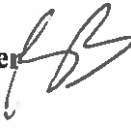


**CITY OF SOMERSWORTH**  
*Office of the City Manager*

**TO:** Mayor Dana S. Hilliard and City Council Members

**FROM:** Robert M. Belmore, City Manager 

**DATE:** Friday, March 2, 2018

**SUBJECT:** City Manager's Report for Monday March 5, 2018  
City Council Agenda

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*New Business (under section 14 of Agenda)*

**Resolutions**

- A. **Resolution 25-18 To Discontinue the Hilltop Rehabilitation Capital Reserve Fund in Accordance with RSA 34:11-A.** This Resolution was passed in 2012; it established a Capital Reserve Fund for the purpose of Reconstruction or Rehabilitation of the former Hilltop School property. The Finance Committee met on February 12<sup>th</sup> and voted (3-1) to recommend the discontinuance of this fund. Attached is a copy of the original Resolution. By State Law, a Public Hearing is required prior to any vote. I suggest it to be scheduled prior to the next regular Council meeting on March 19<sup>th</sup> at 6:45 p.m.

**Other**

- A. **Discuss the Zoning Board of Adjustment Decision Made at the February 14, 2018 Meeting to Grant a Variance for the 20 Green Street Property (Requested by Councilor David A. Witham).** Attached are copies of the Zoning Board of Adjustment meeting minutes and memorandums outlining information in regards to the variance granted for this property.

***City Manager's Items (under section 10 of Agenda)***

**A. Informational Items.**

1. **Mural on Constitutional Way.** Attached is a copy of information provided by the artist (Gordon Carlisle) who completed the Mural on the Constitutional Way business wall. He prepared this summary after meeting with Director Saunders and I to discuss the present failing condition. As you will read, the Mural's life expectancy was about 10 years as it was completed in 2008. The brick is flaking and falling onto the sidewalk and the building owner would like to begin repairs. Based on the artist's research and his subsequent recommendation, we will not be able to begin any Mural repairs. Staff will inform the owner that they are free to move forward with wall repairs.
2. **Goal Setting Workshop.** Attached are copies of last year's Goal Setting Workshop's summary along with an Agenda and pre-meeting worksheet. Carl Weber will be facilitating the session with the assistance of other Primex staff.
3. **Council Workshop.** The Mayor has approved a City Council Workshop prior to the next regular Council meeting on March 19, starting at 6:00 p.m. The purpose of the meeting is to receive information from our Assessor on a City-wide property assessment revaluation and to discuss any potential change to the City's elderly exemption criteria.

**B. Attachments.**

1. City Attorney Certifications One (1)



## City of Somersworth – Resolution

Resolution No: 25-18

**TO DISCONTINUE THE HILLTOP REHABILITATION CAPITAL RESERVE FUND IN ACCORDANCE WITH RSA 34:11-A.**

March 5, 2018

WHEREAS, the City Council adopted Resolution No. 12-13 to establish a capital reserve fund for the purpose of reconstruction or rehabilitation of the former Hilltop School property, and

WHEREAS, the City sold this property in December of 2017 to a private developer thereby making the purpose of this fund moot, and

WHEREAS, the Council Finance Committee determined no present need for said fund; recommending its discontinuance and moving the funds to the City's General Fund, and

WHEREAS, RSA 34:11-a grants the City Council the authority to discontinue a capital reserve fund and direct the Trustees of Trust Funds to pay all the moneys in said fund to the city treasury,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SOMERSWORTH THAT the Hilltop Rehabilitation Capital Reserve Fund shall be discontinued in accordance with RSA 34:11-a and direct the Trustees of Trust Funds to pay all the moneys in said fund to the city treasury.

*Note: RSA 34:11-a requires a public hearing, and the public notice for the public hearing must include a statement distinctly stating the reason(s) for which such reserve is to be discontinued.*

| Authorization   |                                   |
|---|-----------------------------------|
| <i>Sponsored by:</i><br>David A. Witham<br>Martin Dumont, Sr.<br>Martin Pepin | <i>Approved:</i><br>City Attorney |

## City of Somersworth – Resolution No. 25-18

### History

|                  |            |                     |  |
|------------------|------------|---------------------|--|
| First Read Date: | 03/05/2018 | Tabled:             |  |
| Public Hearing:  | NA         | Removed From Table: |  |
| Second Read:     |            |                     |  |

### Action

Councilor \_\_\_\_\_ moved for adoption, seconded by Councilor \_\_\_\_\_.

### Discussion

| Voting Record             |           | YES    | NO     |
|---------------------------|-----------|--------|--------|
| Ward 1 Councilor          | Pepin     |        |        |
| Ward 2 Councilor          | Vincent   |        |        |
| Ward 3 Councilor          | Dumont    |        |        |
| Ward 4 Councilor          | McCallion |        |        |
| Ward 5 Councilor          | Messier   |        |        |
| At Large Councilor        | Witham *  |        |        |
| At Large Councilor        | Sprague   |        |        |
| At Large Councilor        | Cameron   |        |        |
| At Large Councilor        | Levasseur |        |        |
| <b>TOTAL VOTES:</b>       |           |        |        |
| On / / . Resolution 25-18 |           | PASSED | FAILED |

**RESOLUTION NO. 12-13 TO ESTABLISH A CAPITAL RESERVE FUND FOR THE  
PURPOSE OF RECONSTRUCTION OR REHABILITATION OF THE HILLTOP  
SCHOOL PROPERTY.**

Somersworth, NH  
October 1, 2012

WHEREAS, the City of Somersworth desires to make improvements to the former Hilltop Elementary School Property through the use of a public and private partnership, and

WHEREAS, the City Council would like to encourage the application for and use of grant funding in addition to local funding sources, and

WHEREAS RSA 34:1 permits the establishment of a capital reserve fund for the construction, reconstruction, or acquisition of capital improvements,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SOMERSWORTH THAT the Hilltop School Property Rehabilitation Capital Reserve Fund is established for the purpose of reconstruction or rehabilitation of Hilltop School property, including the cost of engineering and other ancillary costs directly related to the reconstruction or rehabilitation of Hilltop School property, and

BE IT FURTHER RESOLVED THAT the City Council is hereby designated as agents to expend these funds.

Introduced by Councilors

Jennifer Soldati  
Robin Jarvis

Approved:

City Attorney

Councilor Tapscott indicated the Traffic Safety Committee recommended last month putting a stop sign on Pearl Street for southbound traffic on Hanson Street. There were concerns voiced by a lot of the people in this neighborhood.

Mayor Spencer said he lives in that neighborhood and he added that a lot of people use Pearl Street because of the condition of Horne Street. Until the City Council addresses Horne Street, this will continue.

Ordinance No. 5-13 passed unanimously by roll call vote.

