

**CITY OF DOVER**

## CITY COUNCIL - AGENDA

Meeting Type: Workshop Session  
Meeting Location: City Hall, Council Chambers  
Meeting Date: **Wednesday, February 5, 2025**  
Meeting Time: **7:00 pm**

**1. CALL TO ORDER**

**2. MOMENT OF SILENCE**

**3. PLEDGE OF ALLEGIANCE**

**4. ROLL CALL ATTENDANCE**

**5. PUBLIC FORUM**

*Taxpayers, Business owners, and Residents are invited to speak on the subject matter of the Workshop. Statements shall be limited to five minutes.*

**6. DISCUSSIONS**

**A. MASTER PLAN UPDATE**

**7. ADJOURNMENT**



## CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

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### 2025 Update on Recommendations

# Executive Summary

2013 - 2024 MASTER PLAN RECOMMENDATIONS

# Executive Summary

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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.

In 2018 the Coastal Management/Climate Adaptation Chapter was adopted by the Planning Board which succeeded the 2017 Stewardship Chapter. In 2020-2022, staff worked with the Planning Board and consultants to update the Community Facilities/Utilities Chapter which had last been updated in 2009.

In 2022-2023, the Master Plan's Vision Chapter was updated by staff, consultants, and the Vision Chapter Steering Committee. The update included nine months of public engagement efforts to identify the city's Community Vision for 2035. The Conservation and Open Space Chapter is the most recent update of the Master Plan. The update project took place over 2024 and the chapter was adopted by Planning Board in January, 2025.

In 2025, the Land Use Analysis Chapter will be reviewed and updated. This is a critical chapter of the Master Plan that is designed to provide recommendations about future land uses such as physical development and conservation and the related decisions that will be made over the next decade.

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.

|                                                                                                                                                                                                |                                                                                                                                                          |                                                                                                                                            |                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Vision</b><br><br>Dennis Shanahan<br>Linnea Nemeth<br>Hayley Harmon<br><b>Doug Glennon</b><br>Benjamin Bradley<br>Lina Shayo                                                                | <b>Land Use Analysis</b><br><br>Gina Cruikshank<br>Robert Paolini<br>Fergus Cullen<br>Norm Fracassa<br>Marcia Gasses<br><b>Jerry Reese</b>               | <b>Transportation</b><br><br>Matt Hanson<br>Dana Lynch<br>Jon Niehof<br>Moe Olivier<br>Lee Skinner<br>Eric Swanson<br><b>Daniel Toland</b> | <b>Stewardship of Resources</b><br><br>Robert Carrier<br>Elizabeth Goldman<br>Cora Quisumbing-King<br><b>David Landry</b><br>Otis Perry<br>Alison Webb<br>Lindsey Williams |
| <b>Climate Adaptation</b><br><br>Bill Baber<br>Anna Boudreau<br>Malone Cloitre<br>Marcia Gasses<br>Haley Harmon<br>Jan Nedelka<br><b>John Peterman</b><br>Cora Quisumbing-King<br>Tom Thompson | <b>Conservation &amp; Open Space</b><br><br>Thomas Fargo<br>Kristen Murphy<br><b>Dennis Shanahan</b><br>Mark Speidel<br>Russ Warnock<br>Lindsey Williams | <b>Recreation ('19)</b><br><br>Pat Campbell<br>Robert Carrier<br><b>Gina Cruikshank</b><br>Linnea Nemeth<br>John O'Connor<br>Tim Paiva     | <b>Community Facilities and Utilities</b><br><br>Robert Carrier<br><b>Otis Perry</b><br>Robert Berry<br>Jan Nedelka                                                        |

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.

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## 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 wastewater practices, potential water supply issues, and the benefits of participating in water audits.                                                         | WAQ                                  | X | 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  | 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 earning 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 | X        |                   | Pgs. 26-27        |
| 9                                                      | Develop outreach materials that highlight the success and energy cost avoidance of the Johnson Control Unit, project, and encourage the City to participate in similar projects in other public-owned buildings.                                                                   | E                                    |   |   |   | X  | X |          |                   | Pg. 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: Wastewater and Quality  
HS: Health and Safety  
F: Food  
E: Energy  
I: Infrastructure  
NR: Natural Resources

Priority

Outreach: Actions which are conducted on a steady basis using existing resources.  
Initiative: Actions which should be undertaken in 1-2 years.  
Core: Actions which should be undertaken in 3-5 years.  
Long-Term: 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 July 25, 2023

Over the course of nine months, the City engaged with residents and other community members to envision the future of Dover. Informed by public input, the vision was written to capture the collective priorities and aspirations of Dover's people, while painting a vivid picture of what the City will strive to become by the year 2035. The benefit of this approach was the emphasis on public engagement and dialogue which drove the development of the vision. This allowed interested participants to engage in each phase of the vision development process.

Distinctly Dover: A Community Vision for 2035 includes three major components:

- A. Vision Statement:  
*Composed of eight distinct pillars, which represent the core aspirations Dover will be working toward.*
- B. Community Values:  
*Identified strengths to be retained and priorities for change.*
- C. Vision Pillars and Elements:  
*A description of each vision pillar through a series of elements that provide additional context and ideas.*

The Vision statement states:

1. We are a welcoming, connected, and engaged community with a high level of civic participation and a transparent, responsible local government.
2. We are a City with an emerging urban vibrancy, guided by intentional growth to create connected neighborhoods, attractive streetscapes, and accessible open space, while maintaining what makes Dover distinct.
3. We have an attractive, thriving downtown, connected to a lively waterfront, that serves as a City center and gathering place, and is known as a destination for visitors, businesses, and community events.
4. We have affordable and attainable housing and support services that are accessible to, and utilized by, individuals, families, and households of diverse backgrounds and needs.
5. We are a community committed to supporting, attracting, and expanding business and employment opportunities that foster economic growth and community well-being.
6. We have a robust transportation system that encourages safe and appealing pedestrian, transit, and other alternative transportation options that connect us to the broader region.
7. We have outstanding schools, recreation, and cultural activities for all ages, and our community organizations collaborate to provide us a strong foundation and promising future.
8. We are leaders in incorporating innovation to create resilient and environmentally focused infrastructure, energy, and utility systems to responsibly steward our resources and cherished environment.

## LAND USE ANALYSIS RECOMMENDATIONS

Adopted February 24, 2015

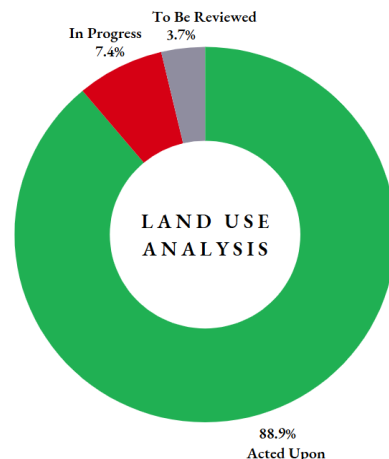
### Themes and Vision:

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 2035 vision.

### Accomplishment Summary:

| Acted Upon | In Progress | To Be Reviewed | Total |
|------------|-------------|----------------|-------|
| 24         | 2           | 1              | 27    |



## Recommendations and Implementation Plan –Land Use Analysis

### Land Use

| Goal/Action           |                                                                                                                                                                                                                          | Priority              | Responsibility                                                        | Chapter Reference                      | Status                    |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------|----------------------------------------|---------------------------|
| <b>Land Use Goal</b>  | <i><b>Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover's historic urban and rural character.</b></i>                              |                       |                                                                       |                                        |                           |
| <b>Objective LU 1</b> | 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><b>Vision Bullet #2, page 3</b></i> |                           |
| <b>LU 1.1</b>         | 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                          | <b>In Progress (2026)</b> |
| <b>LU 1.2</b>         | 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        | <b>Ongoing</b>            |
| <b>LU 1.3</b>         | Forge public-private partnerships to redevelop vacant or underutilized city owned parcels                                                                                                                                | Immediate and ongoing | Planning Department                                                   | Vision Action Bullet #5, page 4        | <b>Ongoing</b>            |
| <b>LU 1.4</b>         | Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.                                                                                    | Short                 | Planning Board                                                        | Vision Action Bullet #9, page 5        | <b>Completed 2019</b>     |
| <b>Objective LU 2</b> | 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        |                           |
| <b>LU 2.1</b>         | 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        | <b>Ongoing</b>            |
| <b>LU 2.2</b>         | 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                                | <b>Completed 2016</b>     |

## Recommendations and Implementation Plan –Land Use Analysis

| Goal/Action           |                                                                                                                                                                                                      | Priority                      | Responsibility                                   | Chapter Reference                    | Status                    |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------|--------------------------------------|---------------------------|
| <b>LU 2.3</b>         | Revise regulations to add incentives to use certified high performance green buildings.                                                                                                              | Short                         | Planning Board                                   | Page 27                              | <b>Completed 2019</b>     |
| <b>LU 2.4</b>         | 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      | <b>Completed 2018</b>     |
| <b>LU 2.5</b>         | 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                              | <b>Completed 2020</b>     |
| <b>LU 2.6</b>         | 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                        | <b>Ongoing</b>            |
| <b>LU 2.7</b>         | 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                              | <b>Ongoing</b>            |
| <b>Objective LU 3</b> | Encourage multi-modal transportation options that are integrated with Dover's land use program and policies                                                                                          |                               |                                                  | Vision Action Bullets #4 & 5, page 5 |                           |
| <b>LU 3.1</b>         | 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                               | <b>In Progress (2031)</b> |
| <b>LU 3.2</b>         | 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                        | <b>Completed 2018</b>     |

## Recommendations and Implementation Plan –Land Use Analysis

### Economic Development

| Goal/Action                      |                                                                                                                                                                                            | Priority     | Responsibility | Chapter Reference                      | Status                |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|----------------------------------------|-----------------------|
| <b>Economic Development Goal</b> | <b>Dover attracts and retains stable, well-paying employers because it is business friendly and has a high quality of life.</b>                                                            |              |                |                                        |                       |
| <b>Objective ED 1</b>            | Grow an innovative economic base that attracts and retains stable employers that contribute to a high quality of life.                                                                     |              |                | <b><i>Vision Bullet #6, page 3</i></b> |                       |
| <b>ED 1.1</b>                    | 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       | <b>Ongoing</b>        |
| <b>ED 1.2</b>                    | 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       | <b>Ongoing</b>        |
| <b>ED 1.3</b>                    | 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                     | <b>Completed 2019</b> |
| <b>ED 1.4</b>                    | Identify sites and construct new business/industrial parks as market demand dictates.                                                                                                      | Ongoing      | DBIDA          | Vision Action Bullet #12, page 5       | <b>Completed 2019</b> |

## Recommendations and Implementation Plan –Land Use Analysis

### Housing

| Goal/Action         |                                                                                                                                                                                           | Priority | Responsibility                                  | Chapter Reference               | Status                      |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------|---------------------------------|-----------------------------|
| <b>Housing Goal</b> | <b>Provide opportunities for a balanced supply of safe, affordable and attractive housing for individuals and families of all ages and incomes.</b>                                       |          |                                                 |                                 |                             |
| <b>H 1.1</b>        | 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 | <b>Completed 2019</b>       |
| <b>H 1.2</b>        | 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 | <b>Ongoing</b>              |
| <b>H 1.3</b>        | Develop educational material for advocacy about regional housing issues.                                                                                                                  | Short    | Planning Department                             | Vision Action Bullet #2, page 4 | <b>Completed 2019</b>       |
| <b>H 1.4</b>        | Encourage in-fill development and adaptive re-use projects that incorporate a residential component.                                                                                      | Ongoing  | Planning Board and DBIDA                        | Pages 19, 20 & 29               | <b>Ongoing</b>              |
| <b>H 1.5</b>        | Consider density bonuses for small homes (below 1,000 square feet) and other innovative tools.                                                                                            | Short    | Planning Board                                  | Pages 19 & 20                   | <b>Completed 2018, 2020</b> |

## Recommendations and Implementation Plan –Land Use Analysis

### Energy

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

## TRANSPORTATION RECOMMENDATIONS

Adopted August 23, 2016

### Themes and Vision:

The Vision Chapter presents a transportation theme that states: We have a robust transportation system that encourages safe and appealing pedestrian, transit, and other alternative transportation options that connect us to the broader region.

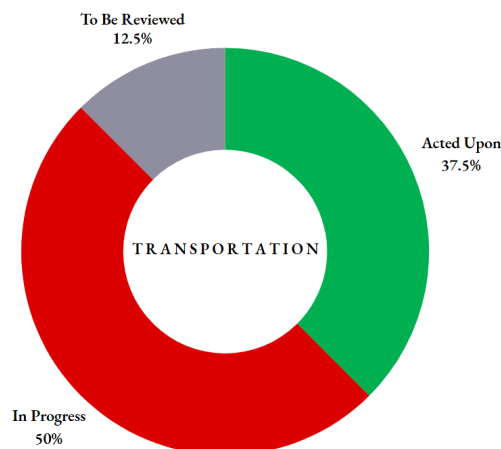
This theme is further articulated and defined by a series of elements that were identified by residents through the visioning process. A total of 14 elements were identified and some of those elements are noted below.

1. Dover is a walkable City with safe, appealing pedestrian infrastructure throughout its entirety.
2. Interconnected multimodal transportation systems, including complete streets, support walking, biking, and transit throughout Dover and the broader region.
3. Traffic patterns, calming, and alternative options help to reduce traffic and congestion and improve safety.
4. Transit systems support movement 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 |
|------------|-------------|----------------|-------|
| 12         | 16          | 4              | 32    |



## Recommendations and Implementation Plan –Transportation

### Connectivity (C)

| Goal/Action          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Priority  | Responsibility                     | Chapter Reference | Status                    |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------|-------------------|---------------------------|
| <b>Goal</b>          | <b>Dover provides an attractive, integrated transportation network that supports and promotes pedestrian, bicycle, and public transit travel throughout the City.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |           |                                    |                   |                           |
| <b>Objective C 1</b> | <b>Build and maintain attractive infrastructure that accommodates pedestrians and connects neighborhoods.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |           |                                    |                   |                           |
| <b>Action C 1.1</b>  | 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         | <b>In Progress (2025)</b> |
| <b>Action C 1.2</b>  | 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            | <b>In Progress (2025)</b> |
| <b>Action C 1.3</b>  | Construct sidewalks to connect densely populated areas to the existing sidewalk network and public transit service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Short     | Community Services                 | Pg. 21-22         | <b>Ongoing</b>            |
| <b>Action C 1.4</b>  | 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         | <b>In Progress (2025)</b> |
| <b>Action C 1.5</b>  | 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             | <b>Ongoing</b>            |

## Recommendations and Implementation Plan –Transportation

| Goal/Action          |                                                                                                                                                                                                                                                                                                                                                           | Priority       | Responsibility                     | Chapter Reference | Status                    |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------|-------------------|---------------------------|
| <b>Action C 1.6</b>  | 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             | <b>Ongoing</b>            |
| <b>Objective C 2</b> | <b>Expand transit service and improve transportation facilities to attract more users.</b>                                                                                                                                                                                                                                                                |                |                                    |                   |                           |
| <b>Action C 2.1</b>  | 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            | <b>Completed 2019</b>     |
| <b>Action C 2.2</b>  | Install new, comfortable bus shelters to encourage more ridership.                                                                                                                                                                                                                                                                                        | Short          | Planning and Community Services    | Pg. 25-29         | <b>Completed 2019</b>     |
| <b>Action C 2.3</b>  | 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         | <b>In Progress (2026)</b> |
| <b>Action C 2.4</b>  | 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            | <b>To be Reviewed</b>     |
| <b>Objective C 3</b> | <b>Provide a bicycle network that is integrated into the City's transportation system.</b>                                                                                                                                                                                                                                                                |                |                                    |                   |                           |
| <b>Action C 3.1</b>  | 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            | <b>In Progress (2025)</b> |
| <b>Action C 3.2</b>  | Seek opportunities to connect bicycle routes to the community trail.                                                                                                                                                                                                                                                                                      | Short          | Planning                           | Pg. 23            | <b>In Progress (2025)</b> |
| <b>Action C 3.3</b>  | Evaluate and implement bike routes via formal lanes or sharrows on the more heavily used City streets.                                                                                                                                                                                                                                                    | Short          | Transportation Advisory Commission | Pg. 23            | <b>In Progress (2025)</b> |
| <b>Action C 3.4</b>  | Evaluate and implement recreational bike loops via sharrows.                                                                                                                                                                                                                                                                                              | Short          | Transportation Advisory Commission | Pg. 23            | <b>In Progress (2025)</b> |

