



TOWN OF EXETER

Planning and Building Department

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www.exeternh.gov

Date: February 2, 2024
To: Russell Dean, Town Manager
From: Dave Sharples, Town Planner
Re: Master Plan Analysis Update

I'm writing this memorandum in response to your request to update my 2021 Master Plan Analysis. When completing the update, I followed the same format as I did in 2021. I examined each of the Action items within the Master Plan and decided the item's status. I used three categories to define the status of each task. I chose that the item was either completed, being worked on, or work has not begun. While "completed" and "being worked on" are two different determinations, they can be viewed as being essentially the same for the sake of this analysis. Many of the action items are something that Exeter should continue to do so they may never be completed.

I provide a summary of my findings below. I have also attached my in-depth look at each action item by describing the status of the task and what has been done to accomplish it. I also have modified the attached Action Agenda for an at-a-glance look at each item's status. The numbers in my analysis correspond to the numbers in the Action Agenda.

Summary

- There is a total of sixty-seven (67) specific action items in the Master Plan.
- Sixty-six (66) of them are either completed (23) or being worked on (43).
- One (1) item has not begun.

Based upon my analysis, significant progress has been made with all but one task either completed or being worked on. The only item that remains is to conduct a Complete Streets Policy which is in the CIP for funding in 2025. I believe this is a testament to the dedication of Exeter's engaged residents, business owners, town staff, and elected and appointed officials. I believe it is time to start considering an update to the Master Plan. In anticipation of this, I put an update to the Master Plan in last year's CIP for funding in 2028. There may be a need to start the process sooner based upon what has been accomplished since 2018 and that is a discussion I would welcome when we review the CIP later this year.

Thank you.

enc (2)

Master Plan Action Agenda Analysis January 2024

SUPPORT: Standing behind and helping the people who live, work and visit Exeter is essential to maintaining our quality of life. People of all ages and backgrounds should have access to basic goods and services, sound infrastructure, a safe place to live, and chances to gather with friends and family.

1. This item has been completed. The town partnered with the PRC in 2022 to conduct an age-friendly survey. The survey data provided the town with the unmet needs of our seniors in the community: Transportation and Informational resources. 1) The lack of transportation in the community for seniors is a major problem for our seniors; there is only one taxi company and limited bus transportation. The taxi prices have made it unaffordable for those on limited income 2) The need for more informational resources resulted in Exeter Parks and Recreation creating the Exeter Senior Resources guide. The simple fact is that the community seniors had no place to go to find all the valuable resources that our area agencies offered. The seniors did not want a digital copy; they enjoyed a printed copy they could keep. The department has distributed those at various locations around town. Lastly, the data and the Senior Council work have helped the town be accepted into the AARP Age-Friendly community network. This will open up the grant opportunities through AARP.
2. This item has been completed. While a 6-year CIP plan has not been formally developed, the Recreation Department has been utilizing the existing CIP to identify and prioritize projects. Through this process, Exeter Parks and Recreation has been chipping away at recreation facilities, trying to prioritize the community's needs by mainly focusing on safety, accessibility, and general maintenance. The Department will be looking into doing a supplemental recreation master plan with a third party that will help guide facility and program needs once 10 Hampton Rd is renovated. The needs assessment was completed in 2015, and a new master plan will help the department move forward. The lack of an accessible indoor facility has slowed the growth of recreation programming.
3. This item has been completed. The Recreation department has evaluated recreational needs as part of the 2019 Recreation Facility plan. The Conservation Commission (CC) and the Conservation & Sustainability Planner (CSP) collaborate with Parks and Recreation to offer joint programming including Exploring Exeter hiking series and the winter hiking series.
4. This item has been completed. The town engaged Disability Access Consultants to develop an ADA evaluation and Transition Plan for the town. Town staff has been implementing the recommendations as budget and staff time allows. An ADA Capital reserve Fund has been established and has been funded annually.
5. This item is being worked on. The voters approved a warrant article in March 2021 for \$1 million to develop groundwater sources in the town. Several sites were

evaluated and one site is now in the development stage. A letter of intent (LOI) has been developed and is being reviewed by the parties for signature. Test pumping will begin after the LOI is executed.

6. This item has been completed. The Planning Board adopted new stormwater regulations that require treatment of runoff that prioritizes green infrastructure. We are one of the few towns in New Hampshire that requires minimum pollutant removal efficiencies for stormwater infrastructure.
7. This item is being worked on. The CSP works with DPW to continue the annual rain barrel program now using repurposed barrels from the water treatment facility and offering them for free with a donation to St. Vincent de Paul. Each barrel includes a water quality friendly lawn care magnet from the Healthy Lawns Clean Water (HLCW) effort. Magnets are also provided at the Town Clerk window each spring. In 2024 we are initiating a new Healthy Lawns Clean Water pledge program where participants receive a free yard sign promoting the program. CSP worked with a consultant to revise the HLCW website. The CSP annually provides a 2 day lecture/lab project for the Cooperative Middle students on stormwater pollution, buffers and water quality sampling techniques. All of these items are included as compliance efforts for our MS4 and Nitrogen Control permits.
8. This item is being worked on. The Town Manager, in coordination with several departments and organizations, continues to support community events. Long standing celebrations such as the Christmas Parade, Powderkeg, and the UFO Festival continued to be supported by the Town. More recent events that have been added since the Master Plan Update in 2018 include the Lit Fest, Tune and Fork Tuesdays, and the Police Department National Night Out.
9. This item has been completed. While the Town did not partner with the SAU 16 on this. The Joint Strategic Plan was for the years 2017-2022.
10. This item is being worked on. While the town had several meetings after adoption of the Master Plan where “wrap around” services were provided, it was put on hold during the pandemic. We have started having meetings again and have provided some wrap around services but it has not been consistent across departments.

