & continuity)</p>	<p>Board of Selectmen</p>	<p>An initial rotating 3-year appointment system is developed & then adhered to through timely appointments by the BoS</p>
			<p>Prepare responsible annual budgeting for repair and / or replacement of aging infrastructure / equipment / facilities; Implement fiscally responsible allocation strategies for continued facilities / infrastructure / equipment improvements & maintenance providing tax payer / resident value</p>	<p>Budget Committee</p>	<p>Annual budgeting process completed assuring Town service levels, equipment replacement acquisitions, and Master Plan actions are budgeted properly</p>
			<p>Prepare road maintenance decision criteria and develop rotating 3 – 5 year road maintenance schedule with fiscal impact</p>	<p>Director - Department of Public Works</p>	<p>Written road maintenance criteria with fiscal impact is on file and updated each year as part of the CIP / Budgeting process</p>
			<p>Enhance / maintain multi-modal transportation infrastructure</p>	<p>Board of Selectmen</p>	<p>Plan to enhance multi-modal transportation opportunities created within first three years following Master Plan approval and implementation recommendations are developed</p>
			<p>Maintain Town "anchors" such as Town Hall, Library, etc. assuring full maintenance & improvements</p>	<p>Board of Selectmen</p>	<p>In collaboration with TA & DPW Director all Town "anchors" are maintained appropriately and appropriate improvements are identified and completed with BoS / PB annual review of actions taken</p>
			<p>Broaden ballfield usage, if possible, for potential year-round recreational facility</p>	<p>Recreation Director</p>	<p>Expanded programs to better utilize ballfield and recommendations made annually to allow potential year-round usage</p>
			<p>Provide opportunities to share public facilities and services with adjacent communities, school district (voting location), & other public entities to eliminate redundancy, optimize value, & generate opportunities</p>	<p>Town Administrator</p>	<p>Generate relationships with at least one adjacent entity to optimize Town's public facilities and opportunities for shared usage</p>

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Natural Resources	Preserve New Durham's natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations	Protect water quality including land overlaying aquifers, watersheds, and buffers adjacent to surface water	Identify all prime water bodies, aquifers, and wetlands in New Durham	Conservation Commission	Complete Natural Resource Inventory within first two years following Master Plan approval; Update every five years
			Conduct public education events to improve awareness of water quality and instill personal commitment for water quality improvement	Conservation Commission	Conduct one water quality themed educational workshop bi-annually
			Expand / maintain water quality monitoring on New Durham lakes, ponds, streams and watersheds to gauge water quality status / trends and to evaluate effectiveness of any mitigation strategies	Conservation Commission	Water quality monitoring component is included in Town's annual budget that tracks long-term trends and assesses the effectiveness of implemented Best Management Practices and include activity report in Towns' Annual Report or other public communication, i.e. website, etc.
			Develop mitigation strategies / plans and implement these strategies to minimize undesirable water quality infringement on any New Durham water body	Public Works Director	Best Management Practices (BMP) defined for road drainage with cost projections completed within three years following Master Plan approval; Budget for recommended changes needed annually
			Assure any residential or commercial development does not compromise (degrade) water quality	Planning Board	Verify and document with each applicant potential water quality threats including BMP conditions for all site plan / subdivision reviews where water quality issues may arise
			Encourage the establishment of greenways that promote linkages and continuity with existing or potential habitat areas on abutting properties	Conservation Commission	Plan developed & implemented for greenways within first five years following Master Plan approval including potential funding sources to establish and / or expand critical greenways
			Protect Town historic and cultural sites from inappropriate encroaching development	Town Historian	Updated listings / maps of critical historical resources created & utilized during PB subdivision & site plan review process completed within first year following Master Plan approval with biennial reviews thereafter
			Develop collaborative relationships with conservation organizations including non-profit land trusts to encourage acquisition for natural resource preservation	Conservation Commission	Create / maintain three collaborative relationships with conservation organizations (e.g. Society for the protection of New Hampshire Forests, Moose Mountain Regional Greenways, Lakes Region Conservation Trust, Southeast Watershed Alliance).
			Determine advantages of placing a conservation easement on all Town forest properties; if determined advantageous implement this opportunity	Board of Selectmen	Conservation easements implemented on mutually agreed Town forest properties within first five years following Master Plan approval and biennial reviews thereafter
			Develop and implement forestry stewardship plans for all Town forests and encourage a similar plan for all forest lands in New Durham	Town Forester	Forestry management plan developed & implemented for Town forest lands within first three years following Master Plan approval