## Recommendations and Implementation Plan –Transportation

### Traffic Calming (TC)

| Goal/Action           |                                                                                                                                                                                                                            | Priority     | Responsibility                  | Chapter Reference | Status                    |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------|-------------------|---------------------------|
| <b>Goal</b>           | 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.                               |              |                                 |                   |                           |
| <b>Objective TC 1</b> | Transform mobility through the City via Complete Streets and streetscape efforts to create an inviting and vibrant community for all modes of travel.                                                                      |              |                                 |                   |                           |
| <b>Action TC 1.1</b>  | Implement the Preferred Alternative of the 2015 Downtown Dover Pedestrian and Vehicular Access and Streetscape Plan.                                                                                                       | Short        | Planning                        | Pg. 4,30          | <b>In Progress (2031)</b> |
| <b>Action TC 1.2</b>  | Adopt regulations that create access management overlay districts for the four corridors identified.                                                                                                                       | Short        | Planning Board                  | Pg. 30            | <b>In Progress (2026)</b> |
| <b>Action TC 1.3</b>  | Complete traffic calming studies and implement recommendations for the eight corridors identified.                                                                                                                         | Ongoing      | Planning and Community Services | Pg. 31            | <b>In Progress (2026)</b> |
| <b>Action TC 1.4</b>  | Program and fund streetscape/reconstruction projects identified.                                                                                                                                                           | Short        | Planning Board and City Council | Pg. 31-32         | <b>Ongoing</b>            |
| <b>Action TC 1.5</b>  | Establish a wayfinding and signage program for the downtown that can implemented in phases.                                                                                                                                | Short        | Planning                        | Pg. 34            | <b>Completed 2021</b>     |
| <b>Action TC 1.6</b>  | 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             | <b>Completed 2021</b>     |
| <b>Action TC 1.7</b>  | 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             | <b>To be Reviewed</b>     |
| <b>Action TC 1.8</b>  | 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             | <b>In Progress (2025)</b> |

## Recommendations and Implementation Plan –Transportation

| Goal/Action           |                                                                                                                                                                                        | Priority     | Responsibility                                      | Chapter Reference | Status                    |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------|-------------------|---------------------------|
| <b>Action TC 1.9</b>  | City should pursue an easement from Hannaford's to eliminate Merry Street.                                                                                                             | Intermediate | Planning and Community Services                     | Pg. 5             | <b>In Progress (2025)</b> |
| <b>Objective TC 2</b> | <b>City streets are posted with speed limits that are appropriate and consistent with the character of the existing environment.</b>                                                   |              |                                                     |                   |                           |
| <b>Action TC 2.1</b>  | Adopt a formal policy for posting speed limits on City streets by 2018.                                                                                                                | Intermediate | Transportation Advisory Commission and City Council | Pg. 31, 33        | <b>In Progress (2025)</b> |
| <b>Objective TC 3</b> | <b>The City capitalizes on opportunities to implement connectivity and traffic calming measures through on-going annual City projects and maintenance.</b>                             |              |                                                     |                   |                           |
| <b>Action TC 3.1</b>  | 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         | <b>Ongoing</b>            |
| <b>Action TC 3.2</b>  | 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         | <b>Ongoing</b>            |

## Recommendations and Implementation Plan –Transportation

### Technology (T)

| Goal/Action          |                                                                                                                                                                                                                                 | Priority     | Responsibility    | Chapter Reference | Status                |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|-------------------|-----------------------|
| <b>Goal</b>          | <b>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.</b>       |              |                   |                   |                       |
| <b>Objective T 1</b> | <b>Dover is actively and continually building the components of a smart city.</b>                                                                                                                                               |              |                   |                   |                       |
| <b>Action T 1.1</b>  | 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            | <b>To be Reviewed</b> |
| <b>Action T 1.2</b>  | Prioritize and implement action items that result from the MITIP.                                                                                                                                                               | Intermediate | Planning          | Pg. 35            | <b>To be Reviewed</b> |
| <b>Action T 1.3</b>  | Continue to work with State government in adopting regulations that allow the use of bus prioritization in urban areas.                                                                                                         | Ongoing      | Planning          | Pg. 35            | <b>Completed 2017</b> |
| <b>Action T 1.4</b>  | Work with COAST to implement technology such as NextBus to provide real time data of bus arrivals for riders.                                                                                                                   | Short        | Planning          | Pg. 30, 35        | <b>Completed 2019</b> |
| <b>Objective T 2</b> | <b>Dover is ready and prepared to be responsive in the event of unanticipated major traffic incidents.</b>                                                                                                                      |              |                   |                   |                       |
| <b>Action T 2.1</b>  | 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            | <b>In Progress</b>    |
| <b>Action T 2.2</b>  | 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         | <b>In Progress</b>    |

## STEWARDSHIP OF RESOURCES RECOMMENDATIONS

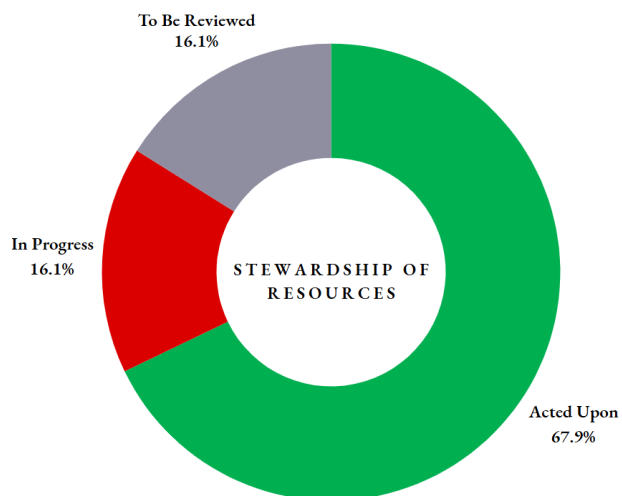
Adopted February 14, 2017

### 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 |
|------------|-------------|----------------|-------|
| 38         | 9           | 9              | 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                | In Progress (2025) |
| 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         | In progress (2026) |
| 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     | Ongoing            |
| 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            |
| <b>Studies and Initiatives</b> |                                                                                                                                                                                                                                |   |   |   |   |   |   |   |                                  |            |                    |
| 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     | Completed 2025     |
| 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 (2025) |

## 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     | <b>Completed 2020</b>     |
| 16 | Create opportunities that promote best use of prime agricultural land.                                                                                                                  | X |   | X |   | X | X | H | Conservation Commission       | 15     | <b>To be Reviewed</b>     |
| 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 | <b>Ongoing</b>            |
| 18 | Support programs such as Scenic Byways or American Heritage Rivers.                                                                                                                     | X | X | X | X |   |   | M | City Council & Planning Board | 24     | <b>Ongoing</b>            |
| 19 | Promote opportunities for public, public/private and intergovernmental renewable energy generation.                                                                                     | X | X | X |   | X |   | M | Energy Commission             | 34     | <b>Ongoing</b>            |
| 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     | <b>In Progress (2025)</b> |
| 21 | Create and adopt a climate resilience Master Plan chapter.                                                                                                                              | X | X | X | X | X | X | H | Planning Board                | 40, 41 | <b>Completed 2018</b>     |
| 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 | <b>Completed 2021</b>     |
| 23 | Support continued water quality monitoring for all fresh and saltwater bodies.                                                                                                          | X |   | X | X |   |   | H | City Council                  | 43     | <b>Ongoing</b>            |

## 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     | Completed 2023     |
| 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     |
| <b>Regulatory Changes</b> |                                                                                                                                                                                                                                                                                                   |   |   |   |   |   |   |   |                               |        |                    |
| 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 | Ongoing            |
| 30                        | Develop regulations for an environmental and wildlife impact analysis for large development.                                                                                                                                                                                                      | X |   | X | X |   |   | H | Planning Board                | 15     | In Progress (2025) |
| 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     | In Progress (2026)         |
| <b>City Operations, Policies and Procedures</b> |                                                                                                                                                                                                                                                                                     |   |   |   |   |   |   |   |                                                  |        |                            |
| 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/<br>Ongoing |
| 46                                              | Create more extensions of the community trail into natural environments.                                                                                                                                                                                                            | X |   |   |   | X | X | H | Recreational Advisory Board                      | 29     | In Progress (2026)         |
| 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     | <b>Completed 2024</b>                           |
| 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     | <b>In Progress (2025)</b>                       |
| 50 | Increase the dedicated funding source for land conservation and resilience-related projects.                                                                                                                                    | X |   | X | X  | X |   | M | City Council            | 15         | <b>Completed 2018</b>                           |
| 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     | <b>In Progress (2026)</b>                       |
| 52 | Explore the use of CDBG funding to address Federal and State climate resilience objectives.                                                                                                                                     | X | X | X |    |   |   | L | City Council & Planning | 40, 41     | <b>Completed 2019</b>                           |
| 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 | <b>Completed 2017</b>                           |
| 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 | <b>Ongoing</b>                                  |
| 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         | <b>Not Recommended by City Council in 2024.</b> |
| 56 | Investigate participation in the Community Rating System (CRS).                                                                                                                                                                 | X |   | X | X  |   |   | M | City Council            | 36, 39, 40 | <b>Completed 2021</b>                           |

## CLIMATE ADAPTATION RECOMENDATIONS

Adopted February 27, 2018

### Themes and Vision:

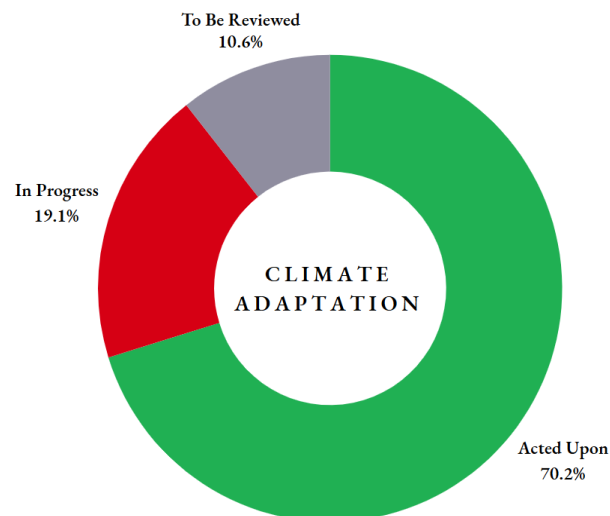
Dover has proactively understood that it has been and will continue to be confronted with a variety of coastal hazards associated with climate change, including flooding from storm surges and extreme precipitation. As an inland coastal community, the City is particularly susceptible to flooding in low-lying 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 |
|------------|-------------|----------------|-------|
| 33         | 9           | 5              | 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 (2025) |
| 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            | Ongoing            |
| 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        | In Progress (2025) |
| 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         | In Progress (2025) |
| 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        | Completed (2023)   |
| 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           | In progress (2026) |
| 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         | Ongoing            |
| 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            | Ongoing            |

## 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        | Completed 2023     |
| 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 (2025) |
| 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 (2025) |
| 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 | Ongoing            |
| 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        | In Progress (2025) |
| 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    | In Progress (2026) |
| 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         | Completed 2024     |
| 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         | In Progress (2026) |
| 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        | <b>Completed 2018</b> |
| 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        | <b>Completed 2024</b> |
| 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        | <b>Ongoing</b>        |
| 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       | <b>To Be Reviewed</b> |
| 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          | <b>Ongoing</b>        |
| 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        | <b>Completed 2018</b> |
| 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        | <b>Completed 2019</b> |
| 40           | Control invasive (plant/insect) species by implementing management strategies                                                                                                                                                                                    | NR            |                                      | X  | X |   |   | X  | S        | Conservation Commission and Community Services Department      | Pgs. 47-49        | <b>Ongoing</b>        |
| 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        | <b>Completed 2024</b> |
| 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            | <b>Completed 2024</b> |
| 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        | <b>Completed 2024</b> |
| 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           | <b>Completed 2019</b> |
| 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        | <b>Completed 2019</b> |
| 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        | <b>Completed 2021</b> |
| 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           | <b>Completed 2018</b> |

## CONSERVATION AND OPEN SPACE RECOMMENDATIONS

Adopted January 14, 2025

### Themes and Vision:

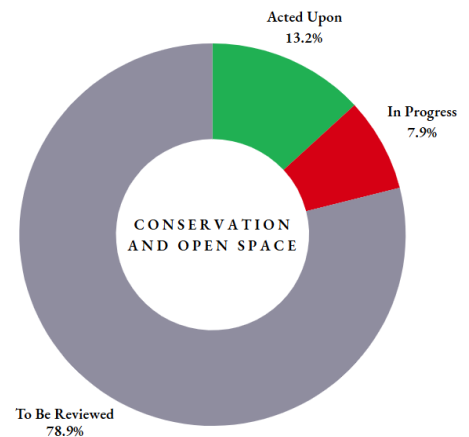
The Conservation and Open Space Chapter of Dover's Master Plan is meant to guide future land conservation activity. This chapter also informs natural resource protection efforts, and steers improvements to existing open space such as enhancing public access, stewardship, and amenities. It reflects the City's evolving land protection and resilience priorities, and incorporates best practices in open space and natural resource management.