**RESOLUTION NO. 12-13 TO ESTABLISH A CAPITAL RESERVE FUND FOR THE PURPOSE OF RECONSTRUCTION OR REHABILITATION OF THE HILLTOP SCHOOL PROPERTY.**

Councilor Soldati said this would establish a Capital Reserve Fund for the \$38,000 for the Hilltop School Building. She sees this as "putting your money where your mouth is" on the part of the City in terms of truly being a partnership with our non-profit, The Friends of Somersworth. As a fledgling 501(C)3 a lot of people have the notion that there are a lot of grants waiting to be tapped into. However, when you are brand new, nobody wants to talk to you until you have shown there are others that have faith in you. This is a wonderful step for the City to take to show that they do have faith in the project and it will help them leverage other money. She is hoping in the future the City will have an annual allocation that goes towards this center for the arts and sciences.

Councilor Soldati wanted to let the Council know that this is a wonderful first step and she thinks they will find that we really are on the cutting edge of Somersworth breaking out and learning how to develop itself to become the community we talk about in our Master Plan, a much desired community that people want to move into.

Councilor Jarvis said she thinks it is great that this \$38,000 is going into something for the Hilltop School building.

Councilor Pepin said originally he was upset and totally against this. After thinking about it, he came around. It is very important that we invest something into this building. Too many of our old buildings have been removed and he believes in keeping the Hilltop building. He believes in the efforts of the Friends of Somersworth. This is something the community can support and be proud of. Action needs to be taken there really quick.

Councilor McCallion thinks this is awesome and he supports it also. We need to do the right thing and this is it.

Councilor Witham thanked Councilor Tapscott for getting them all to take a deep breath on this. We as a community have not done a good job in the past taking care of our infrastructure. He is hopeful they will have enough money to do the window project.

Councilor Witham said he is in support of this resolution and feels it is the right thing to do at this time. This is a difficult decision because of all the needs we have.

Councilor Sprague said he believes there will be something coming down the line that will help out with this project.

Resolution No. 12-13 passed unanimously by roll call vote.

RESOLUTION NO. 14-13 TO ACCEPT A PORTION OF WILLAND DRIVE.

Councilor Sprague indicated this is a housekeeping issue. Willand Drive and Commercial Drive were paved two years ago and there was a portion in between these two roads that was owned by Robert Stackpole at that time. The City talked with him and came to an agreement that we would take this portion of the road over.

Resolution No. 14-13 passed unanimously by roll call vote.

RESOLUTION NO. 15-13 AUTHORIZE THE CITY MANAGER TO EXECUTE A GAS LINE EASEMENT OVER CITY PROPERTIES WITH GREAT BAXTER MILLS, L.L.C. OF SOMERSWORTH, NH.

Councilor Sprague said there is a gas main that goes through Centre Road and the City wanted to access the main years ago. We made an agreement with General Linen to put an easement on their property to get gas to our Waste Water Treatment Plant (WWTP). The Great Baxter Mills would like to go through two parts of our property to get gas to their property so they can convert their apartments to gas. It was determined that this would not impact any future expansion we might have at the WWTP. This would need to get done soon because snowfall is right around the corner. They would be responsible for all legal fees and they will contribute a portion of the cost of a new BOD incubator for the WWTP.

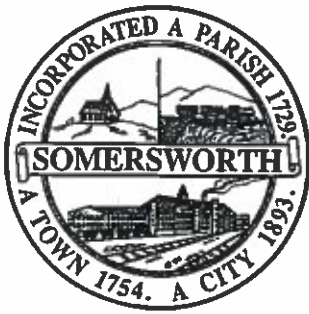
Resolution No. 15-13 passed unanimously by roll call vote.

NEW BUSINESS.

ORDINANCE NO. 6-13 AMEND THE CITY OF SOMERSWORTH OFFICIAL ZONING MAP – REZONE LAND ON ALL OR A PORTION OF TWENTY-TWO (22) PROPERTIES FROM RECREATIONAL (REC) TO RESIDENTIAL SINGLE FAMILY (R1).

Somersworth NH  
October 15, 2012

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SOMERSWORTH THAT the Ordinances of the City of Somersworth, as amended, be further amended as follows:



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Shanna B. Saunders, Director  
Development Services

To: Bob Belmore, City Manager

Date: February 26, 2018

Re: 20 Green Street Profile Garage Map 10 Lot 176

November 30, 2017 the attorney representing the property owner asked for a zoning interpretation as to whether Vehicle Repair Garage/Station and Automobile Sales are permitted uses on the site.

Motor Vehicle Repair Garage/Station is defined as "Any building, premise and land in which or upon which a business, service, industry, involving maintenance, servicing, repair or painting of vehicles is conducted or rendered." This use was defined in an ordinance amendment on 5/3/2004 and not permitted in the Business (B) zone in an ordinance change on 7/15/13.

Automobile Sales is defined as "Any building, land area, or other premise for the display and sale of new and associated used automobiles, panel trucks or vans, trailers, recreation vehicles and including any warranty repair work or other repair, service conducted as an accessory use." This use was defined and not permitted in the Business (B) zone in an ordinance amendment on 4/6/98.

December 12<sup>th</sup> 2017 I responded that the property had lost his grandfathered status for use because in section 19.6.C.1.c of the Zoning Ordinance, if the non-conforming use of land "ceases for any reason for a continuous period of twelve (12) months" the property loses its grandfathered status. Therefore if the property owner wanted to conduct those uses on this site a variance was required.

January 15<sup>th</sup>, 2018 the property owner filed an appeal of my administrative decision as well as a simultaneous variance request should the appeal be denied.

February 14<sup>th</sup> the Zoning Board denied the appeal but granted the variance.

Per RSA 677: within 30 days after any decision by the ZBA the selectmen (id) may apply for a rehearing... "specifying in the motion for rehearing the ground therefore".

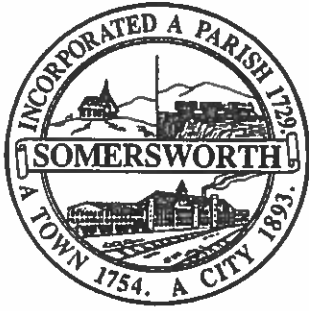
The rehearing process is a two-part process.

The first step is for the applicant to request a rehearing per RSA 677:2. Per case law the rehearing shall be to correct any errors the ZBA may have made in the first hearing, if correction is necessary, and to consider new evidence provided by the applicant.



If the Board grants the rehearing they shall schedule a rehearing within 30 days, with proper abutter notification (upon recommendation of our legal counsel).

The 30th day i.e. the last day to file an appeal from the Feb 14th ZBA decision on Profile garage is March 16th.



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Shanna B. Saunders, Director  
Development Services

To: Bob Belmore, City Manager  
Date: March 1, 2018  
Re: ZBA Criteria

The ZBA criteria that are used to grant an approval are set by state statute.

They include:

- (1) The variance will not be contrary to the public interest;
  - (2) The spirit of the ordinance is observed;
  - (3) Substantial justice is done;
  - (4) The values of surrounding properties are not diminished; and
  - (5) Literal enforcement of the provisions of the ordinance would result in an unnecessary hardship.
- (A) For purposes of this subparagraph, "unnecessary hardship" means that, owing to special conditions of the property that distinguish it from other properties in the area:
- (i) No fair and substantial relationship exists between the general public purposes of the ordinance provision and the specific application of that provision to the property; and
  - (ii) The proposed use is a reasonable one.
- (B) If the criteria in subparagraph (A) are not established, an unnecessary hardship will be deemed to exist if, and only if, owing to special conditions of the property that distinguish it from other properties in the area, the property cannot be reasonably used in strict conformance with the ordinance, and a variance is therefore necessary to enable a reasonable use of it.

