



CITY OF DOVER

CITY COUNCIL - AGENDA

Meeting Type: Workshop Session
Meeting Location: Council Chambers, City Hall
Meeting Date: **Wednesday, March 2, 2022**
Meeting Time: **7:00 pm**

- 1. CALL TO ORDER**
- 2. MOMENT OF SILENCE**
- 3. PLEDGE OF ALLEGIANCE**
- 4. ROLL CALL ATTENDANCE**
- 5. PUBLIC FORUM**

Citizens are invited to speak on the subject matter of the Workshop. Statements shall be limited to five minutes.

- 6. DISCUSSIONS**
 - A. INTRODUCTION TO THE DOVER SPORTS COMPLEX COMMITTEE**
 - B. HOMELESS UPDATE**
 - C. MASTER PLAN REVIEW**
 - D. ONGOING AFFORDABLE HOUSING STRATEGIES**
- 7. ADJOURNMENT**



DOVER SPORTS COMPLEX

**Dover Sports Complex Committee
Request for Information (RFI)**

February 2022

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DESCRIPTION

The Dover (NH) Sports Complex Committee (DSCC), with support from the City of Dover, is seeking information describing how a private or nonprofit entity would develop and operate the Dover Sports Complex (working title) with the recreational facilities described herein.

All respondents will have an opportunity to meet with the Committee and explain the benefits of their recommended physical structure and site plan, operating practices, and programming plans.

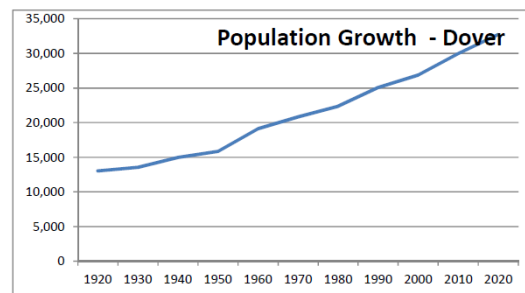
Respondents may also ask the Committee questions at arranged meetings or by email. The Committee plans to use the responses to inform their ideas for the DSCC and may include certain components in a future RFP(s)

BACKGROUND

Dover Residents expect, and are willing to pay for, top quality local products and services. The city (pop. 32,741) is located near the Atlantic Ocean and close to the White Mountains. It is close to the University of New Hampshire's main campus in Durham, Pease International Tradeport, harbors and local airports. Located just north of the Interstate 95, Dover is a quick commute to the technology centers of Boston, MA and Portland, ME.

Dover and neighboring city Rochester are the fastest growing cities in New Hampshire, having grown 9.2% in the last 10 years. Only one other locale in NH is within 2 percentage points.

Dover sits in the middle of a region of New Hampshire and southern Maine which is rapidly growing and in need of a comprehensive athletic complex. 2020 population numbers of other regional cities and towns:



City	Population	City	Population
Portsmouth	21,956	Newmarket	9,430
Rochester	32,492	Near-by Rural NH Towns	~33,000
Somersworth	11,855	Adjacent southern Maine towns – Berwicks & Eliot	27,112
Durham	15,480		
Barrington	9,326		

Population source: 2020 United States Census

The City of Dover is a leader in many facets of what makes a community a place where the quality of life and the supporting economic conditions are excellent. Dover is a welcoming community for all to live and grow as individuals, families and businesses. With that reality and considering that Dover always wants to be ahead of the curve in all areas of development, now is an ideal time to look at what the city can do to further enhance and grow its sports and recreation assets to fulfill current and future needs.

The quality of life in Dover is unmatched. Dover boasts exceptional schools, including a state-of-the-art high school and technical center which opened in 2018, outstanding medical facilities, and top-notch employment opportunities. It also has exceptional recreation options that the Committee is looking to enhance with the new Sports Complex.

The City of Dover has a long history of supporting the community needs for Recreation and Athletics at all levels of ability. Over decades of time and generations of residents there has been steady growth and development of recreation facilities and assets to follow the growth of the community.

With this support for recreation and athletics, and almost because of it, the City of Dover has been the place where families have chosen to make their home. Dover is the fastest growing community in New Hampshire over the last 20 years. With this growth comes the parallel need to keep pace through the enhancement of current recreation assets as well as the addition of other facilities in the areas of need.

There are several areas that have been successful in the past due to the provision of quality facilities and programs in Dover. One is the availability of aquatics centers for both recreational and competitive use. Through public-private partnerships, donations and grants, the City of Dover has had high quality facilities available for many years at the Dover Indoor Pool and the Jenny Thompson 50-meter outdoor pool. The results of the location of these pools have been great numbers of individuals over generations and of all age groups benefitting through swimming lessons, exercise opportunities and competitive swimming options.

Another area that the citizens of Dover have been very fortunate is to have access to the many athletic facilities at City Parks and at the local school properties. These include fields for baseball, softball, soccer, field hockey and rugby. There are outdoor courts for basketball, tennis and pickleball. Inside facilities include a moderately-sized Community Recreation Center with a small Fitness Center, single basketball/volleyball/pickleball combination gym (70 x 50) and a very active Senior Center. There is also a two-sheet Ice Arena run by the City that is unique in this area.

Overall, the City is well positioned as a destination community by offering the variety of facilities that most of the cities and towns in New Hampshire, Southern Maine and northern Massachusetts lack. Dover Recreation facilities and programs draw attendees and regular facility patrons from an hour radius as a standard part of our operations. The foundation is laid for a time of enhancement and growth in a variety of our current offerings as well as new options.

The ability to enhance the facilities that are currently available, expand current programming and add new programs and events is very limited but very much needed. To get beyond that situation Dover and the surrounding communities can use year-round access to a high-quality multisport facility to allow for the growing population of all ages to maintain consistent program access. The next step with this vision is to articulate the facility types and numbers that can truly be used on a consistent basis to make a viable economic plan to develop such a facility.

Visit [City of Dover, NH - Official Website](http://www.cityofdovernh.com) for more information on the City.

CURRENT CONDITIONS

The closest similar athletic complex is 25 miles south near the Massachusetts border, in Hampton. This facility does not have the components that the DSCC will have. There are no comparable indoor aquatic facilities in New England not affiliated with a college/university.

The City of Dover has several recreation related facilities that serve multiple in-house groups, local schools and travel/club programs. Many of these assets are connected to the Dover School District and split their availability between the priority schools' needs and the local community. With a school population of over 4,000 students there is little extra available time within existing school facilities for

programming additional community uses. The Dover Recreation Department is fortunate to have a cooperative relationship with the Dover Schools in sharing the resources available. However, even with the best efforts there is just not enough time and space to allow for all programs and users that currently exist to find the spaces they need to operate. Especially with the challenge of finding indoor space for programs that are impacted by weather. There is always a crunch to meet that need. To understand the pressures on the space available, it is helpful to see how many programs are using those spaces and number of participants that are involved.

Programs

The current numbers of participants as of the most recent 12-month period, apart from the school system population that are using City Recreation sites for scheduled programs and leagues and do not include open recreation use:

Organization	Details	Total
Dover Baseball	T Ball: 55, Ages 5 – 6: 44, Ages 6-7: 47, Age 8: 34, Ages 9- 10: 69, Ages 11-12: 66, Babe Ruth: 50, American Legion Prep/Jr/Sr: 42	407
Dover Youth Softball	6U: 23, 8U: 19, 10 U: 42, 12U: 26, 16U: 22,	132
Garrison City Football	Travel: 233, Spring Academy: 136, Spring Wee Kickers: 96, Fall Academy: 201, Fall Wee Kickers: 71	737
Dover Youth Football	Senior (gr 7-8): 24, Junior (gr 5-6): 26, Youth (gr 2-4): 34	84
Cocheco Lacrosse	Grades 1-2: 28, Grades 3-4: 36, Grades 5-6: 25, Grades 7-8: 48	137
Little Green Cheer	Ages 4-5: 13, Ages 6-7: 23, Ages 8-9: 13, Ages 10-11: 13, Ages 12-14: 14	76
Basketball	Adult: 198, Youth: 390	588
Pickleball	Senior: 125	125
Swim Lessons	Fall/Winter/Spring: 164 participants/6 sessions (492) Summer: 66 participants/4 sessions (264)	756
Lap Swimming	Approximately 390 participants per week	390/wk
Therapy Swim	Approximately 90 participants per week	90/wk
Hydro Swim	Approximately 45 participants per week	45/wk
US Swimming Club Teams	Seacoast Swimming, Solo Aquatics, Oyster River Otters, Great Bay Masters all rent time at one or both pools	26 hrs/wk

The area is also home to multiple club programs. Besides the swim clubs listed above, the area also hosts NH Seacoast Volleyball and Great Bay Volleyball Club along with other clubs in lacrosse, football and baseball.

Facilities

Available facilities:

Sport	Facility	Sport	Facility
Baseball – Cal Ripken	Beckwith Field (2 Privately owned), Horne St School (1), Garrison School (2), Maglaras Park (2)	Cocheco lacrosse	Dover High School Bellamy Fields, Dover High School Fiske Field, Shaws Lane Upper Field (practice), County Farm Field (owned by Strafford County)
Baseball – Babe Ruth	Dover High School, Woodman Park School	Little green Cheer	Summer: Garrison Park, Fall, Winter, Spring: DHS Auxiliary Gym, DMS Gym

Baseball - American Legion	Dover High School	Basketball	Butterfield Gym, Garrison Elementary, Woodman Elementary, Horne St. Elementary
Softball	Southside (2 Privately owned), Shaws Lane (2)	Pickleball	Garrison Park (8 courts),
Garrison City Football	Shaws Lane (2 full size, 2 practice)	Tennis	Dover High School (6), Woodman Park (4) Longhill Park (2), Horne St. Park (2 unusable)
Youth Football	Bellamy Fields (1 game use only), Maglaras Park (baseball field for practice), Applevale Park (small multipurpose for practice), Dunaway Football Field for Senior games	Swimming	Dover Indoor Pool (6 lane – 25 yards – separate diving well) Jenny Thompson Competition Pool (Outdoor, 50-meter 6-lane pool with attached diving well)

SUMMARY

The area leagues and recreation programs serve as a base of potential beneficiaries to a multisport indoor facility. Representatives from all local programs have been contacted and are anticipating being approached with questions about their potential interest in such a facility if it were available. There will be a need to develop the market for such an ambitious undertaking and these groups are strong volunteer based organizations that can help with that endeavor.

In summary, the City of Dover has a long tradition of supporting recreational and athletic activities for its citizens. The evidence of that is seen all over the community in large and small ways and has consistently continue to grow over many decades. The next chapter of that story is yet to be written but the outline is in place and ready for action.

REQUEST FOR INFORMATION

DSCC has been actively engaged in the process of considering and developing a recreational use plan, focusing on new state-of-the-art sports complex to serve as a recreational destination for not only Dover residents but the Seacoast region in general.

The sports complex will contain:

- multi-generational use pool(s) with handicap access and spectator seating
- multi-use gymnasium which can transform into a synthetic turf multi-use field with spectator seating
- General entrance lobby
- general use studios (suitable for yoga or martial arts classes with the potential to lease space)
- strength and conditioning fitness room with weights and cardio equipment (potential to lease space to local or national program)
- Concession area
- Meeting/party room
- Walking paths (optional based on-site location)
- on-site daily use parking

- a tie-in to off-site event parking (optional)

Notes:

- The Committee's preferred design criteria for each use is attached as various appendixes. The Committee is willing to enter a dialog with interested parties to further the scope of the design
- The City does not intend to operate the Sports Complex.
- The Committee believes development of the Sports Complex and surrounding property by a third-party or parties that the City would enter a long-term ground lease. Proposals to develop the Property, in whole or in part, will be considered.
- The Committee is willing to entertain leasing space in the facility to secondary organizations to run aspects of the programming (for example a local swim club to run competitive aquatics or a local fitness trainer to run the fitness space)
- Building a new natatorium for Dover is not a new idea. The DSCC has joined with the leader of the proposed Jenny Thompson Aquatic Center ("JTAC") to merge their efforts into one Complex.
 - The JTAC did an extensive feasibility study to review and analyze existing aquatic programming and, based on market analysis and best practices from other markets identified demand for enhanced programming. Understanding the programming needs preceded design requirements. JTAC can share all information gained with interested parties. The JTAC project has been quiet for several years. While interest and the need have not gone away, the project experienced the lack of funding to move on from the concept phase.

PROPERTY DESCRIPTION

DSCC is working with the City of Dover to determine an exact location for the Sports Complex. Both the DSCC and City of Dover are currently focused on placing the Complex at Maglaras Park.

Dover is in the process of developing the Cochecho River waterfront into multiple mixed-use buildings which include store fronts and condominiums/ townhouses. Cathartes, a real estate development firm from Boston, MA, is the developer.

With the development of the Cochecho River Waterfront beginning in 2022 and continuing for 3 to 5 years there is an incredible opportunity to build this multisport complex in concert with that project. The

build out of Maglaras Park was planned to coincide with the purchase and development of the City of Dover Waterfront parcel. The Cathartes Group, in partnership with the City of Dover, is in the process of developing the waterfront to its highest potential use. To get to the next level of recreation programming and sports development in this area and regionally the City of Dover is well positioned to open a new chapter in the very near future. With the availability of Maglaras Park on the Cochecho River



in the downtown of a vibrant and rapidly growing community, this is the chance to cast the vision for the future of a dynamic partnership that will impact generations.

The above map of Maglaras Park, which sits on the Cochecho River, shows an approximate location of the facility near the current dredge cell site that will become a large parking lot to support the park, the new facility, and other needs along the waterfront. There are two former Little League ballfields adjacent to Maglaras Park which could possibly be acquired for additional land.

Visit [Cochecho Waterfront Development \(nh.gov\)](http://CochechoWaterfrontDevelopment.nh.gov) for more information on the Cochecho waterfront Development project.

Public/Private Collaboration

The City of Dover is well known for its collaborative efforts to work with interested development parties to foster public/private projects that create destinations where the public from all over the region can enjoy.

- The move of the Children's Museum of New Hampshire to Dover in 2008 is a prime example of how the City can work to bring together private parties to further education and recreation in the City. Staff from the City worked with the Museum staff to locate a facility where the Museum could relocate and expand its space and add programs into an existing City facility that now serves over 100,000 people per year.
- The renovation and expansion of the Dover Ice Arena in 2000 was a visionary move by the City that allowed the growth of local on and off ice programs and brings in regional tournaments and training camps to the twin sheet facility with over 300,000 visits recorded each year.

It is expected that a private entity would own the building and run the facility while leasing land from the City of Dover. As part of a lease agreement to build on City-owned property at Maglaras Park, the City of Dover would be a partner in some of the programming and have a significant cost benefit to access the facility. The successful respondent needs also consider this factor in any decision-making process.

The economic impact to the City and spinoff enhancements that will occur in the business community by having a popular and highly used recreation center and athletic complex has been already proven by the Arena, Children's Museum of New Hampshire and the current location of the Jenny Thompson 50-meter Competition Pool in the City.

For additional information about the proposed location please contact DSCC at DoverSportsMultiPlex@comcast.net

REQUESTED INFORMATION

1. The Committee seeks information from interested parties to describe how a private or nonprofit entity(ies) would develop and operate recreational facilities as described in this RFI.

Respondents should include in their responses:

- a. Property Development Conceptual design(s) for proposed recreational facility(ies)
- b. The location, mix of uses, size and proposed construction materials for facilities on the Property
- c. Site improvements that would be expected as part of the development, in particular parking, utilities, and ingress/egress

- d. Integration of proposed facilities with surrounding abutters and neighborhoods
 - e. Respondents are encouraged to consider alternative layouts
2. Facilities Operations General operating information, including:
- a. hours of operations, an “example schedule” of weekly facility usage. The “example schedule” should consider the feasibility of providing:
 - Pool time (# of hours and days) to local schools, swimming associations and multi-generational groups (seniors and parents with young children)
 - Recreational hours (# of times and hours) for public access to recreational facilities and open swim time
 - Recreational hours for swim lessons
 - Events and parties
 - Other proposed facility uses.
 - b. standard operating policies and procedures. Note: Numerous local groups have expressed interest in renting time at the facilities developed at the Property.
 - c. hours of operations, an “example schedule” of weekly facility usage. The “example schedule” should consider the feasibility of providing:
 - Pool time (# of hours and days) to local schools, swimming associations and multi-generational groups (seniors and parents with young children)
3. Respondent’s qualifications and prior history developing and operating proposed facilities.
- a. Provide a list of prior developments and current facilities operated
4. Respondent’s willingness to jointly develop the Property with another organization and any other factors that would best allow the Committee to understand and consider responses.
- a. Willingness to lease time/space in facility to secondary parties

Final Submissions

All Interested parties are requested to respond to this RFI in writing by Friday, April 29, 2022 at 5:00PM Eastern Time by email to: Ernest Clark, Chair - DSCC at DoverSportsMultiPlex@comcast.net

Expressed Interest

Interested parties are requested to extend the courtesy of making interest known by March 31, 2022, to the Committee including name of contact person and email address so that the Committee may keep all parties informed of any changes and to distribute answers to any questions received by the Committee.

Informational Meetings

The Committee agrees to meet with any Respondent. Meetings will be schedule at least 72 hours in advance to facilitate scheduling of all interested parties.