The Chapter's action plan themes include:

- Conservation Priorities  
*Actions that guide future conservation and land protection efforts in the city.*
- Connectivity Efforts  
*Actions that support a well-connected open space network for people and wildlife.*
- Stewardship and Amenities  
*Actions that promote greater stewardship of Dover's open spaces and identify where amenity improvements are needed.*
- Regulatory Initiatives  
*Actions that assess and amend land use regulations to better protect open space in Dover.*
- Relationship Building  
*Actions that promote collaboration between Dover and other land protection organizations to build capacity and leverage resources.*
- Communication  
*Actions that focus on communication to the public about Dover's open space assets.*
- Data Analysis  
*Actions that support an ongoing inventory and database of conservation land and open spaces in the city.*

### Accomplishment Summary:

| Acted Upon | In Progress | To Be Reviewed | Total |
|------------|-------------|----------------|-------|
| 5          | 3           | 30             | 38    |



## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Priority | Responsibility                                         | Time Frame | Status                |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------|------------|-----------------------|
| <b>1. Conservation Priorities</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |                                                        |            |                       |
| <b>1.1</b>                        | Continue permanently protecting lands with conservation value through available methods including but not limited to conservation easements, fee ownership, deed restrictions, agricultural preservation restriction, and protective easement for water supply lands.                                                                                                                                                                                                                                                          | High     | Planning/Open Lands Committee                          | Ongoing    | <b>Ongoing</b>        |
| <b>1.2</b>                        | Prioritize Conservation efforts that address at least one of the three priorities identified in this Chapter: <ul style="list-style-type: none"> <li>• Groundwater Quantity and Quality Lands</li> <li>• Hazard Mitigation Lands</li> <li>• Important Wildlife Habitat Lands</li> </ul>                                                                                                                                                                                                                                        | High     | Planning/Conservation Commission                       | Ongoing    | <b>To be Reviewed</b> |
| <b>1.3</b>                        | Use the co-occurrence analysis to inform and guide future conservation efforts, including: <ul style="list-style-type: none"> <li>• Identifying potential natural resource or recreational connections between existing conserved lands. This could include smaller and more targeted parcels to achieve connectivity.</li> <li>• Identifying larger blocks of remaining land and preventing further fragmentation.</li> <li>• Identifying lands with the greatest conservation value and advantageous co-benefits.</li> </ul> | Medium   | Planning/Conservation Commission/ Open Lands Committee | Ongoing    | <b>To be Reviewed</b> |
| <b>1.4</b>                        | Review and update scoring criteria used by the Open Lands Committee for potential conservation projects which could include: <ul style="list-style-type: none"> <li>• Develop a goal for the amount (or percentage) of conservation land to secure within ¼ mile of the Cochecho and Bellamy Rivers and tributaries.</li> </ul>                                                                                                                                                                                                | Medium   | Planning/Open Lands Committee                          | Medium     | <b>To be Reviewed</b> |

## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action                    |                                                                                                                                                                                                                                                                                       | Priority | Responsibility                   | Time Frame | Status                    |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------|------------|---------------------------|
| 1.5                            | Evaluate Transfer of Development Rights fees to ensure they are appropriate.                                                                                                                                                                                                          | High     | Planning                         | Short      | <b>In Progress (2025)</b> |
| 1.6                            | Continue utilizing the conservation fund toward the mission of conserving more land in addition to maintaining the already protected land.                                                                                                                                            | High     | Planning/Conservation Commission | Ongoing    | <b>Ongoing</b>            |
| 1.7                            | Develop a long-term, sustainable funding strategy to fund future land conservation and stewardship of conserved lands. Investigate existing and potential funding mechanisms and how they work together to fund conservation in the city. Forecast what will be needed in the future. | Medium   | Planning                         | Medium     | <b>To be Reviewed</b>     |
| 1.8                            | Identify opportunities for future conservation of city-owned.                                                                                                                                                                                                                         | Low      | Planning                         | Long       | <b>To be Reviewed</b>     |
| <b>2. Connectivity Efforts</b> |                                                                                                                                                                                                                                                                                       |          |                                  |            |                           |
| 2.1                            | Create a well-connected open space network by establishing new greenway connections that provide safe and accessible multi-modal transportation and recreation connections.                                                                                                           | Medium   | Planning                         | Long       | <b>To be Reviewed</b>     |
| 2.2                            | Ensure that public access is a major focus in all future land acquisitions.                                                                                                                                                                                                           | Medium   | Planning                         | Ongoing    | <b>To be Reviewed</b>     |
| 2.3                            | Use the 2024 Natural Resource Inventory, Existing Conditions Analysis (found in Appendix A), and other Master Plan Chapters to inform the planning for conservation and trail connectivity across the open space network.                                                             | Medium   | Planning                         | Ongoing    | <b>Ongoing</b>            |
| 2.4                            | Continue efforts to provide access and increased connectivity to the Community Trail while extending it and creating regional connections with neighboring communities including Rochester and Somersworth.                                                                           | Medium   | Planning                         | Long       | <b>To be Reviewed</b>     |
| 2.5                            | As Dover's trail system expands, ensure all future intersections with the existing road/transportation network are well-marked and safe for pedestrians, bicycles, and vehicles.                                                                                                      | Low      | Planning/Community Services      | Long       | <b>To be Reviewed</b>     |

## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Priority | Responsibility                | Time Frame | Status         |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------|------------|----------------|
| 2.6                                 | Continue to use the current Transportation Chapter of the Master Plan to assist in guiding Dover’s alternative transportation connectivity. Creating a pedestrian and bicycle friendly network that is integrated into the City’s transportation system will also help meet the connectivity goals related to Dover’s Conservation and Open Space network.                                                                                         | Medium   | Planning/Community Services   | Ongoing    | Ongoing        |
| 2.7                                 | Connect Dover’s open spaces and conservation lands to existing neighborhoods to ensure all residents have safe access, can enjoy the health benefits of these lands, and have an opportunity to contribute to community building. Enabling residents to get to where they need to go through pathways other than roads can also alleviate stress on existing transportation infrastructure and improve recreational opportunities within the City. | High     | Planning                      | Ongoing    | To be Reviewed |
| 2.8                                 | Encourage the Planning Board to promote set aside areas on open space plans that align with neighboring protected land.                                                                                                                                                                                                                                                                                                                            | Medium   | Planning/Planning Board       | Medium     | To be Reviewed |
| <b>3. Stewardship and Amenities</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |                               |            |                |
| 3.1                                 | Leverage more volunteers to assist City staff with monitoring of conservation lands overseen by the City of Dover including conservation easements, fee owned land, and Open Space Subdivisions when applicable.                                                                                                                                                                                                                                   | Low      | Planning/Open Lands Committee | Medium     | To be Reviewed |
| 3.2                                 | Develop a monitoring program that could include creating an educational handbook, and organizing volunteers to assist with monitoring lands overseen by the City of Dover.                                                                                                                                                                                                                                                                         | Low      | Planning                      | Medium     | To be Reviewed |
| 3.3                                 | Leverage more volunteers and/or staff resources to conduct essential maintenance like trail grading and water management on existing trails, developing new trails, managing vegetation, restoring habitats, and managing productive working lands like farms and forests.                                                                                                                                                                         | Low      | Planning                      | Medium     | To be Reviewed |

## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Priority | Responsibility              | Time Frame | Status             |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------|------------|--------------------|
| 3.4                              | Utilize City owned properties to demonstrate new land management approaches that increase nature-based climate solutions, restore habitat, and inspire land management innovations on privately held open space parcels. This could include no mow areas, pollinator habitats, tree planting, food production, ecological stormwater management, and other practices.                                                                                                                                                                                         | Medium   | Planning/Community Services | Ongoing    | To be Reviewed     |
| 3.5                              | Inventory all the publicly accessible open space parcels and determine priority projects for infrastructure or amenity improvements. These may include parking, improved access, signage, wayfinding, trail construction or repair, bathrooms, waste receptacles, and other needed amenities that will improve the quality of the user's experience. Examples of properties with demonstrated accessibility needs include the County Farm Cross Area, the Bellamy River Wildlife Conservation Area, and at open space within the northwest areas of the city. | Low      | Planning                    | Long       | To be Reviewed     |
| <b>4. Regulatory Initiatives</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |                             |            |                    |
| 4.1                              | Review the Site Plan Regulations to identify potential changes that would assist in the retention of open space areas and increase connectivity between parcels.                                                                                                                                                                                                                                                                                                                                                                                              | Medium   | Planning                    | Short      | In Progress (2026) |

## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Priority | Responsibility                                        | Time Frame | Status                    |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------|------------|---------------------------|
| 4.2                             | <p>Conduct a thorough review of Open Space Subdivision regulation, Transfer of Development Rights ordinance, and other related regulations against the Master Plan to ensure requirements and incentives will deliver the caliber of development that reinforces the conservation and open space vision for Dover. This should include:</p> <ul style="list-style-type: none"> <li>Consider a reduction of the minimum project area required for an open space subdivision.</li> <li>A review of the required open space set aside for subdivisions, including projects utilizing Transfer of Development Rights.</li> <li>Consider requirements for full or limited public access to the open space created.</li> <li>Explore the use of deed restrictions as a conservation approach if fee ownership or easement purchasing becomes more challenging.</li> </ul> | High     | Planning                                              | Short      | <b>In Progress (2025)</b> |
| <b>5. Relationship Building</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |                                                       |            |                           |
| 5.1                             | Continue to increase representation of all community members in conservation efforts by engaging in relationship building with members of underserved communities, and through the identification of conservation projects that provide co-benefits that address unmet community needs (ex. Food production, gathering spaces, etc.).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Medium   | Planning/Conservation Commission/Open Lands Committee | Ongoing    | <b>To be Reviewed</b>     |
| 5.2                             | Collaborate with the surrounding communities on land protection and connectivity efforts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Low      | Planning                                              | Ongoing    | <b>To be Reviewed</b>     |
| 5.3                             | Develop an educational program to inform landowners of Dover's conservation priorities and value of conserving land, and pathways for private land conservation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Medium   | Planning/Open Lands Committee                         | Medium     | <b>To be Reviewed</b>     |

## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action             |                                                                                                                                                                                                                                                           | Priority | Responsibility | Time Frame | Status         |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|------------|----------------|
| <b>6. Communication</b> |                                                                                                                                                                                                                                                           |          |                |            |                |
| 6.1                     | Develop and publish an inventory of all conservation properties including level of public access and recreational offerings                                                                                                                               | Medium   | Planning       | Long       | To be Reviewed |
| 6.2                     | Publicize and encourage visitation to lesser-known conservation and open space lands. This could include a publicity campaign to spread awareness of these properties.                                                                                    | Low      | Planning       | Ongoing    | To be Reviewed |
| 6.3                     | Work with partner organizations to organize trail days and engage new volunteers.                                                                                                                                                                         | Medium   | Planning       | Ongoing    | To be Reviewed |
| 6.4                     | Develop a cohesive and unifying signage program to promote all publicly accessible natural lands in Dover, and to build awareness of future conservation and connectivity initiatives. Incorporate this signage program into Dover's existing wayfinding. | Low      | Planning       | Long       | To be Reviewed |
| 6.5                     | Educate the public on appropriate use of open space and protected lands such as carry in and carry out policies/leave no trace behind/watershed education, foraging, etc.                                                                                 | Medium   | Planning       | Ongoing    | To be Reviewed |
| 6.6                     | Determine how the Community Trail should be publicized in relation to the rest of the conservation and open space network. This may provide an opportunity to promote connectivity, access, and other priorities related to the open space network.       | High     | Planning       | Medium     | To be Reviewed |
| <b>7. Data Analysis</b> |                                                                                                                                                                                                                                                           |          |                |            |                |
| 7.1                     | Review the inventory of all conservation properties and determine the access status of the 732 acres of land within unknown access information in the GIS data.                                                                                           | Medium   | Planning/IT    | Long       | To be Reviewed |
| 7.2                     | Assess the availability of GIS data to the public and review for accuracy.                                                                                                                                                                                | Low      | Planning/IT    | Medium     | To be Reviewed |

## Recommendations and Implementation Plan –Conservation and Open Space

| Goal/Action |                                                                                                                                                                                                                                            | Priority | Responsibility              | Time Frame | Status         |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------|------------|----------------|
| 7.3         | Update the new conservation lands shapefile and send it to GRANIT regularly to ensure it reflects the date recorded, level of public access, protection type, primary protection agency, and other important information.                  | Low      | Planning/IT                 | Ongoing    | Ongoing        |
| 7.4         | Coordinate with the Community Services Department and property owners for the potential of additional groundwater studies to identify potential locations for subsurface wells and to inform the protection of the corresponding lands.    | High     | Planning/Community Services | Ongoing    | To be Reviewed |
| 7.5         | Identify the most effective way for the City to classify Open Space Subdivision set aside lands (common areas) in the GIS data. It is possible that these parcels can be classified differently for internal use versus updates to GRANIT. | Low      | Planning/IT                 | Medium     | To be Reviewed |
| 7.6         | Monitor the current use numbers annually to gauge the rate of current use land conversion versus the increase in conserved lands.                                                                                                          | Low      | Planning/Assessing          | Ongoing    | To be Reviewed |

## RECREATION RECOMMENDATIONS

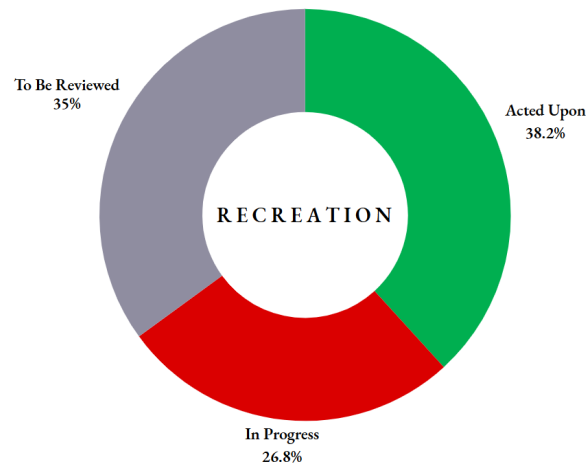
Adopted May 6, 2020

### GOALS

- 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 |
|------------|-------------|----------------|-------|
| 60         | 42          | 55             | 157   |



## Implementation Matrix I

| Action Items                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                        | Arts Commission Goal(s) | Time-frame | Ongoing Actions | Responsible Party               | Chapter Reference                                | Status                    |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------|-----------------|---------------------------------|--------------------------------------------------|---------------------------|
| <b>General Operations and Maintenance</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                         |            |                 |                                 |                                                  |                           |
| <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<br>Pages 33- 34<br>Page 41            | <b>In Progress (2025)</b> |
| 2.                                                                                                         | Investigate the feasibility of becoming a Commission for Accreditation of Park and Recreation Agencies (CAPRA) community.                                                                                                                                                                                                                                                                                                              | -                       | L          | -               | Recreation                      | Page 34                                          | <b>To be Reviewed</b>     |
| 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<br>Page 12<br>Page 33<br>Page 41      | <b>In Progress (2025)</b> |
| 4.                                                                                                         | Develop a tree maintenance plan for each City park (move to community facilities chapter update).                                                                                                                                                                                                                                                                                                                                      | -                       | I          | -               | Community Services              | -                                                |                           |
| 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<br>Page 33<br>Page 41                    | <b>In Progress (2026)</b> |
| <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<br>Page 12<br>Pages 33- 34<br>Page 41 | <b>To be Reviewed</b>     |
| 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<br>Page 34<br>Page 41                 | <b>To be Reviewed</b>     |
| 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<br>Page 34<br>Page 41                 | <b>Complete 2021</b>      |

### Arts Commission Goals

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P: Partnerships  
A: Awareness

### Timeframe

**I:** Immediate: Actions which should be undertaken in 1-2 year  
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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               |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------|-----------------|------------------------------------------|----------------------------------------------|----------------------|
| 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<br>Page 34<br>Page 41             | <b>Complete 2024</b> |
| <b>Promotion</b>                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                      |                         |            |                 |                                          |                                              |                      |
| <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<br>Page 33<br>Pages 39-41<br>Page 44 | <b>Complete 2021</b> |
| 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<br>Pages 39-41                       | <b>Complete 2021</b> |
| 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                                  | <b>Complete 2020</b> |
| 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<br>Page 15<br>Pages 39-40            | <b>Ongoing</b>       |
| 14.                                                                                                         | Organize a forum for arts organizations and venues to collaborate and share resources.                                                                                                                                                                                                                                                                                                               | CP, I, F, P, A          |            | -               | Arts Commission                          | Appendix D                                   | <b>Complete 2022</b> |
| 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                                   | <b>Complete 2023</b> |
| 16.                                                                                                         | Establish a plan for future public art installations and places of cultural significance.                                                                                                                                                                                                                                                                                                            | CP, I, F, P, A          |            | -               | Arts Commission                          | Appendix D                                   | <b>Complete 2024</b> |

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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 <sup>th</sup> anniversary.                                                                                                                                                                                                                                                                                                                                                          | CP, I, F, P, A          |            | -               | Arts Commission   | Appendix D                       | <b>Complete 2024</b>      |
| 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                       | <b>Ongoing</b>            |
| 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                       | <b>Ongoing</b>            |
| <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                      | <b>Ongoing</b>            |
| 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<br>Pages 39-40<br>Page 42 | <b>To be Reviewed</b>     |
| 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                      | <b>Ongoing</b>            |
| 23.                                                                                             | Inventory arts and cultural assets and create a GIS layer.                                                                                                                                                                                                                                                                                                                                                                            | CP, I, F, P, A          |            | -               | Arts Commission   | Appendix D                       | <b>Complete 2021</b>      |
| 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                       | <b>To be Reviewed</b>     |
| 25.                                                                                             | Create toolkit to provide information and resources internally and externally.                                                                                                                                                                                                                                                                                                                                                        | CP, I, F, P, A          |            | -               | Arts Commission   | Appendix D                       | <b>In progress (2025)</b> |
| 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                       | <b>Complete 2024</b>      |