February 15, 2018

Hispano Suizo, LLC  
151 South Main Street, #1  
Rochester, NH 03867

RE: HISPANO SUIZO, LLC – 20 GREEN STREET – ASSESSOR’S MAP 10, LOT 176 - ZBA #03-2018.

Dear Applicant:

Please be advised that at the meeting of February 14, 2018, the Somersworth Zoning Board of Adjustment voted to **APPROVE** your request for variances from Table 4.A.5 of the Zoning Ordinance to allow auto repair and sales on property located at 20 Green Street, in the Business (B) District, Assessor’s Map 10, Lot 176, ZBA #02-2018.

If you have any questions or comments, please contact the Division of Economic Development and Planning at 603-692-9519.

Sincerely,

Shanna B. Saunders  
Director of Planning & Community Development

SBS: tag

cc: Coolidge Law Firm, PLLC

**SOMERSWORTH ZONING BOARD OF ADJUSTMENT**  
**MINUTES OF MEETING**  
**FEBRUARY 14, 2018**

**MEMBERS PRESENT:** Paul Maskwa, Chair, Matt Keiser, Vice Chair, Richard Brooks  
**MEMBERS ABSENT:** Donald Routhier  
**STAFF PRESENT:** Shanna Saunders, Director of Planning and Community Development and Christien DuBois, Assessing/Code Clerk

The meeting was called to order at 7:00pm.

Maskwa noted that the Board was short a member and anyone who would like to postpone the vote on their case could do so.

**1) APPROVAL OF THE MINUTES OF THE MEETING OF JANUARY 3, 2018.**

**Motion:** Brooks moved to approve the minutes of the meeting of January 3, 2018

Seconded by Keiser.

The vote passed 3-0 with one abstention.

**2) OLD BUSINESS**

- A) The Patricia Anne Sherwood Trust is seeking a variance from Table 4.A.3 of the Zoning Ordinance for the keeping on livestock on property located at 370 Old Rochester Road, in the Residential Single Family (R1) District, Assessor's Map 68, Lot 01, ZBA #16-2017.

Maskwa stated that this item was a continuance from last month due to not having a full board. Maskwa re-opened the public hearing at 7:03pm.

Upon seeing that the applicant was not yet in attendance from the meeting Maskwa closed the public hearing at 7:04pm and moved on to the next agenda item.

Maskwa Re-opened the public hearing at 7:40pm as the applicant arrived at the meeting.

Maskwa asked the applicant if they wished to postpone the vote on this item due to the Board being short a member, the applicant stated that they did.

Maskwa closed the public hearing at 7:41pm.

Roland motioned to continue the item to the next regularly scheduled meeting, seconded by Brooks

Motion passed 4-0.

- B) Upland, LLC is seeking a variance from Section 10.G of the Zoning Ordinance for the development of single family homes within the Groundwater Protection District without hooking up to the municipal sewage disposal system on property located at 138 Rocky Hill Road, in the Residential Single Family (R1) District, Assessor's Map 54, Lot 01, ZBA #17-2017.

Maskwa reopened the public hearing at 7:02pm.

Saunders stated that a 3<sup>rd</sup> party review had been received on February 2<sup>nd</sup> and that if the Board had questions, she would be happy to answer them.

Maskwa asked for clarification about a piece of the third party review's statement about whether the word "exceeded" in regards the requirements was a good thing or a bad thing, Maskwa also asked whether the Board should go through the whole process again or pick up where they left off.

Keiser stated the board should pick up where left at the last meeting.

David Francoeur, the applicant, stated that when he was originally looking to purchase the property he was under the impression there had been already been a variance granted to the property. Francoeur highlighted several items on the 3<sup>rd</sup> party review that indicated that his proposal adheres to, and exceeds the minimum requirements of the groundwater protection district, meets the Zoning Board's, five criteria and the guidelines set forth by the Department of Environmental Services.

Francoeur stated that the passive systems that he is utilizing are superior to the active septic systems and will run for far longer, and are safer than the minimum requirements. Francoeur stated that City sewer is 1.5 miles away from the proposed development and it is not reasonable to have him connect to City sewer. In addition, the cost for him to re-pave the road if he were to have to connect to City sewer would be beyond his capacity to pay.

Francoeur highlighted from the report that the applicants septic systems met or exceed all of the requirements. Francoeur stated that his project is only using 1/6<sup>th</sup> of the capacity for each lot and that the systems being proposed area reasonable alternative.

Francoeur stated that septic systems would not diminish property values because septic systems already exist within the neighborhood. Francoeur stated that a conservation subdivision increases property values because a portion of land is guaranteed to not be developed. Francoeur stated that the application is not contrary to the public interest because his proposal meets or exceeds State requirements. Francoeur stated that connecting to the sewer system would pose an unnecessary hardship because of the distance from the existing sewer line, in addition, other developments and lots in the area were exempted from having to connect. The use is reasonable because he has taken steps to ensure he is using a quality septic system. Francoeur continued that other property owners have been able to place septic systems without specific limitations on the number. Granting the variance would do substantial justice because it would allow the applicant to develop the property to a similar standard other developers

have been approved for. His proposal is not contrary to the spirit of the ordinance because the project meets or exceeds the requirements set forth by the State.

Brian Croteau of 136 Rocky Hill Road stated that he supported the development. He stated that he has no problem with the development.

Steve McHugh of 6 Shawns Way stated that he supported the development and stated that he has never had any water issues.

Maskwa read a letter that he had received from William L Connor of Pinewood Drive at applauded the Board's decision to require a third party review.

Brooks asked the applicant about the passive systems and how they worked and maintenance they required.

Francoeur explained that the maintenance required for passive systems was less than the active system.

Keiser asked if the passive system has a name.

Bob Stowell from Tri-Tech Engineering stated that the name is Eljen system and the Advanced Enviro septic system.

Keiser asked if to use the phrase alternative passive system is commonly associated with a certain name for a system.

Stowell answered that only certain systems can be referred to alternative system.

Maskwa closed the Public hearing at 7:35.

Brooks asked if the plan from the previous applicant is irrelevant that was submitted.

Saunders stated that it was.

Maskwa stated that the board's initial concern was the public interest piece of the criteria, which is why they had the applicant receive a third party review. The report, to him indicates that the septic systems are well designed and meet the standards of the Groundwater Protection District. Maskwa continued that there is certainly a hardship to require the applicant to obtain City sewer. Maskwa stated that he supports the application.

Keiser stated that he agreed with Maskwa, but stated he would like to be sure that the alternative passive systems are used.

Brooks stated that he leans towards supporting the application, but his reservation is the quantity of the lots and wonders how the Planning review would play off this variance.