Questions

Questions regarding this RFI can be sent via email to Ernest Clark at DoverSportsMultiPlex@comcast.net .

Important Note: A transcript of all inquiries will become part of the public record. Therefore, questions should not contain proprietary information, as all communications will be considered public records. All inquiries specific to the RFI will be replied via email and shared with all respondents who have expressed

interest using Blind Copy (BCC). Respondents are encouraged to submit any questions prior to May 17, 2022.

The Committee reserves the right to reject any responses or to extend the submission deadline if deemed in the best interest of the Committee and development of the Dover Sports Complex.

RFI Limitations

THIS IS A REQUEST FOR INFORMATION only. The information provided in the RFI is subject to change and is not binding on DSCC or the City of Dover. DSCC and the City have not made a commitment to procure any of the items discussed, and release of this RFI should not be construed as such a commitment or as authorization to incur cost for which reimbursement would be required or sought.

All submissions become property of DSCC and will not be returned.

The selected developer will be invited to meet with the DSCC Committee and the City of Dover City manager to discuss cooperative plans and eventual contracts.

PROPOSED BUILDING DETAILS

Appendix A – General Building

The complex should be designed to organically divide “wet” activities associated with the pools and “dry” activities with the multi-purpose facility, general studios and fitness room. General building requirements tie all aspects of the building together.

General building requirements

- Team dedicated locker rooms
- General use locker rooms
- Rest rooms
- Staff locker rooms
- Management/control offices
- Reception area
- Multiple janitorial closets
- Exterior access event rest rooms
- Retail sales spaces (multiple) on lobby level
- Indoor activity storage
- Exterior activity storage
- Ramp or elevator from Main Lobby (second level) to both lower and upper levels.
- Location dependent:
 - warming hut for outdoor winter activities
 - possible exterior turf field(s)
 - access to outdoor facilities (disc golf, hiking, crew, etc.)

Appendix B – Multi-purpose gymnasium with synthetic turf surface

The City of Dover looked at the annual requests the Dover Recreation Department receives to schedule programs and leagues on City and School grounds and buildings. The demand for use has traditionally outstripped the availability of quality spaces for each sport. The City has made things work with overlapping uses. School programs have priority in the access to School managed properties. The City has converted neighborhood parks into practice sites that they were never intended to be. Without

considerable investigation, it was evident that with the current inventory of what is available the City will continue to shortchange the community on what it could really utilize now and in the future.

The needs that are currently evident are related to most court sports and some multipurpose field space that is available year-round, not impacted by weather. The concept of an indoor multisport athletic complex that could provide these facilities would be a great addition to the region.

Outside sports have very limited indoor options especially for preseason and specialty training. The option for indoor space is also very evident in the spring when Lacrosse, Baseball and Softball are all looking for facilities from February through mid-April each year.

The list of courts and indoor space that are of particular interest and could serve the broadest populations is as follows:

Requested Amenities

The main gym section of the complex should include:

- Hardwood maple and turf playing surfaces
 - The committee will entertain all options on how to best use the multi-use space(s).
- Convertible space for public or private non-athletic events
- Multi-purpose room for rentals (dance, cheer etc..)
- Overhead storage* of equipment needed for the facility
- portable volleyball stanchions w/ attached judges stand
- Basketball backstops including height adjustable
- Center Court shall be marked for basketball and volleyball only
- Additional courts shall be marked for basketball, volleyball, tennis and pickle ball
- Center Court shall have substantial expandable seating on both sides such that it could host significant-sized events.

Additional Possible Amenities

Optional additional features of the Multipurpose facility include:

- Center Court shall have substantial permanent second level seating on one side and expandable seating on both sides such that it could host significant-sized events.
- Separate rooms for caterer/function staging
- Second level lobby
- Third level
 - jogging track/balcony
 - Social area
- Overhead door access to main gymnasium

* Note: Several years ago, the magazine *Athletic Business* published an article related to the use of suspended equipment. While the article is old, its premise still holds true today. Link: [Controlling Ceiling-Suspended Gymnasium Equipment - Athletic Business](#). Also, recent research has proven that rolled turf placed on top of hardcourt surfaces provides a better experience than if the surfaces were reversed. Prospective bidders should also address this issue.

Appendix C – Aquatics Natatorium with two pools

Natatorium goals are to provide greater access to new and enhanced aquatic programming for the City of Dover and complete Seacoast region, including water safety, aquatic fitness, water-based rehab and therapy, youth-based fitness programming, senior and recreational programming, special needs programming, Learn to Swim programs and competitive swimming opportunities (swim and dive teams).

The Committee is looking for input on two different options for the natatorium. Both options should include:

- Separate HVAC system for each pool to control air and water temperatures independently. Pools separated by walls with either large garage doors or movable walls such that if required the pools could be opened to be one continuous facility
- Locker rooms with changing facilities near each pool
- Independent bathrooms – separate from the locker rooms
- Management offices
- Storage area
- Meet management room
- ADA compliant pools
- Pool maintenance (mechanical and filter) rooms on first floor with easy access
- State of the art pool construction and filtering systems.

Additional Option A requirements

50 meter competitive/training pool:

- 8-lane 50-meter competitive/training pool
- 1-meter and 3-meter diving boards in 13-foot diving well
- spectator seating for 500
- Movable bulkheads

25-yard teaching/fitness pool:

- 4 7-foot x 25-yard lap lanes
- Depth: 3.5 to 4.5 feet
- Ramp and lift entry
- In-water benches for teaching stations
- Anti-slip cushioned safety floor

Additional Option B requirements

35 yard competitive/training pool:

- 10 lanes
- Spectator seating for 350
- 1-meter and 3-meter diving boards in 13-foot diving well
- Movable bulkhead

25-yard teaching/fitness pool:

- Same as Option A above.

Appendix D – General Use Studio

Room particulars: room size commiserate with research, partner, and end user needs to maximize multi-purpose utilization.

The general use studio will host events such as:

- Yoga classes

- Dance studio
- Martial arts classes
- Classroom for instruction (i.e., scuba diving, Lifeguard/WSI training)
- Birthday parties

Appendix E – Strength and Conditioning Fitness Room

Room particulars: room size commiserate with research, partner, and end user needs to maximize multi-purpose utilization.

Fitness room shall contain a range of fitness and cardio equipment, including but not limited to:

- Treadmills, exercise bikes, ellipticals, stair masters and other cardio equipment
- Stretching mats
- Free weights/barbells
- Stacked weight machines
- Other fitness equipment/options (Cross-fit, Kettlebell)

NOTE: City of Dover Recreation Director Gary Bannon contributed to this RFI.



CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

2022 Update on Recommendations

Executive Summary

2009 - 2022 MASTER PLAN RECOMMENDATIONS

Executive Summary

Department of Planning and Community Development
City of Dover, New Hampshire
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<http://www.dover.nh.gov/government/city-operations/planning/>

Facebook: <https://www.facebook.com/DoverNHPlanning>

Twitter: @DoverNHPlanning

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INTRODUCTION

Over the past decade, the City of Dover has undertaken a comprehensive recalibration of its Master Plan efforts. City staff reprioritized the Master Plan from a once in five to ten year project to an ongoing project. This recalibration ensures that the Master Plan is Dover’s strategic plan impacting policy and development.

Evolution is part of the Master Plan process, in 2012 staff retained a consultant to develop a stand-alone Vision Chapter. This chapter lays out the framework for development of subsequent chapters, and is named “Dover 2023” to capture the look and feel Dover might have at 400 years old. Included in the chapter was extensive public participation opportunities, including citywide and neighborhood based public forums, as well as survey work and other traditional and nontraditional outreach.

In 2018 the Coastal Management/Climate Adaptation Chapter was adopted by the Planning Board. This chapter succeeded the 2017 Stewardship Chapter, 2017. In 2020 – 2022, staff is working with the Planning Board and consultants to update the Community Facilities/Utilities Chapter, and will work next on the Open Space and Conservation chapter.

Throughout the process, the City is fortunate to have dedicated citizens to serve on the Planning Board and volunteers to serve on the Master Plan Committees that assist in the preparation and review of each chapter. Below you will find a list of each of the members of the Master Plan Committees, with the chair’s name in bold.

Visioning Robert Carrier Dana Lynch Jack Mettee Jan Nedelka Anne Ross Kirt Schuman Alison Webb	Land Use Analysis Gina Cruikshank Robert Paolini Fergus Cullen Norm Fracassa Marcia Gasses Jerry Reese	Transportation Matt Hanson Dana Lynch Jon Niehof Moe Olivier Lee Skinner Eric Swanson Daniel Toland	Stewardship of Resources Robert Carrier Elizabeth Goldman Cora Quisumbing-King David Landry Otis Perry Alison Webb Lindsey Williams
Climate Adaptation Bill Baber Anna Boudreau Malone Cloitre Marcia Gasses Haley Harmon Jan Nedelka John Peterman Cora Quisumbing-King Tom Thompson	Conservation & Open Space Thomas Fargo William Hunt Anne Kotlus Barbara Lehocky Lee Skinner Dorothy Wagner Samuel Chouinard	Recreation ('19) Pat Campbell Robert Carrier Gina Cruikshank Linnea Nemeth John O'Connor Tim Paiva	Community Facilities and Utilities Donald Andolina Bill Boulanger William Colbath Tom Humphrey David Landry Paul Vlaisch

This document contains the goals, and adoption date for each chapter and reviews results to date. This is part of an annual review of the Dover’s Strategic Planning process. The data contained herein is a snapshot of the progress made in creating the community Dover residents envision and is the work of many volunteers led by the City Council, Planning Board and other policy makers, with the support of the City Manager and staff.

Implementation Table Key

For newer chapters, there is an implementation table created. It contains the following information. As chapters are updated/rewritten, all will follow this format.

① Action Type

There are four action types, including:

- Outreach and Engagement
- Studies and Initiatives
- Operations, Policies, and Procedures
- Regulatory

② Action Item

③ Climate Topic

There are six climate topics, including:

WAQ: Water Availability and Quality

HS: Health and Safety

F: Food

E: Energy

I: Infrastructure

NR: Natural Resources

④ Interplay Among Other Climate Topics

Overlap between the six climate topics referenced above

⑤ Priority

There are four priority rankings, including:

Ongoing: On-going: Actions which are continuous or already being carried out

Immediate: Actions which should be undertaken in 1–2 years

Short: Actions which should be undertaken in 3–5 years

Long: Actions which will take more than 5 years to initiate and complete

⑥ Responsible Party

The identified party or municipal department that is the acting or responsible body to implement that action item

⑦ Chapter Reference

The location within the chapter where additional information and details about that action item can be found

①	②	③	④	⑤	⑥	⑦		
Climate Adaptation Chapter – Implementation Strategies								
Action Items	Climate Topic	Interplay Among Other Climate Topics	Priority	Responsible Party	Chapter Reference			
	WAQ	HS	F	E	I	NR		
Outreach and Engagement								
1	Encourage residents to implement water efficiency practices and conservation techniques by educating them on their water usage statistics, potential water supply issues, and the benefits of participating in water audits.	WAQ	X	X		X	X	Pgs. 12-13
2	Encourage private well owners in vulnerable areas to test their water annually for salinity levels from saltwater intrusion and road salt.	WAQ	X	X				Pg. 17
3	Support efforts to provide education on the health-related impacts associated with poor air quality to targeted populations living with chronic diseases.	HS		X				Pg. 19
4	Develop an action plan to effectively communicate alerts and provide comprehensive measures that can be taken during emergency events aimed at vulnerable populations, as well as conduct outreach about local emergency preparedness and response plans and evacuation protocols.	HS		X	X	X		Pgs. 17-22
5	Provide information about vector and vector-borne diseases to the public, offer tips on how residents can protect themselves with a focus on children in the school district.	HS		X				Pgs. 20-21
6	Use widely visible public spaces, such as Hester Law Park, as opportunities to provide education on climate change impacts (e.g. sea-level rise).	HS	X	X			X	Pgs. 1-3
7	Partner with groups such as the NH Food Alliance and Seacoast Local to promote the distribution of fresh local food, provide agricultural awareness and education programs in schools, and support and stage youth farming efforts.	F	X		X		X	Pg. 24-26
8	Promote clean waste activities to maintain and improve aquaculture opportunities such as shellfish and seaweed harvesting, and other fisheries.	F	X	X	X		X	Pgs. 26-27
9	Develop outreach materials that highlight the success and energy cost avoidance of the Jobless Control Plan, project, and encourage the City to participate in similar projects in other publically-owned buildings.	E			X	X		Pgs. 30
10	Promote programs that provide opportunities for low-income and other vulnerable populations/groups to have access to affordable and renewable energy sources, as well as support the improvement of the City's alternative transportation and pedestrian options.	E		X		X	X	Pgs. 32-33
11	Provide education and outreach materials on distributed power generation opportunities at the municipal level to encourage the City to increase independence and resilience against growing energy challenges.	E				X	X	Pg. 34

Climate Topics

WAQ: Water Availability and Quality
HS: Health and Safety
F: Food

E: Energy
I: Infrastructure
NR: Natural Resources

Priority

Charging Actions which are continuous or clearly being initiated soon
Immediate: Actions which should be undertaken in 1-2 years
Short: Actions which should be undertaken in 3-5 years
Long: Actions which will take more than 5 years to initiate and complete

DRAFT 12.18.2017

The Status column uses the following terminology:

Completed Year:

To Be Reviewed:

**Not Recommended:
Year, Board**

Ongoing:

In Progress (Year):

Indicates the year completed
This recommendation has not been considered yet.
Recommendation was not implemented, the year and who decided
The recommendation has been implemented and is not one with a completion date. –
The recommendation is underway, with tentative completion date

VISION

Adopted August 28, 2012

During the winter of 2012, the Community began anew the Master Plan work, which will culminate in a new cycle for Master Plan work in Dover. The document produced, the Visioning Chapter, was the culmination of more than five months of extensive public outreach efforts and public input at nine community and neighborhood meetings, twenty-four small group discussion sessions with more than one hundred and fifty people attending. The results of these efforts present a very compelling and expansive statement of what Dover residents would like the City to become in the year 2023, when the City is celebrating the 400th anniversary of its first settlement.

The Dover 2023 Vision includes three main components:

1. The Vision Statement:
Eight characteristics that describe what the community wants to possess in the year 2023
2. Vision Themes
Describing the Vision Statement in eight functional categories that are further detailed in:
3. Forty-nine vision Elements
Explaining, in considerably more explicit terms, how the vision can be accomplished.

The Vision statement (Section 5) states:

When Dover celebrates its 400th anniversary in 2023 it will be a dynamic community with an outstanding quality of life because it has achieved the following interconnected characteristics:

- Residents celebrate safe, family friendly neighborhoods, a strong sense of community and an excellent school system.
- The historic downtown is alive with a wide variety of retail, dining, entertainment, cultural opportunities and a mix of housing choices that make it the vibrant focal point of the community.
- Municipal government and schools are run effectively and efficiently with full transparency, resulting in high quality services, well maintained buildings and infrastructure, a great recreation system and a competitive property tax burden.
- The community is fully served by public transportation and is very accessible for walking, bicycling and persons with disabilities.
- Vehicular traffic volumes and speeds are well managed.
- Dover attracts and retains stable, well-paying employers because it is business friendly and has a high quality of life.
- Rural character is preserved and well designed development is encouraged in and around the downtown core and waterfront.
- Enhanced environmental quality and sustainability are actively pursued and inherent in all the City's activities.

LAND USE ANALYSIS RECOMMENDATIONS

Adopted February 24, 2015

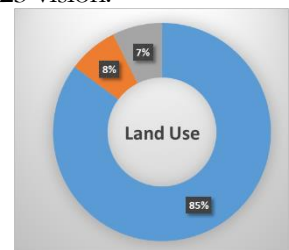
Themes and Vision:

Included in the 2012 Vision chapter was an implementation matrix suggesting how Vision elements should be reviewed by the community within the Land Use chapter of the Master Plan. This implementation matrix was used to frame the discussion of this chapter. To encourage neighborhoods to build a sense of community.