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| 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                                      | <b>Ongoing</b>            |
| 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<br>Page 40                               | <b>Ongoing</b>            |
| 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                                     | <b>In Progress (2025)</b> |
| <b>Regulations, Policies, and Procedures</b>                                                       |                                                                                                                                                                                                                                                                                                                                                                               |                         |            |                 |                                 |                                                 |                           |
| <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<br>Pages 11-12<br>Page 34<br>Page 41 | <b>Ongoing</b>            |
| 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<br>Page 34<br>Page 41                | <b>In Progress (2025)</b> |
| 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<br>Pages 33-34<br>Page 41            | <b>Ongoing</b>            |
| 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                                     | <b>To be Reviewed</b>     |
| <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                                          | <b>To be Reviewed</b>     |

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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       | <b>In Progress (2025)</b> |
| 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       | <b>In progress (2025)</b> |
| <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            | <b>To be Reviewed</b>     |
| 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           | <b>Ongoing</b>            |

## 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<br>Page 43; Appendix B | In Progress (2025) |
| Capital Projects                                                                                                            | Install educational sign that provides information on the fish ladder, shade options, and more benches for seating.                       | -                       | S                  | Community Services |                                                                                         |                                    | In Progress (2025) |
| Cultural Recreation Projects                                                                                                | LED lighting on the falls.                                                                                                                | I                       | S                  | Arts Commission    |                                                                                         |                                    | In Progress (2025) |
| 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<br>Pages 33- 34<br>Page 41 | <b>Ongoing</b>       |
| 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<br>Pages 39- 40               | <b>Complete 2023</b> |
| <b>Veteran's Park</b>                                                                                                                                 |                                                                                                                                                                                                                                                     |                         |                    |                       |                                     |                                       |                      |
| 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<br>Pages 33- 34<br>Page 41 | <b>Ongoing</b>       |
| 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                          | <b>Complete 2021</b> |
| <b>Waldron Courtyard</b>                                                                                                                              |                                                                                                                                                                                                                                                     |                         |                    |                       |                                     |                                       |                      |
| 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<br>Pages 33- 34<br>Page 41 | <b>Ongoing</b>       |
| Cultural Recreation Projects                                                                                                                          | Ideal location for dual purpose bike rack art project.                                                                                                                                                                                              | I                       | I                  | Arts Commission       | Grant                               | Page 45                               | <b>Complete 2021</b> |
| <b>Tot Lots</b>                                                                                                                                       |                                                                                                                                                                                                                                                     |                         |                    |                       |                                     |                                       |                      |
| <b>Alden Woods</b>                                                                                                                                    |                                                                                                                                                                                                                                                     |                         |                    |                       |                                     |                                       |                      |

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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                               | <b>In Progress (2025)</b> |
| <b>Overlook Drive</b>                                                                                                                                                   |                                                                                                                                                                 |                         |                    |                    |                     |                                          |                           |
| 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                               | <b>Completed (2020)</b>   |
| <b>Neighborhood Parks</b>                                                                                                                                               |                                                                                                                                                                 |                         |                    |                    |                     |                                          |                           |
| <b>Amanda Howard Park</b>                                                                                                                                               |                                                                                                                                                                 |                         |                    |                    |                     |                                          |                           |
| 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<br>Pages 33-34<br>Pages 40-41 | <b>Complete 2021</b>      |
| 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                               | <b>Complete 2021</b>      |
| <b>Applevale Park</b>                                                                                                                                                   |                                                                                                                                                                 |                         |                    |                    |                     |                                          |                           |
| Location: This two-acre park is tucked behind a series of homes in this neighborhood off Dover Point Road.                                                              |                                                                                                                                                                 |                         |                    |                    |                     |                                          |                           |

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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

|                                                                                                                                         |                                                                                                                                                                                                                      | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party  | Funding Mechanism      | Chapter Reference                     | Status                |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|--------------------|------------------------|---------------------------------------|-----------------------|
| 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                    | <b>To be Reviewed</b> |
| Capital Projects                                                                                                                        | A more welcoming entrance to the park is needed.                                                                                                                                                                     | -                       | S                  | Recreation         | CIP-Wayfinding Project | 2009 MP Appendix C                    | <b>Complete 2021</b>  |
|                                                                                                                                         | Additional seating and repairs to the basketball courts, backboards, and rims are needed.                                                                                                                            | -                       | S                  | Community Services | Cap. Reserve           | 2009 MP Appendix C                    | <b>To be Reviewed</b> |
| <b>Hancock Park</b>                                                                                                                     |                                                                                                                                                                                                                      |                         |                    |                    |                        |                                       |                       |
| 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                            | <b>To be Reviewed</b> |
| Capital Projects                                                                                                                        | Repair or replace water fountain to ensure functionality.                                                                                                                                                            | -                       | S                  | Community Services | Cap. Reserve           | Appendix C                            | <b>To be Reviewed</b> |
| <b>Morningside Park</b>                                                                                                                 |                                                                                                                                                                                                                      |                         |                    |                    |                        |                                       |                       |
| 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<br>Pages 33- 34<br>Page 41 | <b>To be Reviewed</b> |
| 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                    | <b>To be Reviewed</b> |

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|                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party  | Funding Mechanism                 | Chapter Reference  | Status                |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|--------------------|-----------------------------------|--------------------|-----------------------|
|                                                                                                                             | 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 | <b>Complete 2020</b>  |
| <b>Park Street Park</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |                    |                    |                                   |                    |                       |
| 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         | <b>To be Reviewed</b> |
| <b>Spruce Lane Park</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |                    |                    |                                   |                    |                       |
| 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         | <b>To be Reviewed</b> |
| 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         | <b>To be Reviewed</b> |
| <b>Community Parks</b>                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |                    |                    |                                   |                    |                       |
| <b>Bellamy Park</b>                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |                    |                    |                                   |                    |                       |
| 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 | <b>To be Reviewed</b> |

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|                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                          | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party       | Funding Mechanism                 | Chapter Reference                                  | Status                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|-------------------------|-----------------------------------|----------------------------------------------------|---------------------------|
| Capital Projects                                                                                                                                                                                                                           | Granite around edge of the parking area needs to be reset.                                                                                                                                                                                                                                                               | -                       | I                  | Community Services      | Cap. Reserve                      | 2009 MP Appendix C                                 | <b>To be Reviewed</b>     |
|                                                                                                                                                                                                                                            | 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                                 | <b>Ongoing</b>            |
| Cultural Recreation Projects                                                                                                                                                                                                               | Ideal location for dual purpose bike rack art project.                                                                                                                                                                                                                                                                   | I                       | S                  | Arts Commission         | Arts Commission Grant             | Page 45                                            | <b>To be Reviewed</b>     |
| <b>Community Trail</b>                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                          |                         |                    |                         |                                   |                                                    |                           |
| 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<br>Pages 33-34<br>Page 41<br>Appendix B | <b>Ongoing</b>            |
| 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<br>Appendix B                          | <b>In Progress (2025)</b> |
|                                                                                                                                                                                                                                            | Increase organized activities such as running/walking and cross-country skiing clubs.                                                                                                                                                                                                                                    | -                       | I                  | Recreation              | N/A                               | Page 8<br>Appendix B                               | <b>Ongoing</b>            |
|                                                                                                                                                                                                                                            | Additional benches and trash cans are needed at trailheads                                                                                                                                                                                                                                                               | -                       | S                  | Planning and Recreation | TAP Project or Donations          | Page 40<br>Appendix B                              | <b>Complete 2021</b>      |
| 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<br>Page 43<br>Page 47                      | <b>Complete 2021</b>      |

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|                                                                                                                                                      |                                                                                                                                                                           | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party  | Funding Mechanism     | Chapter Reference                | Status                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|--------------------|-----------------------|----------------------------------|---------------------------|
|                                                                                                                                                      | 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                      | <b>Complete 2021</b>      |
|                                                                                                                                                      | Add public art feature on the trestle bridge.                                                                                                                             | I                       | L                  | Arts Commission    | Arts Commission Grant | Page 43<br>Page 47<br>Appendix B | <b>To be Reviewed</b>     |
| <b>Cochecho River Walk</b>                                                                                                                           |                                                                                                                                                                           |                         |                    |                    |                       |                                  |                           |
| 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                       | <b>In progress (2026)</b> |
| Capital Projects                                                                                                                                     | Address safety issues by improved lighting, and the installation of police cameras or call boxes.                                                                         | -                       | L                  | Recreation         | Impact fees           | Page 39<br>Appendix B            | <b>To be Reviewed</b>     |
|                                                                                                                                                      | Repair or replace water fountain to ensure functionality.                                                                                                                 | -                       | I                  | Community Services | Cap. Reserve          | Appendix C                       | <b>To be Reviewed</b>     |
| Cultural Recreation Projects                                                                                                                         | Incorporate public art into pedestrian connectivity with Henry Law, the planned waterfront park, and Maglaras Park.                                                       | -                       | L                  | Planning           | Grant                 | Appendix B                       | <b>In progress (2026)</b> |
| <b>Dover Skate Park</b>                                                                                                                              |                                                                                                                                                                           |                         |                    |                    |                       |                                  |                           |
| 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<br>Appendix B            | <b>Complete 2023</b>      |
| <b>Garrison Hill Park</b>                                                                                                                            |                                                                                                                                                                           |                         |                    |                    |                       |                                  |                           |

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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  | Ongoing                |
| 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 (2025)     |
|                                                                                                                                                 | 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 (2025)     |
| 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  | In Progress (2025)     |
|                                                                                                                                                 | Ideal location for dual purpose bike rack art project.                                                                                                                                                                                                                                                                                                                                                 | I                       | S                  | Arts Commission               | Arts Commission Grant | Page 45             | To be Reviewed         |
| <b>Guppey Park</b>                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                        |                         |                    |                               |                       |                     |                        |
| 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 Guppey 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          | Removed for Skate Park |
|                                                                                                                                                 | 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<br>Page 41<br>Appendix B           | <b>To be Reviewed</b>     |
| <b>Henry Law Park</b>                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |                    |                    |                         |                                            |                           |
| 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<br>Appendix B                  | <b>In progress (2026)</b> |
| 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                                 | <b>To be Reviewed</b>     |
| Cultural Recreation Projects                                                                                        | Provide temporary hammocks and outdoor games (corn hole, chess/checkers, etc.).                                                                                                                                                                                                                                                                                                                                                                                                                                                     | I                       | L                  | Recreation         | Impact Fees             | Page 41<br>Appendix B                      | <b>To be Reviewed</b>     |
|                                                                                                                     | Incorporate outdoor shade structures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | I                       | L                  | Recreation         | Impact Fees or Donation | Page 40<br>Appendix B                      | <b>In progress (2025)</b> |
|                                                                                                                     | 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<br>Page 11<br>Page 40<br>Appendix B | <b>In progress (2026)</b> |
|                                                                                                                     | Incorporate public art into pedestrian connectivity with the planned waterfront park and Maglaras Park.                                                                                                                                                                                                                                                                                                                                                                                                                             | -                       | S                  | Planning           | Site Plan Requirements  | Page 47<br>Appendix B                      | <b>In Progress (2026)</b> |
| <b>Joe Parks' Gardens</b>                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |                    |                    |                         |                                            |                           |
| Location: Part of the Cochecho Riverwalk Park, this section follows the Cochecho River from the Central Ave bridge. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |                    |                    |                         |                                            |                           |

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|                                                                      |                                                                                                                                                                                                                                                            | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party                 | Funding Mechanism    | Chapter Reference                           | Status                      |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|-----------------------------------|----------------------|---------------------------------------------|-----------------------------|
| 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<br>Pages 33-34<br>Page 41        | Ongoing                     |
|                                                                      | Remove invasive species growing along this section of the trail.                                                                                                                                                                                           | -                       | I                  | Community Services                | CS Operating Budget  | Appendix C                                  | Ongoing                     |
| 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<br>Page 19<br>Page 39<br>Appendix C | Determined to be infeasible |
| <b>Long Hill Memorial Park</b>                                       |                                                                                                                                                                                                                                                            |                         |                    |                                   |                      |                                             |                             |
| 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 marketing campaign.                                                                                                                                                                  | -                       | S                  | Planning & Recreation             | Rec Operating Budget | Pages 39-40                                 | In Progress (2026)          |
| 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                           | In progress (2025)          |
|                                                                      | Repair or replace water fountain to ensure functionality.                                                                                                                                                                                                  | -                       | S                  | Community Services                | CS Operating Budget  | Appendix C                                  | To be Reviewed              |

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

|                                                                                                                  |                                                                                                                                                                                                                               | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party  | Funding Mechanism    | Chapter Reference                    | Status                    |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|--------------------|----------------------|--------------------------------------|---------------------------|
| 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<br>Pages 39-40<br>Page 42     | <b>To be Reviewed</b>     |
| <b>Maglaras Park</b>                                                                                             |                                                                                                                                                                                                                               |                         |                    |                    |                      |                                      |                           |
| 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.                                                                                                                          |                         |                    |                    |                      |                                      |                           |
| 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                           | <b>In Progress (2025)</b> |
| 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                  | <b>In Progress (2025)</b> |
|                                                                                                                  | Investigate the feasibility of lights at the athletic fields.                                                                                                                                                                 | -                       | L                  | Recreation         | TIF                  | Page 40<br>Appendix B                | <b>In Progress (2025)</b> |
|                                                                                                                  | Explore ways to raise support for the proposed regional aquatic center.                                                                                                                                                       | -                       | L                  | Recreation         | TIF                  | Page 40<br>Appendix B                | <b>In Progress (2025)</b> |
| Cultural Recreation Projects                                                                                     | Incorporate public art into pedestrian connectivity between the planned waterfront park and Henry Law.                                                                                                                        | I                       | S                  | Planning           | Grant                | Page 47<br>Appendix B                | <b>In Progress (2026)</b> |
| <b>Rotary Gardens and Pavilion at Henry Law Park</b>                                                             |                                                                                                                                                                                                                               |                         |                    |                    |                      |                                      |                           |
| 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                           | <b>Ongoing</b>            |
|                                                                                                                  | 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<br>Pages 33-34<br>Page 41 | <b>In progress (2025)</b> |

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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<br>Page 44     | <b>Complete 2021</b>      |
|                                                                                                                              | Incorporate public art into future upkeep and potential redesign of the pavilion's façade.                                                                                                                                                                                                                                                                                                                                                         | I                       | L                  | Recreation & Arts Commission | Grant                   | Page 34                   | <b>To be Reviewed</b>     |
| <b>Cochecho Waterfront Park</b>                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |                    |                              |                         |                           |                           |
| 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.                                                                                                                                                                                                                                                                                                                |                         |                    |                              |                         |                           | <b>In Progress (2025)</b> |
| 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<br>Appendix B | <b>In Progress (2026)</b> |
| 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                | <b>In Progress (2025)</b> |
|                                                                                                                              | Incorporate public art into pedestrian connectivity between Henry Law and Maglaras Park.                                                                                                                                                                                                                                                                                                                                                           | I                       | L                  | Planning                     | Site Plan Requirement   | Page 47<br>Appendix B     | <b>In Progress (2026)</b> |
| <b>Willand Pond Park</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                         |                    |                              |                         |                           |                           |
| 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                | <b>Completed 2024</b>     |
|                                                                                                                              | 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                | <b>To be Reviewed</b>     |
| Capital Projects                                                                                                             | Partner with Somersworth to add recreational programming including canoe/kayak rentals in the                                                                                                                                                                                                                                                                                                                                                      | -                       | S                  | Recreation                   | Rec Operating Budget    | Appendix B                | <b>To be Reviewed</b>     |