Maskwa stated that when determining lot sizes, there are rules the Planning Board considers regarding lot sizes and how many units you can put in a certain area and different types of subdivisions.

Saunders stated that the City usually recommends the applicants go before the ZBA before the Planning Board so they do not fully engineer their plans.

Keiser stated that the previous applicant was not the same property owner as this one nor the same proposal, in fact, this proposal has 28 homes instead of 15.

Keiser moved to approve the variance for the applicant with the condition that the sewer system to be used is the alternative passive design similar to the Eljen or the Advanced Enviro septic system.

Seconded by Dumont

Motion passed 4-0.

C) Any other old business that may come before the Board.

None

3) **NEW BUSINESS**

A) Motion for Rehearing: A rehearing has been requested of the Zoning Board's decision to deny a variance from Section 20.D.1.d of the Zoning Ordinance for a freestanding sign that exceeds allowable area on property located at 120 Maple Street, in the Residential Duplex (R2) District, Assessor's Map 24, Lot 06, ZBA #18-2017.

Saunders stated that there does not need to be a public hearing and the information in the packet is to be considered. The Board has to decide if the information is compelling enough to reschedule a public hearing.

Dumont stated that an abutter had raised a concern about a traffic obstruction. Dumont stated that he had visited the property and did not find an obstruction with the current sign, and that if a new sign was installed there is no reason to move it back.

Brooks stated that the area the church is in is a very level area and has no vegetation and states there is no reason to have a rehearing.

Saunders stated that a reason for a rehearing would be if the Board erred or new information has been submitted. She also stated when in doubt, reschedule a rehearing.

Dumont stated that he believed one of the no-votes was because of an obstruction that was believed to have existed, there is no obstruction, therefore the Board made an error and ought to have a rehearing.

Maskwa stated that he did not remember some of the information in the packet being raised and believed; new information has been submitted and believes a rehearing is necessary.

Keiser asked Saunders if the Board should reschedule the vote because of the fact the Board is missing a member. Keiser also asked that if the Board decides to rehear

it if the Board can get a copy of the Zoning Board decision from Portsmouth the applicant cites.

Saunders stated that the Board should ask the applicant if they want to move forward with the vote.

FX Bruton, the applicant's attorney stated that they wish to have the Board proceed with a vote.

Motion made by Dumont to rehear the variance request seconded by Keiser, vote passed 3-1.

- B) Hispano Suizo, LLC is seeking an administrative appeal of the December 12, 2017 decision that the nonconforming use has ceased for greater than twelve months and the use can only resume if a variance is issued for property located at 20 Green Street, in the Business (B) District, Assessor's Map 10, Lot 176, ZBA #002-2018.

Maskwa opened the public hearing at 7:51pm.

Brian Barrington from the Coolidge Law Firm representing the applicant stated that several people have agreed to testify as to the nature of the building. The City Council decided that an automotive garage is not an acceptable use in the business district.

David Francoeur stated that he owns the property across the street from the building and stated that he remembers cars being repaired some time ago, but stated he has not observed any repairs being made recently and stated he does not see an issue with cars being repaired in the neighborhood.

Donald Dodier, who worked at 20 Green Street, states he does contracting work, specifically a wood shop, but keeps a bay open to repair his vehicles. He also stores a vehicle in the building during the winter time. He also maintains the property. He stated that the building's best use is for the use as a garage. He has stated he's used the garage for 5 years.

Jamie Tour, stated that he has been using the garage for 2-3 years. The intended use of the building is an automotive garage. He stated that he works on his vehicle in the garage. He stated that he has seen several cars for sale on the lot in the past. He stated that there is a concrete floor and the ceiling is designed to occupy a lift. It is and has been a repair shop. It has never abandoned the use of being a garage.

Dr. Bennett, the applicant stated that he has been trying to obtain a buyer for some time. He purchased the property on a foreclosure sale. Initially the building was used as an auto repair shop, the property became vacant and has never filled the space since, but has sold cars on and off from the property. He stated that the intended use of the building is a garage. He stated that the property has never been abandoned for an extended period of time.



Barrington summarized the application. He stated that the property assessing card stated that the property is a garage. Barrington stated that dealerships and franchises have taken over the car repair business and not sole proprietors and that makes the property unique. He stated that the property has always been in use for the last 12 months. He continued that the property owner has a constitutional right to the grandfathering of the property.

Keiser asked for comments by Director Saunders and how the City determined the use had been abandoned.

Saunders stated that in her entire tenure the building was never used for commercial use. She stated that there is a difference between someone borrowing the building for personal use and commercial use. The building has never been used as an income generating property. She stated she was asked for that opinion in December of 2017.

Keiser asked what the status of the property when the City owned it.

Saunders stated that the building was vacant.

Maskwa clarified the time in which the City owned the property.

Brooks asked that when the City took possession of the property, were there cars in the garage.

Saunders stated that there was not and the tenant was a woodworking tenant.

Saunders stated that when she wrote her letter, she quoted the Zoning Ordinance, which establishes commercial uses and that the use of the building does not meet the definition of a commercial use.

Brooks asked what constitutes a home occupation versus commercial use from a building that is used to repair personal property.

Saunders read the home occupation ordinance and explained the difference between working on your car in your driveway for income generating purposes versus using a business space for personal use.

Barrington stated that there was a business being run out of the property and Green Street was one of many buildings being used. He stated that there isn't a No Trespassing sign on the property.

Maskwa closed the public hearing at 8:27pm.

Brooks stated that he has more questions about specific dates of when events occurred such as the eviction versus the time of acquiring the property.

Saunders stated that it takes several months from the time of tax deed to when eviction occurs.

Dumont stated that there were no advertisements for commercial repair on the property.

Saunders stated that there had been no sign permits for the property.

Roland stated that he did not believe the property is being used from commercial use.

Keiser stated that based on the evidence presented tonight the letter should still stand.

Maskwa stated that the fact the building was owned by the City for 9 days short of a year, would indicate it was certainly not used during that time as a commercial garage. However, the building itself is a garage. He believes that a variance would be required if the Board finds the use has been abandoned.

Keiser motioned to affirm the administrative decision and deny the request for an administrative appeal of the December 12, 2017 decision that the nonconforming use has ceased for greater than twelve months and the use can only resume if a variance is issued, seconded by Dumont.

Brooks stated that he is having trouble with the use of the property.

Saunders stated that Board has to consider the definition of commercial use.

Motion carried 3-1.

- C) Hispano Suizo, LLC is seeking a variance from Table 4.A.5 of the Zoning Ordinance to allow auto repair and sales on property located at 20 Green Street, in the Business (B) District, Assessor's Map 10, Lot 176, ZBA #002-2018.

Maskwa opened the public hearing at 8:36pm.

Barrington asked that all evidence previously submitted be entered into the record

Maskwa stated that it would.

Dodier testified that he repaired all 5 of his cars at the garage and that he does woodworking out of the garage. The property is not feasible for a commercial woodworking facility due to the quantity of electricity the use would require. He stated that he did not sell any of the cars out of the garage. Several neighbors use the lot to sell their cars.