- Promoting and supporting the city's diversity of ages, incomes and origins.
- Keeping Dover an affordable place to live.
- Maintaining Dover's state of the art medical facilities and its status as a regional medical center.
- Facilitating a balanced supply of safe and attractive housing for individuals and families of all incomes.
- Downtown – A vibrant and inviting family friendly, pet friendly, walkable focal point for the entire community.
- Preserve natural resources: water, watershed, air, farmland (aquifer conservation and filtration), and a working waterfront.
- High quality, low impact growth and development that preserves the city's more rural areas and focuses commercial activity in and around the urban core
- Mixed use development wherever appropriate.
- Planning and development regulations include architectural standards that preserve and safeguard the historic and architectural quality of Dover's historic buildings, downtown and neighborhoods.
- Underground utilities in new construction wherever it is feasible.
- Growing the leading edge and innovative economic base and continuing to provide more and better paying jobs including opportunities in the science, high tech and "green industry" fields.
- The development of new business parks consistent with the Dover 2023 vision.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
23	2	2	27



Recommendations and Implementation Plan –Land Use Analysis

Land Use

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Land Use Goal	<i>Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover's historic urban and rural character.</i>				
Objective LU 1	Make Dover's downtown a vibrant and livable focal point for the city and region that is alive with a wide variety of retail, dining, entertainment, cultural opportunities and a mix of housing choices.			<i>Vision Bullet #2, page 3</i>	
LU 1.1	Redevelop the city-owned Cochecho waterfront parcel through a public-private partnership with a mix of uses that is consistent with the goals and elements of the 2005 Waterfront Charrette.	Short	Cochecho Waterfront Development Advisory Committee, DHA, City Council	Pages 24 & 29	In Progress (2022)
LU 1.2	Actively encourage development and redevelopment of the urban core through regulatory and non-regulatory means. Such development should provide opportunities for a mix of retail, office, service and residential uses.	Immediate and ongoing	Planning Department	Vision Action Bullet #5, page 4	Ongoing
LU 1.3	Forge public-private partnerships to redevelop vacant or underutilized city owned parcels	Immediate and ongoing	Planning Department	Vision Action Bullet #5, page 4	Ongoing
LU 1.4	Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.	Short	Planning Board	Vision Action Bullet #9, page 5	Completed 2019
Objective LU 2	Enhance the quality of Dover's natural environment by ensuring long-term protection, conservation and resiliency of its ecological and water resources, shorelines, open space, and wildlife.			Vision Action Bullet #5, page 4	
LU 2.1	Explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc.) for preserving the remaining rural areas of the community.	Short	Planning Board, Conservation Commission	Vision Action Bullet #7, page 4	Ongoing
LU 2.2	Revise regulations to ensure that low impact storm water facilities, natural resource protection, and other ecological approaches to land use change are required through development review.	Short	Planning Board, Conservation Commission	Page 26	Completed 2016

Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Chapter Reference	Status
LU 2.3	Revise regulations to add incentives to use certified high performance green buildings.	Short	Planning Board	Page 27	Completed 2019
LU 2.4	Review subdivision regulations and revise tools to guide land use change in rural areas to continue clustering of new development at higher densities.	Short and ongoing	Planning Board, Conservation Commission	Vision Action Bullet #7, page 4	Completed 2018
LU 2.5	Create a provision in the subdivision regulations that requires a minimum of a pedestrian connection between developments to improve transportation options and reduce vehicle trips.	Short and ongoing	Planning Board	Page 25	Completed 2020
LU 2.6	Continue the identification and purchase of conservation easements and fee title on properties with critical natural resources.	Ongoing	Conservation Commission and Open Lands Committee	Pages 27 & 29	Ongoing
LU 2.7	Review the recommendations related to climate change adaptation from the New England Climate Adaptation Project reports and any subsequent efforts and incorporate, where appropriate, action items.	Ongoing and short	Planning Board, City Council, Community Services	Page 27	Ongoing
Objective LU 3	Encourage multi-modal transportation options that are integrated with Dover's land use program and policies			Vision Action Bullets #4 & 5, page 5	
LU 3.1	Implement the recommendations from the Downtown Pedestrian and Vehicular Access and Streetscape Study for transportation infrastructure and streetscape improvements in the downtown	Short, intermediate, and long	City Council	Page 7	In Progress (2025)
LU 3.2	Implement the new complete streets/green streets policy in the Dover to encourage multi-modal designs and low impact development stormwater solutions.	Short and intermediate	Planning Department and Community Services	Pages 25 & 26	Completed 2018

Recommendations and Implementation Plan –Land Use Analysis

Economic Development

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Economic Development Goal	Dover attracts and retains stable, well-paying employers because it is business friendly and has a high quality of life.				
Objective ED 1	Grow an innovative economic base that attracts and retains stable employers that contribute to a high quality of life.			<i>Vision Bullet #6, page 3</i>	
ED 1.1	Continue to work closely with existing and potential new employers who will provide stable, quality jobs to Dover area residents.	Ongoing	DBIDA	Vision Action Bullet #11, page 5	Ongoing
ED 1.2	Investigate ways to grow the City's economic base utilizing existing and new office/industrial spaces that are appropriately located and consistent with the master plan vision for Dover.	Ongoing	DBIDA	Vision Action Bullet #12, page 5	Ongoing
ED 1.3	Investigate redevelopment options for the existing industrial park areas. This would include the Pre-1990s parks Crosby Road, Industrial Park Drive, Sumner Drive, and Progress Drive.	Intermediate	DBIDA	Pages 23, 24, & 29	Completed 2019
ED 1.4	Identify sites and construct new business/industrial parks as market demand dictates.	Ongoing	DBIDA	Vision Action Bullet #12, page 5	Completed 2019

Recommendations and Implementation Plan –Land Use Analysis

Housing

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Housing Goal	Provide opportunities for a balanced supply of safe, affordable and attractive housing for individuals and families of all ages and incomes.				
H 1.1	Work with the Dover Housing Authority and others to track housing inventory to be sure there are enough units to continue to meet Dover’s housing needs.	Ongoing	Dover Housing Authority and Planning Department	Vision Action Bullet #2, page 4	Completed 2019
H 1.2	Establish partnerships with developers to provide creative regional solutions which promote a diversity of housing development that keeps pace with changes in population and job growth.	Short	Planning Department	Vision Action Bullet #2, page 4	Ongoing
H 1.3	Develop educational material for advocacy about regional housing issues.	Short	Planning Department	Vision Action Bullet #2, page 4	Completed 2019
H 1.4	Encourage in-fill development and adaptive re-use projects that incorporate a residential component.	Ongoing	Planning Board and DBIDA	Pages 19, 20 & 29	Ongoing
H 1.5	Consider density bonuses for small homes (below 1,000 square feet) and other innovative tools.	Short	Planning Board	Pages 19 & 20	Completed 2018, 2020

Recommendations and Implementation Plan –Land Use Analysis

Energy

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Energy Goal	Build a sustainable community for current and future generations of Dover residents.				
EN 1.1	Consider providing incentives for developments that propose energy conservation measures.	Short	Planning Department	Page 25	Completed (2020)
EN 1.2	Promote sustainable development through the city's use of recycled materials, Energy Star rated products, and sustainable building materials.	Short	City Purchasing	Page 25	To Be Reviewed
EN 1.3	Encourage the use of local suppliers to minimize fuel costs and pollution and promote local job creation.	Intermediate	City Purchasing	Page 25	To Be Reviewed
EN 1.4	Encourage federal, state and regional efforts to increase infrastructure capacity for energy supply, including pipelines for natural gas.	Intermediate	City Council	Page 25	Ongoing
EN 1.5	Develop an alternative energy ordinance to encourage use of alternate sources of energy, such as solar power.	Intermediate	Energy Commission and Planning Department	Page 25	Completed (2020)

TRANSPORTATION RECOMMENDATIONS

Adopted August 23, 2016

Themes and Vision:

The Vision Chapter presents a transportation theme that states: Dover has an excellent and fully interconnected transportation system for pedestrians, bicyclists, motor vehicles and a public transportation system that is supportive of, and responsive to, new technology and continuous improvement.

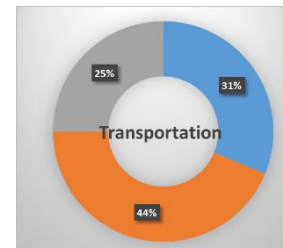
This theme is further articulated and defined by the transportation elements presented below. These elements were ranked by priority through the visioning process, with the first being the most important. They are:

1. A walkable community complemented by citywide pedestrian, bicycle, and wheelchair-accessible features
2. A public transit system that services the entire community
3. Traffic-calming measures to manage speed and “pass through” traffic in the downtown and neighborhoods
4. Physical and directional signage improvements designed to facilitate legal, safe traffic flow for vehicles and pedestrians throughout the City

The Transportation Chapter of the Master Plan is intended to identify the transportation actions needed for the next 10 years to realize the City’s transportation vision. Therefore, the transportation theme and elements are the foundation from which the Transportation Chapter recommendations were derived.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
10	14	8	32



Recommendations and Implementation Plan –Transportation

Connectivity (C)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover provides an attractive, integrated transportation network that supports and promotes pedestrian, bicycle, and public transit travel throughout the City.				
Objective C 1	Build and maintain attractive infrastructure that accommodates pedestrians and connects neighborhoods.				
Action C 1.1	Conduct a citywide existing conditions sidewalk inventory and establish a sidewalk asset management plan that will be used to set annual sidewalk budgets and set priorities for implementation into the CIP.	Immediate	Transportation Advisory Commission	Pg. 18-22	In Progress (2022)
Action C 1.2	Use the sidewalk asset management plan to target the construction of sidewalk that connects people to land use (such as connecting the Dover Transportation Center to the downtown or connecting neighborhoods to the Community Trail and other recreational facilities).	Long	Planning and Community Services	Pg. 20	In Progress (2022)
Action C 1.3	Construct sidewalks to connect densely populated areas to the existing sidewalk network and public transit service.	Short	Community Services	Pg. 21-22	In Progress (2022)
Action C 1.4	Utilize existing easements (if allowed) and/or open space parcels to build new off-road pedestrian and bicycle paths between existing neighborhoods.	Ongoing	Community Services	Pg. 23-24	To be Reviewed
Action C 1.5	Continue to be persistent in pursuing funds from sources such as Federal Transportation Alternative Program (TAP) and Congestion Mitigation and Air Quality (CMAQ) improvement programs. Successful funding of these types of projects will continue to allow Dover to keep the mix of transportation improvements balanced, with due attention given to the lesser utilized modes of transportation such as bicycle and pedestrian. The City should prioritize its applications through the local TIP process and develop no more than three solid, well-supported applications in each funding cycle. It should also be prepared to advocate and present on behalf of those applications before the State selection	Ongoing	Planning	Pg. 4	Ongoing

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action C 1.6	The City, through its Commissioners and staff, should remain actively engaged in the Strafford Regional Planning Commission and should clearly and actively advocate for the interests of Dover and the Seacoast region of the state.	Ongoing	Planning Board and Planning	Pg. 4	Ongoing
Objective C 2	Expand transit service and improve transportation facilities to attract more users.				
Action C 2.1	Investigate the potential to expand COAST transit service to cover the densely populated neighborhood of Spruce Lane/Garrison Road/Back River Road and construct other supporting elements.	Long	Planning	Pg. 25	Completed 2019
Action C 2.2	Install new, comfortable bus shelters to encourage more ridership.	Short	Planning and Community Services	Pg. 25-29	Completed 2019
Action C 2.3	Construct sidewalk (or alternative, such as a widened shoulder) on primary roadways within the 10-minute walk distance of bus service that currently have no pedestrian accommodations.	Long	Community Services	Pg. 17-18	To be Reviewed
Action C 2.4	Consider supply strategies such as preferential parking for carpools. Measures such as these have no infrastructure cost associated yet can have a positive impact on the availability of parking through the more efficient use of existing supply. Areas for investigation should include Spaulding Turnpike Exits 7 and 8, and at the Dover Ice Arena.	To Be Reviewed	Transportation Advisory Commission	Page 5	To be Reviewed
Objective C 3	Provide a bicycle network that is integrated into the City's transportation system.				
Action C 3.1	Prepare a citywide bike plan that identifies existing gaps, determines recommended routes with specific treatments and amenities, and establishes an implementation strategy, including the location and supply of bike racks.	Immediate	Planning	Pg. 23	In Progress (2022)
Action C 3.2	Seek opportunities to connect bicycle routes to the community trail.	Short	Planning	Pg. 23	In Progress (2022)
Action C 3.3	Evaluate and implement bike routes via formal lanes or sharrows on the more heavily used City streets.	Short	Transportation Advisory Commission	Pg. 23	In Progress (2022)
Action C 3.4	Evaluate and implement recreational bike loops via sharrows.	Short	Transportation Advisory Commission	Pg. 23	In Progress (2022)

Recommendations and Implementation Plan –Transportation

Traffic Calming (TC)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover's streets are well-directed and well-managed in an environment that supports and enhances the most desirable characteristics of the downtown and the City's residential neighborhoods.				
Objective TC 1	Transform mobility through the City via Complete Streets and streetscape efforts to create an inviting and vibrant community for all modes of travel.				
Action TC 1.1	Implement the Preferred Alternative of the 2015 Downtown Dover Pedestrian and Vehicular Access and Streetscape Plan.	Short	Planning	Pg. 4,30	In Progress (2025)
Action TC 1.2	Adopt regulations that create access management overlay districts for the four corridors identified.	Short	Planning Board	Pg. 30	In Progress (2023)
Action TC 1.3	Complete traffic calming studies and implement recommendations for the eight corridors identified.	Ongoing	Planning and Community Services	Pg. 31	In Progress (2022)
Action TC 1.4	Program and fund streetscape/reconstruction projects identified.	Short	Planning Board and City Council	Pg. 31-32	Ongoing
Action TC 1.5	Establish a wayfinding and signage program for the downtown that can implemented in phases.	Short	Planning	Pg. 34	Completed 2021
Action TC 1.6	Design a new street network on the riverfront property that is in scale with the historical street design if the city, focused on livable streetscapes and constructed with a first class sidewalk system.	Short	Planning	Pg. 5	Completed 2021
Action TC 1.7	Provide full accommodation in the design for the planned Dover Downtown trolley system including pullouts and integral bus shelter center.	Intermediate	Planning and Community Services	Pg. 5	To be Reviewed
Action TC 1.8	Implement improvements to Henry Law Avenue, including full sidewalks and reconstruction of the street to accommodate all users in a speed-controlled setting using cost-effective, appropriate traffic calming techniques.	Long	Community Services	Pg. 5	In Progress (2023)

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action TC 1.9	City should pursue an easement from Hannaford's to eliminate Merry Street.	Intermediate	Planning and Community Services	Pg. 5	In Progress (2022)
Objective TC 2	City streets are posted with speed limits that are appropriate and consistent with the character of the existing environment.				
Action TC 2.1	Adopt a formal policy for posting speed limits on City streets by 2018.	Intermediate	Transportation Advisory Commission and City Council	Pg. 31, 33	In Progress (2022)
Objective TC 3	The City capitalizes on opportunities to implement connectivity and traffic calming measures through on-going annual City projects and maintenance.				
Action TC 3.1	Implement a policy that evaluates the possibility of restriping City Streets during the routine paving/maintenance to incorporate bike lanes or sharrows before the work is performed.	Immediate	Community Services	Pg. 33-34	Ongoing
Action TC 3.2	Implement a policy that considers the application of widened shoulders in lieu of formal sidewalks where safe and applicable.	Immediate	Community Services	Pg. 22-23	Ongoing

Recommendations and Implementation Plan –Transportation

Technology (T)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover's transportation system utilizes advanced technology to promote safe and efficient multimodal mobility throughout the City and provides users with real-time travel and parking data to enhance convenience.				
Objective T 1	Dover is actively and continually building the components of a smart city.				
Action T 1.1	Establish a Transportation Technology Committee to explore and evaluate technology components that will advance Dover's transportation system, and develop a multimodal intelligent transportation infrastructure plan (MITIP).	Intermediate	Planning	Pg. 35	To be Reviewed
Action T 1.2	Prioritize and implement action items that result from the MITIP.	Intermediate	Planning	Pg. 35	To be Reviewed
Action T 1.3	Continue to work with State government in adopting regulations that allow the use of bus prioritization in urban areas.	Ongoing	Planning	Pg. 35	Completed 2017
Action T 1.4	Work with COAST to implement technology such as NextBus to provide real time data of bus arrivals for riders.	Short	Planning	Pg. 30, 35	Completed 2019
Objective T 2	Dover is ready and prepared to be responsive in the event of unanticipated major traffic incidents.				
Action T 2.1	Develop incident management plans that are ready for immediate implementation as needed to address unanticipated traffic events in the City.	Long	Police Department	Pg. 36	To be Reviewed
Action T 2.2	Establish an annual meeting where those responsible for the implementation and execution of plans (emergency responders and other City officials) review its components and update it accordingly.	Long	Fire Department	Pg. 36-37	To be Reviewed

STEWARDSHIP OF RESOURCES RECOMMENDATIONS

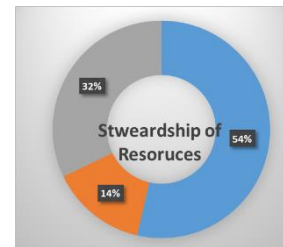
Adopted February 14, 2017

Themes and Vision:

Dover's creation of this Chapter of the Master Plan is intended to illustrate how the network of resources within the community are interconnected. Traditionally, these resources and the issues related to them have been inventoried and presented in individual chapters. By integrating them in one chapter, a systems approach is taken to better understand the many ways our resources affect each other, identify potential stewardship actions that have implications for several resources, and recommend cost-effective initiatives that will preserve Dover's unique character. This integrated approach also presents an opportunity to explore how these diverse resources and related issues contribute to the Vision of Dover as a dynamic community with an outstanding quality of life.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
30	8	18	56