PREPARE: Municipalities across the country are beginning to focus on the concept of ‘resiliency,’ which speaks to a community’s ability to recover from disasters or adapt to new stressors. Rising temperatures, cybersecurity, emergency response, and flooding are examples of increased challenges for which Exeter must prepare.

- 1a. This item has been completed. The town engaged CPSM in 2020 to conduct a Fire Staffing and Deployment Analysis. The voters approved a warrant article in March 2021 for \$100,000 to work with a consultant and the Town hired an architectural firm to conduct an analysis. The analysis included a Spatial Needs Assessment for both the Fire and Police departments and an analysis of several site options and configurations that included concept site and building designs.

1b. This item has been completed. Town staff worked with various boards and committees (Facilities Committee, Budget Recommendations Committee, and the Select Board) over the past couple of years on how to address the needs of the Public Safety departments. The preferred option selected from prior studies and analysis was to construct a new Police Station and Fire Substation on town-owned property at 6 Continental Dr. The proposal will be presented to the voters on the 2024 Town Warrant with a recommendation for approval by the Select Board.

2a. This item is being worked on. Town staff collaborated with UNH and the Conservation Commission (CC) to present a virtual training event for board members and staff to expand understanding of the resources available on climate related impacts and recommendations. This event was well attended and offered suggestions for incorporating regional plans in project planning and analysis. Future steps could include expanding the audience for this information.

2b. This item is being worked on. The CC does consider sea level and groundwater rise projections in project review, evaluates applications/conservation opportunities based on recommendations from the Coastal Conservation Plan update for Water Quality (among other resources), and considers salt marsh migration barriers in development review.

2c. This item has been completed. Town staff and subsequently the Planning Board evaluated our regulations in light of potential sea level rise, flood risks and other natural hazards. The Planning Board recommended changes to our floodplain ordinance to require 2' freeboard above base flood elevation, established an Advisory Sea Level Rise Risk Area and require that all new septic systems are located outside of the floodplain.

3a. This item is being worked on. The Department of Public Works (DPW) obtained a grant from NHDES to prepare an Asset Management Program (AMP) for the town's stormwater system, which was completed in 2020. This included an asset inventory, condition assessment, prioritizing critical infrastructure, and identifying long-term funding needs. The AMP is a tool that DPW uses to develop projects for the 6-year CIP. DPW is also evaluating watersheds in town for opportunities to improve stormwater quality as part of both the EPA MS4 (2017) permit and the EPA Great Bay Total Nitrogen Permit (2021) which will replace the EPA Administrative Order on Consent (AOC) for the Wastewater Treatment Plants NPDES Discharge Permit.

3b. This item is being worked on. The Planning Board develops the CIP annually based upon input from Department Heads. In addition, the Select Board, Budget Committee and Facilities Committee are all working on prioritization of public infrastructure. Examples include the sewer siphon project, public safety complex, and the Public Works Garage. Also see the response to 3a above.

3c. This item is being worked on. DPW continues to incorporate “green infrastructure” in their town projects wherever feasible. DPW upgraded the culvert over Norris Brook to minimize flooding, and the Town Planner oversaw a grant funded sidewalk project that connected existing sidewalks to provide a more walkable community. Also see the response to 3a above.

STEWARD: So much of Exeter’s character is defined by the wealth of natural and cultural resources within its borders. Stewardship of these resources is critical to maintaining the Town’s sense of history, health, and identity.

1a. This item has been completed. The Conservation Commission’s (CC) acquisition criteria include development potential. The majority of recent acquisitions has occurred through the development process.

1b. This item has been completed. The CC does include these criteria in their conservation priorities.

2. This item is being worked on. The CC has a list of priority parcels, has reached out to landowners and has annually worked through the budget process to add additional funds to the conservation fund.

3. This item has been completed. The Town Planner now attends all Historic District Commission and Heritage Commission meetings and provides staff support. The Town may consider requesting a new position to the Town’s planning staff in the future to take over these duties.

4a. This item is being worked on. The town identified Winter Street Cemetery as an important resource and applied for and received a grant to perform some rehabilitation work on the grave sites and markers. The town also funded tree removal in the cemetery and conducted an historical survey of the Park Street area through a Certified Local Government grant. The Town recently received a Certified Local Government Grant to conduct a survey of historic properties in the Pine St area.

4b. This item is being worked on. While a 10-year plan has not been completed, this item was discussed at the Heritage Commission. They have started to identify historic properties through several surveys funded by the Certified Local Government Program (CLG). The current CLG grant is surveying the Pine Street area.

4c. This item has been completed. This item was discussed and, due to the number of changes in the district, it was decided that an update would not be pursued.

5. This item is being worked on. The Town Planner redesigned the pocket park downtown and proposed an area for local artists to showcase their talents. This has not been brought forward for funding but is on the list for funding through the Park Improvement fund.

6a. This item is being worked on. The town rehabilitated the cupola, added new bathrooms, and conducted an ADA evaluation on the building to identify deficiencies.

6b. This item is being worked on. The town established the Town Hall Revolving Fund in 2021. All fees from rentals of the space go directly into this fund to help offset improvements. The town also hired Arcove Consultants to conduct a Town Hall Needs Assessment. The Assessment included stakeholder interviews and created a comprehensive program for building improvements.