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Natural Resources	Preserve New Durham's natural resources and rural landscape for the sustainable health, safety, and welfare of current and future generations	Understand the Town's role as natural resource stewards in managing development	<p>Develop, maintain, and / or enforce Town rules and regulations for subdivisions that protect water quality, scenic views, etc.</p> <p>Strictly enforce local / state water, shore land protection, storm water, etc. rules and regulations</p> <p>Encourage best practices in forest land stewardship, storm water, and road winter maintenance</p> <p>Ensure zoning regulations are compatible with agricultural, horticultural, and local produce marketing operations</p> <p>Continue Current Use land classification to support natural resource stewardship</p>	<p>Planning Board</p> <p>Code Enforcement Officer</p> <p>Conservation Commission</p> <p>Planning Board</p> <p>Conservation Commission</p>	<p>Biennial review of current regulations and determine through written statement whether they sufficiently protect natural resources and whether there are deficiencies that should be resolved through subdivision / site plan review regulation and / or zoning amendments.</p> <p>Annual review by PB of all Code Enforcement Officer enforcement actions</p> <p>Semi-annual best practices seminar including updates from committees and boards with at least one during summer months for seasonal taxpayers</p> <p>Obtain specific recommendations from the New Hampshire Office of Energy and Planning, the Natural Resource Conservation Service, the New Hampshire Farm Bureau, etc. within the first three years following Master Plan approval and modify New Durham zoning as deemed appropriate with biennial review thereafter to ensure "rules" minimize adverse impacts to existing agricultural use</p> <p>Facilitate / co-sponsor a current use workshop every five years that discusses the value of current use as a means of promoting sustainable forestry, protecting wildlife habitat and protecting surface and groundwater</p>

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Town Appearance & Character	Value New Durham's colonial architecture, upland forest landscape, & lakefront character	Strengthen residential, scenic view, and waterfront characteristics in all development activities	Protect the scenic and environmental qualities of lakefront, wetlands, rivers, ridge, and forests through development and / or enforcement of zoning, overlays, and other appropriate methods	Planning Board	Water quality in identified susceptible water bodies not degraded as systematically (at least annually) measured by EPA accepted criteria; BMP for forestry enforced where ordinances apply; modify relevant zoning ordinances as needed
			Safeguard New Durham's rural, upland, forested landscape including scenic views, aquifers, and waterways via managed development & code enforcement	Planning Board / Code Enforcement Officer	All MD Ordinances enforced uniformly with special consideration on impact of new development on ND landscape and documented during PB site reviews, etc.
			Maintain & respect various cemeteries and other burial locations within New Durham	Public Works Director	All Town managed cemeteries fully budgeted for needed maintenance with cemetery plot sales / pricing / costs analyzed annually to assure appropriate fiscal management
			Promote rock walls in landscape design to be consistent with existing construction design & adhere to all state RSA's	Planning Board	PB site reviews include this at each site review with needed recommendations to conform provided to the applicant
			Encourage all onsite utilities to be underground where feasible	Planning Board	Underground utilities are a checkpoint for all PB site plan reviews and approvals with new zoning ordinances developed as needed
			Coordinate any new development (business or residential) to align with Traditional NH Architecture & Style assuring scale & intensity are compatible with existing New Durham character	Planning Board	New development plan reviews by PB have as a checkpoint an opinion of conformance to Traditional NH Architecture & Style
			Design any signs, lighting, benches, use of paving materials, and other elements that shape appearance to reflect the Traditional NH Architecture & Style	Planning Board	All signs, lighting, etc. conform to Traditional NH Architecture & Style as done at PB site reviews - Document conformance and modify zoning ordinance as needed
			Develop in collaboration with local business owners marketing opportunities and signage design to attract more business while maintaining ND character	Board of Selectmen	Number of businesses retained and / or attracted in New Durham per year annually defined
			Promote sidewalks and / or walking paths to enhance safety & security; include bike access from elementary school to ballfield	Board of Selectmen	Targeted feet of sidewalk lanes documented and yards of new sidewalk / paths installed per year along with bike path established from elementary school to Smith Ballfield
			Create a Town Center that provides mixed use areas with an inviting public openness addressing pedestrian traffic, service oriented businesses, and governmental office accessibility	Planning Board	Biennial review of mixed use areas with criteria developed and measured that meets strategy developed within first five years following Master Plan approval
			Establish the Route 11 / Depot Road intersection as an inviting gateway to New Durham's businesses, residential, and recreational resources	Board of Selectmen	Identify, document needed improvements to intersection within first three years following Master Plan approval and implement improvements within three years thereafter
			Install new artwork, benches, & street lights enhancing Town Center appearance and use	Board of Selectmen	Number of new benches, artwork and street lights installed per year is measured
			Design & install creative, distinctive landscaping features to help create a New Durham brand	Public Works Director	Design, create, & install New Durham branded landscape features on all Town owned facilities within five years following Master Plan approval