Barrington stated that people who foreclose on their house can continue to live there until they are served with an eviction, and this case ought to be no different.

Barrington stated that it is not reasonable to alter the exterior of the building due to the restrictions of the Historical District. He continued that the upstairs of the building is not conducive to a residential unit. The entire lot is paved, and the property is being assessed as a garage. Barrington stated that the neighbors have stated that they believe the use would be a benefit to the downtown and therefore will not diminish property values. Barrington stated that the public interest is reflected in a continuation of the historical use of the downtown. The property owner has

maintained the exterior of the property. The property cannot be expanded, it will continue being used as a small commercial establishment and the public interest supports having an option of small garages in the area. Barrington stated that he is unsure of why the City prohibited garages in the business district, but preserving the historic downtown is in the public interest. The proposed use is a reasonable one because it's a continuation of what has been there. It would be an unnecessary hardship because the property was built for a unique purpose, and disallowing that use would make reoccupying the property incredibly difficult. Granting the variance would not be contrary to the spirit of the ordinance because the use has never been discontinued, and the ordinance was written to allow existing use of the property.

Keiser asked how large the lot is.

Barrington answered that the lot 2/3 of an acre. Barrington stated that this application would now have to go before site review, and denying the variance would leave the applicant with a building with no purpose.

Maskwa closed the public hearing at 8:48pm

Dumont asked if the variance was granted, and the property sold, would the variance stay.

Saunders stated that it would.

Brooks asked if the Board were to approve the variance, could the Planning Board put a limitation on the number of cars.

Saunders stated yes, and that so could the Zoning Board.

Brooks stated that it is incorrect to say the building cannot be altered, but stated that the intended use is a garage.

Maskwa stated that he agreed with Brooks, it's always been used as a garage. The property could be most easily used as a garage. Maskwa stated that there would have to be two motions, one for auto repair, and one for auto sales.

Saunders stated that there is a whole series of permitted uses in the district that the building could be used for.

Brooks asked if it would be worthwhile to receive the HDC's opinion on the use.

Saunders stated it would not be appropriate as they just look at the building.

Keiser moved to approve the variance for auto repair, seconded by Dumont.

Keiser added that using the building as a repair garage would not diminish property value, using the garage as it is intended is appropriate, and meets substantial justice, and is not contrary to the spirit of the ordinance.

Maskwa stated he agrees.

Motion carried 4-0.

Keiser moved to approve the variance for auto sales, seconded by Brooks.

Saunders asked if the Board wanted to restrict the number of cars.

Brooks and Maskwa stated that they wanted to defer to the Planning Board for judgement on restrictions.

Motion carried 4-0.

- D) Eastport Property Holdings, LLC is seeking a variance from Section 6.C.1.c of the Zoning Ordinance to allow the property to continue the two-family use although it has ceased for greater than twelve months on property located at 284 Main Street, in the Business (B) District, Assessor's Map 09, Lot 284, ZBA #03-2018.

Maskwa opened the public hearing at 9:00pm.

The owner of Eastport Property Holdings stated that the building has appeared to be a 2-family property since the early 1900's. It has never been used for any other purpose.

Keiser asked the applicant to describe the property and how the applicant knows it was a 2-family.

The applicant said there is evidence of a kitchen on the second floor and according to the tax card it is a multi-family.

Keiser asked how the applicant is going to lay out a two family structure.

The applicant said one unit on the first floor, and one unit on the second floor.

Brooks asked how many square feet each unit will be.

The applicant stated it would be more than 1000sqft.

Maskwa asked Saunders if this was previously a two-family and if the property had started to be renovated and stopped.

Saunders stated that was correct.

Maskwa closed the public hearing at 9:07.

Brooks stated that he has no issue with the continuation of the use because the property doesn't look anything like a commercial building.

Keiser stated that the surrounding area looks residential and not commercial, and it would be unjust to not allow them to use the property residentially when the surrounding properties do. It is not contrary to the spirit of the ordinance because the area is primarily residential.

Maskwa stated he believed the applicant met the five criteria and stated he did not believe it would diminish the surrounding property values.

Keiser moved to approve the variance, seconded by Dumont.

Motion carried 4-0.

- E) Any other new business that may come before the Board.

None

**Motion:** Dumont moved to adjourn the meeting.

Seconded by Brooks

Motion passed 4-0

Meeting adjourned at 9:20pm.

Respectfully submitted:

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Christien DuBois Assessing/Code Clerk  
Somersworth Zoning Board of Adjustment

MURAL

Gordon Carlisle, artist  
111 Fore Rd.,  
Eliot, ME 03903  
Cell: 603-431-3639  
Email: [info@gordoncarlisle.com](mailto:info@gordoncarlisle.com)

1/22/18

Shanna Saunders, Director of Development Services,  
and Bob Belmore, City Manager  
City of Somersworth  
One Government Way, Somersworth, NH 03878

Hi, Shanna and Bob

It was good to meet with you last Thursday. The following is a report of the findings and conclusions I reached regarding the Somersworth mural, based on what I gleaned from our meeting and learned subsequently, inspecting the mural and talking with experts. While their verdict may not be what you'd hoped for, I do reach a conclusion that may offer a glimmer of hope.

At our meeting, you made it clear that we have an urgent situation with the owner of the building that accommodates the Somersworth mural, who wants to know if her wall is in danger. I also wonder about potential liability issues, in the event that brick faces falling from the wall hit people below. Clearly, a decision needs to be made about the mural. If there are too many coatings on the wall, can the danger be lessened by removing the outermost anti-graffiti barrier coating? Can the crumbling spots on the mural be somehow stabilized to the point where touch-up painting seems worthwhile? What can be done this year to make the wall presentable for the City's 125<sup>th</sup> Anniversary *and* prevent further decay in the future?

### **My research**

I began by reconstructing a time line of the project, stretching from my first tour of the wall ten years ago to today. Products are listed, as well the names of companies subcontracted on the job and the duties they performed. It also delineates how we came to the decisions we did, for better or worse. (This time line is included as a separate document.)

In talking with a representative from Dumond, the company that manufactured the anti-graffiti barrier coat used on the mural, I learned that there is no way to remove that outermost coating without destroying the mural.

I next contacted Rika McNally, a Cambridge-based Public Art conservator and David Fichter, also Cambridge-based, who's had 35 years experience as a muralist. Both concur: the problem was our use of the Dumond product, (the one recommended and sold to us by Sherwin Williams ten years ago), which prevented the wall from breathing. They felt this is regardless of whether the coating was sprayed or rolled. It's a problem, they sadly concluded, that couldn't be fixed. The only solution, they felt, was to remove the mural from the wall.

### **One course of action**

I'm certainly willing to touch-up the mural, if that's the direction you choose to go. However, while I'd be donating my labor, all additional service and material expenses would be yours. These would include the employment of individuals who can rectify all the problem spots on the wall structurally and whatever materials they require to do so, rental of a scissor lift and better quality paints and primer for me to use.

I cannot guarantee that my old and new paint coatings will match up perfectly, and there's a good chance they won't. But if all this restorative work goes well, it might provide some kind of short-term solution. It will not, however, prevent the continuing decay of the mural and wall surface in the future.