6c. This item has been completed. All recommendation in the Trail Plan have been implemented with the exception of a trail endowment which is determined unnecessary at this point. The CC budget includes funds for trail supplies and labor is generously provided through volunteers.

7. This item is being worked on. The town is fortunate to have a very strong network of volunteers in the two town forests and is working to expand volunteer stewardship for other properties.

8. This item is being worked on. The town continues to promote invasive removal with a core volunteer group. In 2021 we are participating in the state-wide Garlic Mustard challenge. The Conservation & Sustainability Planner provided educational workshop to DPW water/sewer staff in invasive species ID, what steps they can take to avoid spreading seeds or plant parts during maintenance activities on cross country sewer and water lines, and what species to avoid mowing.

9. This item has been completed. Timber management has a 25-year implementation. We are still working on invasive plant management within harvest areas. Given the risk for invasive expansion the CC is not currently planning on an expansion of harvest in the near future.

GROW:

1. This item is being worked on. The Housing Advisory Committee (HAC) has worked diligently to address regional housing needs. The HAC organized and hosted a regional housing summit with surrounding communities and discussed the need for a comprehensive approach to providing a variety of housing options in the region.

2. This item is being worked on. The Town Planner has done a GIS analysis on all available land in Exeter. The final component of putting all the data together and determining the buildout will be a collaborative effort between the Rockingham Planning Commission (RPC) and the town as budget and time allows.

3a. This item is being worked on. The HAC is also following several housing bills in the State Legislature that would provide options for towns to develop zoning that encourages new types of housing developments (i.e. cottage communities, tiny homes,

etc.). The HAC has not yet made any recommendations as they are considering the options and what, if any, would be a good fit for the community.

3b. This item is being worked on. The HAC developed a Multi-Family Story Board in collaboration with the RPC. The Story Board identifies a variety of multi-family structures in Exeter that shows that this type of housing is prevalent in our community and is part of the character of the town. The HAC has also started working with several local businesses on the lack of affordable housing in the seacoast area. The HAC met with several business owners (Riverwoods, Exeter Hospital, Las Olas, Sig Sauer, Osram, and Cambridge Trust Bank) last month to discuss this important issue.

3c. This item is being worked on. The Planning Board proposed and the voters approved a zoning amendment in 2020 (Mixed Use Neighborhood Development) that provides incentives to construct affordable housing and commercial space in the downtown and Lincoln Street while requiring high quality urban design that is harmonious with the character of our vibrant commercial centers. Town staff, the Master Plan Oversight Committee (MPOC), the Planning Board and other town committees/boards are constantly reviewing town ordinances to determine potential amendments to achieve this action item. More recently, the Planning Board recommended expanding the MUND into the C2 Commercial Highway District and modified the language regarding residential conversions and Accessory Dwelling Units.

4a. This item has been completed. The Town Planner has worked with the Housing Advisory Committee and Planning Board to research incentives for infill development.

4b. This item has been completed. The Housing Advisory Committee (HAC) reviewed the provisions of the Zoning ordinance regarding residential conversions and accessory dwelling units. The HAC recommended changes to these provisions to incentive the creation of additional housing units where infrastructure already exists to support it, is compatible with the existing character of neighborhoods, and provides affordable housing options. The HAC recommendation was supported by the Planning Board and will be placed on the 2024 March Town Warrant for consideration. Also see response to 4a above.

5a. This item is being worked on. The Town Manager has completed an analysis of the cost and impacts of the existing tax exemption programs. While future costs and impacts have not been evaluated, a committee was established that will provide recommendations regarding these programs.

5b. This item is being worked on. The Select Board recently created the Tax Exemption Advisory Committee. The Committee will review all town exemption and credit programs and provide recommendations to the Select Board regarding the adoption of new and/or amendments to existing programs.

6. This item is being worked on. The Town Energy Committee webpage is regularly updated with resources for home and business owners to make energy efficient improvements to their buildings. The Conservation & Sustainability Planner sought and received a Department of Energy grant for \$200,000 that will leverage up to an additional \$1.5 million in energy efficient upgrades for our resident-owned manufactured housing units.
7. This item is being worked on. The voters approved a proposal to relocate the CT Corporate Technology Park zoning district to coincide with existing uses and property lines. Potential future revisions will continue to be explored with town staff and the Planning Board.
8. This item has been completed. The Lincoln Street public areas were rehabilitated with new pedestrian amenities that included benches, crosswalks, shade trees and bump-outs.
9. This item is being worked on. The Planning Board put forth a zoning amendment that will expand the MUND on Portsmouth Avenue. Also see response 3c and 4a above. The reconstruction of Portsmouth Ave is in the adopted Capital Improvement Program (CIP). The Conservation and Sustainability Planner is on the COAST Board of Directors and continually evaluates bus service needs in Exeter. COAST made a change to an on-demand response model to better serve transit riders in Town.
10. This item has been completed. Staff worked with the TIF advisory Board to revise the Epping Road TIF to fund a corridor study and improvements within the Epping Rd corridor that was approved by the voters in March 2020. We have installed a new traffic light at Epping Rd/Continental Drive intersection and are starting construction on Epping Rd improvements from Cronin Rd to Continental Drive in the spring of 2024. Future improvements along the corridor are proposed in the study and will be examined through the Capital Improvement Program (CIP) in the coming years.
11. This item is being worked on. Also see response to Steward # 5. In addition to that response, the town funded a downtown improvement program where over 20 benches, a table, and bike racks were installed throughout the downtown area.
12. This item is being worked on. The Economic Development Director is constantly looking for opportunity to redevelop underutilized or under-developed parcels. Town staff continues to meet and identify these parcels. Town staff is also in conversations with several landowners in commercial areas about potential redevelopment of their properties.
13. This item is being worked on. The TIF has seen 3 iterations and infrastructure improvements have been made such as the construction of Ray Farmstead Road, extension of public water and sewer on Epping Rd, a new traffic signal at Continental Dr