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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.                                                                                                                                                           |                         |                    |                          |                                     |                    |                           |
| <b>School Parks and Fields</b>                                                                               |                                                                                                                                                                                                                             |                         |                    |                          |                                     |                    |                           |
| <b>Dover High School</b>                                                                                     |                                                                                                                                                                                                                             |                         |                    |                          |                                     |                    |                           |
| 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        | <b>In Progress (2025)</b> |
|                                                                                                              | 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        | <b>Ongoing</b>            |
| Capital Projects                                                                                             | Install artificial turf on specific athletic fields.                                                                                                                                                                        | -                       | S                  | Recreation & SAU         | CIP and SAU                         | Page 5 Appendix B  | <b>In Progress (2025)</b> |
|                                                                                                              | Conduct feasibility of lights, and the installation of a new track.                                                                                                                                                         | -                       | L                  | Community Services & SAU | CIP and SAU                         | Page 40 Appendix B | <b>To be Reviewed</b>     |
| <b>Dover Middle School</b>                                                                                   |                                                                                                                                                                                                                             |                         |                    |                          |                                     |                    |                           |
| 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        | <b>Ongoing</b>            |
|                                                                                                              | 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    | <b>Ongoing</b>            |

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|                                                                                                |                                                                                                                                                                                                                                      | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party  | Funding Mechanism             | Chapter Reference                       | Status         |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|--------------------|-------------------------------|-----------------------------------------|----------------|
| <b>Garrison Elementary School</b>                                                              |                                                                                                                                                                                                                                      |                         |                    |                    |                               |                                         |                |
| Location: The twenty-two-acre site is located on Garrison Road off Back River Road.            |                                                                                                                                                                                                                                      |                         |                    |                    |                               |                                         |                |
| Existing Amenities & Programming                                                               | Two basketball courts, <b>eight pickleball</b> 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                             | Ongoing        |
|                                                                                                | Explore additional summer camps to include baseball and softball.                                                                                                                                                                    | -                       | S                  | Recreation & SAU   | Rec and SAU Operating Budgets | Page 8<br>Page 12<br>Page 36<br>Page 40 | To be Reviewed |
| <b>Horne Street School</b>                                                                     |                                                                                                                                                                                                                                      |                         |                    |                    |                               |                                         |                |
| 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                             | Ongoing        |
|                                                                                                | Explore additional summer camps to include baseball and softball.                                                                                                                                                                    | -                       | S                  | Recreation & SAU   | Rec and SAU Operating Budgets | Page 8<br>Page 12<br>Page 36<br>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 |
| <b>Woodman School</b>                                                                          |                                                                                                                                                                                                                                      |                         |                    |                    |                               |                                         |                |
| 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     |
| <b>Athletic Fields</b>                                                                                                                   |                                                                                                                                                                                                                                                         |                         |                    |                       |                             |                                                     |                    |
| <b>Shaw's Lane Ballfields</b>                                                                                                            |                                                                                                                                                                                                                                                         |                         |                    |                       |                             |                                                     |                    |
| 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<br>Pages 33- 34<br>Page 41<br>Appendix C | To be Reviewed     |
|                                                                                                                                          | Areas of the parking lot need repairs.                                                                                                                                                                                                                  | -                       | I                  | Community Services    | CS Operating Budget         | Appendix C                                          | In Progress (2025) |
| 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     |
| <b>Guppy Park Softball Field</b>                                                                                                         |                                                                                                                                                                                                                                                         |                         |                    |                       |                             |                                                     |                    |
| 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<br>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<br>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<br>Appendix B                                 |                       |
| <b>Sullivan Drive Ballfield and Playground</b>                                                                               |                                                                                                                                                                                                                                                                                                                                                                                      |                         |                    |                       |                            |                                                       |                       |
| 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                                            | <b>To be Reviewed</b> |
| <b>Other Recreational Facilities</b>                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                      |                         |                    |                       |                            |                                                       |                       |
| <b>Dover Ice Arena</b>                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                      |                         |                    |                       |                            |                                                       |                       |
| 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<br>Pages 18-19<br>Page 39                  | <b>To be Reviewed</b> |
|                                                                                                                              | 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<br>Page 19<br>Page 39<br>Appendix B           | <b>To be Reviewed</b> |
|                                                                                                                              | 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<br>Page 12<br>Page 36<br>Page 40<br>Appendix B | <b>To be Reviewed</b> |
| 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                                            | <b>To be Reviewed</b> |

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|                                                                                                                              |                                                                                                                                                                                                                                                      | Arts Commission Goal(s) | Timeframe /Ongoing | Responsible Party                     | Funding Mechanism    | Chapter Reference                     | Status                    |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|---------------------------------------|----------------------|---------------------------------------|---------------------------|
| <b>Dover Indoor Pool</b>                                                                                                     |                                                                                                                                                                                                                                                      |                         |                    |                                       |                      |                                       |                           |
| 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<br>Page 41                    | <b>Ongoing</b>            |
| Capital Projects                                                                                                             | Enhancements to the building to allow for more natural light is needed.                                                                                                                                                                              | -                       | S                  | Pool Committee                        | Cap. Reserve         | Page 40<br>Appendix B                 | <b>In Progress (2027)</b> |
|                                                                                                                              | 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<br>Appendix B                 | <b>In Progress (2027)</b> |
|                                                                                                                              | 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<br>Appendix B                 | <b>In Progress (2025)</b> |
| <b>Jenny Thompson Outdoor Pool</b>                                                                                           |                                                                                                                                                                                                                                                      |                         |                    |                                       |                      |                                       |                           |
| 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<br>Pages 33- 34<br>Page 41 | <b>Ongoing</b>            |
| 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<br>Appendix B                 | <b>In Progress (2025)</b> |

#### 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

|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                 | 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            | <b>In Progress (2025)</b> |
| <b>Butterfield Gym</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |                    |                             |                      |                               |                           |
| 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                    | <b>Ongoing</b>            |
| 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 | <b>Ongoing</b>            |
| <b>Senior Center</b>                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |                    |                             |                      |                               |                           |
| 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                    | <b>Ongoing</b>            |
| 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     | <b>To be Reviewed</b>     |
| <b>Cochecho River Paddle Dock</b>                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |                    |                             |                      |                               |                           |
| 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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#### Ongoing Actions

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

|                                                        |                                                                                                                                                                                                                                                            | 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<br>Pages 39-41 | <b>Ongoing</b>            |
| Capital Projects                                       | Offer kayak/canoe or paddleboard rentals for visitors.                                                                                                                                                                                                     | -                       | I                  | Recreation            | Public Private Partnership | Page 41<br>Appendix B  | <b>In Progress (2026)</b> |
| <b>Future Park and Facility Opportunities</b>          |                                                                                                                                                                                                                                                            |                         |                    |                       |                            |                        |                           |
| <b>Pudding Hill Area “Ireland Well” Park</b>           |                                                                                                                                                                                                                                                            |                         |                    |                       |                            |                        |                           |
| 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             | <b>To be Reviewed</b>     |

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

## COMMUNITY FACILITIES AND UTILITIES RECOMMENDATIONS

Adopted June 28, 2022

### THEMES AND PURPOSE:

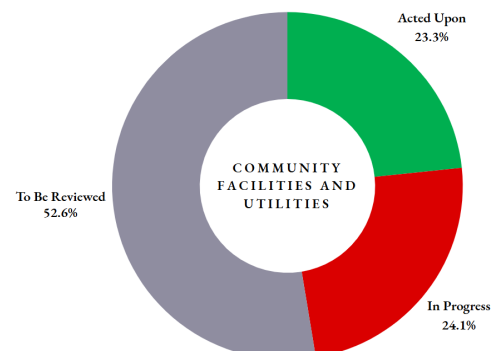
This chapter inventories and analyzes Dover's municipal facilities and services, and the public and private utilities residents and businesses depend on daily. The previous master plan chapter addressing these topics was completed in 2009. It guided and informed capital improvement planning in Dover for over a decade. From 2020-2022, the City's consultants worked closely with a Steering Committee of residents and City staff to collect, review, and synthesize existing planning documents and other resources related to these facilities and related infrastructure. This background information helped to identify documented needs, current and pending capital improvements, and actions that are needed to ensure these services continue to be delivered at the highest quality possible.

### OVERALL GOALS:

- Plan, develop, and provide for high-quality public facilities and utilities for Dover property owners.
- Coordinate maintenance of all facilities and utilities to increase efficiency of maintenance activities, utilize best practices such as asset management tracking, and to ensure the longevity of Dover's buildings and infrastructure.
- Adopt a sustainability and resiliency framework to guide all design, construction, renovations, and maintenance of Dover's facilities and utilities.
- Promote collaboration between departments, relevant partner organizations, and neighboring municipalities to enhance efficiency and ensure different perspectives are integrated into facility projects.

### Accomplishment Summary:

| Acted Upon | In Progress | To Be Reviewed | Total |
|------------|-------------|----------------|-------|
| 63         | 65          | 142            | 270   |



## Recommendations and Implementation Plan – Community Facilities and Utilities

### Public Safety

| Goal/Action                   |                                                                                                                                                                                                                                                                                                                                                                                    | Timeframe | Responsibility  | Chapter Reference | Status                       |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------|------------------------------|
| <b>A. Fire Department</b>     |                                                                                                                                                                                                                                                                                                                                                                                    |           |                 |                   |                              |
| A1                            | Consider hiring a Fire & Rescue Department IT technician to serve the Department's increasing information technology needs.                                                                                                                                                                                                                                                        | Mid       | Fire Department | Pages 13-14       | <b>Completed 2023</b>        |
| A2                            | Digitize all Fire Department records. Assess whether the Fire Department's record management systems are sufficient for proper data analysis at the local level. If not, investigate other potential systems or improvements.                                                                                                                                                      | Mid       | Fire Department | Pages 13-14       | <b>In Progress (2026)</b>    |
| A3                            | While the radio communications and control infrastructure is adequate due to recent improvements, it would be worthwhile for the Department to inventory its internal processes to ensure they are well-thought out, easy to understand, and lean.                                                                                                                                 | Mid       | Fire Department | Pages 13-14       | <b>In Progress (2026)</b>    |
| A4                            | Assess ways to reduce operational and utility costs at Central Station and the South End Station.                                                                                                                                                                                                                                                                                  | Mid       | Fire Department | Pages 13-14       | <b>To Be Reviewed</b>        |
| A6                            | Monitor the growth along Dover Point Road between the area of Pointe Place and Middle Road, as this will be the next area needing a Fire and Rescue facility if it continues.                                                                                                                                                                                                      | Mid       | Fire Department | Pages 13-14       | <b>In Progress (2026)</b>    |
| <b>North End Fire Station</b> |                                                                                                                                                                                                                                                                                                                                                                                    |           |                 |                   |                              |
| A7                            | Assess deed and building lot for North End Station, and determine feasibility of additional parking.                                                                                                                                                                                                                                                                               | Mid       | Fire Department | Page 15           | <b>In progress (2025)</b>    |
| A8                            | Complete renovations for separating Inspection Services and Fire Department Administration and creating additional office space. Improve physical workflow of Inspection Services. Reduce noise in renovation of Inspection Services reception area. Consider how to reconfigure space to better facilitate plan review and short-term plan storage to better meet service demand. | Mid       | Fire Department | Page 15           | <b>Determined not needed</b> |
| A9                            | Equip building with inter-station teleconference capability.                                                                                                                                                                                                                                                                                                                       | Mid       | Fire Department | Page 15           | <b>To Be Reviewed</b>        |
| A10                           | Construct accessory storage on-site.                                                                                                                                                                                                                                                                                                                                               | Mid       | Fire Department | Page 15           | <b>To Be Reviewed</b>        |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                   |                                                                                                                                                                                                                                                                                                                                                | Timeframe | Responsibility  | Chapter Reference | Status                    |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------|---------------------------|
| A11                           | Complete interior finish upgrades and replace carpet.                                                                                                                                                                                                                                                                                          | Mid       | Fire Department | Page 15           | <b>Completed 2024</b>     |
| A12                           | Heating and cooling management system is inadequate. Investigate possible improvements.                                                                                                                                                                                                                                                        | Mid       | Fire Department | Page 15           | <b>Completed 2023</b>     |
| A13                           | Assess building for solar installation to reduce electricity costs and increase resiliency. Determine if solar installation is feasible.                                                                                                                                                                                                       | Long      | Fire Department | Page 15           | <b>To Be Reviewed</b>     |
| <b>South End Fire Station</b> |                                                                                                                                                                                                                                                                                                                                                |           |                 |                   |                           |
| A14                           | Complete building renovation projects that should include the following: <ul style="list-style-type: none"> <li>• Construction of one additional bay with drive-thru capacity</li> <li>• Sprinkler system upgrades</li> <li>• Replacement of lighting with LED bulbs,</li> <li>• Rooftop cooling unit to increase energy efficiency</li> </ul> | Mid       | Fire Department | Page 16           | <b>To Be Reviewed</b>     |
| A15                           | A structural analysis of the hose tower is needed to determine its end-of-life so that repair or replacement can be incorporated in future budget.                                                                                                                                                                                             | Mid       | Fire Department | Page 16           | <b>In progress (2025)</b> |
| A16                           | Assess building for solar installation to reduce electricity costs. Determine if solar installation is feasible.                                                                                                                                                                                                                               | Mid       | Fire Department | Page 16           | <b>To Be Reviewed</b>     |
| A17                           | Equip building with inter-station teleconference capability.                                                                                                                                                                                                                                                                                   | Mid       | Fire Department | Page 16           | <b>Completed</b>          |
| A18                           | Provide new exterior shed for lawn equipment (or utilize existing unheated storage).                                                                                                                                                                                                                                                           | Mid       | Fire Department | Page 16           | <b>In progress (2025)</b> |
| A19                           | Develop plan to improve insulation of apparatus bay.                                                                                                                                                                                                                                                                                           | Mid       | Fire Department | Page 16           | <b>To Be Reviewed</b>     |
| A20                           | Consider adding lift to Mezzanine in new mechanic's bay.                                                                                                                                                                                                                                                                                       | Mid       | Fire Department | Page 16           | <b>To Be Reviewed</b>     |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Timeframe | Responsibility  | Chapter Reference                               | Status                                                 |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------------------------------------|--------------------------------------------------------|
| <b>Central Fire Station</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                 |                                                 |                                                        |
| A21                         | FY2023 architect assessment of building and 2024 renovation of building. Renovation should include: <ul style="list-style-type: none"> <li>• Addition of 1 bay in FY2024</li> <li>• Improve insulation of apparatus bay areas</li> <li>• Repointing of exterior brick</li> <li>• Energy conservation upgrades including window replacements and replacement of cooling system</li> <li>• Assess building for solar installation to reduce electricity costs and increase resiliency. Determine if solar installation is feasible.</li> <li>• Install LED lighting.</li> <li>• Equip building with interstation teleconference capabilities.</li> <li>• Ensure space needs for additional staff are considered during the renovation</li> </ul> | Mid       | Fire Department | Page 17                                         | <b>Completed 2024<br/>(some determined not needed)</b> |
| A22                         | Create a plan for addressing Information Technology System needs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Mid       | Fire Department | Page 17 - Central Fire Station Building Profile | <b>To Be Reviewed</b>                                  |
| <b>B. Police Department</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                 |                                                 |                                                        |
| B1                          | Continue CALEA accreditation to ensure that staff demonstrate policing best practices in the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Ongoing   | Police          | Page 19                                         | <b>Ongoing</b>                                         |
| B2                          | The increase in calls for service as well as an increase in right-to-know and other records requests are taxing police staff and increasing demands.<br>Consider whether the addition of administrative staff is necessary.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Short     | Police          | Page 19                                         | <b>Ongoing</b>                                         |
| B3                          | Continue to maintain a sufficient inventory of equipment and high-quality training facilities and programs to provide efficient professional police services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ongoing   | Police          | Page 19                                         | <b>Ongoing</b>                                         |