Recommendations and Implementation Plan –Stewardship of Resources

Outreach and Education

		Interplay among Topics									
	Action	NR	HC	NH	CM	E	SC	Priority	Responsible Party	Chapter Reference	Status
1	Develop an information sharing program focused on the importance of Dover's shared resources.	X	X	X	X	X	X	H	Planning	7	To be Reviewed
2	Create opportunities for identifying and voluntarily protecting viewsheds and scenic road segments.	X	X					M	Conservation Commission & Open Lands Committee	23	To be Reviewed
3	Incentivize the conversion of impervious surfaces and implementation of low impact development stormwater management strategies through property owner action.	X	X	X	X	X	X	M	Planning Board	15	Ongoing
4	Develop metrics for healthy ecosystem services. Set specific quality goals for water, air, soil, carbon sequestration, and other natural resources and support voluntary resident and business	X		X	X	X	X	L	Planning Board	16	To be Reviewed
5	Provide education opportunities and assistance for property owners interested in placing their properties on the National Register of Historic Places or who want to protect and enhance their historic properties.		X				X	M	Heritage Commission	15	To be Reviewed
6	Provide education, outreach, and incentives to encourage developers and homeowners to pursue energy conservation measures on their properties.	X				X		H	Energy Commission	15, 34	Ongoing

Recommendations and Implementation Plan –Stewardship of Resources

7	Review opportunities for an outreach and education campaign to increase awareness of how to protect against losses during severe weather events.	X		X	X		X	M	Fire Department & Media Services	15	To be Reviewed
8	Explore opportunities for citizen feedback for some public meetings, particularly ones that are televised, using an online platform or other technology.						X	H	City Council & Media Services	28, 29	To be Reviewed
9	Create a communication platform that identifies existing and new initiatives that build social capital.						X	M	City Council	28, 29	To be Reviewed
10	Develop and support opportunities for K-12 and secondary education students to engage in Dover oriented projects.	X	X				X	M	Planning & SAU	28,29	Ongoing
Studies and Initiatives											
11	Investigate Class B dams with NH Water Resources Board and produce an assessment and report identifying policy actions needed.	X	X	X	X	X	X	M	Conservation Commission	31,34	To be Reviewed
12	Create a Strategic Conservation Plan for Dover that uses multiple objectives such as natural resource protection, hazard mitigation, historic and cultural resources, social capital potential, sustainability and resilience.	X	X	X	X	X	X	H	Conservation Commission	15, 16	To be Reviewed
13	Implement the use of tools that improve analysis and reporting of data gathered from energy audits and assessments for all municipal buildings, operations, and vehicles.	X				X	X	M	Energy Commission	32	Completed 2020
14	Identify and adopt a carbon limit and specific reduction strategies for City buildings and vehicles. Encourage similar actions by residents and businesses.	X				X	X	M	City Council & Energy Commission	28, 34, 35	In Progress (2022)

Recommendations and Implementation Plan –Stewardship of Resources

15	Support creation of a regional task force for exploring and making recommendations for harnessing tidal power for low carbon electrical generation.	X		X		X		L	City Council	34	Completed 2020
16	Create opportunities that promote best use of prime agricultural land.	X		X		X	X	H	Conservation Commission	15	To be Reviewed
17	Support the continued collection and presentation of Dover's pre and post settlement history and culture through varied platforms such as memorials, walking tours and digital mediums.		X					M	Heritage Commission	18, 24	Ongoing
18	Support programs such as Scenic Byways or American Heritage Rivers.	X	X	X	X			M	City Council & Planning Board	24	To be Reviewed
19	Promote opportunities for public, public/private and intergovernmental renewable energy generation.	X	X	X		X		M	Energy Commission	34	In Progress (2022)
20	Strengthen regulations to protect wetlands in critical areas to buffer Dover from flooding, improve water quality, and support biodiversity.	X	X	X				M	Planning Board	36	In Progress (2022)
21	Create and adopt a climate resilience Master Plan chapter.	X	X	X	X	X	X	H	Planning Board	40, 41	Completed 2018
22	Support activities that reduce inland flood risks and potential infrastructure damage across the City.	X		X	X			M	City Council & Planning Board	40, 41	Completed 2021
23	Support continued water quality monitoring for all fresh and saltwater bodies.	X		X	X			H	City Council	43	Ongoing

Recommendations and Implementation Plan –Stewardship of Resources

24	Support neighborhood improvement initiatives and incentives that promote social capital and community resilience.	X				X	X	M	City Council & Planning Board	28	Ongoing
25	Complete the Berry Brook Project and use as a model for similar projects throughout the City.	X		X				H	City Council	36	In Progress (2022)
26	Support efforts to assess the health and well-being of the citizens of Dover to assure continued provision of appropriate support services.						X	M	City Council	29	To be Reviewed
27	Encourage arts engagement and increased social capital through promotion of public art in both public and private spaces and through the creation of creative spaces such as makerspaces, community studio/education spaces, affordable artist housing, co-working spaces, shared kitchen spaces.		X				X	H	Arts Commission	35	Completed 2020
28	Support the development of a social capital working group that provides technical guidance to community based efforts and initiatives.						X	M	City Council	29	To be Reviewed
Regulatory Changes											
29	Enhance existing stormwater management requirements to also create habitat and potential food production, reduce the heat island effect, improve air quality, meet recreational needs, supports opportunities for education, etc.	X		X	X	X		M	Planning Board	15, 36	To be Reviewed
30	Develop regulations for an environmental and wildlife impact analysis for large development.	X		X	X			H	Planning Board	15	In Progress (2022)
31	Create development guidelines for the gateways into the City to protect their historic character and ensure that new development is consistent with this character.		X			X	X	H	Planning Board	23, 24	Completed 2020

Recommendations and Implementation Plan –Stewardship of Resources

32	Review, and update where necessary, regulations to ensure environmental quality and historically appropriate building design.	X	X	X		X		M	Board & Conservation Commission	16	Completed 2019
33	Use nationally recognized codes and standards such as ICC and NFPA codes, explore the adoption of regulations and policies that achieve improved energy efficiency for buildings and developments.		X			X		H	Building Official	34	Completed 2019
34	Explore the creation of an ordinance to encourage use of renewable sources of energy.	X		X		X		M	Planning Board	34	Completed 2020
35	Identify opportunities to reduce regulatory and financial barriers to the implementation of renewable and alternative energy sources in all sectors of the community.	X				X		M	City Council & Planning Board	34	Completed 2020
36	Review and consider policies that promote the use of passive energy building practices and active solar orientation in new or renovated buildings.	X				X		M	Planning Board & Building Official	35	Completed 2020
37	Explore regulations that establish special assessment districts that allow commercial building owners to finance cash-positive energy-efficiency and renewable-energy projects.	X				X	X	M	City Council	34	To be Reviewed
38	Explore the promotion of renewable energy system tax incentives.	X				X		M	City Council	34	Completed 2019
39	Explore the creation of regulatory language that guides the integration of landscaping, stormwater management, and other site elements in the site plan and subdivision regulations.	X		X				H	Planning Board	15, 41	Completed 2018
40	Review existing land use regulations, and develop as appropriate, methods to reduce heat-island effects.	X		X	X	X		L	Planning Board	15, 41	Completed 2018

Recommendations and Implementation Plan –Stewardship of Resources

41	Investigate the creation of a Stormwater Utility to fund the retrofitting of existing properties with low-impact development strategies that will address stormwater and flooding related issues.	X		X	X			H	City Council	15	Completed 2022
42	Review existing regulatory requirements and practices to determine if required riparian buffers are providing adequate protection from runoff and are maintaining sufficient natural cover adjacent to surface waters and wetlands, flood storage areas, and groundwater resources.	X		X	X			M	Conservation Commission	15, 36	Completed 2022
43	Create development standards that require the inclusion of opportunities for social or civic engagement within new development.		X				X	H	Planning Board	28, 29	Completed 2019
44	Create development review standards that address energy conservation.	X	X			X		H	City Council, Planning Board & Building Official	35	To be Reviewed
City Operations, Policies and Procedures											
45	Maintain an accurate inventory of City trees and develop an “urban tree plan” that provides tree planting and removal guidelines.	X	X	X		X	X	M	Planning	15, 16	Completed 2019
46	Create more extensions of the community trail into natural environments.	X				X	X	H	Recreational Advisory Board	29	In Progress (2022)
47	Promote sustainable municipal operations and development practices through the implementation of strategies that support energy efficiency and the use of recycled or sustainable materials and products.	X				X	X	H	City Council	33, 34	Completed 2018

Recommendations and Implementation Plan –Stewardship of Resources

48	Update the vehicle replacement program to include strategies for a city vehicle fleet powered by alternative energy sources and considers public/private partnerships for develop of fueling/support facilities.	X		X		X		M	City Council	33, 34	In Progress (2022)
49	Investigate the use of off-grid or hybrid renewable energy systems for safety service agencies and emergency shelter locations.	X		X	X		X	M	City Council	33, 34	To be Reviewed
50	Increase the dedicated funding source for land conservation and resilience-related projects.	X		X	X	X		M	City Council	15	Completed 2018
51	Review the City's culvert sizing and clearing policies to assure that they account for anticipated climate change related impacts.	X		X	CM			L	Community Services	37, 39	To be Reviewed
52	Explore the use of CDBG funding to address Federal and State climate resilience objectives.	X	X	X				L	City Council & Planning	40, 41	Completed 2019
53	Incorporate sea level rise predictions and other climate change related impacts when planning infrastructure investments in Dover's Capital Improvement Program.	X	X	X	X			H	City Council	39, 40, 41	Completed 2017
54	Continue efforts to identify new drinking water sources and to protect both existing and potential sources.	X		X	X			H	City Council	15, 44, 45	Ongoing
55	Revisit Dover's non-metered water usage by residents/businesses and the possibility of creating a fee associated with this water usage that could be placed in a capital reserve for addressing stormwater management concerns.	X			X			M	Utilities Commission	15	In Progress (2022)
56	Investigate participation in the Community Rating System (CRS).	X		X	X			M	City Council	36, 39, 40	Completed 2021

CLIMATE ADAPTATION RECOMENDATIONS

Adopted February 27, 2018

Themes and Vision:

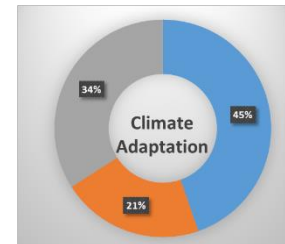
Dover has proactively understood that it has been and will continue to be confronted with a variety of coastal hazards associated with climate change, including flooding from storm surges and extreme precipitation. As an inland coastal community, the City is particularly susceptible to flooding in low-lying areas along the Bellamy River, the Piscataqua River, at the confluence of the Cochecho River and the Salmon Falls River, and along the shores of Little Bay.

This chapter examines climate change in a holistic way and offers progressive recommendations that inform future land use decisions in order to limit public and private risk and vulnerability. The specific areas reviewed and discussed include:

- Water availability and quality
- Health and safety
- Food
- Energy
- Infrastructure
- Natural Resources

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
21	10	16	47



Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
Outreach and Engagement												
1	Encourage residents to implement water efficiency practices and conservation techniques by educating them on their water usage statistics, potential water supply issues, and the benefits of participating in water audits	WAQ	X	X		X	X	X	O	Utilities Commission	Pgs. 12-13	In Progress (2022)
2	Encourage private well owners in vulnerable areas to test their water annually for salinity levels from saltwater intrusion and road salt	WAQ	X	X					S	Community Services Department	Pg. 17	To Be Reviewed
3	Support efforts to provide education on the health-related impacts associated with poor air quality to targeted populations living with chronic diseases	HS		X					L	Health Committee	Pg. 19	To Be Reviewed
4	Develop an action plan to effectively communicate alerts and provide comprehensive measures that can be taken during emergency events aimed at vulnerable populations, as well as conduct outreach about local emergency preparedness and response plans and evacuation protocols	HS		X		X	X		S	Fire and Rescue	Pgs. 17-22	To Be Reviewed
5	Provide information about vectors and vector-borne diseases to the public, offer tips on how residents can protect themselves with a focus on children in the school district	HS		X					L	Health Officer	Pgs. 20-21	Completed 2020
6	Use widely visible public spaces, such as Henry Law Park, as opportunities to provide education on climate change impacts (e.g. sea-level rise)	HS	X	X				X	I	Planning	Pgs. 1-3	Completed 2019
7	Partner with groups such as the NH Food Alliance and Seacoast Local to promote the distribution of fresh local food, provide agricultural awareness and education programs in schools, and support and align with existing efforts	F	X		X			X	S	Energy Commission	Pg. 24-26	To Be Reviewed
8	Promote clean water activities to sustain and improve aquaculture opportunities such as shellfish and seaweed harvesting, and other fisheries	F	X	X	X		X	X	S	Planning Department	Pgs. 26-27	In Progress (2022)
9	Develop outreach materials that highlight the success and energy cost avoidance of the Johnson Control Inc. project, and encourage the City to participate in similar projects in other publically owned buildings	E				X	X		I	Energy Commission	Pgs. 30	Completed 2022
10	Promote programs that provide opportunities for low-income and other vulnerable populations/groups to have access to affordable and renewable energy sources, as well as support the improvement of the City’s alternative transportation and pedestrian options	E		X		X	X		S	Utilities Commission	Pg. 32-33	To Be Reviewed
11	Provide education and outreach materials on distributed power generation opportunities at the municipal level to encourage the City to increase independence and resilience against growing energy challenges	E				X	X		S	Energy Commission	Pg. 34	In Progress (2022)

Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
12	Provide education and outreach materials on flood management options to homeowners and private businesses that have been identified as located in vulnerable areas	I		X			X		I	Zoning Admin	Pgs. 34-36	Ongoing
13	Provide information to residents on the potential adverse impacts of pesticide use on native habitats	NR		X	X			X	L	Community Services Department	Pgs. 47-49	Ongoing
14	Promote the yearly king tide photo event to raise awareness on rising sea levels in local vulnerable areas, and encourage municipal staff and residents to participate	I		X			X	X	I	Planning Department and Media Services	Pgs. 34-35	Ongoing
Studies and Initiatives												
15	Research ongoing efforts and investments in water-saving technology, and promote the widespread use of rain gardens and rain barrels	WAQ	X		X	X	X	X	I	Utilities Commission	Pgs. 12-13	In Progress (2022)
16	Identify opportunities to increase groundwater recharge levels around existing aquifers and wellhead protection areas	WAQ	X					X	I	Conservation Commission	Pg. 12-13	Ongoing
17	Identify potential vulnerable areas to extend municipal water infrastructure	WAQ	X				X		S	Planning Department	Pg. 17	In Progress (2022)
18	Explore feasibility and benefits of water efficiency rebate programs for residential and business customers	WAQ	X			X			S	Planning Department	Pgs. 12-13	To Be Reviewed
19	Ensure land use regulations encourage the use of green roofs or rooftop gardens	HS	X	X	X	X	X	X	L	Planning Department	Pgs. 17-19	Completed 2019
20	Support effective and cost efficient ways to manage vector populations with natural controls	HS		X				X	L	Fire Department	Pgs. 20-21	To Be Reviewed
21	Support the existing farmers' market, as well as identify a series of potential locations for future community gardens that offer ease-of-use and accessibility	F			X				I	Economic Development Department	Pg. 22-24	Completed 2019
22	Investigate the feasibility of implementing a food composting pilot program at Public Works to determine public interest in food waste composting and obtain insight into operational adjustments when collecting food waste, as well as partner with existing residential compost programs to offer curbside pick up	F			X		X	X	L	Planning and Community Services Departments	Pgs. 22-23	Completed 2021

Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
23	Explore the feasibility of installing solar panels on multiple City-owned building, the adaptive reuse of existing brownfields/Superfund sites for solar arrays	E				X	X		O	Energy Commission	Pg. 33	In Progress (2022)
24	Use both the C-RiSe and New England Climate Adaptation Project reports as guides to conduct assessments on vulnerable infrastructure due to climate change	I	X	X			X	X	S	Planning and Community Services Departments	Pgs. 36-41 & 51-52	In Progress (2022)
25	Explore funding opportunities to run a groundwater flow model of groundwater rise, and develop a series of mitigation actions	I	X	X			X	X	I	Planning Department	Pgs. 17 & 37-38	To Be Reviewed
26	Work with the Dover Housing Authority, as well as private developers, to ensure they are considering climate change related impacts into their long-term planning initiatives	I		X			X		L	Planning Department	Pgs. 34-36	Ongoing
27	Coordinate with utility companies to evaluate distributed energy sources and to conduct a vulnerability analysis on electrical utilities that have been identified in the C-RiSe report to develop recommendations for potential upgrades	I		X		X	X		L	Community Services Department	Pg. 31 & 41	To Be Reviewed
28	Conduct an annual risk assessment to monitor dry conditions and landscape changes to determine if the threat of significant wildland fire has been raised, and if so – develop a wildland response plan accordingly	NR	X	X			X	X	L	Fire Department	Pgs. 31 & 43-47	To Be Reviewed
29	Consider the importance of natural systems when making decisions on infrastructure projects that propose a hardened shoreline and encourage options that protect existing salt marsh habitat and allow for future migration with potential sea-level rise	NR	X				X	X	L	Planning and Community Services Departments	Pgs. 51-52	To Be Reviewed
Operations, Policies, and Procedures												
30	Consider installing or upgrading renewable cooling resources and technologies when significant improvements are made to public or municipally-owned buildings	HS		X		X	X		S	Fire Department	Pgs. 17-19	To Be Reviewed
31	Incorporate additional trees and native vegetation, while also preserving mature trees, into the downtown landscape and other City-owned properties in order to help lower surface and air temperatures by providing shade	HS	X	X		X		X	I	Planning and Community Services Departments	Pgs. 17-19	Completed 2021
32	As new industry guidance on vector borne diseases emerges from EMS and the CDC, ensure that emergency responders update their training as part of the required two-year continuing education cycle	HS		X					S	Police and Fire Departments	Pgs. 20-21	Completed 2020

Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
33	Incorporate the most up-to-date sea-level rise and storm surge maps, extreme precipitation data, and hurricane models into the City's Local Emergency Operations and Hazard Mitigation plans	HS		X					L	Fire Department	Pgs. 21-22	Completed 2018
34	Evaluate existing regulations to identify any road blocks to local, small scale agriculture and fisheries distribution through direct-to-consumer market operations	F			X			X	S	Planning Department	Pgs. 22-24	To Be Reviewed
35	Provide financial information to the public on the importance of incorporating the total cost of ownership into municipal purchase agreements in regard to energy costs in order to determine the overall lifecycle cost of new energy products or services	E				X			S	Energy Commission	Pgs. 32-33	To Be Reviewed
36	Work with the Fire Department, NH Homeland Security and Emergency Management, and Eversource to gain a better understanding of how wildfires, hurricanes, flooding, and severe winter weather can damage transmission poles and other electricity infrastructure	E		X		X	X		S	Fire Department	Pg. 31 & 41	To Be Reviewed
37	Reference the Science and Technical Advisory Panel's (STAP) report when siting and designing long-term public infrastructure projects and CIP projects that may be at risk to climate change impacts	I		X			X		I	Planning Department	Pgs. 8-9	Ongoing
38	Develop a more consistent and reliable source of land conservation funding to be set aside on an annual basis to support easement acquisitions and transaction costs, as well as cost of annual easement monitoring obligations	NR	X					X	I	Conservation Commission, Open Lands Committee and City Council	Pgs. 49-50	Completed 2018
39	Incorporate new scoring criteria into existing land conservation prioritization efforts that consider climate adaptation benefits when evaluating land for conservation purposes	NR	X				X	X	I	Conservation Commission and Open Lands Committee	Pgs. 49-50	Completed 2019
40	Control invasive (plant/insect) species by implementing management strategies	NR		X	X			X	S	Conservation Commission and Community Services Department	Pgs. 47-49	In Progress (2022)
Regulatory												

Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
41	Revise land use regulations to incorporate climate change considerations for future development	WAQ	X				X	X	I	Planning Department	Pgs. 10-11	In Progress (2022)
42	Revisit and revise impervious surface thresholds and stormwater regulatory measures as necessary	WAQ	X				X	X	S	Energy Commission and Planning Department	Pg. 15	In Progress (2022)
43	Explore land use regulatory options that would encourage local food production ('agrihoods'), community gardens, and additional conservation land to be built within new residential subdivision housing developments in appropriate areas	F			X		X		S	Planning Department	Pgs. 22-24	To Be Reviewed
44	Conduct a regulatory audit of the City's existing site regulations to ensure that future electric vehicle charging stations are allowed and can be installed/located, as well as encourage the development of additional electric vehicle infrastructure as future demand dictates	E				X	X		S	Planning Department	Pg. 332	Completed 2019
45	Consider adopting a property tax exemption or providing incentives to property owners in order to promote alternative energy sources, and facilitate future investments in energy efficient upgrades and reduction efforts	E				X	X		S	City Council	Pgs. 30-31	Completed 2019
46	Compare the City's current floodplain ordinance with the Office of Strategic Initiative's (OSI) updated model ordinance to ensure regulations and performance standards are adequate	I		X			X		S	Planning Department	Pgs. 34-36	Completed 2021
47	Explore regulatory options that would allow the City Council to initiate mandatory water restrictions on private and public property, as deemed appropriate, during a prolonged drought	WAQ	X	X				X	I	Utilities Commission and City Council	Page 11	Completed 2018

CONSERVATION AND OPEN SPACE RECOMMENDATIONS

Adopted March 27, 2012

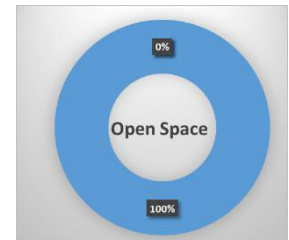
Themes and Vision:

Overall Goal: Protect and manage Dover's valuable Open Space resources.

- Objective 1: Identify and pursue permanent legal protection of key open space areas based upon a systematic inventory and evaluation of Dover's natural resources.
- Objective 2: Where possible, link open space areas and recreation facilities in an effort to establish an integrated network of resources.
- Objective 3: Improve, protect and encourage public access to Dover's natural resource areas.
- Objective 4: Encourage all new developments to protect and where possible, enhance valuable natural and open space resources.
- Objective 5: Encourage public/private partnerships between the City and land protection groups such as state and federal agencies and private land trusts.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
6	0	0	6



Recommendations and Implementation Plan –Conservation and Open Space

Goal/Action		Priority	Responsibility	Chapter Reference	Status
1	Modify Acquisition Criteria	Immediate	Open Lands Committee	Pg. 17	Completed 2016
2	Improve protection of Bouchard and Hughes Wellheads	Short	Planning and Community Services	Pg. 17	Completed 2018
3	Evaluate city-owned tracts for conservation value and permanent protection	Immediate	Conservation Commission	Pg. 18	Completed 2017
4	Raise public awareness of accessible conservation lands	Immediate	Conservation Commission Planning	Pg. 18	Ongoing
5	Re-invigorate the Conservation Commission	Ongoing	Conservation Commission	Pg. 18	Completed 2014
6	Re-invigorate the Open Lands Committee	Ongoing	Open Lands Committee	Pg. 18	Completed 2014

RECREATION RECOMMENDATIONS

Adopted May 6, 2020

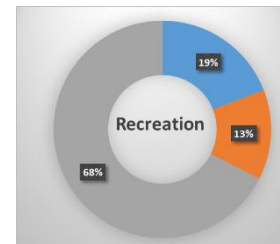
GOALS

Dover:

- Provides a broad range of recreational facilities and programming opportunities for the citizens of Dover now and in the future.
- Guarantees that recreational facilities and programming opportunities are appropriately designed to include people of all ages and abilities regardless of their economic status.
- Develops creative solutions to integrate public art, in various forms, throughout the community.
- Thinks creatively in its approach to each obstacle facing recreation, not only to meet public expectations but to exceed them.
- Maintains all existing parks, athletic fields, and facilities in an efficient and timely manner.
- Enhances its parks, facilities, and programming in a way that meets current needs and anticipates changes in demand and preference.
- Promotes its recreational assets, programs, plans, and achievements through innovative methods.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
30	21	106	157



Implementation Matrix I

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
General Operations and Maintenance							
<i>Goal 1: Ensure high quality, safe, accessible, and well-maintained public recreation opportunities.</i>							
1.	Establish an inspection checklist and operations and maintenance schedule for all City-owned recreation facilities to provide guidance to Community Services on estimated repair and replacement costs and timeframes.	I, F	I	Ongoing	Recreation & Community Services	Pages 7- 8 Pages 33- 34 Page 41	In Progress (2022)
2.	Investigate the feasibility of becoming a Commission for Accreditation of Park and Recreation Agencies (CAPRA) community.	-	L	-	Recreation	Page 34	To be Reviewed
3.	Conduct safety audits for City-owned recreation facilities to develop recommendations on ways to improve park designs, as well as operational and programming solutions to improve safety.	-	I	Ongoing	Recreation & Community Services	Pages 7- 8 Page 12 Page 33 Page 41	In Progress (2022)
4.	Develop a tree maintenance plan for each City park (move to community facilities chapter update).	-	I	-	Community Services	-	To be Reviewed
5.	Promote existing ways for the public to report problems quickly and easily or alert the City on any ongoing issues with recreational facilities using available technology (phone apps, QR codes, etc.).	-	I	Ongoing	Planning & Recreation	Page 12 Page 33 Page 41	To be Reviewed
<i>Goal 2: Guarantee successful implementation of operations and maintenance strategies.</i>							
6.	Increase organization capacity by hiring a full-time individual to supervise all park development, maintenance, and programming. Responsibilities will include the regular inspection of parks, and addressing issues such as repairing park elements, safety, graffiti, vandalism, storm damage, etc. This person should meet at least one of the following criteria: certified playground safety inspector and/or licensed arborist.	-	S	-	Recreation	Pages 7- 8 Page 12 Pages 33- 34 Page 41	To be Reviewed
7.	Partner with the High School to engage students participating in agriculture/horticulture classes, athletic leadership, recreation activities and clubs, or community-based internships to assist the City with park maintenance.	-	S	Ongoing	Recreation & SAU	Pages 7- 8 Page 34 Page 41	To be Reviewed
8.	Consider revising the operating rules of the Recreation Advisory Board to place a greater emphasis on monitoring and assessing park facilities.	-	I	-	Recreation	Pages 7- 8 Page 34 Page 41	Complete 2021

Arts Commission Goals

CP: Cultural Plan
I: Installations (public art)
F: Funding

P: Partnerships
A: Awareness

Timeframe

I: Immediate: Actions which should be undertaken in 1-2 year
S: Short: Actions which should be undertaken in 3-5 years
L: Long: Actions which will take more than 5 years to initiate and

Ongoing Actions

Actions which are already being carried out or will need to be to be carried out as a continuous activity after implementation

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
9.	Collaborate with the University of New Hampshire to coordinate with student groups enrolled in urban planning programs, as well as those seeking a degree in arboriculture or other forestry studies to assist the City with tree maintenance.	-	L	-	Recreation & Community Services	Pages 7- 8 Page 34 Page 41	To be Reviewed
Promotion							
<i>Goal 1: Raise awareness on existing art and recreational activities and explore future opportunities</i>							
10.	Create and install signage at each City park that establishes a recognizable and consistent brand throughout the City's park system. Every sign should have consistent elements, such as fonts, colors, and design styles, yet each sign should be unique. The City should consider engaging with local artists on the designs and should dovetail this effort with the existing wayfinding project.	I, P, A	I	-	Recreation, Art Commission, and Planning	Page 15 Page 33 Pages 39-41 Page 44	Complete 2021
11.	Construct and install informational kiosks at each City-owned park. Information should include, but is not limited to a map, photos, and legend/key that defines the appropriate uses and activities of each park. The City should consider using icons that have already been developed by the Arts Commission as part of ongoing marketing efforts.	P, A	S	-	Recreation, Art Commission, and Planning	Page 15 Pages 39-41	Complete 2021
12.	Use spatial information, photos, and specific park data developed as part of the master plan to update the recreation page on the City website.	-	I	-	Recreation	Pages 39-40	To be Reviewed
13.	Use social media and other online channels outside of the City website to provide information about programming and amenities for each park and facility to residents and visitors. A future phase could be to develop a mobile application that ties the website to the informational kiosks at each park.	-	S	-	Recreation	Page 12 Page 15 Pages 39-40	To be Reviewed
14.	Organize a forum for arts organizations and venues to collaborate and share resources.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed
15.	Organize a study of the economic impact and contributions the arts play in the community.	CP, I, F, P, A		-	Arts Commission	Appendix D	In Progress (2023)
16.	Establish a plan for future public art installations and places of cultural significance.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed

Arts Commission Goals

CP: Cultural Plan
I: Installations (public art)
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Timeframe

I: Immediate: Actions which should be undertaken in 1-2 year
S: Short: Actions which should be undertaken in 3-5 years
L: Long: Actions which will take more than 5 years to initiate and

Ongoing Actions

Actions which are already being carried out or will need to be to be carried out as a continuous activity after implementation

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
17.	Organize public art to commemorate the City's 400 th anniversary.	CP, I, F, P, A		-	Arts Commission	Appendix D	In Progress (2023)
18.	Foster a partnership between the Planning Department and the Arts Commission to ensure that public art is encouraged in every public project.	CP, I, F, P, A		-	Arts Commission	Appendix D	Ongoing
19.	Utilize public parks as locations for art locations, allowing the access to art throughout the City.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed
<i>Goal 2: Expand the knowledge and use of existing recreational programming and public art</i>							
20.	Use cable channel 22, local newspapers or radio, the Dover Download, social media (Facebook, Twitter, Instagram) etc. and other new and creative marketing techniques to promote special events, recreation programs and activities, and opportunities for residents to volunteer.	A	I	Ongoing	Recreation	Pages 39-40	Ongoing
21.	Establish a yearly "Parks and Recreation Day" that can be used to: 1) highlight the work of municipal staff and other park and recreation professionals; 2) promote the value of the City's park system to the community at large; and 3) showcase international sporting opportunities that are played in other countries offered by the City to promote the benefits of cultural diversity (i.e. cricket league at Long Hill Park).	CP	I	Ongoing	Recreation	Page 9 Pages 39-40 Page 42	To be Reviewed
22.	Build a school-community partnership with the School District to ensure parents and families are aware of City recreational parks, facilities, and ongoing programming.	-	S	Ongoing	Recreation & SAU	Pages 39-40	Ongoing
23.	Inventory arts and cultural assets and create a GIS layer.	CP, I, F, P, A		-	Arts Commission	Appendix D	Complete 2021
24.	Establish the Performing Arts Space in the City as a Performing Arts Center for the community.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed
25.	Create toolkit to provide information and resources internally and externally.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed
26.	Encourage citizens and community at large to contribute their thoughts and goals for arts in the City by creating a public and digital forum.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed

Arts Commission Goals

CP: Cultural Plan
I: Installations (public art)
F: Funding

P: Partnerships
A: Awareness

Timeframe

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Ongoing Actions

Actions which are already being carried out or will need to be to be carried out as a continuous activity after implementation

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
27.	Update Arts Commission website.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed
28.	Explore new ways to target seniors to increase participation in programming designed for older adults such as exercise classes; field trips, tours, and vacations; arts and crafts classes; group walks; opportunities to volunteer; and special events and festivals.	CP, I, F, P, A	I	Ongoing	Recreation	Page 8 Page 40	To be Reviewed
29.	Create a marketing video in conjunction with the Recreation and Economic Development Departments to be featured on “Made in Dover” to highlight all the intrinsic environmental, aesthetic, and recreational benefits of the City’s parks.	-	S	-	Planning & Recreation	Pages 39-40	To be Reviewed
Regulations, Policies, and Procedures							
<i>Goal 1: Strengthen public and private partnerships to assist with ongoing park maintenance</i>							
30.	Explore creative ways to expand City programs and services to attract new groups of volunteers of all ages and cultural backgrounds. For example, if the City were to promote edible landscaping (“foodscaping”) or community garden opportunities it would likely entice participants interested in recreational gardening, food production, health, and community building.	-	L	-	Community Services & Recreation	Pages 7- 8 Pages 11-12 Page 34 Page 41	To be Reviewed
31.	Investigate opportunities to involve local businesses who wish to sponsor or raise money for nearby parks in need of maintenance. This may include but is not limited to adopting a spot, installing memorial plaques, direct donations, or some other fundraising initiative.	-	I	Ongoing	Recreation	Pages 7- 8 Page 34 Page 41	To be Reviewed
32.	Partner with Dover Main Street to help fill vacancies for the Adopt-A-Spot program to sustain maintenance of these areas.	-	I	Ongoing	Community Services & Recreation	Pages 7- 8 Pages 33-34 Page 41	To be Reviewed
33.	Place a “how to get involved” tab on the recreation website, as well as on the informational signs at all City parks and facilities.	-	S	-	Recreation	Pages 39-40	To be Reviewed
<i>Goal 2: Better coordinate the use and maintenance of City- and school-owned athletic fields</i>							
34.	Implement findings from the feasibility study on various athletic fields.	-	I	Ongoing	Community Services & Recreation	Page 5	To be Reviewed

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Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
35.	Hold quarterly meetings between Recreation Department staff and School Department staff.	-	I	Ongoing	Recreation & SAU	Pages 39-40	To be Reviewed
36.	Explore the use of scheduling and/or mapping software that would improve the accessibility to the public on which City- and school-owned fields were available for use.	-	L	-	Recreation & SAU	Pages 39-40	To be Reviewed
<i>Goal 3: Maximize efficiency between Recreation Department and Community Services</i>							
37.	Use existing park enhancement guidance, which may include white papers, case studies, and/or reports, during park development or rehabilitation to address park challenges.	-	I	-	Recreation	Page 5	To be Reviewed
38.	Improve communication between Recreation Department and Community Services by ensuring that Recreation Department staff are included in the Community Services' monthly supervisory meetings.	-	I	Ongoing	Recreation & Community Services	Page 14	In Progress (2022)

Implementation Matrix II: Capital Improvements Projects

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Pocket Parks							
Fish Ladder Park							
Location: This small, linear park, located in the center of downtown Dover, is adjacent to the Cochecho River near the dam.							
Existing Amenities & Programming	Several benches and a walkway that provide a viewing area of the falls and the fish ladder. A new retaining wall was constructed in 2019.						
General Maintenance Needs	Plant non-invasive vegetation or ivy on the retaining wall.	-	I	Community Services	All elements of this project are funded with money allocated as part of the wall rehab.	Pages 40-41 Page 43; Appendix B	In Progress (2022)
Capital Projects	Install educational sign that provides information on the fish ladder, shade options, and more benches for seating.	-	S	Community Services			In Progress (2022)
Cultural Recreation Projects	LED lighting on the falls.	I	S	Arts Commission			In Progress (2022)
Immigrants Park							
Location: This small park is located downtown on Main Street.							