and Epping Rd, a corridor study of Epping Rd, and major improvements to Epping Rd from Cronin Road to Continental Drive. The Economic Development Director worked with several land owners that applied for and received tax relief to renovate downtown structures for residential and commercial use (Sea Dog, Ioka Theatre, Vino e Vivo, etc.)

CONNECT:

1a. This item is being worked on. The voters approved a warrant article in March 2023 to conduct the study. The Town selected Stantec to conduct a Parking, Traffic, and Pedestrian Flow Analysis in the downtown. The draft report has been completed along with several public outreach and engagement efforts that led to input from over 400 residents. The final draft report is due in February 2024 and will be presented to the Select Board.

1b. This item is being worked on. The Town Planner has been researching funding opportunities to implement the recommendations in the analysis. For example, Transportation Alternatives Program grant can partially fund pedestrian and bicycle improvements.

2a. This item is being worked on. Voters approved a warrant article and the Town engaged the Rockingham Planning Commission to develop the plan. A draft plan has been created and its recommendations have been vetted by the Master Plan Oversight Committee and Town planning staff. Several outreach efforts have resulted in input from hundreds of residents. A final plan is expected in early 2024 with a presentation to the public and recommendations incorporated into the CIP.

2b. This item is being worked on. Both Exeter town staff and the Rockingham Planning Commission are researching funding opportunities to implement the recommendations of the Bike & Pedestrian Master Plan. Several funding sources are available that include the Transportation Alternative Program and Safe Routes to School.

2c. This item is being worked on. The Scope of work of the Bike and Pedestrian Master Plan includes a section on examination of Exeter's land use regulations and to make recommendations to amend our regulations to promote bicycle and pedestrian friendly developments. It is anticipated that these recommendations will be vetted by the Planning Board in 2024 for inclusion into our land use regulations. The planning department secured a \$750,000 grant and constructed three sidewalk connections on Winter St, Epping Rd and Spring St. These connections filled in gaps in our pedestrian network and provided safer travel for pedestrians in these areas.

3. This work has not begun. However, the item is listed in the CIP for funding in 2025.

4. This item is being worked on. There was a push to incorporate a Riverwalk into the Library project to connect to the Great Bridge and String Bridge sidewalks but it was removed from the budget. However, the site was designed to allow it to be constructed at a later date. Town staff has also had conversations with property owners on the westerly side of the river about potential public access along the river.
5. This item is being worked on. An intersection improvement fund was established to examine intersections and this analysis is under way. Safety measures were also incorporated into the grant funded sidewalk project on Epping Rd that made improvements to the Brentwood Rd/Columbus Ave/Epping Rd intersection.
- 6a. This item has been completed. Through the Epping Rd TIF, the town has completed a corridor study of Epping Rd and the findings were presented to the Select Board at their 4/12/21 meeting. The study recommends any future improvements accommodate all modes of transportation.
- 6b. This item is being worked on. The Select Board prioritized the installation of a traffic signal on Epping Rd and have awarded a construction contract to construct the recommended improvements on the northern section of Epping Rd. Additional recommendations in the plan for the remainder of the corridor will be evaluated through the CIP process for prioritization.
7. This item is being worked on. Our Conservation & Sustainability Planner represents Exeter on the COAST Bus Board of Directors that evaluates transit options for Exeter residents. That said, the Town has not yet partnered with the Rockingham Planning Commission but will start that conversation in 2024.
8. This item is being worked on. There was considerable discussion on this before the pandemic. Staff and local residents examined other stations and discussed options for the Exeter Station. However, the pandemic significantly impacted ridership and these discussions were put on hold. Ridership has rebounded since the pandemic and staff has been exploring options for a comfort station. There was a private development proposed adjacent to the train station where the developer proposed a comfort station for the train but that development has not moved forward yet. Town staff intends to evaluate a project in 2024 for potential inclusion into the next CIP.

COMMUNICATE:

1. This item has been completed. The Select Board created the Communications Advisory Committee (CAC) in 2018 as a direct result of this action item. The Committee continues to meet and formulate and implement strategies for communications across a variety of platforms such as social media and the town website. Through its evaluations, the CAC identified shortfalls and areas of

improvement for Town communications and published several reports in 2021 and 2023 with recommendations. In 2022, the recommendations led to an overhaul of the Town's website, exeternh.gov, which was redesigned to be much more user-friendly. After listening to these recommendations, the Select Board and Town Manager's office appointed a Communications Coordinator in 2022 which was later reclassified as the Media Communications Coordinator in 2023. This new position oversees the town's government and public access channels and assists in overseeing and coordinator general communications for Town departments and committees. In 2024, the Town is proposing to create a new department and associated budget called Media and Communications to further address the recommendations of the CAC.