### **My recommendation**

With the building's owner as concerned as she is, I conclude that what's best in the long run is to cut our losses and pressure wash or sand blast the mural from the wall. Problem spots could then be patched and re-pointed as necessary. Is this a happy solution? No. But at least the wall would be rendered less of an eyesore and safe for the public below.

### **My proposal**

Rather than lose the mural altogether, though, I propose reproducing the design on a much smaller scale for either Council Chambers or somewhere else within City Hall. The design may require a bit of tweaking if it's to fit on one of your interior walls, but all the preliminary work is essentially done. After taking measurements, I'd build and paint the mural in my Eliot studio, then transport and install it in City Hall at your convenience. This time, there'd be no concern about uncooperative weather or the breathability of bricks. This mural, that's been such a part of Somersworth, would have a chance to live on indefinitely in its new, interior location.

I'm available to launch into such a project immediately. If we were to get started on it soon, I see no reason why it couldn't be done and installed this year of Somersworth's 125<sup>th</sup> Anniversary.

If there are any aspects of this report you'd like to discuss further with me, please do not hesitate to get in touch.

Thank you,  
-Gordon



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111 Fore Rd.,  
Eliot, ME 03903  
Cell: 603-431-3639  
Email: [info@gordoncarlisle.com](mailto:info@gordoncarlisle.com)

### **Somersworth Mural: Facts and Time Line**

● **Summer, 2007:** On my first tour of the wall in question with Darryl Cauchon of Somersworth Main Streets, I notice flaked bricks on the sidewalk and a couple of instances of tagging. I question using this particular site for the mural, but he's emphatic about his preference for this wall. We walk around the neighborhood and he points out other incidents of tagging. Clearly, tagging is a potentiality we have to address.

● **Fall, 2007:** As we continue discussing the project that fall, \$20,000 is arrived at as a total budget for mural project, to cover all labor and materials. While I research and develop the shape of the project, it's Darryl's job to raise funding and in-kind donations from local businesses and organizations.

Using A & M Paints of Portsmouth as my source, I recommend using California Paints for the mural. I also encourage Darryl to use an anti-graffiti barrier coat to protect the mural against tagging. As a further deterrent, I recommend the mural start 6' off the sidewalk.

● **Jan. 2, 2008:** the contract is generated. Under item #5, I estimate "the life of the mural at (10) ten years." I also state, "for ten years from completion of the mural, and for normal wear and tear to the surface, the contractor (Gordon Carlisle) agrees to touch up the artwork without charge for his services. (Any scaffolding, paints and materials needed must be provided by Somersworth Main Street.)"

● **Jan 14-20:** Co-sponsored by the New Hampshire State Council on the Arts, my weeklong residency in Somersworth takes place, to help generate ideas and enthusiasm for the mural.

● **Feb. 5:** Darryl suggests going with Sherwin Williams (S/W) paints and primer for the mural. I tell Darryl in an email I'm not sure about using these products, and that we shouldn't choke on paint quality if we want the mural to last.

- **By Feb. 19<sup>th</sup>**, it becomes apparent that California Paints is not willing to strike a bargain with SMS. So, on behalf of Peak Painters, the company enlisted to apply the primer and anti-graffiti barrier coat, Darryl approaches Sherwin Williams, who indicates they are willing to donate the paint. For better or worse, this is a compelling enough reason to go with Sherwin Williams.

- **Apr. 14/15:** As far as I can tell from emails, Public Works of Somersworth pressure washes the entire wall.

- **Apr. 21–25:** TWR Masonry of Brentwood wire brushes all loose brick off and brushes the rest of the wall, including rusted fixtures.

- **The last week of April:** Peak Painters applies "Start" (by Conproco) to harden the brick, at least in the mural area, then paints a white primer (S/W "Prep Rite" latex block filler). They then apply "Rust Reformer" (Rustoleum) to the wire-brushed fixtures, and coats the fixtures with an alkyd primer.

- **Early May–September:** Upon drying, I begin transferring the design from the mock-up to the wall, and painting the mural. All paints I use are from the Sherwin Williams' "Resilience" line (satin, with moisture guard, except "Cheerful," which is from their "Exterior Accents" line). Both lines are 100% acrylic, and quick drying. (The S/W products are also listed as "Super Paint A-89 series exterior latex, satin.")

The painting goes on much longer than my estimated completion date of June 30, mostly on account of weather. I can't remember how many times I came to work, set myself up on the scissor lift and started painting, only to have to break everything down again as rain clouds loomed overhead. One afternoon, I see kids running around on the roof the building, and it reinforces my decision to use an anti-graffiti barrier coat when I'm done.

It ends up taking me 'til the end of September to finish painting, working right through the weekends.

- **10/04:** Peak Painters rolls one coat of Dumond CPU-647 non-sacrificial Anti-Graffiti Barrier Coating to wall (recommended by and ordered through Sherwin Williams). At 40+ degrees out, it is almost too cold to apply the coating, but it's either coat now or leave the wall unprotected all winter. With a few clear days in the forecast, we decide to go for it and apply the coating. The product requires a high tech sprayer, but Peak says they don't have access to one. Instead, they

roll the coating from a bucket lift. Upon drying, the mural looks great, the colors even richer than before.

- **After the mural's completion:**

Over the years since the mural was completed, I hear from a handful of people regarding the deterioration of the mural. These communications begin with Darryl, and continue with Frank Kennedy, Margaret Twitchell, Kristen Ducharme and Mona Potter. All want to know the same thing: what can we possibly do to save the mural? In each case I tell them I am perfectly willing to do the touch-up painting, but only after and if someone can shore up the wall's crumbling surface. Is reparation worth it, I ask, if the mural's only going to continue falling apart?

- **1/18/18:** I meet with Director of Development Services Shanna Saunders and City Manager Bob Belmore to review the situation and discuss options, then I inspect the mural.

On the plus side, there are many areas, like the top, where the mural appears to be stable. It also doesn't look to me like the colors have faded much, if at all. (Incidentally, the unpainted brick below the mural is not crumbling, and looks quite stable.)

On the negative side, there are two areas of tagging along the lower left hand side of the wall, one reaching into the mural. Many brick faces have broken off unevenly along the mural, about ¼" deep. Others are in the process of breaking off, buckling first in the middle of the brick, then losing grip of the wall. There are still other spots where the brick appears to be intact, but the painted layer is peeling. For some reason, the right hand section of the mural is in worse shape, especially the football and landscape panels.

After our meeting I contact the Dumond Company, manufacturers of the original anti-graffiti barrier coat used on the mural, to see about the possibility of removing that coat without damaging the mural. They assure me that is not possible.

Shanna intends to contact a structural engineer and masonry expert, and get them to weigh in on what might be done to shore up the wall and prevent further decay.

- **1/19/18:** I make contact with Cambridge-based Public Art conservator Rika McNally, and she's able to give me a quick analysis of what went wrong with the mural.