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Existing Amenities & Programming	Several benches and a grassy area to relax and enjoy the flowers.						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	Ongoing
Cultural Recreation Projects	Add historic marker or cultural plaque to invoke civic pride and to promote diversity in the City.	I, A	S	Arts Commission	CS Operating Budget or Cap. Reserve	Page 15 Pages 39- 40	To be Reviewed
Veteran's Park							
Location: A new park to honor all veterans with etched bricks, granite stones, and paver stones is located on the front lawn of the McConnell Center.							
Existing Amenities & Programming	Two large seat walls engraved with a dedication from the City. The space is fully ADA accessible including several seating areas alongside benches for people who have wheelchairs. Tree plantings blossom close to Memorial and Veterans Day.						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	Ongoing
Cultural Recreation Projects	Create maps to connect this park to the other veteran memorials throughout the City.	A	I	Planning & Recreation	CIP Wayfinding Project	Pages 39- 40	Complete 2021
Waldron Courtyard							
Location: This brick courtyard is situated between downtown retail buildings on Central Avenue.							
Existing Amenities & Programming	Shade from the tree canopy overhead provides a great place to relax in the downtown area. Granite slabs and café style tables and chairs provide seating and a people friendly space. One of the “Faces of Dover” historic markers is located here.						
General Maintenance Needs	Maintain regular trash maintenance (there are four trash barrels at this site downtown).	-	Ongoing	Community Services	CS Solid Waste Contract	Pages 7- 8 Pages 33- 34 Page 41	Ongoing
Cultural Recreation Projects	Ideal location for dual purpose bike rack art project.	I	I	Arts Commission	Grant	Page 45	Complete 2021
Tot Lots							
Alden Woods							

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Location: This small playground is located on Cottonwood Drive in the north end of the City and was installed at the same time as the residential homes surrounding it.							
Existing Amenities & Programming	A picnic table, swing set, and climbing apparatus with wood chips on the ground surface.						
General Maintenance Needs	Additional wood chips are needed as the plastic lining is starting to show in several places.	-	S	Community Services	CS Operating Budget	Appendix C	In Progress (2022)
Overlook Drive							
Location: This small playground was installed at the same time as the group of residential homes and is located on Overlook Drive in the south end of Dover.							
Existing Amenities & Programming	A climbing structure, swings, and a picnic table. A wood fence borders the playground along the front and wood chips surround the playground equipment.						
General Maintenance Needs	Portions of the fence have collapsed and needs to be replaced, additional wood chips and leaf pickup is needed, and minor erosion issues needs to be addressed.	-	I	Community Services	Cap. Reserve	Appendix C	Completed (2020)
Neighborhood Parks							
Amanda Howard Park							
Location: This small half-acre neighborhood park is located at Elmwood and Fairview Avenue							
Existing Amenities & Programming	A slide and a swing set. Pleasant place to sit in the shade of the tall Pine trees and relax.						
General Maintenance Needs	Continue with regular maintenance and clear broken branches. A dog waste bag system is needed.	-	I	Community Services	CS Operating Budget	Pages 7- 8 Pages 33-34 Pages 40-41	Complete 2021
Capital Projects	The slide and swings need to be replaced with updated versions and a few new benches for users to sit and relax.	-	I	Recreation	Cap. Reserve	Appendix C	Complete 2021
Applevale Park							
Location: This two-acre park is tucked behind a series of homes in this neighborhood off Dover Point Road.							

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Existing Amenities & Programming	A basketball court, playground equipment, shade trees, and open lawn area.						
General Maintenance Needs	The right of the way to enter the park should be defined or made clearer to separate backyard of neighbors.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
Capital Projects	A more welcoming entrance to the park is needed.	-	S	Recreation	CIP-Wayfinding Project	2009 MP Appendix C	Complete 2021
	Additional seating and repairs to the basketball courts, backboards, and rims are needed.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
Hancock Park							
Location: This half-acre park is located on Hancock Street							
Existing Amenities & Programming	A half basketball court, pavilion with picnic tables (3), benches (4), open lawn area, and a variety of age appropriate playground equipment. A gravel walking path surrounds the park.						
General Maintenance Needs	Improve the walking path. Graffiti on picnic tables and litter (clothes, beer/soda cans, etc.) needs to be addressed.	-	S	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Capital Projects	Repair or replace water fountain to ensure functionality.	-	S	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Morningside Park							
Location: This just over one-and-a-half-acre park is nestled in the center of the residential neighborhood located on Riverdale Avenue.							
Existing Amenities & Programming	One multi-use field, playground equipment, a pavilion sitting area, and open lawn areas. The open green space provides a place to enjoy many recreational sports such as ultimate frisbee, football, and wiffleball.						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	To be Reviewed
Capital Projects	Install wood guardrail to clearly mark designated face-in parking areas on the grass as a safety measure.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed

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	The tether ball pole should be removed, and the slide, swings, and playground equipment all need to be replaced with updated versions.	-	L	Community Services	Cap. Reserve/ Impact Fees	2009 MP Appendix C	Complete 2020
Park Street Park							
Location: A one-acre park bordered by Park Street and East Concord Street.							
Existing Amenities & Programming	A small multi-use field, half basketball court, playground equipment, and benches surround the park.						
General Maintenance Needs	Graffiti on playground equipment needs to be removed. Several trees appear to have died and should be replaced.	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Spruce Lane Park							
Location: Open space located between 40 and 46 Spruce Lane.							
Existing Amenities & Programming	Large open, green space to throw a frisbee, play catch, wiffleball, and play other informal sports on a large open field. There is a small backstop in the corner of the park for baseball/wiffleball etc.						
General Maintenance Needs	Open space needs to be reseeded (mostly dirt).	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Capital Projects	Host a neighborhood visioning charrette to determine what amenities, if any, are needed to improve this park.	-	L	Planning	Rec Operating Budget	Appendix C	To be Reviewed
Community Parks							
Bellamy Park							
Location: This 33-acre park is one of Dover's "natural setting" parks located on Bellamy Road across from Dover High School							
Existing Amenities & Programming	The Bellamy River meanders through the woodlands and grassy open spaces providing a very pleasant setting. This park experiences regular use by those enjoying the Disc Golf course. Facilities on the property include an area for picnics, a walking/jogging area, and playground equipment. The building in the park is used by the disk golf course operator. The property also includes an area for fishing, as well as cross-country skiing.						
General Maintenance Needs	Removal of existing invasive species (Choke Cherry, Locusts, and Barberry), graffiti, downed trees, litter in parking lot, and selective pruning of dead trees is needed.	-	I	Community Services	CS Operating Budget or volunteers	2009 MP Appendix C	To be Reviewed

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Capital Projects	Granite around edge of the parking area needs to be reset.	-	I	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
	Develop a plan that lays out additional uses on the property (trails for hiking, biking, cross country skiing, etc.) as part of Phase IV of the Community Trail project.	-	S	Planning	Cap. Reserve /TAP Grant	2009 MP Appendix C	In Progress (2022)
Cultural Recreation Projects	Ideal location for dual purpose bike rack art project.	I	S	Arts Commission	Arts Commission Grant	Page 45	To be Reviewed
Community Trail							
Location: This is a roughly 4-mile trail with access points at Watson Road, Whittier Street, Fourth Street, the Transportation Center (train station), Washington Street, Folsom Street, Silver Street, Fisher Street, and Rutland Street.							
Existing Amenities & Programming	The trail provides “green” transportation connections and opportunities for bicycling, hiking, bird watching, and fishing where the trail follows the Cochecho and Bellamy Rivers. In the winter, the trail is not plowed and offers opportunities for snowshoeing, cross country skiing, and pulling children in sleds.						
General Maintenance Needs	Continue with trash pickup and address graffiti issues.	-	Ongoing	Community Services	CS Operating Budget or Volunteers	Pages 7- 8 Pages 33-34 Page 41 Appendix B	Ongoing
Capital Projects	Address safety issues by improved lighting, and the installation of police cameras or call boxes.	-	L	Planning and Recreation	Impact Fees	Pages 39-40 Appendix B	In Progress (2022)
	Increase organized activities such as running/walking and cross-country skiing clubs.	-	I	Recreation	N/A	Page 8 Appendix B	Ongoing
	Additional benches and trash cans are needed at trailheads	-	S	Planning and Recreation	TAP Project or Donations	Page 40 Appendix B	Complete 2021
Cultural Recreation Projects	Add sculptures and nature-based art along rural sections of the trail. Partner with NHDOT to explore	I	L	Arts Commission	Arts Commission Grant	Page 37 Page 43 Page 47	Complete 2021

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	feasibility of potential mural under the Route 16 overpass.					Appendix B	
	Brainstorm ideas for geographical or historical markers along route.	I, A	L	Arts Commission	Arts Commission Grant	Pages 39-41	Complete 2021
	Add public art feature on the trestle bridge.	I	L	Arts Commission	Arts Commission Grant	Page 43 Page 47 Appendix B	To be Reviewed
Cochecho River Walk							
Location: The River Walk crosses the Cochecho River at the Mary Makem Bridge then winds through the riverside Henry Law Park and the downtown.							
Existing Amenities & Programming	A footbridge and picnic areas. The planned waterfront development is a fantastic opportunity to extend the greenbelt created by the Cochecho River Walk to Maglaras Park.						
General Maintenance Needs	Several benches need repairs, as does the roof of the picnic structures.	-	I	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Capital Projects	Address safety issues by improved lighting, and the installation of police cameras or call boxes.	-	L	Recreation	Impact fees	Page 39 Appendix B	To be Reviewed
	Repair or replace water fountain to ensure functionality.	-	I	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Cultural Recreation Projects	Incorporate public art into pedestrian connectivity with Henry Law, the planned waterfront park, and Maglaras Park.	-	L	Planning	Grant	Appendix B	To be Reviewed
Dover Skate Park							
Location: The Dover Skatepark is currently located on River Street at the east end of Henry Law Park; however, is likely to be moving to Guppey Park							
Existing Amenities & Programming	The facility includes ramps and obstacles utilized by people on skateboards, and in-line skates. Bikes are not allowed in the park.						
Cultural Recreation Projects	The new park may be a good location for a graffiti wall.	I	L	Arts Commission	Grant	Page 46 Appendix B	In Progress (2022)
Garrison Hill Park							

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Location: Garrison Hill's 300-foot summit is located on fifty-five-acre park on Abbey Sawyer Memorial Highway near Wentworth Douglass Hospital.							
Existing Amenities & Programming	Playground equipment, covered picnic pavilion, and tower for scenic views. An extensive sledding area and snowboard park are also located in the park (access is one street north on Old Rollinsford Road). The sledding slope and snowboard slope are separated by trail following a row of trees up the hill. Sledding also takes place at the base of the tower for those desiring a gentler slope.						
General Maintenance Needs	Continue to clean up trails, trash, graffiti, and more frequent police patrols in the evening is recommended.	-	I	Recreation and Police	CS Operating Budget	2009 MP Appendix C	To be Reviewed
Capital Projects	Improvements to the playground, seating, lighting, as well as clearer signage for sledding and walking trails is needed.	-	S	Recreation	Cap. Reserve	2009 MP Pages 40-41	In Progress (2023)
	The tower needs to be repainted and a permanent security camera should be considered.	-	I	Community Services	CIP or Cap. Reserve	2009 MP	In Progress (2023)
Cultural Recreation Projects	Investigate the feasibility of a large mural on top of the water tank.	I	L	Arts Commission	Arts Commission Grant	Page 43-44 Page 47	To be Reviewed
	Ideal location for dual purpose bike rack art project.	I	S	Arts Commission	Arts Commission Grant	Page 45	To be Reviewed
Guppy Park							
Location: The thirty-nine-acre park is located at the corner of Oak Street and Portland Avenue.							
Existing Amenities & Programming	Contains the Dover Ice Arena, a year-round ice arena with two sheets of ice, home to youth hockey and other skating programs. The park also includes a 50-meter outdoor pool, approximately 25 acres of woodland, a lighted adult softball field and family picnic area, a sand volleyball court, and pavilion located near the outdoor pool.						
General Maintenance Needs	Implement a rebranding and marking campaign as a sports complex.	-	S	Planning & Recreation	Rec Operating Budget	2009 MP	Complete 2021
Capital Projects	Improve overall site walkability between Guppy Park, the Dover Ice Arena, and Jenny Thompson Pool by creating public access pathways that connect all three recreational opportunities as one large sports complex	-	S	Planning & Community Services	Cap. Reserve	Appendix B	To be Reviewed
	The volleyball court needs to be upgraded.	-	I	Recreation	Cap. Reserve	Appendix B	To be Reviewed
	The addition of a bocce court would be a unique feature.	-	S	Recreation	Impact Fees	Page 12 Appendix B	To be Reviewed

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	May be a good location for a temporary outdoor skating rink due to its proximity to the ice arena and access to a Zamboni.	-	L	Recreation	Impact Fees	Page 36 Page 41 Appendix B	To be Reviewed
Henry Law Park							
Location: The six-acre park is located between Henry Law Ave and River Street in the downtown.							
Existing Amenities & Programming	With approximately 1,200 feet of frontage on the Cochecho River, the park is one of the oldest and most intensively used recreation facilities. The park includes the Children's Museum of New Hampshire, Rotary Arts Pavilion, and the Dover indoor swimming pool. It also has a brand-new playground, open space, shelters (2) with picnic tables, and a viewing platform overlooking the Cochecho River. The planned waterfront development is a fantastic opportunity to connect the future waterfront park with Maglaras Park.						
General Maintenance Needs	General improvements to the park, including better lighting, sidewalk maintenance, trash management, and more police presence after dark, is needed.	-	I	Community Services	Impact Fees	Pages 39-41 Appendix B	To be Reviewed
Capital Projects	The existing canoe launch is in poor condition; with the new paddle dock on the waterfront, the City should fence off this launch down to waterfront park.	-	S	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Cultural Recreation Projects	Provide temporary hammocks and outdoor games (corn hole, chess/checkers, etc.).	I	L	Recreation	Impact Fees	Page 41 Appendix B	To be Reviewed
	Incorporate outdoor shade structures.	I	L	Recreation	Impact Fees or Donation	Page 40 Appendix B	To be Reviewed
	Incorporate additional programming such as exercise classes in the park, options for food trucks, and outdoor movies.	CP	S	Recreation	Rec Operating Budget	Page 5 Page 11 Page 40 Appendix B	To be Reviewed
	Incorporate public art into pedestrian connectivity with the planned waterfront park and Maglaras Park.	-	S	Planning	Site Plan Requirements	Page 47 Appendix B	To be Reviewed
Joe Parks' Gardens							
Location: Part of the Cochecho Riverwalk Park, this section follows the Cochecho River from the Central Ave bridge.							

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Existing Amenities & Programming	Highlighted by a variety of rhododendrons, its path along the river is a tranquil spot for lunch or relaxation						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33-34 Page 41	To be Reviewed
	Remove invasive species growing along this section of the trail.	-	I	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Capital Projects	The section of the Riverwalk adjacent to Waldron Towers just ends and should be improved. The City should explore ways to connect to the community trail, or at the very least provide better signage to guide users.	-	L	Planning	Cap. Reserve	Page 16 Page 19 Page 39 Appendix C	To be Reviewed
Long Hill Memorial Park							
Location: This twelve-acre park is in north Dover on Long Hill Road.							
Existing Amenities & Programming	This is the only designated dog park in the City. It also has one large multi-use field, two tennis courts, and one basketball court. In addition, the area also provides playground equipment, a natural wooded area, and an area designated for picnics.						
General Maintenance Needs	Maintenance to the northside of tennis courts, playground repairs, drainage issues near dog area, and tree pruning to provide better vision from parking lot.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
	This park is not widely known and would benefit from a rebranding and marking campaign.	-	S	Planning & Recreation	Rec Operating Budget	Pages 39-40	To be Reviewed
Capital Projects	Extend the current parking area into the park towards the basketball court to add another 6 to 8 spaces. Create angle or head in parking along Longhill Road adjacent to the tennis courts.	-	L	Recreation and Community Services	Cap. Reserve	Page 33 Rec Plans	To be Reviewed
	Work out a lease with the owners of the building on Old Rochester Road that abuts the Dog Park to use some of their existing parking lot. Add a gate on that side to allow a closer way to access that part of the park.	-	S	Recreation and Community Services	Rec Operating Budget	Page 33 Rec Plans	To be Reviewed
	Repair or replace water fountain to ensure functionality.	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed

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Cultural Recreation Projects	Promote the NH Cricket league that plays at this park to showcase multi-national sports.	CP, A	S	Recreation	Rec Operating Budget	Page 9 Pages 39-40 Page 42	To be Reviewed
Maglaras Park							
Location: This twenty-nine-acre park is located off Towne Drive.							
Existing Amenities & Programming	Contains two public minor league baseball fields and two privately owned Dover Little League Fields.						To be Reviewed
General Maintenance Needs	Parking lot, picnic tables, and graffiti need to be addressed. The storage unit and random construction debris is unattractive and needs to be taken off site.	-	S	Community Services	TIF	Appendix C	To be Reviewed
Capital Projects	Explore adaptive reuse of the land that is currently the dredge cell for a self-draining, seasonal parking lot.	-	L	Recreation	TIF	Comm. Services Plan	To be Reviewed
	Investigate the feasibility of lights at the athletic fields.	-	L	Recreation	TIF	Page 40 Appendix B	To be Reviewed
	Explore ways to raise support for the proposed regional aquatic center.	-	L	Recreation	TIF	Page 40 Appendix B	To be Reviewed
Cultural Recreation Projects	Incorporate public art into pedestrian connectivity between the planned waterfront park and Henry Law.	I	S	Planning	Grant	Page 47 Appendix B	To be Reviewed
Rotary Gardens and Pavilion at Henry Law Park							
Location: Part of Henry Law, this park is located at the intersection of Washington Street and Henry Law Avenue.							
Existing Amenities & Programming	A beautiful park with walkways and many shade trees, it is home to the Cochecho Arts Festival music series, farmers market, and entertaining large crowds each summer seated in the amphitheater and on the surrounding lawn.						
General Maintenance Needs	Minor lawn maintenance and upkeep is needed.	-	Ongoing	Community Services	CS Operating Budget	Appendix C	Ongoing
	Work with the Rotary Club to consider solutions to store tools for maintenance of gardens. Potentially utilize storage that is near the playground.	-	I	Recreation	N/A	Pages 7- 8 Pages 33-34 Page 41	To be Reviewed

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Cultural Recreation Projects	Increase programming at the pavilion, such as summer theater.	CP	S	Recreation	Rec Operating Budget	Page 39-40 Page 44	Complete 2021
	Incorporate public art into future upkeep and potential redesign of the pavilion's façade.	I	L	Recreation & Arts Commission	Grant	Page 34	To be Reviewed
Cochecho Waterfront Park							
Location: This future park will have access from Washington Street and River Street.							
Existing Amenities & Programming	Use results from the park programming survey to determine most appropriate program ideas, park amenities, and community activities.						In Progress (2022)
Capital Projects	Park amenity ideas expressed from the public include hammocks, unique seating, accessibility to shoreline, and a place to rent kayaks (like a bike share).	-	L	Recreation	Impact Fees or Donation	Pages 40-41 Appendix B	In Progress (2022)
Cultural Recreation Projects	Establish a plan for art in the new waterfront park.	CP, I, F, P, A	L	Arts Commission	Site Plan Requirement	Appendix D	In Progress (2022)
	Incorporate public art into pedestrian connectivity between Henry Law and Maglaras Park.	I	L	Planning	Site Plan Requirement	Page 47 Appendix B	In Progress (2022)
Willand Pond Park							
Location: This 84-acre park is in the northern section of Dover on New Rochester Road at the Somersworth municipal boundary.							
Existing Amenities & Programming	The park features a spring-fed natural pond with a trail around the north side. Dover and Somersworth have worked closely with the NH Division of Parks and Recreation to address flooding and drainage issues, as well as design and develop a passive recreational facility that includes an improved boat launch, a dedicated parking area, signage depicting fish and trees found in the park, trails, and a picnic area on an overlook bluff.						
General Maintenance Needs	Access existing walkway, road, and trails for damage and repair as needed. Boy scouts or volunteers may be resources to repair wooden walkways or bridges.	-	S	Community Services	Donation	Appendix C	To be Reviewed
	Additional vegetation along the roadway to the new water control building is needed to improve stormwater management.	-	S	Community Services	CS Operating Budget	Appendix B	To be Reviewed
Capital Projects	Partner with Somersworth to add recreational programming including canoe/kayak rentals in the	-	S	Recreation	Rec Operating Budget	Appendix B	To be Reviewed

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
	summer and pond hockey and ice fishing tournaments in the winter.						
School Parks and Fields							
Dover High School							
Location: The new high school, built in 2018, is located on Alumni Drive between Route 108 and Bellamy Road.							
Existing Amenities & Programming	The campus possesses ballfields, soccer fields, a gymnasium, and a running track. Dunaway Field (football) and the rubberized track are open to the public.						
General Maintenance Needs	Strengthen relationships between the City and the School District to improve coordination on the sharing and use of athletic fields and other school resources including the new auditorium for activities and programming.	CP	I	Recreation & SAU	Rec Operating Budget and SAU Budget	Pages 39-40	To be Reviewed
	Balance field usage to enable maintenance to be accomplished on fields in need of repair on a regular basis.	-	Ongoing	Recreation & SAU	CS Operating Budget and SAU	Pages 39-40	To be Reviewed
Capital Projects	Install artificial turf on specific athletic fields.	-	S	Recreation & SAU	CIP and SAU	Page 5 Appendix B	In Progress (2025)
	Conduct feasibility of lights, and the installation of a new track.	-	L	Community Services & SAU	CIP and SAU	Page 40 Appendix B	To be Reviewed
Dover Middle School							
Location: The site is located on Daley Drive off Route 108.							
Existing Amenities & Programming	The Middle School share a variety of recreational facilities with the High School and are also used by the Recreation Department.						
Capital Projects	Strengthen relationships between the City and the School District to improve coordination on the sharing of school resources.	-	I	Community Services & SAU	Rec and SAU Operating Budgets	Pages 39-40	Ongoing
	Consider unique ways to integrate middle and high school students, as well as their families through recreational activities and programs.	-	I	Recreation & SAU	Rec and SAU Operating Budgets	Page 11 Page 40	To be Reviewed

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Garrison Elementary School							
Location: The twenty-two-acre site is located on Garrison Road off Back River Road.							
Existing Amenities & Programming	Two basketball courts, two tennis courts, two multi-use fields, a gymnasium, playground equipment and an open lawn area						
General Maintenance Needs	Engage with both elementary schools to investigate opportunities to improve communication on monthly and or seasonal activities.	-	I	Recreation & SAU	Rec and SAU Operating Budgets	Pages 39-40	To be Reviewed
	Explore additional summer camps to include baseball and softball.	-	S	Recreation & SAU	Rec and SAU Operating Budgets	Page 8 Page 12 Page 36 Page 40	To be Reviewed
Horne Street School							
Location: The thirteen-acre site is located on Horne Street at the Roosevelt Ave intersection.							
Existing Amenities & Programming	One little league field, two tennis courts, a playground area, as well as having a multi-use field and a gymnasium. The playground is very large with two great climbing apparatus and swings surrounded by a surface of wood chips.						
General Maintenance Needs	Engage with both elementary schools to investigate opportunities to improve communication on monthly/seasonal activities.	-	I	Recreation & SAU	Rec and SAU Operating Budgets	Pages 39-40	To be Reviewed
	Explore additional summer camps to include baseball and softball.	-	S	Recreation & SAU	Rec and SAU Operating Budgets	Page 8 Page 12 Page 36 Page 40	To be Reviewed
	Several park areas need maintenance including fencing around the baseball field, cracks in the tennis courts, and some minor erosion issues in areas leading up to the playground.	-	S	Community Services	CS and SAU Operating Budgets	Appendix C	To be Reviewed
Capital Projects	Additional benches in the vicinity of the playground and tennis courts would be helpful to parents and children.	-	S	Community Services	Donation	2009 MP Pages 40-41	To be Reviewed
Woodman School							
Location: This seventeen-acre site is on Towle Avenue.							

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Existing Amenities & Programming	One baseball field for the 13-year-old Babe Ruth Division, two basketball courts, and four tennis courts. In addition, the school has a gymnasium, a gravel track around the ball field, playground equipment, and a large open lawn area.						
General Maintenance Needs	Planting of additional trees for shade.	-	S	Community Services	CS and SAU Operating Budget	Appendix C	To be Reviewed
Athletic Fields							
Shaw's Lane Ballfields							
Location: This park is located on Shaw's Lane off Garrison Road. There is also pedestrian access from the neighborhood on Rosanna Drive.							
Existing Amenities & Programming	It consists of a multi-purpose field, two youth softball fields, soccer fields, and a gravel recreation path around the fields. Concession, storage, and bathroom facilities were constructed in 2007. Sledding during the winter months is widespread.						
General Maintenance Needs	Minor landscaping upkeep and general improvements to the walking trail is needed.	-	I	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41 Appendix C	To be Reviewed
	Areas of the parking lot need repairs.	-	I	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Capital Projects	A kiosk with a map would help with wayfinding.	-	S	Planning & Recreation	CIP-Wayfinding or Donation	Appendix C	To be Reviewed
	Additional trees would help provide shade and break up the open space.	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Guppy Park Softball Field							
Location: The softball field is located off Portland Ave just south of the Dover Ice Arena.							
Existing Amenities & Programming	This is the only lighted softball field in the City, which has a gravel parking area, bleachers, and announcer's booth.						
Capital Projects	Install a new fence, lights, bleachers, parking areas, and the clearing of trees at the entrance.	-	Ongoing	Community Services	Cap. Reserve	Page 33 Pages 39- 40	Completed (2020)
	Improve overall site walkability between the Dover Ice Arena and Jenny Thompson Pool by creating public	-	L	Planning & Recreation	Cap. Reserve	Page 16 Page 19	To be Reviewed

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
	access pathways that connect all three recreational opportunities.					Page 39 Appendix B	
Sullivan Drive Ballfield and Playground							
Location: This area is located at the end of the cul-de-sac, with a gravel entrance drive leading to a sizeable parking area							
Existing Amenities & Programming	The park contains a youth baseball field with dugouts, full size batting cages, and a concession and storage facility. The park also includes a nature trail off the parking area, and a very attractive playground geared towards different age groups with picnic tables.						
General Maintenance Needs	Reapplication of wood chips in some areas that have become mostly sand.	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Other Recreational Facilities							
Dover Ice Arena							
Location: This facility is located at the intersection of Oak Street and Portland Avenue.							
Existing Amenities & Programming	While hockey is the most significant use of ice time, figure skating, learn-to-skate programs, and public skating are also supported. In the off-season, the unused sheet is rented out for a variety of purposes: dog shows, home shows, large-scale sales events, and other sporting events that can reasonably use the space. The arena includes a concession stand and pro shop.						
Capital Projects	Enhance the pedestrian access around the site using safety techniques such as crosswalks, flashing beacons, and/or improved sidewalks.	-	L	Community Services	Cap. Reserve	Page 11-12 Pages 18-19 Page 39	To be Reviewed
	Improve overall site walkability between the Jenny Thompson Pool and Guppy Park by creating public access pathways that connect all three recreational opportunities.	-	L	Planning & Recreation	Cap. Reserve	Page 16 Page 19 Page 39 Appendix B	To be Reviewed
	Additional programs and amenities such as year-round access for open skate, curling tournaments, and exploring ways to provide discounts for City organizations, teams, and individuals should be considered.	-	L	Recreation	Rec Operating Budget	Page 8 Page 12 Page 36 Page 40 Appendix B	To be Reviewed
Cultural Recreation Projects	Construction of a restaurant at the arena with a view of the rink could be an asset.	-	L	Planning & Recreation	Public Private Partnership	Appendix B	To be Reviewed

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Dover Indoor Pool							
Location: This facility is in Henry Law Park and adjacent to the Rotary Pavilion and the Children's Museum of New Hampshire.							
Existing Amenities & Programming	The indoor pool contains a multi-depth, 25-yard, 6 lane pool, and a diving pool. It is home to many of the swim programs provided by the recreation department. Locker rooms with bathroom and shower facilities are also part of the pool building.						
General Maintenance Needs	Regular inspection and maintenance.	-	Ongoing	Pool Committee and Community Services	CS Operating Budget	Page 34 Page 41	Ongoing
Capital Projects	Enhancements to the building to allow for more natural light is needed.	-	S	Pool Committee	Cap. Reserve	Page 40 Appendix B	In Progress (2027)
	Additional amenities such as a hot tub, toddler safe swimming areas, and upgrades to the shower area should be explored.	-	L	Recreation	Cap. Reserve	Page 40 Appendix B	In Progress (2027)
	Additional programming ideas include additional open lap times and popular pool classes such as water exercise, paddleboard yoga, and innertube water polo.	-	S	Recreation	Rec Operating Budget	Page 40 Appendix B	To be Reviewed
Jenny Thompson Outdoor Pool							
Location: This pool is part of Guppy Park and located at the intersection of Oak Street and Portland Avenue.							
Existing Amenities & Programming	There is a 50-meter outdoor pool, along with a family recreation/picnic area, sand volleyball court, and pavilion.						
General Maintenance Needs	General landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	To be Reviewed
Capital Projects	To make this site more family friendly, the City should consider adding a toddler focused playground, upgrading the volleyball court, improved lighting, landscaping, and more shaded areas.	-	L	Recreation & Pool Committee	Rec Impact Fees	Page 40 Appendix B	To be Reviewed

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
	Other family friendly suggestions include a shallow walk in area that is child safe, updated swim blocks, more chairs/hammocks, snack bar, and fire pits.	-	L	Recreation & Pool Committee	Cap. Reserve	Page 41 Appendix B	To be Reviewed
Butterfield Gym							
Location: This facility is in the McConnell Center adjacent to the Library and behind City Hall.							
Existing Amenities & Programming	The main offices of the Recreation Department assist residents looking for any information regarding recreation, desiring to register for programs, or needing to speak with recreation leaders. There are fitness rooms with Cybex machines, cardio and free weight rooms, and shower facilities. The second floor is home to Butterfield Gym, accommodating various sports such as basketball and volleyball.						
General Maintenance Needs	Improve coordination with other facilities within the McConnell Center	-	I	Recreation	Rec Operating Budget	Appendix B	Ongoing
Capital Projects	Programming improvements for this site include additional workout class options such as dancing, yoga, and Tai Chi, longer hours on weekends and at night; and more open gym time for indoor pickleball and basketball.	-	S	Recreation	Rec Operating Budget	Page 8 Pages 40-41 Appendix B	To be Reviewed
Senior Center							
Location: This facility is in the McConnell Center adjacent to the Library and behind City Hall.							
Existing Amenities & Programming	Offers line dancing, exercise programs, yoga, games, luncheons, special events, and socials. Members have access to the fitness rooms with Cybex machines, and cardio and free weight rooms. The center also has a travel department offering day trips as well as overnight and extended stays at a variety of locations.						
General Maintenance Needs	Improve coordination with other facilities within the McConnell Center.	-	I	Recreation	Rec Operating Budget	Appendix B	Ongoing
Capital Projects	Programming improvements for this site include longer hours, less expensive activities, rock climbing wall for seniors, evening workout and self-defense classes, senior parkour; wider arrange of senior day trips, and mobility scooter rentals that could be used for the day.	-	S	Recreation	Rec Operating Budget	Page 8 Page 40 Appendix B	To be Reviewed
Cochecho River Paddle Dock							
Location: Park of the waterfront park, the paddle dock is located on the waterfront development parcel along the Cochecho River across from George's Marina.							
Existing Amenities & Programming	The public dock features a kayak/canoe launch, equipped with an ADA approved ramp with rollers, to facilitate easy access to the river						

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		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
General Maintenance Needs	Explore ways to expand local and regional knowledge of this resource.	-	I	Recreation	Rec Operating Budget	Page 12 Pages 39-41	To be Reviewed
Capital Projects	Offer kayak/canoe or paddleboard rentals for visitors.	-	I	Recreation	Public Private Partnership	Page 41 Appendix B	To be Reviewed
Future Park and Facility Opportunities							
Pudding Hill Area “Ireland Well” Park							
Location: Land behind the community services building.							
Capital Projects	Support the reclamation of land behind the community services building for low-impact recreational uses such as a potential trail system that would run along the Bellamy River and eventually connect with the proposed expansion of the Community Trail.	-	L	Planning & Recreation	CIP or Grant	Appendix E	To be Reviewed

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COMMUNITY FACILITIES AND UTILITIES RECOMMENDATIONS

Adopted December 15, 2009

OVERALL GOAL:

The City of Dover should strive to effectively meet the municipal, social, educational, and utility service needs of its residents and businesses in a responsible and efficient manner. When the delivery of such services is in the City's interest, consideration should be given to regional cooperation.

PUBLIC FACILITY GOAL: PLAN FOR, DEVELOP AND MAINTAIN AN EFFICIENT SYSTEM OF PUBLIC FACILITIES AND SERVICES TO ACCOMMODATE ANTICIPATED GROWTH AND DEVELOPMENT.

- Objective 1: Promote a pattern of growth and development that is sustainable and allows for cost effective delivery of services consistent with the needs of the City.
- Objective 2: Assure that the public health and safety of the City's residents are met.
- Objective 3: Program public facility improvements through a Capital Improvement Program (CIP) that is based upon the policies and actions from this Master Plan and an appropriate system of priorities.
- Objective 4: Encourage public/private cooperation in planning for and financing improvements to the City's public facilities.
- Objective 5: Encourage educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.
- Objective 6: Establish a task force to identify, evaluate and implement a formal City-wide Building Maintenance Plan that identifies and addresses maintenance issues in a cost effective and efficient manner.
- Objective 7: Consider requiring that new municipal building construction meet *LEED* certification standards and take steps to improve the energy efficiency of existing municipal buildings and operations.
- Objective 8: Encourage the Energy Advisory Committee to develop an Energy Action Plan to reduce dependence on traditional fossil fuels within municipal operations and decrease electricity and natural gas consumption.