2. This item has been completed. The Town manager holds monthly department head meetings where staff updates other departments on their initiatives. Due to this, staff collaboration across departments has improved over the last several years. More recently, the Town Manager has created a leadership team as well as more frequent meetings to foster further and more directed staff collaboration.
3. This item is being worked on. The Economic Development Director engages in collaborative efforts with regional partners to attract businesses and developers on a daily basis. Collaborators include area economic development directors, regional chambers of commerce, SBDC, REDC and BEA. The Economic Development Director worked with the Media Communications Coordinator to establish an email newsletter system to target Exeter and Rockingham County businesses with important information regarding COVID-19 relief available during the pandemic. This email newsletter is currently still in use to communicate with businesses about available resources, networking opportunities and trainings. The Economic Development Director also worked with regional partners (Seacoast Economic Development Stakeholders) to develop and distribute "[The Employer Tool Kit](#)" as a resource for local businesses to attract and retain workers in the area. Exeter TV has been actively engaged with the Exeter Historical Society to help film and recording programming about Exeter to highlight its unique historical characteristics and offerings. They worked together in 2018 to digitize film reels and make content available to the public, preserving history.
4. This item is being worked on. This task is broad but staff and our citizen volunteers continue to organize a variety of forums as described in several items above.
5. This item is being worked on. This is consistent with the charge of the Communications Advisory Committee described above. One recent initiative to highlight is the consolidation of email newsletter communications and establishment of a biweekly email newsletter with Town updates and news. This was started in the middle of 2023 and will hopefully see other departments expanding the use of regular email newsletters.

6. This item has been completed. Every RFQ or RFP that has been issued lately always includes a public engagement process. The most recent one is for the Public Safety Complex analysis RFQ and this includes this language. Another example is the ADA study that has a strong public outreach component.

Exeter Master Plan Action Agenda: AT-A-GLANCE PROGRESS REPORT 2/2/24

Adopted February 22, 2018

SUPPORT

SUPPORT Action	Town Lead	Town Support	Timeframe
<p>1 Evaluate the needs of seniors today and in the future. Determine if existing programs and services in the community and around the region (public, private, and non-profit) are meeting/will meet those needs. Consider needs around housing, lifelong learning, recreation, social interaction and stimulation, and health and wellness, among other issues.</p> <ul style="list-style-type: none"> • Use public engagement techniques (workshops, surveys, etc.) to understand senior needs and preferences. • Coordinate and survey St. Vincent DePaul and others that provide senior services to Exeter residents. • Based on outcomes, develop recommendations to address unmet needs. 	<p>Human Services Dept, Parks & Rec Dept, Town Manager</p>	<p>Town Planner</p>	<p>Short Term COMPLETE</p>
<p>2 Based on public input, prioritize existing recreational facilities in need of improvements that address safety, access, and general maintenance. Estimate costs and develop a six-year schedule that can be incorporated into the Capital Improvement Program (CIP). Build off of the University of New Hampshire (UNH) Needs Assessment and Planning Report (2014-2015).</p>	<p>Parks & Rec Dept, Town Manager</p>	<p>Selectboard</p>	<p>Short Term COMPLETE</p>
<p>3 Identify new facilities or programming, using the findings of the UNH Needs Assessment and Planning Report (2014-2015) as a starting point. Estimate costs and feasibility of providing these new facilities/activities.</p>	<p>Parks & Rec Dept, Town Manager, Natural Resource Planner</p>	<p>Conservation Commission, Selectboard</p>	<p>Mid Term COMPLETE</p>
<p>4 Prioritize public facilities and spaces (including recreational sites) where ADA improvements are needed or could be improved. Estimate costs and develop a 6-year schedule that can be incorporated into the CIP.</p>	<p>Dept of Public Works, Municipal Departments, Library, Town Planner, Town Manager</p>	<p>Selectboard</p>	<p>Short Term COMPLETE</p>

SUPPORT Action		Town Lead	Town Support	Timeframe
5	Continue to evaluate water supply alternatives that can supplement the existing public water system. Determine the feasibility of implementing the preferred alternative(s).	Dept of Public Works	Selectboard, Water/ Sewer Advisory Committee	Ongoing/Long Term IN PROCESS
6	Evaluate local stormwater management regulatory requirements for private development and determine if requirements of federal mandates are being met. Identify revisions and new policies/standards. Prioritize green infrastructure where feasible.	Dept of Public Works, Town Planner	Selectboard,	Ongoing/Short Term COMPLETE
7	Develop a public awareness campaign to educate residents and businesses about water quality and state and federal mandates that require the Town to improve and monitor it. Include such topics as: what the mandates require the Town to do (new programs, infrastructure projects, etc.), the impact of lower water quality on the quality of life in Exeter, and how residents and businesses can contribute to improving water quality.	Dept of Public Works, Natural Resource Planner	Conservation Commission, River Advisory Committee	Short Term IN PROCESS
8	Sponsor and support events that bring residents and businesses together and celebrate the local community.	Town Manager	All Departments	Ongoing IN PROCESS
9	Continue to support quality public education opportunities through the endorsement of the SAU16 Joint Board Strategic Plan. Identify specific strategies in the Strategic Plan where other municipal departments can provide support and incorporate these in department work plans.	Town Manager	All Departments	Ongoing COMPLETE
10	Continue to provide “wrap around” support for critical public meetings like on-site child care, refreshments, recordings, and/or printed summaries.	Town Manager	All Departments	Ongoing IN PROCESS

PREPARE

PREPARE Action		Town Lead	Town Support	Timeframe
1a	Resolve outstanding issues with public safety department facilities through a comprehensive public safety services evaluation that includes recommendations.	Fire Dept, Police Dept, Town Manager	Selectboard	Short Term COMPLETE
1b	Based on findings of services evaluation, move with top priority recommendations. Identify grants to support final design and construction as well as staffing.	Fire Dept, Police Dept, Town Manager	Selectboard	Mid Term COMPLETE