The materials used to prep the wall were OK, she says, and she sees no reason why the Sherwin Williams paints shouldn't have lasted 7 -10 years (typical for house paint). But she's unequivocal in her judgment that the Dumond anti-graffiti barrier coating was the culprit. That two-

part polyurethane product should never have been used on the acrylic-based mural. What it does is trap moisture from exiting the wall (letting the wall breathe), which is what a brick wall naturally does. The moisture eats away at the mural from the inside, trying to get out. While she feels rolling it on was also a mistake, it was the product itself that ruined the mural. It's a problem, she's sorry to say, that can't be fixed.

David Fichter concurs. He's a Cambridge-based muralist with 35 years experience under his belt. While he hasn't ever heard anything good from fellow muralists using Sherwin Williams paints, he's known since the beginning of his career that using a solvent-based topcoat is a prescription for disaster. Rolling on or spraying a final varnish coat is fine, he says. We just shouldn't have used that product. Our wall, he feels, is just going to continue trying to breathe however it can, breaking bricks along the way. (He isn't at all surprised that the wall below the 6' level is holding up fine; there's nothing coating it.) Ultimately he agrees with Ms. McNally: in the long run, the mural can't be saved.



# City of Somersworth Goal Setting Session

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Informational Item # 2

## Agenda

March 24, 2018

8:30 am to mid-afternoon

1. Introductions, Purpose, and Intended Results
  - a. Ground Rules
  - b. Brief Review of Somersworth's Vision and Core Values
2. Identify Goals
3. Categorize Goals
4. Develop Strategic Objectives for Top Goals (Group work)
5. Wrap-up, Recap, and Action Plan

*(Please review the packet, complete the the attached worksheet, and bring it to the facilitated session)*



# City of Somersworth Goal Setting Session

**Goals** – *Qualitative statements* of what the City intends to accomplish over a period of years. These are “Big Picture” items vital to organizational success. *List the top three below.*

**Strategic Objectives** – Short and long-term *quantitative results* that directly support the goals. Objectives should be measurable, achievable, related to the key factors for success in the City, and consistent with the goals. Objectives describe **WHAT** the City wants to happen. *These will be developed at the facilitated session.*

**Tactics** – A number of related and reinforcing steps for accomplishing the City’s objectives and goals. Tactics describe specifically **HOW** the goals and objectives will be met. *These remain for the City Manager, department heads, and staff to develop.*

List up to three **goals** that are essential to move the City forward, keeping in mind the definition above.

1) \_\_\_\_\_

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3) \_\_\_\_\_

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## Vision 2020

Somersworth will be a vibrant and highly sought after community in which to live, work, and play that celebrates its history, culture, diversity, and industrial roots.

## Core Values

**Trust** - With each other and with the community, being reciprocal in nature

**Respect** - Fostering different views

**Serve** - Serving the public needs

*Working together is success.*  
— Henry Ford



## City of Somersworth, NH Goal Setting Report

March 11, 2017

**Primex**  
NH Public Risk Management Exchange

Center for  
**Public Sector**  
Advancement

Promoting Excellence in the Public Sector

## Purpose and Intended Result of the Session

The purpose of this goal setting session was to assist the Somersworth City Council, the City Manager and City department heads in establishing short- and long-term goals that will move the City's vision forward. The goals identified will become part of the Council and management staff's ongoing action plan.

Meeting started at 8:30 am and adjourned at 12:00 pm

## Attendees

### Mayor and Council

Dana S. Hilliard, Mayor

Martin P. Dumont Sr., City Councilor-Ward 3

Denis Messier, City Councilor-Ward 5

Nancie Cameron, At-Large Councilor

Jessica Paradis, At-Large Councilor

David Witham, At-Large Councilor

Dale Sprague, At-Large Councilor

### City Manager and Department Heads

Robert M. Belmore, City Manager

Scott Smith, Director of Finance and Administration

Michael Bobinsky, Director of Public Works & Utilities

Shanna Saunders, Director of Planning & Community Development

Dave Kretschmar, Police Chief

Keith Hoyle, Fire Chief

### Other Attendees

Richard Brooks, Commissioner, Historic District Commission

Judi Currie, Foster's Newspaper Reporter

### The session was facilitated by:

Carl Weber, Director of Members Services, Primex<sup>3</sup>

Jennifer Brennan, Assistant to the CEO, Primex<sup>3</sup>



## Ground Rules

At the outset of the session, participants identified a list of ground rules that set the stage for how to proceed. Participants chose the following ground rules for themselves:

- No interruptions
- Drink coffee
- Respectful conversations
- All voices heard
- Stay on topic
- Open mind and no judgement
- Honor the process
- Be a good listener
- Participate

## Brief Review of Somersworth's Vision 2020 and Core Values

The participants briefly reviewed the City's Vision and Core Values. These factors make up a lens through which goals and objectives can be evaluated and developed.

### *Vision 2020-Where Do We Want to Be?*

*Somersworth will be a vibrant and highly sought after community in which to live, work and play that celebrates its history, culture, diversity and industrial roots.*

*The following suggestions were developed to add to, or clarify the Vision 2020:*

### **Vision**

*Somersworth will be known for, or have the following attributes:*

- A nice deli
- Diverse, welcoming community to work, live and play in for all – including dogs
- Partnerships
- More vibrant and active downtown
- More state aid to lessen burden on communities
- More aid to address the drug crisis
- A destination city/community – a place where younger generations want to settle down, buy homes and raise their families

- A vibrant downtown for eating, shopping and playing
- Tri-City transit (no COAST)
- County run services (e.g. assessing)
- Plaza developed
- NH entrepreneur banking -institution (financial backing to young entrepreneurs, similar to a program in Colorado)
- Improved infrastructure
- Stable city workforce
- Highly sought-after community
- Sensible development that fits the needs of the community
- Limit rampant over-crowded developments, possibly use growth permits
- Large public participation
- High-quality infrastructure and amenities
- "Make Somersworth a destination!"
- Following the constraints of reality and moving forward realistically
- Vibrant economy
- Improved transit systems – roads, sidewalks, etc.
- Sustainable
- Safe
- Fiscal sustainability
- Positive image
- City center
- Continuing to honor past, present, future
- Team approves, so problem solving respects differences
- Improved community outreach

*Participants also reviewed the Core Values and determined that they should remain as stated below:*

#### Core Values

**Trust** - With each other and with the community, being reciprocal in nature

**Respect** - Fostering different views

**Serve** - Serving the public needs

## Identification and Prioritization of Goals

**Goals** were defined as qualitative statements of what the City intends to accomplish over a period of years. These are 'big picture' items vital to organizational success.

Participants were asked to share and discuss the various goals each person had for the City. (Most participants had already completed a pre-session assignment that asked them to identify three goals they felt were essential to move the City forward, so that they had already identified numerous goals.) The participants each shared their goals (one at a time around the room).

As each goal was discussed, and described, the individual that shared the goal decided whether it was similar to, or different from, a previously stated goal. Similar goals were placed in the same 'bucket,' and at the end of the process, the group had created a total of five buckets, each with its own sub-goals or descriptions. After a short break, the groupings were examined and a few goals were moved to more applicable categories.