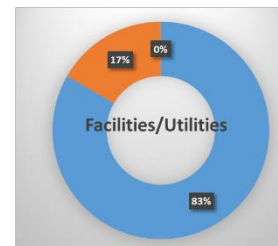
CITY OF DOVER, NH

UTILITY GOAL: PROVIDE A HIGH QUALITY, WELL-MAINTAINED SYSTEM OF PUBLIC AND PRIVATE UTILITIES THAT ACCOMMODATES FUTURE DEVELOPMENT AND IS CONSISTENT WITH THE CITY'S GROWTH POLICIES.

- Objective 1: Operate, maintain and upgrade the City's water, storm water and sewer facilities within the existing service area consistent with the health and safety needs of the City's residents at a reasonable cost in accordance with the City's operating budget and Capital Improvement Plan.
- Objective 2: Extension of utilities into areas outside existing utility service areas shall be assessed with the goal of providing efficient, cost effective services taking into consideration the secondary costs to the City (such as schools, fire, police, recreation and environmental impact).
- Objective 3: Work cooperatively with private utility companies in the planning and development of facilities to ensure that Dover's residents are properly serviced.
- Objective 4: Where practical and feasible, encourage the placement of utilities underground that allows for future expansion and long-term capacity.
- Objective 5: Program public utility improvements through a Capital Improvement Program that is based upon the policies and actions from this Master Plan and an appropriate system of priorities.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
65	13	0	78



Recommendations and Implementation Plan –Community Facilities and Utilities

Public Facility (PF)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Plan for, develop and maintain an efficient system of public facilities and services to accommodate anticipated growth and development				
Objective PF 1	Fire and Rescue				
Action PF 1.1	Seek to achieve personnel levels based upon the standards established by the City/County Managers Association in its Managing Fire Services publication.	Immediate	Fire and Rescue	Pg. 8-12	Ongoing
Action PF 1.2	Acquire emergency generators for all emergency shelters that do not currently have such equipment.	Long	Fire and Rescue	Pg. 8-12	Completed 2017
Action PF 1.3	Establish a vehicle replacement program based upon the expected life cycle of critical fire safety apparatus that is programmed into the Capital Improvements Program.	Short	Fire and Rescue	Pg. 8-12	Completed 2015
Action PF 1.4	Purchase of a new Truck One, an aerial ladder platform vehicle.	Short	Fire and Rescue	Pg. 8-12	Completed 2010
Action PF 1.5	Identify a location for, obtain through purchase or agreement that land, and build a fire training facility.	Long	Fire and Rescue	Pg. 8-12	Completed 2021
Objective PF 2	Police				
Action PF 2.1	Establish a police facility as recommended in the 2007 Space Needs Assessment, with consideration being given to re-location into existing available buildings in the downtown area or the construction of a new facility in conjunction with a potential municipal parking garage. The existing station does not meet the existing needs of the department that is “over-utilizing” available space.	Long	City Council	Pg. 21-22	Completed 2016
Action PF 2.2	Upgrade and update the department’s impoundment area to provide for indoor and outdoor space for evidentiary purpose of storage and investigation. Such an area should be included as part of the new police facility.	Short	Police Department	Pg. 21-22	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 2.3	The department should take steps to secure the computer/network communications center and records bureau from natural or manmade events that could otherwise jeopardize the continuous operation of the department.	Long	Police Department	Pg. 22	Completed 2011
Action PF 2.4	The Capital Improvements Program (CIP) should use the AG Architects cost estimate plus historical inflation rate to more accurately reflect future costs for a new Police Station.		City Council	Pg. 21-22	Completed 2010
Objective PF 3	School Department				
Action PF 3.1	The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide for the renovation of Horne Street School	Short	City Council and School Board	Pg. 24-29	Completed 2012
Action PF 3.2	The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide the renovation of Garrison Elementary School	Short	City Council and School Board	Pg. 24-29	Completed 2019
Action PF 3.3	The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide the renovation of Dover High School and Career Technical Center	Intermediate	City Council and School Board	Pg. 24-29	Completed 2018
Action PF 3.4	The School Department should develop a detailed maintenance plan for all schools that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the buildings and its systems should be included in each operating budget.	Intermediate	School Board	Pg. 24-29	In Progress (2022)
Objective PF 4	Public Library				
Action PF 4.1	Replace the slate roof	Short	City Council	Pg. 31-35	In Progress (2022)
Action PF 4.2	Add parking to reduce congestion	Short	City Council	Pg. 31-35	Completed 2018

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 4.3	Add Air Condition	Intermediate	Community Services	Pg. 31-35	Completed 2019
Action PF 4.4	Do general maintenance internal walls/ceilings and external brick	Short	Library and Community Services	Pg. 31-35	Ongoing
Action PF 4.5	Update Space Needs for the space to allow for 21 st Century uses	Long	Library	Pg. 35	Completed 2019
Objective PF 5	City Hall				
Action PF 5.1	The City should develop a detailed maintenance plan for City Hall that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the building and its systems should be included in each operating budget.	Intermediate	Community Services	Pg. 36-37	In Progress (2022)
Action PF 5.2	A coordinated analysis should be undertaken of the Library, McConnell Center and City Hall to identify common issues and service arenas in order to best utilize the significant space that is concentrated in this area of the City in an effort to best meet the expanding and changing needs of the citizens of Dover.	Intermediate	Planning	Pg. 35	In Progress (2022)
Action PF 5.3	The City should work to implement the recommendations of the Space Needs Assessment as funding allows. This includes the upgrades to the mechanical and electric systems as outlined by the consultants.	Short	City Council	Pg. 36-37	Completed 2018
Action PF 5.4	The City should relocate the Police Station out of City Hall into a downtown location, consistent with the recommendation contained in the Police Department section.	Short	City Council	Pg. 36-37	Completed 2016
Action PF 5.5	Renovations to City Hall should be done in a manner that respects the historic nature of the structure so that the building will retain its historic integrity.	Long	City Council	Pg. 36-37	Ongoing
Objective PF 6	McConnell Center				

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 6.1	The City should consider renegotiating existing lease agreements to include a more realistic lease charge for capital projects and make sure that all future lease agreements follow suit. All tenants, including City tenants, should be required to pay the capital portion of the lease fee so that there is adequate funding in the future to pay for capital needs.	Short	Recreation	Pg. 41	Ongoing
Action PF 6.2	A coordinated analysis should be undertaken of the Library, McConnell Center and City Hall to identify common issues and service arenas in order to best utilize the significant space that is concentrated in this area of the City in an effort to best meet the expanding and changing needs of the citizens of Dover	Intermediate	Planning	Pg. 35	In Progress (2022)
Action PF 6.3	The City should develop a detailed maintenance plan for the McConnell Center that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the building and its systems should be included in each operating budget.	Short	Community Services	Pg. 41	In Progress (2022)
Action PF 6.4	The roof sections on the building should be replaced as soon as deemed necessary according to the selected bid received from the roofing contractor	Short	Community Services	Pg. 41	Completed 2015
Objective PF 7	Community Services – Solid Waste				
Action PF 7.1	One half of all recycling center generated revenues should be set aside in an established fund for use by the Solid Waste Coordinator for major recycling related purchases upon approval by the Solid Waste Committee.	Short	City Council	Pg. 47-48	Ongoing
Action PF 7.2	A subcommittee should be formed to study all other available means of offsetting rising solid waste collection and disposal costs including alternate solid waste/recycling programs.	Intermediate	Solid Waste Advisory	Pg. 47-48	Completed 2010
Action PF 7.3	The <i>Integrated Waste Management Plan</i> should be updated every five years, with special attention paid to the life expectancy of the Turnkey Landfill.	Short	Community Services	Pg. 47-48	N/A

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 7.4	Continue to increase the varieties of recyclable material accepted at the recycling center.	Short	Community Services	Pg. 47-48	Ongoing
Action PF 7.5	Improve on the city-wide recycling rate of 52% by finding more ways of making recycling easier.		Community Services	Pg. 47-48	Ongoing
Action PF 7.6	Find a suitable location in the city to compost residential yard waste and chip brush.		Community Services	Pg. 47-48	Completed 2012
Objective PF 7	Community Services – Fleet Services				
Action PF 7.1	Update existing fleet management software with a more current version.	Short	Community Services	Pg. 49 -50	Completed 2013
Action PF 7.2	Maintain a consistent and appropriate level of vehicle replacement funds.	Long	Community Services	Pg. 49 -50	Ongoing
Action PF 7.3	Initiate fuel savings measures with economical, fuel efficient vehicles.	Short	Community Services	Pg. 49 -50	Ongoing
Action PF 7.4	Explore the use of alternative fuel vehicles that utilize fuels such as compressed natural gas (CNG), ethanol, and biodiesel. This could be a regional effort with a shared distribution facility.	Short	Community Services	Pg. 49 -50	Ongoing
Action PF 7.5	Institute a City-wide idling policy for all City vehicles and personnel.	Intermediate	Community Services	Pg. 49 -50	In Progress (2022)
Objective PF 8	Community Services – Facilities and Grounds				
Action PF 8.1	The current offices for the Facilities, Grounds and Cemeteries Division are sub-standard and a new or replacement facility should be considered a priority. A new building in Pine Hill Cemetery should be examined. This building could house the administrative offices and maintenance storage space for the equipment. Another option that should be considered is moving the operations to the Public Works facility on Mast Road. This is the potential for savings in operational costs by being located with the other Community Services personnel	Long	Community Services	Pg. 51-52	Completed 2020

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 8.2	The City should develop a detailed maintenance plan for all City buildings and facilities that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of each building and its systems should be included in the City's operating budget.	Intermediate	Community Services	Pg. 51-52	In Progress (2022)
Action PF 8.3	The Facilities, Grounds and Cemeteries Division should develop an assessment of the physical condition of each building and facility that it is responsible to maintain. One of the first steps would be to document baseline information for each facility, including the age of the facility, construction history, any renovations done on the facility, maintenance history, and a list of issues or problems with the facility. Each facility should be analyzed to determine its useful life and a maintenance schedule should be developed with the goal of extending the life of the facility.	Short	Community Services	Pg. 51-52	Completed 2021
Action PF 8.4	The City should conduct a study to determine how many years the remaining space in Pine Hill Cemetery will meet the needs of the citizens, so that it can start looking for additional cemetery space or developing a plan to more efficiently utilize the existing cemetery space.	Short	Community Services	Pg. 52	Completed 2019
Action PF 8.5	The City should develop a tree replacement program in the cemeteries to insure that new trees are planted to replace those trees that are lost due to disease or weather.	Long	Community Services	Pg. 51-52	Completed 2020

Recommendations and Implementation Plan –Community Facilities and Utilities

Utilities (U)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Provide a high quality, well-maintained system of public and private utilities that accommodates future development and is consistent with the City's growth policies.				
Objective U 1	Water System				
Action U 1.1	Reconstruction of the wellhead buildings, space is very limited, address the issue of no containment for chemicals, separate room for chemicals, electrical services are out of code, energy efficiency's, and standby power	Short	Planning	Pg. 4,30	In Progress (2022)
Action U 1.2	Improve security of the water system against potential intruders and threats.	Short	Community Services	Pg. 54 - 61	Ongoing
Action U 1.3	Update the distribution system mapping, the majority of our plans are 20 years old and the city will be losing the institutional knowledge over the next 10 years	Ongoing	Community Services	Pg. 54 - 61	Ongoing
Action U 1.4	Upgrade on the hydraulics' program, the current program is a dos base, and needs to be a windows base software	Ongoing	Community Services	Pg. 54 - 61	Ongoing
Action U 1.5	Continue with replacement of mains due to maintenance issue or potential looping or prior to or in conjunction with road projects	Ongoing	Community Services	Pg. 54 - 61	Ongoing
Action U 1.6	Continue the ground water exploration program to identify potential future water sources. As Dover continues to grow and develop the number of potential new well locations dwindles. A public water supply well requires the protection of all land within a 400 foot radius around the well. Often times this requires the cooperation of multiple landowners willing to sell or provide protective easements on their property.	Ongoing	Community Services	Pg. 59	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 1.7	The City has a good supply of water at present; however, maintaining good water quality is of utmost importance. Acquisition of undeveloped property or conservation easements of land within the recharge area of municipal wells is a very effective way to protect water quality. It also preserves the rural character of the City while providing wildlife habitat and recreational opportunities for residents.	Short	Planning and Community Services	Pg. 59	Completed 2013
Action U 1.8	Investigate the feasibility of instituting a program of life-cycle costing for all Water Division assets to determine the annual expenditures required to maintain an efficient system of water service to the citizens of Dover.	Short	Community Services	Pg. 54 - 61	In Progress (2022)
Action U 1.9	Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of those water facilities as part of the City's capital improvement planning process.	Intermediate	Planning and Community Services	Pg. 54 - 61	In Progress (2022)
Action U 1.10	Seek opportunities to implement the recommendations of the Seacoast NH Emergency Interconnection Study, creating permanent connections to neighboring water systems which allow one another to supply water during an emergency.	Ongoing	City Council	Pg. 54 - 61	Ongoing
Action U 1.11	Create an emergency conservation ordinance, which may be implemented during period of severe drought in order to conserve water to the greatest extent possible.	Intermediate	City Council	Pg. 54 - 61	Completed 2018
Action U 1.12	Obtain State certification of all employees of the division.	Long	Community Services	Pg. 54 - 61	Ongoing
Objective U 2	Sewer System				
Action U 2.1	Upgrade sewer mains based on their rating set forth in the GIS database.	Ongoing	Community Services	Pg. 63 - 70	Ongoing
Action U 2.2	Continue the City's program for correcting inflow/infiltration (I/I) problems into the sewer system. The purchase of multiple flow meters will help in isolating the major sources within the system.	Ongoing	Community Services	Pg. 70	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 2.3	Investigate the feasibility of instituting a program of life-cycle costing for all Sewer Division assets to determine the annual expenditures required to maintain an efficient system of sewer service to the citizens of Dover. Currently Leighton Way and Varney Brook pump stations should be addressed.	Short	Community Services	Pg. 63 - 70	Ongoing
Action U 2.4	Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of those sewer facilities as part of the city's capital improvement planning.	Ongoing	Planning and Community Services	Pg. 63 - 70	Ongoing
Action U 2.5	Address the sewer maintenance preventative maintenance program requirements for cleaning and TV inspection, and the staff to conduct the maintenance activity.	Ongoing	Community Services	Pg. 63 - 70	Ongoing
Action U 2.6	Obtain software to assist staff on addressing capacity problems in the system.	Long	Community Services	Pg. 63 - 70	N/A with I n I work
Action U 2.7	Continue with illicit removal program.	Ongoing	Community Services	Pg. 70	Ongoing
Action U 2.8	Obtain State certification.	Short	Community Services	Pg. 63 - 70	Ongoing
Objective U 3	Stormwater System				
Action U 3.1	Inventory and grade each storm water pipe in the system, with the analysis concentrating in the downtown core areas.	Short	Community Services	Pg. 71-74	In Progress (2022)
Action U 3.2	Include in the CIP process to purchase a rubber tire excavator to clean swales, ditch lines, and retention ponds.	Short	Community Services	Pg. 71-74	Completed 2012
Action U 3.3	Include in the next budget cycle to include three additional staff for maintenance activities for the storm water utility	Short	City Council	Pg. 71-74	Not Recommended 2010 City Council
Action U 3.4	Continue educating City staff and management, local Board and Commission members, and City Council members	Ongoing	Community Services	Pg. 71-74	Ongoing
Action U 3.5	Once EPA announces the requirements for a new MS4 permit, the City will need to prepare and submit a five year action plan for the Storm Water program.	Short	Community Services	Pg. 71-74	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 3.6	Staff will need to update the City’s Storm Water Management Plan in order to conform to the new EPA regulation requirements.	Intermediate	Community Services	Pg. 71-74	Completed 2015/2020
Action U 3.7	Continue outreach and education efforts in the community regarding what the adverse impacts to surface and ground water resources that storm water runoff can have; and what steps citizens can take to minimize those impacts.	Ongoing	Community Service	Pg. 71-74	Ongoing
Action U 3.8	The City should consider the establishment of a Storm Water Utility to generate funding for the construction and maintenance of the storm water system.	Short	City Council	Pg. 71-74	In Progress (2022)
Action U 3.9	Continue participation in the Seacoast Storm Water Coalition working with neighboring communities on common aspects of storm water management to leverage financial and intellectual resources.	Ongoing	City Council	Pg. 71-74	Ongoing
Action U 3.10	Implement recommendations of the Berry Brook Watershed Management Plan.	Intermediate	Community Services	Pg. 71-74	Completed 2014
Objective U 4	Private Utilities				
Action U 4.1	On at least an annual basis communicate with each of the City’s private utilities to determine their plans for any service changes or changes to their existing infrastructure to ensure that it is consistent with this Master Plan. At this time the City could also provide appropriate information to the utilities about its plans or other issues of concern.	Long	Community Services	Pg. 77-81	Ongoing
Action U 4.2	The City should request that Unutil Corporation provide more detailed information on the existing gas system to assist the City in its design and planning efforts.	Short	Community Services	Pg. 77-81	Completed 2013
Action U 4.3	All new utility lines installed in Dover should be placed underground to eliminate the unsightly poles placed along roadways. When older utility poles are replaced, the old poles should be promptly removed.	Short	City Council and Planning Board	Pg. 77-81	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 4.4	The City should develop a comprehensive right-of-way management ordinance as it relates to the location and licensing of utility placement in the City rights-of-way.	Long	City Council	Pg. 77-81	Completed 2018