PREPARE Action		Town Lead	Town Support	Timeframe
2a	Based on most recent data available, inventory properties most vulnerable to sea level rise, storm surge, and other natural hazards. Where possible, estimate the time horizon for impacts. Develop outreach methods to education private property owners about the risks and ways they can minimize impacts to their properties.	Town Planner, Natural Resource Planner	Conservation Commission, Planning Board, River Advisory Committee	Short Term IN PROCESS
2b	For areas identified most vulnerable to sea level rise, storm surge, and other natural hazards, evaluate town land use policies for these areas and consider alternatives to minimize risk in each area. These might include: <ul style="list-style-type: none"> • Acquiring property to minimize the impact of sea level rise, chronic flooding, marsh migration, etc. to public and private property. • Limit redevelopment after flood or storm damage. • Decisions where to extend (or not extend) infrastructure (roads, water, sewer, etc.) 	Town Planner, Natural Resource Planner	Conservation Commission, Planning Board, River Advisory Committee	Mid Term IN PROCESS
2c	Based on findings of the land use policies evaluation, implement new land use policies and regulations to reduce risks from sea level rise, storm surge, and other natural hazards.	Town Planner, Natural Resource Planner	Selectboard, Planning Board, Conservation Commission	Mid Term COMPLETE
3a	Conduct a Drainage Asset Management and Condition Assessment to identify where infrastructure is undersized and unable to accommodate new development, increases in storm events, or rising sea levels. Use the development of this plan as an opportunity to educate residents about vulnerabilities and the need for funding to support upgrades and meet permitting requirements.	Dept of Public Works	Town Planner	Short Term IN PROCESS
3b	Prioritize improvements for public infrastructure. <ul style="list-style-type: none"> • Evaluate upgrades as well as adaptation and mitigation strategies. • Estimate costs and develop a 6-year schedule of improvements to be included in the CIP. • Identify grants and other funding sources to augment local funding. 	Dept of Public Works, Town Manager, Town Planner	Selectboard, Planning Board	Mid Term IN PROCESS

PREPARE Action		Town Lead	Town Support	Timeframe
3c	<p>Implement adaptation strategies for public infrastructure. Examples could include, but would not be limited to:</p> <ul style="list-style-type: none"> • Flood water diversion improvements for streets that can be flooded in extreme events. • Replacement of culverts and stormwater conveyance structures with infrastructure sized for larger storm events. • Installation of “green infrastructure” strategies that can help reduce the volume of stormwater flows. • Ensuring energy redundancy (e.g., generators) for municipal facilities that are important to emergency response. 	Dept of Public Works, Town Planner	Selectboard, Planning Board	Long Term IN PROCESS

STEWARD

STEWARD Action		Town Lead	Town Support	Timeframe
1a	Identify properties that are less likely be developed based on regulatory requirements and determine whether this affects their prioritization level for acquisition.	Town Planner, Natural Resource Planner	Conservation Commission	Short Term COMPLETE
1b	Review criteria for acquiring land for conservation and consider adding criteria related to sea level rise, marsh migration, chronic flooding, storm surge, and other impacts of climate change and natural hazards.	Natural Resource Planner	Conservation Commission, River Advisory Committee, Selectboard	Mid Term COMPLETE
2	Based on revised criteria and assessment of natural resources already under regulatory protection, prioritize parcels of interest for conservation purposes. Consider available and future funding sources and other tools available to protect land. Develop a 10-year schedule for implementation.	Natural Resource Planner	Conservation Commission, Selectboard	Mid Term COMPLETE
3	Commit resources for a new staff person to support Historic District Commission and Heritage Commission, and move historic preservation actions forward.	Town Planner, Town Manager	Selectboard	Short Term COMPLETE

STEWARD Action		Town Lead	Town Support	Timeframe
4a	Inventory and prioritize historic resources (within and outside of historic districts) that need improvements.	To be determined	Historic District, Heritage Commission	Short Term IN PROCESS
4b	Estimate costs and develop a 10-year plan of historic resource improvement projects. Identify potential funding sources and partners to augment town resources.	To be determined	Historic District, Heritage Commission	Mid Term IN PROCESS
4c	Update Waterfront Commercial Historic District National Register survey.	To be determined	Historic District, Heritage Commission	Mid Term COMPLETE
5	Work with local arts organizations to promote art installations in public spaces. Prioritize locations that would provide the best opportunities. Identify ways to engage the community in public art.	Town Planner	Exeter Arts Committee	Short Term COMPLETE
6a	Prioritize improvements for the Town Hall. Collaborate with the work being done by the Exeter Chamber of Commerce to make the space more user-friendly. Estimate costs and develop a 10-year schedule of improvements.	Town Manager	Dept of Public Works, Economic Development Commission, Arts Committee, Selectboard	Short Term IN PROCESS
6b	Continue to work with the Chamber of Commerce to identify funding mechanisms to augment town resources for Town Hall improvements. Consider fundraising and grants to augment town resources.	Town Manager	Dept of Public Works, Economic Development Commission, Arts Committee, Selectboard	Mid Term IN PROCESS