## Recommendations and Implementation Plan – Community Facilities and Utilities

### Public Facilities

| Goal/Action                             |                                                                                                                                                                                                                                        | Timeframe | Responsibility         | Chapter Reference | Status                    |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------|-------------------|---------------------------|
| <b>C. City Hall</b>                     |                                                                                                                                                                                                                                        |           |                        |                   |                           |
| <b>Office of Human Resources</b>        |                                                                                                                                                                                                                                        |           |                        |                   |                           |
| C1                                      | An additional staff member is anticipated for this Department in the next 5-10 years. There is enough room for additional staff person in the current suite.                                                                           | Long      | Human Resources        | Pages 27-28       | <b>Completed 2023</b>     |
| <b>Office of Business Development</b>   |                                                                                                                                                                                                                                        |           |                        |                   |                           |
| C2                                      | Develop a long-range staff succession plan. Identify staffing needs and develop roles and responsibilities for additional staffing as needed.                                                                                          | Short     | Business Development   | Pages 28-29       | <b>Completed 2023</b>     |
| C3                                      | Investigate software to allow in house design for the update and reprint of promotional materials. Replace each laptop every five years.                                                                                               | Short     | Business Development   | Pages 28-29       | <b>Completed 2024</b>     |
| <b>Office of Media Services</b>         |                                                                                                                                                                                                                                        |           |                        |                   |                           |
| C4                                      | Investigate opportunities for a permanent studio space in the future.                                                                                                                                                                  | Short     | Media Services         | Page 29           | <b>To Be Reviewed</b>     |
| <b>Office of Information Technology</b> |                                                                                                                                                                                                                                        |           |                        |                   |                           |
| C5                                      | Continue to educate, inform, and work cooperatively with departments to increase comfort level with new technologies.                                                                                                                  | Ongoing   | Information Technology | Pages 29-30       | <b>Ongoing</b>            |
| C6                                      | Continued rollout of municipally-owned telecommunications infrastructure to support municipal telecommunication needs.                                                                                                                 | Ongoing   | Information Technology | Pages 29-30       | <b>Ongoing</b>            |
| C7                                      | Evaluate the potential need for cloud-based services.                                                                                                                                                                                  | Short     | Information Technology | Pages 29-30       | <b>To Be Reviewed</b>     |
| C8                                      | Cybersecurity needs are increasing and requiring larger budgets to take care of issues. Consider investing in proprietary controls, such as alarm systems with alerts to indicate when equipment fails or there are security concerns. | Mid       | Information Technology | Pages 29-30       | <b>In Progress (2025)</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                          | Timeframe | Responsibility                            | Chapter Reference | Status                |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|-------------------|-----------------------|
| C9                                          | Public safety services have noted a significant increase in need for technology including field-based laptops and tablets, and other tools incorporated within building systems and infrastructure. As a result, the IT office reports a significant increase in supported systems and services. Create a plan for adding additional IT staff such as a business analyst, an office manager, and Fire & Rescue Department IT technician. | Mid       | Information Technology                    | Pages 29-30       | <b>In Progress</b>    |
| C10                                         | The Office of IT space is at capacity for existing staff and storage needs. This will need to be addressed in the future.                                                                                                                                                                                                                                                                                                                | Mid       | Information Technology                    | Pages 29-30       | <b>To Be Reviewed</b> |
| C11                                         | Consider delegating select IT administration and management work to departments thereby empowering them to improve response time and offload work from core IT staff. There is also a desire for training and investment in City staff to avoid third party support contracts.                                                                                                                                                           | Mid       | Information Technology                    | Pages 29-30       | <b>To Be Reviewed</b> |
| C12                                         | Develop a better system for prioritization of tasks, projects and services.                                                                                                                                                                                                                                                                                                                                                              | Short     | Information Technology                    | Pages 29-30       | <b>To Be Reviewed</b> |
| C13                                         | Improve public accessibility, searchability of public records, and better integration of public bodies with municipal operations.                                                                                                                                                                                                                                                                                                        | Short     | Information Technology and Media Services | Pages 29-30       | <b>In Progress</b>    |
| C14                                         | Invest in the creation of lifecycle plans that include future costs and security needs for all infrastructure.                                                                                                                                                                                                                                                                                                                           | Mid       | Information Technology                    | Pages 29-30       | <b>To Be Reviewed</b> |
| C15                                         | Continue to improve internal asset management processes to get the right information to the people in the field.                                                                                                                                                                                                                                                                                                                         | Ongoing   | Information Technology                    | Pages 29-30       | <b>Ongoing</b>        |
| <b>Department of Finance and Purchasing</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                                           |                   |                       |
| C16                                         | Continue to automate and digitize Finance Department processes.                                                                                                                                                                                                                                                                                                                                                                          | Short     | Finance                                   | Page 30           | <b>In progress</b>    |
| C17                                         | Maintain and keep data current on the Department website.                                                                                                                                                                                                                                                                                                                                                                                | Ongoing   | Finance                                   | Page 30           | <b>Ongoing</b>        |
| C18                                         | Continue to utilize online technology for acceptance of payments, billing, and data sharing.                                                                                                                                                                                                                                                                                                                                             | Ongoing   | Finance                                   | Page 30           | <b>Ongoing</b>        |
| C19                                         | Enhance the effectiveness of GIS to support tax assessment mapping needs while providing customers with better access and use of tax assessment data.                                                                                                                                                                                                                                                                                    | Mid       | Finance and Information Technology        | Page 30           | <b>To Be Reviewed</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                                                       |                                                                                                                                                                              | Timeframe | Responsibility                          | Chapter Reference | Status                        |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------|-------------------|-------------------------------|
| C20                                                               | Fund the replacement and implementation of a new CAMA (Computer Assisted Mass Appraisal) system.                                                                             | Mid       | Finance and Information Technology      | Page 30           | <b>Completed 2023</b>         |
| C21                                                               | The Finance Department space is at capacity for storage needs. This will need to be addressed in the future for property assessment records and City Clerk official records. | Mid       | Finance                                 | Page 30           | <b>To Be Reviewed</b>         |
| <b>Department of Planning and Community Development (Page 31)</b> |                                                                                                                                                                              |           |                                         |                   |                               |
| C22                                                               | Continue to improve the permitting process to ensure its simplified, streamlined, and east-to-follow.                                                                        | Ongoing   | Planning Department                     | Page 31           | <b>Ongoing</b>                |
| C23                                                               | Implement an electronic permitting system to improve efficiency.                                                                                                             | Short     | Planning Department                     | Page 31           | <b>Completed 2023</b>         |
| C24                                                               | Identify technology solutions to improve operations (i.e. such as data maintenance).                                                                                         | Ongoing   | Planning Department                     | Page 31           | <b>Ongoing</b>                |
| C25                                                               | Purchase a second vehicle to be located at City Hall.                                                                                                                        | Mid       | Planning Department                     | Page 31           | <b>Not Recommended (2022)</b> |
| C26                                                               | Better organize the Planning and Community Development webpage to allow for easier navigation of documents, studies, projects, and reports.                                  | Short     | Outreach Coordinator/<br>Media Services | Page 31           | <b>In Progress (2025)</b>     |
| C27                                                               | Implement a program to scan, archive and catalog old files to ensure thousands of these files and planning cases are more secure, accessible, and organized.                 | Short     | Planning Department                     | Page 31           | <b>In Progress (2025)</b>     |
| C28                                                               | Prioritize defining sustainability and resilience metrics and design standards to guide all City building projects, including construction and renovation.                   | Ongoing   | Resilience Coordinator                  | Page 31           | <b>Ongoing</b>                |
| <b>City Hall Facility</b>                                         |                                                                                                                                                                              |           |                                         |                   |                               |
| C29                                                               | Develop an operations and maintenance plan for the City Hall facility.                                                                                                       | Short     | Facilities and Grounds                  | Pages 32-33       | <b>To Be Reviewed</b>         |
| C30                                                               | 2022 CIP Project: Improve interior wayfinding signage and circulation.                                                                                                       | Short     | Facilities and Grounds                  | Pages 32-33       | <b>Completed 2024</b>         |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action |                                                                                                                                                                                                                                             | Timeframe | Responsibility                        | Chapter Reference | Status                    |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------------------|-------------------|---------------------------|
| C31         | 2022 CIP Project: paint clock tower, paint exterior trim, installation of 1st and 2nd floor sprinkler systems, replacement of electrical service.                                                                                           | Short     | Facilities and Grounds                | Pages 32-33       | <b>In Progress (2027)</b> |
| C32         | Install electronic keycard and CCTV systems.                                                                                                                                                                                                | Mid       | Information Technology                | Pages 32-33       | <b>In Progress (2027)</b> |
| C33         | Replace lighting with LED fixtures on 1st floor and remaining part of 2nd floor.                                                                                                                                                            | Mid       | Facilities and Grounds                | Pages 32-33       | <b>In Progress (2027)</b> |
| C34         | Replace tower lighting.                                                                                                                                                                                                                     | Short     | Facilities and Grounds                | Pages 32-33       | <b>Completed (2023)</b>   |
| C35         | Address air filtration at windows and doors to improve energy efficiency.                                                                                                                                                                   | Mid       | Facilities and Grounds                | Pages 32-33       | <b>To Be Reviewed</b>     |
| C36         | Evacuation system needs upgrade to audible                                                                                                                                                                                                  | Short     | Brand Awareness/ Management Committee | Pages 32-33       | <b>In Progress (2027)</b> |
| C37         | Review roof for possible green roof and/or solar panel installation.                                                                                                                                                                        | Long      | Resilience Coordinator                | Pages 32-33       | <b>To Be Reviewed</b>     |
| C38         | Add additional landscaping/shade feature to back side parking area.                                                                                                                                                                         | Short     | Facilities and Grounds                | Pages 32-33       | <b>To Be Reviewed</b>     |
| C39         | Paint interior corridors (has not been done in 23 years).                                                                                                                                                                                   | Short     | Facilities and Grounds                | Pages 32-33       | <b>Completed (2023)</b>   |
| C40         | Replace remaining drinking fountains with hands free water fountains and bottle refill stations.                                                                                                                                            | Mid       | Facilities and Grounds                | Pages 32-33       | <b>To Be Reviewed</b>     |
| C41         | Improve interior storage and organization of files and documents. Explore high-density storage and digitizing existing/future files.                                                                                                        | Short     | Facilities and Grounds                | Pages 32-33       | <b>In Progress</b>        |
| C42         | The ceiling tiles in the Purchasing Suite on the second floor are damaged – replace ACT tile.                                                                                                                                               | Short     | Facilities and Grounds and Finance    | Pages 32-33       | <b>To Be Reviewed</b>     |
| C43         | Improve Main entrance on Central Avenue by removing the existing utility pole, making it more of a prominent entrance, and making necessary upgrades to stairs, brick, and granite plaza. The interior terrazzo stairs also need attention. | Short     | Community Services                    | Pages 32-33       | <b>In Progress (2025)</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action       |                                                                                                                                                                                                                                                                                                                                                     | Timeframe | Responsibility         | Chapter Reference | Status                    |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------|-------------------|---------------------------|
| C44               | Heating and cooling deficiency - there is some improvement in zone balancing that could occur.                                                                                                                                                                                                                                                      | Short     | Facilities and Grounds | Pages 32-33       | <b>Completed (2023)</b>   |
| C45               | The former sallyport door needs to be replaced.                                                                                                                                                                                                                                                                                                     | Mid       | Facilities and Grounds | Pages 32-33       | <b>To Be Reviewed</b>     |
| C46               | Second floor offices experience leaks; this may be a copper flashing or repointing issue.                                                                                                                                                                                                                                                           | Short     | Facilities and Grounds | Pages 32-33       | <b>Completed (2023)</b>   |
| <b>D. Library</b> |                                                                                                                                                                                                                                                                                                                                                     |           |                        |                   |                           |
| D1                | Develop an operations and maintenance plan for the Public Library facility.                                                                                                                                                                                                                                                                         | Short     | Facilities and Grounds | Page 35           | <b>To Be Reviewed</b>     |
| D2                | Expand all-ages programming for underserved populations to ensure diversity of broad programming. Consider programming needs of developmentally disabled groups, senior citizens, teens, children, and families.                                                                                                                                    | Ongoing   | Library                | Pages 35          | <b>Ongoing</b>            |
| D3                | Offer new services, spaces, and programming. Continue to grow the Children's Room Makerspace. Design and open a Family Place Library. Devise a flexible, adaptable area for classroom teaching. Create a "Quiet Zone" and group study spaces.                                                                                                       | Short     | Library                | Pages 35          | <b>Completed (2018)</b>   |
| D4                | Repurpose existing spaces to accommodate new technologies and services: Create flexible, comfortable, multipurpose study/teaching/learning spaces with A/C and determine new PC distribution patterns. Update and expand the Library's building-wide paging system. Move Friends' merchandise to the addition, freeing up prime space at main desk. | Long      | Library                | Pages 35          | <b>In Progress (2025)</b> |
| D5                | Connect with local groups & organizations in the wider community. Grow relationships with other city agencies and organizations, to share resources, promote mutually beneficial services, and aid their mission and ours.                                                                                                                          | Ongoing   | Library                | Pages 35          | <b>Ongoing</b>            |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action |                                                                                                                                                                                                                                                                                                                                                   | Timeframe | Responsibility                 | Chapter Reference | Status                    |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------|-------------------|---------------------------|
| D6          | Increase capacity of shared municipal parking lot and improve navigability: Reach consensus on “parking lot issues” from all agencies currently involved. Seek to fund and hire an engineer to develop a plan for an expanded lot, possibly with a second exit. Investigate the cost of adding a single-level parking deck atop the existing lot. | Long      | Library and Community Services | Pages 35          | <b>In Progress (2025)</b> |
| D7          | Add to custodial staff and install more security measures. Hire a marketing/public relations/ graphic design professional. Increase the staff development budget for attendance at webinars, conferences, etc.                                                                                                                                    | Mid       | Library                        | Pages 35          | <b>To Be Reviewed</b>     |
| D8          | Expand makerspace and digital services section.                                                                                                                                                                                                                                                                                                   | Short     | Library                        | Pages 36-37       | <b>Completed (2021)</b>   |
| D9          | Reconfigure interior spaces for enhanced community engagement.                                                                                                                                                                                                                                                                                    | Short     | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D10         | Convert mezzanine to be entirely for Teen Loft area.                                                                                                                                                                                                                                                                                              | Mid       | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D11         | Design new signage and wayfinding markers.                                                                                                                                                                                                                                                                                                        | Short     | Media Services                 | Pages 36-37       | <b>In Progress (2025)</b> |
| D12         | Repair and repaint ceilings and walls, where needed.                                                                                                                                                                                                                                                                                              | Short     | Library                        | Pages 36-37       | <b>Completed (2020)</b>   |
| D13         | Add electrical outlets and a charging station.                                                                                                                                                                                                                                                                                                    | Mid       | Library                        | Pages 36-37       | <b>Completed (2019)</b>   |
| D14         | Refinish/re-stain original interior woodwork.                                                                                                                                                                                                                                                                                                     | Mid       | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D15         | Replace outdated Adult Circulation Desk with a new service-oriented counter.                                                                                                                                                                                                                                                                      | Short     | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D16         | Change out “tired” locks and doors and replace with card swipes.                                                                                                                                                                                                                                                                                  | Short     | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D17         | Renovate restrooms.                                                                                                                                                                                                                                                                                                                               | Mid       | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D18         | Replace furniture.                                                                                                                                                                                                                                                                                                                                | Mid       | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D19         | Replace slate roof.                                                                                                                                                                                                                                                                                                                               | Short     | Library                        | Pages 36-37       | <b>Completed (2022)</b>   |
| D20         | Replace exterior wood trim.                                                                                                                                                                                                                                                                                                                       | Mid       | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D21         | Add lighting to front yard.                                                                                                                                                                                                                                                                                                                       | Short     | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |
| D22         | Consider adding electric vehicle charging space and infrastructure.                                                                                                                                                                                                                                                                               | Short     | Library                        | Pages 36-37       | <b>In Progress (2025)</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                      |                                                                                                                                                                                                                                                                                                                                     | Timeframe | Responsibility                               | Chapter Reference | Status                    |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------|-------------------|---------------------------|
| <b>E. McConnell Center</b>       |                                                                                                                                                                                                                                                                                                                                     |           |                                              |                   |                           |
| E1                               | The Recreation Department looks to improve coordination with other facilities within the McConnell Center in the future.                                                                                                                                                                                                            | Ongoing   | Recreation Department                        | Page 40           | <b>Ongoing</b>            |
| E2                               | Explore the feasibility of implementing desired programming improvements noted during the outreach phase of this project for the McConnell Center 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.  | Short     | Recreation Department                        | Page 40           | <b>In Progress</b>        |
| E3                               | Explore the feasibility of implementing desired programming improvements noted during the outreach phase of this project for the Community Senior Center include longer hours, less expensive activities, evening workout classes, wider arrange of senior day trips, and mobility scooter rentals that could be used for the day.  | Short     | Recreation Department                        | Page 40           | <b>In Progress</b>        |
| <b>McConnell Center Facility</b> |                                                                                                                                                                                                                                                                                                                                     |           |                                              |                   |                           |
| E4                               | Parking capacity is an issue at times. Parking lot also needs repaving in the next 5 years as the previous overlay has begun to deteriorate. Repave parking lot by 2026.                                                                                                                                                            | Mid       | Recreation Department                        | Page 41           | <b>To Be Reviewed</b>     |
| E5                               | The heat pumps and circulation systems will need to be rebuilt or replaced before 2026.                                                                                                                                                                                                                                             | Mid       | Recreation Department                        | Page 41           | <b>In Progress (2026)</b> |
| E6                               | Address heating issues. Heat pumps create a maintenance issue when they malfunction as they're distributed throughout the building – no central control; they fight with the perimeter heat and both can run at the same time. Heating/cooling in the gym not optimal; gets too hot with baseboard and requires additional cooling. | Short     | Recreation Department and Community Services | Page 41           | <b>In Progress (2026)</b> |
| E7                               | Add air conditioning to the McConnell Center gymnasium. It's currently the only space in the building without air conditioning and it gets extremely hot.                                                                                                                                                                           | Mid       | Recreation Department and Community Services | Page 41           | <b>In Progress (2025)</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action |                                                                                                                                                                                                        | Timeframe | Responsibility                               | Chapter Reference | Status             |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------|-------------------|--------------------|
| E8          | The rubber roof and boilers needs to be replaced before 2026.                                                                                                                                          | Short     | Recreation Department                        | Page 41           | In progress        |
| E9          | Flooring changes, replacement of carpets, and upgrades to entrance tiles are needed.                                                                                                                   | Mid       | Recreation Department and Community Services | Page 41           | To Be Reviewed     |
| E10         | Improve interior signage system for wayfinding. Many tenants presented the challenges to direct people to the easiest access doors and find their way in the hallways in the various wings and floors. | Short     | Media Services                               | Page 41           | In progress        |
| E11         | Exterior masonry storage room not sufficient. Need additional storage space.                                                                                                                           | Mid       | Recreation Department                        | Page 41           | To Be Reviewed     |
| E12         | A camera system is in place and could expand that if funds were available to help with security.                                                                                                       | Short     | Information Technology                       | Page 41           | In progress (2025) |