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Community Well Being	Provide quality lifestyle opportunities for all residents	Encourage Citizen Participation	Provide effective communication of information of community service needs / opportunities / events	Town Administrator / Dept Heads	Each Department provides systematic (minimum monthly) communication to residents / taxpayers, etc. Example is current Parks / Rec Newsletter, use Town website
			Support the culture of "personal invitation" to encourage community participation in community service	Chairs / Members of Boards / Committees	Increased volunteerism shown by full committee / board appointments and increased participation measured at various Town events
			Acknowledge, recognize, and appreciate people through current and new events using existing models such as Citizen of the Year and New Durham Day events, etc.	TA & All Departments	Improved employee retention percentage measured annually; Schedule annual recognition event including both employees and volunteers
			Assure all committees, boards, commissions to be composed of a broad range of citizens representing a variety of the Town's geographic regions and ideals	Board of Selectmen, Town Administrator, Planning Board	Full committee / board appointments made while all volunteer applications considered without bias with success measured by average vacancies during the year
			Offer educational and training opportunities on community growth, desired changes, governance, etc.	Town Administrator, Board of Selectmen, Planning Brd, Dept Heads	Develop minimal training requirements; Budget and assure annual training requirements met for both employees and volunteers
			Expand opportunities for citizen input / feedback; Encourage diversity of opinion done respectfully	Town Administrator & All Chairs of Boards, Committees, & Commissions	Document all communications / actions with success indicated by public log of related activities along with milestones achieved from constructive public input reviewed semiannually by BoS
		Optimize Government Performance	Improve communication to various stakeholders, i.e. Copples Crown Village District, Merrymeeting Lake Association, New Durham businesses, all Town committees / commissions, employees, etc.	Town Administrator	Target specific New Durham areas providing location specific communications along with semi-annual updates on various Town initiatives (Goals, etc.) including updates from committees and boards utilizing local paper Community Corner Format, website, etc. At least one or more during summer months for seasonal taxpayers
			Provide system for NDDPD, NDFD, Emergency Mgmt. Dir., and Health Officer to maintain accurate, updated database for residents who may need support on routine or emergency basis; Expand the scope of "wellness checks" through the Health Officer	Town Administrator, NDDPD, NDFD, Emergency Mgmt, & Health Officer	Database created within first year following Master Plan approval and updated semiannually to identify those needing assistance
			Utilize latest technologies when possible to communicate Town information and needs	Town Administrator	Town website systematically updated (reviewed monthly) and purged of outdated information
			Honor and protect the uniqueness of existing and emerging neighborhoods, i.e. Town Center, The Ridge, King's Highway / Shaw's Pond, etc.	Planning Board, Zoning Brd. Adj., & Conservation Commission	Annual review of Zoning Ordinances and Planning Board regulations to assure compliance with state RSA & desired zoning enforcement needs
			Require Town leaders to attend workshops / training that will increase their capacity and skillsets to serve New Durham	Board of Selectmen, Depart Heads, all Board / Committee Chairs	Develop minimal training requirements; Budget and assure annual training requirements met for both employees and volunteers