STEWARD Action		Town Lead	Town Support	Timeframe
6c	<p>Review and update the Trail Maintenance Plan (2009).</p> <ul style="list-style-type: none"> Identify recommendations that have not been completed. Determine which recommendations are still relevant and which are not. Identify new recommendations as needed. Develop a 10-year schedule for maintenance, improvements, or future assessments. 	Natural Resource Planner	Conservation Commission	Short Term COMPLETE
7	Establish a “Friends” group of volunteers for individual town conservation properties to support and help with maintenance, including trail infrastructure, debris and litter, installations, etc.	Natural Resource Planner	Conservation Commission	Short Term IN PROCESS
8	Prioritize town conservation properties in need of invasive species management. Estimate costs and develop a 10-year schedule for management strategies.	Natural Resource Planner	Conservation Commission	Mid Term IN PROCESS
9	<p>Review and revise existing forest management plans (Henderson-Swasey (2011) and Oaklands (1993)) as needed to ensure they remain relevant to conservation land management goals.</p> <ul style="list-style-type: none"> Identify recommendations that have not been completed. Determine which recommendations are still relevant and which are not. Identify new recommendations as needed. Develop a 10-year schedule for maintenance, improvements, or future assessments. 	Natural Resource Planner	Conservation Commission	Short Term COMPLETE

GROW

GROW Action		Town Lead	Town Support	Timeframe
1	Continue to work with surrounding communities to address regional needs for workforce housing and provide more diverse housing options.	Town Planner	Housing Advisory Committee	Ongoing IN PROCESS
2	Assess future housing growth by conducting a buildout analysis under current zoning conditions. Determine if the outcome of housing types will meet projected future needs, as outlined in the HAC 2017 report.	Town Planner, Town Manager	Housing Advisory Committee, Planning Board	Short Term IN PROCESS

GROW Action		Town Lead	Town Support	Timeframe
3a	Investigate potential expansion of allowed housing types in Exeter (e.g., cottage communities, etc.) and present findings at an All Boards meeting.	Town Planner, Town Manager	Housing Advisory Committee, Planning Board	Short Term IN PROCESS
3b	Develop a public education campaign to raise the awareness of housing needs in Exeter and the different housing that can meet those needs. Include the local business community to understand housing needs of their employees.	Town Planner	Housing Advisory Committee	Short Term IN PROCESS
3c	Review zoning ordinances to identify recommended changes that will create a balance of housing types to meet projected future needs. This might include review of multi-family structures allowed in R-1 districts, density and other incentives in the Affordable Housing Ordinance, and residential lot size requirements in single family residential districts.	Town Planner	Housing Advisory Committee, Planning Board	Short Term to Mid Term IN PROCESS
4a	Research incentives for infill development in R-1 and R-2 zoning districts to encourage the creation of smaller, more affordable homes. Focus on approaches that ensure infill maintains the look and feel of the existing neighborhoods.	Town Planner	Planning Board, Housing Advisory Committee	Mid Term COMPLETE
4b	Move forward on the most feasible incentive(s) for infill housing by incorporating them into local regulations and/or policies. (this follows prior action)	Town Planner	Planning Board, Affordable Housing Committee, Selectboard	Mid Term COMPLETE
5a	Evaluate the Town's property tax exemption programs (elderly, alternative energy, RSA 79E, etc.) to determine their costs and project future impacts based on demographic changes and other trends.	Town Manager, Tax Assessor, Economic Development Director	Selectboard	Mid Term IN PROCESS
5b	Set up a schedule to periodically examine property tax exempt programs to ensure fairness and equitable distribution across residential property types.	Town Manager, Tax Assessor	Selectboard	Mid Term IN PROCESS
6	Develop a clearinghouse of low-interest loan and grant opportunities for Exeter residents to make improvements to older homes to address needed upgrades, energy efficiency, or environmental hazard reduction. Resources may be New Hampshire Housing, local non-profits, or use of Community Development Block Grants (CDBGs) to establish a municipal program.	To be determined	Housing Advisory Committee	Mid Term IN PROCESS

GROW Action		Town Lead	Town Support	Timeframe
7	Review the Zoning Map against the goals of this plan to determine if commercial district boundaries should be adjusted. Also review boundaries to see if lines should be altered to better coincide with parcel boundaries.	Town Planner, Economic Development Director, Town Manager	Planning Board, Economic Development Commission, Selectboard	Short Term IN PROCESS
8	Support the Lincoln Street Improvement Project with the development of a physical master plan for the Lincoln Street area as a village-scale Transit-Oriented Development (TOD). Evaluate land uses, building-to-street relationships, and features of the public realm. Assess multi-modal connections (walking, biking, bus/train) with Downtown and other neighborhoods. Be sure to incorporate both elementary schools and PEA. Consider other studies that may be concurrent under CONNECT.	Town Manager, Town Planner	Economic Development Committee, Planning Board, Selectboard	Short Term COMPLETE
9	Continue efforts to improve circulation and promote high quality development along Portsmouth Avenue. <ul style="list-style-type: none"> • Continue work on developing a form-based code for the corridor (started in 2012). • Continue support of the CIP project for reconstruction of the roadway to correct drainage, utility, traffic flow, signal, stormwater, sidewalk, and streetscape deficiencies. • Evaluate bus service and how it does or can impact redevelopment. • Incorporate the recommendations of the bike and pedestrian master plan developed under CONNECT. 	Town Planner, Economic Development Director, Dept of Public Works	Economic Development Committee, Planning Board	Mid Term IN PROCESS
10	Evaluate the use of tax increment financing (TIF) and other financial incentives in other commercial areas of town.	Economic Development Director	Economic Development Committee	Short Term COMPLETE
11	Continue to identify improvements to public spaces and the public realm in the Downtown to enhance its character. This may include public art, pedestrian amenities, or signage. Maintain consistency with bike and pedestrian linkages under CONNECT.	Town Planner		Ongoing IN PROCESS