### Other Public Facilities and Municipal Owned Buildings

| F. Indoor Pool |                                                                                                            |       |                        |         |                  |
|----------------|------------------------------------------------------------------------------------------------------------|-------|------------------------|---------|------------------|
| F1             | Resurface pool deck.                                                                                       | Mid   | Recreation Department  | Page 43 | To Be Reviewed   |
| F2             | Replace pool filtration (last replaced 20-25 years ago).                                                   | Mid   | Recreation Department  | Page 43 | Completed (2024) |
| F3             | Repave existing parking area. More parking is needed but there are limitations due to the Henry Law Trust. | Mid   | Recreation Department  | Page 43 | To Be Reviewed   |
| F4             | Siding may need repointing in spots in future years.                                                       | Short | Recreation Department  | Page 43 | To Be Reviewed   |
| F5             | Installation of a camera system for surveillance around the building to decrease vandalism.                | Short | Information Technology | Page 43 | To Be Reviewed   |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                           |                                                                                                                                                                                                                                                                                                   | Timeframe | Responsibility        | Chapter Reference | Status             |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------|-------------------|--------------------|
| F6                                    | The locker rooms should be reviewed for improvements for privacy concerns.                                                                                                                                                                                                                        | Short     | Recreation Department | Page 43           | In Progress        |
| F7                                    | The locker room and lobby areas need to be improved.                                                                                                                                                                                                                                              | Mid       | Recreation Department | Page 43           | In Progress        |
| F8                                    | Renovate lobby bathrooms.                                                                                                                                                                                                                                                                         | Mid       | Recreation Department | Page 43           | In Progress        |
| F9                                    | HVAC distribution system to the locker rooms and lobby needs replacement.                                                                                                                                                                                                                         | Mid       | Recreation Department | Page 43           | To Be Reviewed     |
| F10                                   | Replacement of dehumidifier for the pool area.                                                                                                                                                                                                                                                    | Short     | Recreation Department | Page 43           | To Be Reviewed     |
| F11                                   | Removal of one exterior garage door for Solarium added to envelope to increase outside lighting and ventilation to the pool area. This project will also include the renovation of the family locker room area and the addition of two exterior entrance restrooms for use by the general public. | Mid       | Recreation Department | Page 43           | In Progress        |
| <b>G. Jenny Thompson Outdoor Pool</b> |                                                                                                                                                                                                                                                                                                   |           |                       |                   |                    |
| G1                                    | Replace accessory storage structure.                                                                                                                                                                                                                                                              | Short     | Recreation Department | Page 44           | In Progress        |
| G2                                    | There is a need for an attached public restroom outside of locker rooms.                                                                                                                                                                                                                          | Long      | Recreation Department | Page 44           | To Be Reviewed     |
| G3                                    | Continued upgrades to the locker rooms.                                                                                                                                                                                                                                                           | Mid       | Recreation Department | Page 44           | To Be Reviewed     |
| G4                                    | Replacement of pumps and motors will help with some energy efficiencies.                                                                                                                                                                                                                          | Mid       | Recreation Department | Page 44           | To Be Reviewed     |
| G5                                    | Interior bathroom partition replacements.                                                                                                                                                                                                                                                         | Short     | Recreation Department | Page 44           | To Be Reviewed     |
| <b>H. Transportation Center</b>       |                                                                                                                                                                                                                                                                                                   |           |                       |                   |                    |
| H1                                    | Cement board will need to be replaced within 10 years.                                                                                                                                                                                                                                            | Long      | Community Services    | Page 45           | In Progress (2025) |
| H2                                    | The building should be considered for full paint within the next 3-5 years.                                                                                                                                                                                                                       | Mid       | Community Services    | Page 45           | To Be Reviewed     |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                                    |                                                                                    | Timeframe | Responsibility         | Chapter Reference | Status                 |
|------------------------------------------------|------------------------------------------------------------------------------------|-----------|------------------------|-------------------|------------------------|
| H3                                             | Full repaving of the parking lot is needed within 10 years.                        | Long      | Community Services     | Page 45           | To Be Reviewed         |
| H4                                             | Extend vestibule out to increase outdoor waiting area.                             | Long      | Planning Department    | Page 45           | To Be Reviewed         |
| H5                                             | Install additional security cameras.                                               | Short     | Information Technology | Page 45           | In Progress (2025)     |
| H6                                             | Investigate the feasibility of installing solar panels on the roof.                | Short     | Planning Department    | Page 45           | To Be Reviewed         |
| H7                                             | Create additional storage space by erecting an exterior storage shed for tenant.   | Mid       | Tenant                 | Page 45           | Not Recommended (2023) |
| H8                                             | Invest in replacement ductless mini split system to provide cooling for the space. | Short     | Community Services     | Page 45           | Completed (2021)       |
| H9                                             | Replace all exterior light fixtures with LED.                                      | Short     | Community Services     | Page 45           | To Be Reviewed         |
| H10                                            | Repair the columns at the train platform and passenger waiting area.               | Short     | Community Services     | Page 45           | In Progress (2025)     |
| H11                                            | Improve landscaping around Transportation Center.                                  | Short     | Community Services     | Page 45           | To Be Reviewed         |
| H12                                            | Screen dumpster.                                                                   | Short     | Community Services     | Page 45           | Completed              |
| H13                                            | Add roll down gate for public bathrooms to be used after hours.                    | Short     | Community Services     | Page 45           | In Progress (2025)     |
| <b>I. Bellamy Park Administrative Building</b> |                                                                                    |           |                        |                   |                        |
| I1                                             | Coordinate a video camera system that works with the building alarm system.        | Short     | Information Technology | Page 46           | To Be Reviewed         |
| I2                                             | Eventual upgrade of the oil-fired boiler to a more efficient unit.                 | Mid       | Community Services     | Page 46           | To Be Reviewed         |
| <b>J. Veteran's Building</b>                   |                                                                                    |           |                        |                   |                        |
| J1                                             | Pave parking area.                                                                 | Mid       | Community Services     | Page 48           | To Be Reviewed         |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action         |                                                                                                                                                                                                             | Timeframe | Responsibility                               | Chapter Reference | Status         |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------|-------------------|----------------|
| J2                  | Replace VCT flooring in half of building.                                                                                                                                                                   | Mid       | Community Services                           | Page 48           | To Be Reviewed |
| J3                  | Renovate existing restrooms.                                                                                                                                                                                | Mid       | Community Services                           | Page 48           | To Be Reviewed |
| J4                  | Repair/replace windows on original portion of building.                                                                                                                                                     | Mid       | Community Services                           | Page 48           | To Be Reviewed |
| J5                  | Consider future use and value of building for community use.                                                                                                                                                | Short     | Community Services                           | Page 48           | To Be Reviewed |
| <b>K. Ice Arena</b> |                                                                                                                                                                                                             |           |                                              |                   |                |
| K1                  | Identify improvements to lobby/entryway. Expand lobby area to allow for larger crowds that attend events. If possible, expand the gathering areas for spectators outside of the rinks it reduce congestion. | Long      | Community Services and Recreation Department | Page 49           | To Be Reviewed |
| K2                  | Evaluate all rooftop HVAC units for replacement and create a timeline to do that.                                                                                                                           | Short     | Community Services and Recreation Department | Page 49           | To Be Reviewed |
| K3                  | Add garage for truck/equipment and move storage out of building.                                                                                                                                            | Long      | Recreation Department                        | Page 49           | To Be Reviewed |
| K4                  | Add separate locker room for officials.                                                                                                                                                                     | Long      | Recreation Department                        | Page 49           | To Be Reviewed |
| K5                  | Install snow rails at shed roof at rear of building to protect rooftop equipment.                                                                                                                           | Mid       | Recreation Department                        | Page 49           | To Be Reviewed |
| K6                  | Identify an improved use of unused 2nd floor 'Foster' space (offices, storage, etc.)                                                                                                                        | Mid       | Recreation Department                        | Page 49           | To Be Reviewed |
| K7                  | Provide new flooring for the camp/birthday area.                                                                                                                                                            | Short     | Recreation Department                        | Page 49           | To Be Reviewed |
| K8                  | Identify overflow parking solution.                                                                                                                                                                         | Mid       | Recreation Department                        | Page 49           | To Be Reviewed |
| K9                  | Add solar panels to save on electrical operating costs.                                                                                                                                                     | Mid       | Recreation Department and Planning           | Page 49           | To Be Reviewed |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                  |                                                                                                                                                                                            | Timeframe | Responsibility                                | Chapter Reference | Status             |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------|-------------------|--------------------|
| K10                          | Create access road to the parking lot from the Softball field (to serve as an overflow parking area).                                                                                      | Mid       | Recreation Department and Planning Department | Page 49           | To Be Reviewed     |
| K11                          | The refrigeration system has been upgraded to be efficient. Needs to be maintained well and integrated with the controls and alarm systems so it can be remotely monitored and controlled. | Short     | Recreation Department                         | Page 49           | To Be Reviewed     |
| K12                          | Designate additional office and storage space in the core of the building.                                                                                                                 | Long      | Recreation Department                         | Page 49           | To Be Reviewed     |
| <b>L. Community Services</b> |                                                                                                                                                                                            |           |                                               |                   |                    |
| L1                           | Develop Asset Management Plans for the remaining buildings and facilities that do not currently have one.                                                                                  | Short     | Community Services                            | Page 9            | To Be Reviewed     |
| <b>Public Works Facility</b> |                                                                                                                                                                                            |           |                                               |                   |                    |
| L2                           | Add additional toilet in shower location in Men's Room.                                                                                                                                    | Mid       | Community Services                            | Page 53           | To Be Reviewed     |
| L3                           | Replace Reznor heater in brine tank room.                                                                                                                                                  | Mid       | Community Services                            | Page 53           | To Be Reviewed     |
| L4                           | Ventilation/HVAC upgrades. Replace heating system and improve heating in fleet maintenance area of building.                                                                               | Mid       | Community Services                            | Page 53           | In Progress        |
| L5                           | Replace garage doors at either end of main bay area.                                                                                                                                       | Short     | Community Services                            | Page 53           | To Be Reviewed     |
| L6                           | Explore space solutions for additional interior storage.                                                                                                                                   | Short     | Community Services                            | Page 53           | To Be Reviewed     |
| L7                           | Address snow load issues on roof. Consider replacing flat roof with a peaked roof.                                                                                                         | Short     | Community Services                            | Page 53           | To Be Reviewed     |
| L8                           | Install Electric Vehicle charging station(s).                                                                                                                                              | Short     | Community Services                            | Page 53           | In Progress (2025) |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                                   |                                                                                                                                                                                   | Timeframe | Responsibility                             | Chapter Reference | Status                    |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------|-------------------|---------------------------|
| <b>M. Facilities, Grounds, and Cemeteries</b> |                                                                                                                                                                                   |           |                                            |                   |                           |
| <b>Buildings and Roads</b>                    |                                                                                                                                                                                   |           |                                            |                   |                           |
| M1                                            | Upgrade vehicles and equipment as needed. Develop a replacement prioritization list for equipment and vehicles.                                                                   | Ongoing   | Community Services                         | Page 56           | <b>Ongoing</b>            |
| M2                                            | Restore power safely to the outlets used to decorate the downtown area during festivals and the holiday season.                                                                   | Mid       | Community Services                         | Page 56           | <b>In progress (2025)</b> |
| M3                                            | Monitor Energy Management System for public facilities to improve efficiency and achieve cost savings.                                                                            | Short     | Community Services                         | Page 56           | <b>In progress (2026)</b> |
| M4                                            | Continue to assist in the revamping of the signage for the downtown and municipal parking areas.                                                                                  | Short     | Community Services and Planning Department | Page 56           | <b>To Be Reviewed</b>     |
| M5                                            | Maintain LED fixtures on streetlights and décor lighting throughout the City.                                                                                                     | Short     | Community Services                         | Page 56           | <b>To Be Reviewed</b>     |
| M6                                            | Replace black décor lights poles between the railroad tracks and Central Ave bridge and other nearby locations nearby. They're currently rusting at the base.                     | Short     | Community Services                         | Page 56           | <b>To Be Reviewed</b>     |
| <b>Parks and Grounds</b>                      |                                                                                                                                                                                   |           |                                            |                   |                           |
| M7                                            | Continue working on activating the Shaw's Lane well for athletic field irrigation.                                                                                                | Short     | Community Services                         | Page 56-57        | <b>To Be Reviewed</b>     |
| M8                                            | Continue City wide tree maintenance program and tree replacement in the urban core.                                                                                               | Short     | Community Services                         | Page 56-57        | <b>In Progress</b>        |
| M9                                            | Continue monitoring curb line weed control program while exploring efficient and fiscally responsible organic alternatives.                                                       | Mid       | Community Services                         | Page 56-57        | <b>In Progress</b>        |
| M10                                           | Continue turf treatment program to improve quality of playing fields and public turf areas, implementing effective and fiscally responsible alternatives to synthetic treatments. | Mid       | Community Services                         | Page 56-57        | <b>In Progress</b>        |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                   |                                                                                                                                                                    | Timeframe | Responsibility     | Chapter Reference | Status                |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|-----------------------|
| <b>Cemeteries</b>             |                                                                                                                                                                    |           |                    |                   |                       |
| M11                           | Record and computerize burial information.                                                                                                                         | Short     | Community Services | Page 57           | <b>In Progress</b>    |
| M12                           | Perform cement foundation work for memorialization.                                                                                                                | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M13                           | Restore and reset fallen/damaged headstones.                                                                                                                       | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M14                           | Implement layout for new burial area.                                                                                                                              | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M15                           | Develop marketing plan to increase lot sales.                                                                                                                      | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M17                           | Proceed with GPS mapping of cemetery sections.                                                                                                                     | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M18                           | Install related landscaping for Columbarium.                                                                                                                       | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M19                           | Implement turf treatments in areas requiring attention.                                                                                                            | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M20                           | Modification of Tomb to provide organized storage.                                                                                                                 | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M21                           | Continue to install trees to replace old trees and those decimated by storms.                                                                                      | Ongoing   | Community Services | Page 57           | <b>To Be Reviewed</b> |
| <b>Austin Tuttle Cemetery</b> |                                                                                                                                                                    |           |                    |                   |                       |