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Community Well Being	Provide quality lifestyle opportunities for all residents	Build Regional Collaborations	Collaborate with regional planning groups and neighboring communities where appropriate	Town Admin., Board of Selectmen, All Boards / Commissions	Two (2) major collaborative initiatives actively pursued during Master Plan period
			Identify specific areas of collaborative interest	Town Admin., Board of Selectmen, All Boards / Commissions	Develop and update at least annually a List of issues / initiatives conducive to collaborative opportunities, i.e. cyanobacteria mitigation, etc.
			Define specific areas where collaboration is advantageous	Town Admin., Board of Selectmen, All Boards / Commissions	Criteria developed and publicized on collaborative participation rationale within two months of identified collaborative opportunity
			Create agreements to achieve defined collaborative benefit	Town Administrator, Board of Selectmen, Department Heads	Create an agreement ("boiler plate") and revise for at least one specific collaboration initiative within 3 months of collaborative opportunity identified
			Create system to retain / enhance Town service levels within cost managed constraints	Department Heads	Establish level of service criteria and identify full cost levels to maintain that level of service within two years following Master Plan approval
			Explore funding options (grants, etc.) to support ongoing Community Wellness strategies	Town Administrator	Identify and pursue at least 2 per year state, federal, and non-profit grants that accelerate departmental / Town initiatives.

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Land Use	Encourage a managed diverse land use	<p>Protect New Durham's assets by assuring positive impact in land use development</p> <p>Control land use utilization through managed growth of residential, recreational, commercial, industrial, & farm land development</p>	Ensure long term protection of water resources, shorelines, open spaces, & wildlife through current ordinances / regulations	Conservation Committee / Planning Board	Ordinances / regulations enacted and enforced to protect land use with annual review
			Track & map land development inventory / opportunities in New Durham	Land Use Assistant (Help & Guidance from Conservation Committee / Planning Board)	Map(s) created and available for public use within three years following Master Plan approval of developed, undeveloped, developable, & undevelopable land in New Durham
			Preserve New Durham's landscape, agricultural space, and natural resources minimizing land use conflicts	Planning Board / Conservation Committee	One education seminar biennially for public communicating land use best practices to preserve landscape, agricultural space, & natural resources
			Enforce commercial and other sign usage so as to not hinder scenic views, etc.	Code Enforcement Officer / Planning Board	Enforcement actions of New Durham sign ordinance violations reported at time of violation & summary of actions reviewed annually by PB and modified as needed
			Educate New Durham property owners on land use value via proper planning and design of land use changes	Conservation / Planning Board	One seminar held annually demonstrating how intentional land use planning increases taxpayer land value
			Incorporate mixed uses to provide a variety of housing, recreational, farm land and commercial / industrial uses	Planning Board	Biennial review of all zoning district language with modifications made, if necessary, to allow wider variety of land uses by right
			Encourage federal, state, & regional efforts to increase infrastructure capacity for energy supplies	Town Admin. / Board of Selectmen / Planning Board	Energy supply data developed in collaboration with local energy companies within four years following Master Plan approval
			Involve community in planning and implementation of zoning to assure retention of community land use values	Planning Board	Semi-annual updates on various Town initiatives (Goals, etc.) including updates from committees and boards utilizing local paper Community Corner Format, televised question / answer sessions, etc. At least one communication event during summer months for seasonal taxpayers
			Amend New Durham land use and housing ordinances / regulations to be consistent with Master Plan strategies	Planning Board	Annual PB workshop review of alignment of Master Plan with New Durham housing ordinances / regulations
			Coordinate land use regulations with demographic projections	Planning Board	Biennial review of demographics by PB & specific review with written communication of how current regulations meet projected demographic needs

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Housing	Enable equitable housing opportunities for all	Manage housing growth to be compatible with demographic needs and New Durham's natural resources	Monitor housing inventory	Planning Board	Create / Update complete housing inventory listing for New Durham within first three years following Master Plan approval and then biennially thereafter
			Maintain and / or update requirements for commercial, conservation, shoreline setbacks, wetlands, and overlay districts, etc.	Planning Board	Verify and issue report annually confirming all current New Durham zoning / ordinances comply with state and other applicable requirements
			Amend New Durham housing ordinances / regulations to align with state statutes and allow "aging in place" alternatives that keep pace with population demographics	Planning Board	Annual review of "aging in place" related state statutes with written actions formally documented in PB minutes
			Review subdivision regulations to assure preservation of New Durham's natural resources and rural character	Planning Board	Formal subdivision review biennially with written action as part of PB minutes to assure they align with current ideas
			Enhance existing residential neighborhoods (Town Center, Copple Crown, Merrymeeting Lake, Birch Hill, Ridge, etc.) to promote the health, safety, and welfare of the residents	Board of Selectmen / Planning Board	Plan formalized (one region per year) for Town Center, etc. with full costs, design, etc. and implementation strategy documented
		Provide diversity in housing opportunities	Develop alternative energy ordinance and energy conservation incentives to encourage alternative sources of energy utilization, (solar, etc.) for both new and existing housing	Capital Improvement Planning Committee / Zoning Board of Adjustment	Alternative energy ordinance and approved incentives enacted
			Coordinate housing growth with demographic projections, school enrollment, etc. (senior housing, alternative housing design, seasonal conversions, etc.)	Planning Board	Annual demographic review completed triennially with documented notations on projected impact to Town