The categories were as follows:

### 1. Future Tax Base

- a. Develop plaza and bundle Police Department with Public Private Partnership (PPP) (saving 1,500 sq. ft. for city discretion)
- b. Approved Tax Increment Finance district
- c. Continue the focus on downtown including infrastructure amenities (Riverwalk) and business development codes (fair and transparent) accessibility, etc.
- d. Encourage small businesses to build downtown rather than large corporate entities
- e. Continue improvements with service delivery
- f. Improved urban core – image!
- g. Thriving downtown/Plaza Main St. area
- h. Redesign or sell plaza
- i. Keep downtown the smaller friendlier atmosphere more like South Berwick, not to follow Portsmouth
- j. Continue to address the poor condition that absentee landlords keep their buildings
- k. Formulate plan to appeal to developers for current trends

### 2. Who We Are - IDENTITY

- a. Improve overall City image
- b. Increase trust
- c. Increase public participation including website upgrade and outreach activities
- d. Continue with positive image and aggressive marketing of Somersworth
- e. Increase City/employee loyalty

- f. Improve image with younger generation
- g. Keep past culture and identity as we move forward. Proud past, bright future.
- h. Attract quality delis
- i. Improve retention

### **3. "On the Move"**

- a. Increase State and Federal funding
- b. Use of regional partnerships with service delivery and infrastructure
- c. City Center: Redesign park near Historical Society
- d. Continue with Joint Services (City / County) Tri-City coalition
- e. Develop "out of the box" revenue plans
- f. Start next research planning stage of future master plan of 2020-2030 with measurable goals
- g. Begin to shift the focus to 108 Corridor for infrastructure, amenities and business development
- h. Increased 108 development

### **4. Infrastructure**

- a. Improve infrastructure (roads, water, sidewalks)
- b. Main Street infrastructure rolling

### **5. High-Quality Community Programs**

- a. Expanded recreation programs including an additional community center
- b. Reduce substance abuse crisis
- c. Continuing with quality education

### **6. Finance**

- a. Encourage legislature to reduce municipal expenses via state mandates
- b. Financial stability
- c. Consistent investment with public infrastructure
- d. Goals to stabilize health insurance (go from percentage to fixed amount)

## Development of Strategic Objectives for Top Goals

**Strategic Objectives** were defined as short- and long-term quantitative results that directly support the goals. Objectives should be measurable, achievable, and consistent with the goals, and should also align with the City's overall vision, mission and core values. These objectives create the basis for an ongoing action plan going forward.

Participants were broken into groups, and each group was tasked with developing at least two strategic objectives to help the City achieve its goals, as outlined earlier in the session. Each group was assigned to address one of the six broad goals listed above. Participants then returned to report their identified strategic objectives to the full group, and the full group had the opportunity to provide additional feedback and direction on the objectives. The strategic objectives for each goal were as follows.

### **GOAL: Future Tax Base**

#### **Strategic Objective 1: Action on Plaza parking lot**

- a. Public Private Partnership, RFP by June 30, 2017, Tax Increment Finance District (TIF) by May 30, 2018

#### **Strategic Objective 2: Business Image! (Especially Downtown, 108)**

- a. More streamlined (clearer) for new business developments
- b. Marketing Website, Adopt form-based codes?
- c. Filling economic development position by July 30, 2017

### **GOAL: Who We Are - IDENTITY**

#### **Strategic Objective: Communication**

- a. More Robust department websites by July 1, 2018 (work with State partners)
- b. Marketing (work with CTC Marketing) dollars included in FY18 budget, \$5K-\$10K
- c. Increase app use technology ('click it')

### **GOAL: On the Move**

#### **Strategic Objectives: Now - 365 Days - 2030 (Tri-Phased) for State, County, City**

##### **Overall:**

- a. Stronger Tri-City Coalition action
- b. Increased dialogue with legislative delegations
- c. Strengthen council/school board/city boards – "TEAM"
- d. Revenue — "Outside Box"

**State:**

- a. Funding
- b. Obligations: 1 or 2?
- c. Energize delegation - a meeting with Council

**County:**

- a. Regionalize Service
- b. explore and complete 108 Development

**City:**

- c. Stein Park (Plan NH?)
- d. Business partnership(s)
- e. Recreation Committee
- f. Assign new Economic Development Manager (EDM) and Economic Development Committee (EDC)
- g. TEAM goal setting

**GOAL: Infrastructure**

**Strategic Objective:**

Make Somersworth easy to navigate via all modes of transportation, with quality public utilities

- a. Research options and seek out-of-the-box revenue opportunities (8-12 months)
- b. Increase budget incrementally until we are caught up (5-8 years)
- c. Develop a long-term Capital Improvement Plan (CIP) management plan (dynamic working document, updated annually, flexible and responsive) so decision makers can inform the general public regarding infrastructure improvements (3-6 months)

**GOAL: High-Quality Community Programs**

**Strategic Objective: Maintain Quality Education**

- a. Develop "pay as you go" classes and adult education programming
- b. Increase participation in 'use' of community centers at schools
- c. Increase the development of recreational programming by 10 percent by July 1, 2018
- d. Establish a regular cultural-programming activity in the community (50 percent increase)
- e. Track OD/substance-abuse incidents (link back to drug taskforce work)

## **GOAL:** Finance: "Financial Wizards"

### **Strategic Objectives:**

- a. Contact our legislators to form a coalition of their peers to reduce State mandates on municipalities by July 1, 2018
- b. City strategy to change health contribution from percentage to fixed amount (similar to Strafford County system). Goal of implementation in 2022 (5-year goal)

## **Wrap-Up, Recap and Action Plan**

The next step following this session will be for the City Manager, department heads, and City staff to work together to develop specific tactics for accomplishing the identified goals and objectives. Tactics describe specifically HOW the goals and objectives will be met.

## **Concluding Thoughts**

Thank you again for the opportunity to participate in this important process. Primex<sup>3</sup> appreciates the opportunity to provide assistance to members with goal setting, and to help governing bodies develop paths to achieve their visions. A forward-looking community that is deliberate, disciplined, and strategic in developing and accomplishing its goals illustrates how "good management is good risk management."

Center for  
**Public Sector**  
.....  
A d v a n c e m e n t



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STEVEN M. WHITLEY  
KERIANN ROMAN  
JUDITH E. WHITELAW (OF COUNSEL)

TELEPHONE (603) 524-3885

March 1, 2018

**CERTIFICATION**

Re: City of Somersworth, New Hampshire

Resolution No. 25-18

Title: TO DISCONTINUE THE HILLTOP REHABILITATION CAPITAL  
RESERVE FUND IN ACCORDANCE WITH RSA 34:11-A.

This is to confirm that in accordance with Somersworth City Council Rules and Regulations #17 (D)1, we have reviewed the above referenced resolution. To our examination it is in correct technical form, and to our understanding is not repugnant to the laws and constitution of the State of New Hampshire nor the Charter and Ordinances of the City of Somersworth.

**MITCHELL MUNICIPAL GROUP, P.A.**  
City Attorney

Date: 3/1/18

By: 