GROW Action		Town Lead	Town Support	Timeframe
12	Inventory under-utilized and under-developed properties in commercial areas. Identify potential partners (both public and private) to assess the redevelopment opportunities of priority properties.	Economic Development Director, Town Planner	Economic Development Committee	Mid Term IN PROCESS
13	Continue to use economic development strategies already in place (79E, TIF district, etc.) to retain and grow existing businesses and attract new commercial development in all commercial corridors. Regularly evaluate their ability to meet stated goals and objectives.	Economic Development Director	Economic Development Committee	Ongoing IN PROCESS

CONNECT

CONNECT Action		Town Lead	Town Support	Timeframe
1a	Conduct traffic and parking studies for the Downtown and prioritize recommendations. Evaluate traffic flow and pedestrian movement to and through Downtown to understand final destinations and impacts on local businesses. Develop a parking management plan with a 6-year schedule for implementation.	Town Planner, Economic Development Director	Dept of Public Works, Economic Development Committee, Planning Board, Selectboard	Short Term IN PROCESS
1b	Research funding alternatives to augment the implementation of the parking management plan.	Town Planner, Economic Development Director	Planning Board, Selectboard	Mid Term IN PROCESS
2a	Prepare a town-wide Bike and Pedestrian Master Plan that looks at both walking and biking as modes of transportation beyond recreation. Identify improvements to existing amenities and areas where new amenities could be feasibly installed to promote walking and biking. Use the concurrent parking study (or parking management plan if already developed) for Downtown to inform the plan. Destinations/Routes to consider: <ul style="list-style-type: none"> All public schools 	Town Planner, Dept of Public Works	Planning Board	Short Term IN PROCESS

CONNECT Action	Town Lead	Town Support	Timeframe
<ul style="list-style-type: none"> • Epping Road to Downtown • Lincoln Street/Train Station to Downtown • Portsmouth Avenue to Downtown • All surrounding residential areas to Downtown • Open space and recreational resources <p>Prioritize improvements/new projects and develop a 10-year schedule for implementation.</p>			
2b	Town Planner, Dept of Public Works	Planning Board, Selectboard	Mid Term IN PROCESS
2c	Town Planner	Planning Board, Selectboard	Mid Term IN PROCESS
3	Town Planner, Dept of Public Works	Economic Development Commission, Selectboard	Short Term PLANNED FOR 2025
4	Town Planner, DPW, Town Manager	Selectboard, River Advisory Committee	Short Term IN PROCESS
5	Dept of Public Works, Town Planner, Town Manager	Planning Board, Selectboard	Short Term IN PROCESS
6a	Dept of Public Works, Town Planner, Economic Development	Planning Board, Selectboard	Short Term COMPLETE

CONNECT Action		Town Lead	Town Support	Timeframe
6b	Prioritize public improvements based on the Epping Road Access Management Plan and develop a 6-year schedule to be included in the CIP. Keep apprised of NHDOT funding (TIP) and other sources to augment CIP funding.	Dept of Public Works, Town Planner, Economic Development	Planning Board, Selectboard	Short Term IN PROCESS
7	Partner with the Rockingham Regional Planning Commission to study the feasibility of localized transit options (shuttles, trolleys, etc.) that connect destinations. Evaluate year-round and seasonal service. Consider possible routes, costs, and management of services.	Town Planner, Economic Development Director, Town Manager	Planning Board, Selectboard	Long Term IN PROCESS
8	Support and advocate for improvements to the Downeaster train station to include a heated/air conditioned waiting area, ticket kiosk, and public restrooms.	Town Planner, Town Manager	Selectboard	Long Term/ Ongoing IN PROCESS

COMMUNICATE

COMMUNICATE Action		Town Lead	Town Support	Timeframe
1	Establish a small committee charged with researching municipal information and management technologies for the Town. If deemed necessary by the committee, approve funding to hire one or more industry professionals that can help the Town select and launch a new information/ management/permitting platform.	Town Manager, Information Technology	Selectboard	Short Term COMPLETE
2	Develop a more frequent official, regular system of interdepartmental meetings to review current initiatives and workload in each department and potential efficiencies that could occur by combining efforts.	Town Manager	Selectboard	Short to Mid Term COMPLETE

COMMUNICATE Action		Town Lead	Town Support	Timeframe
3	Develop materials (paper and/or digital) for the Town to be used to attract businesses, residents, and visitors. Work with the Chamber of Commerce, HERON, Historical Society, PEA, and other community groups and organizations.	Economic Development Director	Economic Development Commission, Historic District, Heritage Commission, Arts Committee	Mid Term IN PROCESS
4	Continue to organize community forums to discuss issues important to Exeter. Ensure that events, especially large ones, provide options for food and child care.	TBD	Selectboard, All Boards, Town Departments	Short to Mid Term IN PROCESS
5	Evaluate the ways in which the Town communicates with the public and ensure that strategies maximize citizen engagement across multiple platforms. Determine the strategies that could be strengthened and move forward with ways for improvement.	TBD		Short to Mid Term IN PROCESS
6	Develop language to be included in municipal RFPs that requires the inclusion of diverse and effective public engagement processes as part of municipal planning, design, and construction processes.	Town Manager	All Departments issuing RFPs	Short Term COMPLETE