Section	Goal	Strategy	Tactics	Responsibility	Measure(s) of Achievement
Transportation	Assure safe, convenient multi-modal transportation, opportunities to access local and regional residential, business, and natural resources	Multi-modal transportation access to local and regional areas of interest (shopping, medical, etc.)	Support robust reliable multi-modal transportation including public transportation	Board of Selectmen	SRPC collaboration established and public transportation made available for New Durham residents
			Develop specific data on road width, use patterns, etc. for transportation improvement needs	Public Works Director	Road specs & use database created within two years following Master Plan approval and data updated annually on all key New Durham road statistics
			Collaborate with NHDOT on maintenance of shared roadways	Town Administrator	Systematic (minimally annual) communication on file with NHDOT outlining planned New Durham located NH road maintenance schedules
		Implement best practices for road maintenance & improvements	Utilize planned "points of vulnerability" to control traffic flow	Director - Department of Public Works	Identify within three years following Master Plan approval strategic "points of vulnerability" used to control traffic flow and specify what control is desired & method used
			Define best practices procedures for New Durham roads	Director - Department of Public Works	Best Practices criteria defined, publically available, & implemented within two years following Master Plan approval
			Utilize best practices in road maintenance to preserve environment	Director - Department of Public Works	Identify, utilize, & communications annually to the public on best practices road maintenance utilized by New Durham
			Develop 5 & 10 year plans for Road System Management work (RSMS)	Director - Department of Public Works	Plans developed (initial plan developed within one year following Master Plan approval) and available for public information with updates done annually
		Safe pedestrian / bike transportation in key traffic areas	Provide complete cost analysis for paved vs. gravel roads	Director - Department of Public Works	Full analysis completed and available for the public within one year following Master Plan approval
			Assess high traffic intersections (Rt. 11, Tash and Depot Rd., etc.) and collaborate with NHDOT to improve safe intersection activities	Director - Department of Public Works	Biennial reports provided to BOs and public on use / traffic data at identified key intersections along all collaborative improvements planned / completed
			Define specific pedestrian bike areas key to New Durham's assets (school, ball field, lake, ridge, hiking trails, etc.)	Planning Board	Listing of pedestrian bike areas available to the public completed within two years following Master Plan approval and biennial updates provided
			Collaborative development of recreational pathways	Planning Board	Identify all recreational pathways and document for public use completed within four years following Master Plan approval and updated triennially
			Review & recommend opportunities for road width changes to accommodate pedestrian and / or bike traffic	Director - Department of Public Works	Complete listing of all roads with width and other pertinent specifications including opportunity for bike paths, etc. on file for public review and reference completed within three years following Master Plan approval
			Create map of recreation / scenic trails / pathways for New Durham	Planning Board	Map(s) created and available for public use of recreational scenic trails, pathways, etc. in New Durham within four years following Master Plan approval



Epilogue

- ✓ Review this Master Plan fully and frequently.
- ✓ Please provide input as to how you think New Durham can more fully achieve this Plan.
- ✓ This Master Plan is intended for you to challenge your elected officials and Town employees to systematically identify how each of them has contributed to the success of the Plan's implementation.
- ✓ Require that the New Durham Annual Report provide key milestones of Master Plan accomplishments.
- ✓ Finally, be creative and volunteer ideas and please help all of us work towards a achieving a successful Master Plan.

NEW DURHAM —

A community committed
to growth and prosperity
– a safe, clean, affordable
place to live, work, and
play.



Merrymeeting Lake
New Durham, New Hampshire

OPPORTUNITIES FOR EXCELLENCE 2025 — NEW DURHAM MASTER PLAN

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