| M22                           | Eradicate Japanese Knotweed and restore area by seeding with drought tolerant seed mix.                                                                            | Ongoing   | Community Services | Page 57           | <b>Ongoing</b>        |
| M23                           | Prune existing trees and shrubs as necessary to enhance public visibility of cemetery to visitors and to deter vandalism. Retain buffer along adjacent residences. | Ongoing   | Community Services | Page 57           | <b>Ongoing</b>        |
| M24                           | Repair and or replace existing pipe rail fence delineating cemetery limits and or install granite monuments to establish cemetery limits.                          | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                              |                                                                                                                                                                                                                | Timeframe | Responsibility                             | Chapter Reference | Status         |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------|-------------------|----------------|
| M25                                      | Provide signage documenting historic significance.                                                                                                                                                             | Mid       | Community Services and Heritage Commission | Page 57           | To Be Reviewed |
| M26                                      | Repair toppled monuments and record conditions of headstones.                                                                                                                                                  | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| <b>Pinkham Cemetery</b>                  |                                                                                                                                                                                                                |           |                                            |                   |                |
| M27                                      | Remove existing vegetation engulfing headstones on the eastern (rear) portion of the cemetery to expose headstones. Restore the ground area allowing herbaceous vegetation and leaf litter to remain.          | Short     | Community Services                         | Page 57           | To Be Reviewed |
| M28                                      | Prune existing trees and shrubs as necessary to enhance public visibility of cemetery to visitors and to deter vandalism.                                                                                      | Short     | Community Services                         | Page 57           | To Be Reviewed |
| M29                                      | Remove broken granite post and replace with new granite post or appropriate fencing to define limits of the cemetery.                                                                                          | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| M30                                      | Record condition of existing headstones.                                                                                                                                                                       | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| M31                                      | Provide signage documenting historic significance.                                                                                                                                                             | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| M32                                      | Grind existing stumps where practicable.                                                                                                                                                                       | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| <b>Roberts Cemetery (First Settlers)</b> |                                                                                                                                                                                                                |           |                                            |                   |                |
| M33                                      | Record condition of existing headstones.                                                                                                                                                                       | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| M34                                      | Grind existing stumps where practicable.                                                                                                                                                                       | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| M35                                      | Provide signage documenting historic significance.                                                                                                                                                             | Mid       | Community Services                         | Page 57           | To Be Reviewed |
| M36                                      | Evaluate existing soil to evaluate existing nutrient deficiencies and pH levels. Aerate compacted areas, provide fertilizer, lime as required and seed with a drought tolerant low maintenance grass seed mix. | Mid       | Community Services                         | Page 57           | To Be Reviewed |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                                          |                                                                                                                                                                                                                                                                                                                                                                      | Timeframe | Responsibility     | Chapter Reference | Status                |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|-----------------------|
| <b>Pine Hill Cemetery and Ricker Memorial Chapel</b> |                                                                                                                                                                                                                                                                                                                                                                      |           |                    |                   |                       |
| M37                                                  | Plans have been generated to rehabilitate and return the Ricker Memorial Chapel to its original use for funeral and ceremonial services. There are also plans to renovate the 1888 receiving tomb so it can be used as a cremation mausoleum. Implement the facilities building portion of the master plan prepared for Pine Hill Cemetery by Mitchell & Associates. | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M38                                                  | Prepare for the start of restoration of the Chapel.                                                                                                                                                                                                                                                                                                                  | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M39                                                  | Repair Main Avenue from Central Avenue to the Tomb, reconstructing sidewalk, curbing, road repair and repaving.                                                                                                                                                                                                                                                      | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M40                                                  | Upgrade heating and cooling systems.                                                                                                                                                                                                                                                                                                                                 | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M41                                                  | Replace drainage and sanitary lines.                                                                                                                                                                                                                                                                                                                                 | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M42                                                  | Complete drainage improvements around building.                                                                                                                                                                                                                                                                                                                      | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M43                                                  | Add exterior and interior emergency battery lighting and exit signs to the facility to meet NFPA 101 Life Safety Code.                                                                                                                                                                                                                                               | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M44                                                  | Upgrade lighting to LED fixtures.                                                                                                                                                                                                                                                                                                                                    | Short     | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M45                                                  | Replace all electrical wiring in the building.                                                                                                                                                                                                                                                                                                                       | Long      | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M46                                                  | Make accessibility improvements throughout the building.                                                                                                                                                                                                                                                                                                             | Long      | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M47                                                  | Add fire alarm system to building.                                                                                                                                                                                                                                                                                                                                   | Long      | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M48                                                  | Mill and fill deteriorated pavement sections as needed.                                                                                                                                                                                                                                                                                                              | Mid       | Community Services | Page 57           | <b>To Be Reviewed</b> |
| M49                                                  | Upgrade existing unpaved secondary travel lanes, regrade and supplement with increased gravel base and or bituminous reclaim to address erosion and rutting.                                                                                                                                                                                                         | Long      | Community Services | Page 57           | <b>To Be Reviewed</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                         |                                                                                                                                                                                                                                                    | Timeframe | Responsibility     | Chapter Reference | Status             |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|--------------------|
| M50                                 | Develop unified signage plan for wayfinding, informational, historic and regulatory signs including implementation.                                                                                                                                | Long      | Community Services | Page 57           | To Be Reviewed     |
| <b>N. Solid Waste and Recycling</b> |                                                                                                                                                                                                                                                    |           |                    |                   |                    |
| N1                                  | Consider hiring additional staff to expand waste management services and/or hours. If the City wishes to expand its waste management services and/or hours, additional staff will need to be hired.                                                | Mid       | Community Services | Page 62           | To Be Reviewed     |
| N2                                  | Once the City's curbside waste service contract expires, evaluate the feasibility of managing curbside services in house. Additional staff and equipment would be required to shift to this.                                                       | Short     | Community Services | Page 63           | In Progress (2025) |
| N3                                  | Consider mechanisms to reduce the amount of contaminated materials that end up in the recycling stream.                                                                                                                                            | Short     | Community Services | Page 63           | To Be Reviewed     |
| N4                                  | Consider creating a reuse area or "swap shop".                                                                                                                                                                                                     | Short     | Community Services | Page 63           | To Be Reviewed     |
| N5                                  | Replace the Waste Management Division's roll off truck, which is one of the most important pieces of equipment this Division uses.                                                                                                                 | Short     | Community Services | Page 63           | In Progress (2025) |
| N6                                  | Replace the Bag and Tag bags with higher quality totes.                                                                                                                                                                                            | Mid       | Community Services | Page 63           | Completed          |
| N7                                  | Host additional household hazardous waste collection days.                                                                                                                                                                                         | Ongoing   | Community Services | Page 63           | Ongoing            |
| N8                                  | Identify and designate a long-term leaf disposal site. The Solid Waste and Recycling Division is in need of a long-term disposal site for leaves and grass, as part of expanded leaf collection programs as a way to manage the City's stormwater. | Short     | Community Services | Page 63           | Completed 2023     |
| N9                                  | Consider ways to expand composting services to Dover residents.                                                                                                                                                                                    | Short     | Community Services | Page 63           | In Progress        |
| <b>O. Fleet Services</b>            |                                                                                                                                                                                                                                                    |           |                    |                   |                    |
| O1                                  | If the City continues to expand its vehicle fleet, there will be an increased need for a full-time inventory clerk (or two part-time clerks).                                                                                                      | Mid       | Community Services | Page 65           | In Progress (2025) |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action |                                                                                                                                                                                                                                                                                                                      | Timeframe | Responsibility     | Chapter Reference | Status                    |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|---------------------------|
| O2          | Consider an additional bay if fleet grows. Over time, increasing the number of vehicles in the City's fleet will trigger the need for an additional vehicle bay.                                                                                                                                                     | Long      | Community Services | Page 65           | <b>In Progress (2025)</b> |
| O3          | Replace vehicles on a 10-year rotation.                                                                                                                                                                                                                                                                              | Ongoing   | Community Services | Page 65           | <b>To Be Reviewed</b>     |
| O4          | Expand Dover's electric vehicle fleet and invest in necessary infrastructure to perform maintenance on electric vehicles.                                                                                                                                                                                            | Mid       | Community Services | Page 66           | <b>Ongoing</b>            |
| O5          | Evaluate which vehicle maintenance services are more cost effective to perform in house versus outsourcing to an external vendor.                                                                                                                                                                                    | Mid       | Community Services | Page 66           | <b>To Be Reviewed</b>     |
| O6          | Eliminate the paint booth from the facility due to it being more affordable to outsource these duties. Convert this space to house a medium-duty vehicle lift containing an alignment machine and an a/c recharge area.                                                                                              | Mid       | Community Services | Page 66           | <b>In Progress (2025)</b> |
| O7          | Update tire mounting and balancing equipment to better handle today's newer tire sizes. These services are most cost effective to perform in-house.                                                                                                                                                                  | Short     | Community Services | Page 66           | <b>In Progress (2025)</b> |
| O8          | Due to City procurement and purchasing policies, Fleet Services is actively working to tighten up inventory control to ensure parts and equipment are used and stored to their optimal ability. Fleet Services does have a need for expanding its inventory space and inventory control, as it is currently limited. | Short     | Community Services | Page 66           | <b>To Be Reviewed</b>     |
| O9          | Improve maintenance tracking. Fleet Services would like to continue to improve their optimization of CFA software program to improve maintenance tracking and inventory.                                                                                                                                             | Short     | Community Services | Page 66           | <b>To Be Reviewed</b>     |
| O10         | Purchase a second heavy lift. To continue to support winter plowing, a second heavy lift is needed.                                                                                                                                                                                                                  | Mid       | Community Services | Page 66           | <b>To Be Reviewed</b>     |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action |                                                                                                                                                                                                                                                                                                                                            | Timeframe | Responsibility     | Chapter Reference | Status         |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|----------------|
| O11         | Monitor emission regulations and make necessary maintenance improvements to comply. This includes taking high emission vehicles out during the summer on short trips to maintain them in order to meet emission requirements. There may be a time when Fleet Services has to include these emissions standards in their operations policy. | Ongoing   | Community Services | Page 66           | <b>Ongoing</b> |

### Public Utilities

| P. Water System |                                                                                                                                                                                                                                      |       |                    |         |                       |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------|---------|-----------------------|
| P1              | Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of water facilities. Ensure these are integrated into capital improvement planning. | Mid   | Community Services | Page 73 | <b>To Be Reviewed</b> |
| P2              | Phase 3 of the water facility improvement project is currently underway and should continue to be integrated into capital improvement planning.                                                                                      | Short | Community Services | Page 73 | <b>To Be Reviewed</b> |
| P3              | Continue reconstruction and renovations of the wellhead buildings. Space is very limited, chemical storage is inadequate in some, and electrical services are out of code in some.                                                   | Long  | Community Services | Page 74 | <b>To Be Reviewed</b> |
| P4              | Tie in Hughes Well to the French Cross Water Treatment Plant. Upgrade French Cross Treatment Center as Hughes Well is tied in to better meet the Environmental Protection Agency's iron and manganese regulations.                   | Mid   | Community Services | Page 74 | <b>To Be Reviewed</b> |
| P5              | Complete media upgrades for filtration at French Cross Water Treatment Plant.                                                                                                                                                        | Short | Community Services | Page 74 | <b>To Be Reviewed</b> |
| P6              | Complete 401 permit process for the Isinglass recharge to prepare for rebuilding the intake and the facility out of the floodplain.                                                                                                  | Mid   | Community Services | Page 74 | <b>To Be Reviewed</b> |
| P7              | In 2022, the EPA is requiring cities to remove all lead service parts in the water system. Identify old galvanized lines and invest in replacement of these lines to meet new EPA lead and copper standards.                         | Short | Community Services | Page 74 | <b>To Be Reviewed</b> |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action |                                                                                                                                                                                                                                                                                                             | Timeframe | Responsibility                                | Chapter Reference | Status             |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------|-------------------|--------------------|
| P8          | Schedule and plan for the replacement of the water main pipes identified on page 74.                                                                                                                                                                                                                        | Short     | Community Services                            | Page 74           | To Be Reviewed     |
| P9          | Complete water main extension project on Piscataqua Road from Back River to City line.                                                                                                                                                                                                                      | Mid       | Community Services                            | Page 74           | To Be Reviewed     |
| P10         | Install LED lighting fixtures at any remaining well pump stations that don't have LED lighting.                                                                                                                                                                                                             | Short     | Community Services                            | Page 74           | To Be Reviewed     |
| P11         | Continue to invest in the City's water meter systems. Currently, the utility has 3 types of meter transponders in the system, which should continuously be evaluated.                                                                                                                                       | Ongoing   | Community Services                            | Page 74           | Ongoing            |
| P12         | Rehabilitate the interior and exterior of the Garrison Hill Tank.                                                                                                                                                                                                                                           | Short     | Community Services                            | Page 74           | In Progress (2026) |
| P13         | Security cameras have been added to all the well stations as rehabs occur. The City should plan to connect these cameras to the municipal communications infrastructure so that the Police Department can view footage.                                                                                     | Short     | Community Services                            | Page 74           | To Be Reviewed     |
| P14         | Create a plan for the Old Water Works Building. While it's currently being used for storage by the Water Division, its long-term use is unknown. Short-term weather-tightness and safety improvements are needed, and a long-term plan for the rehabilitation is required to make the building more usable. | Mid       | Community Services                            | Page 74           | To Be Reviewed     |
| P15         | Secure funding to continue improving its cybersecurity defense.                                                                                                                                                                                                                                             | Ongoing   | Community Services and Information Technology | Page 74           | To Be Reviewed     |
| P16         | Continue updating and ensuring the accuracy of Dover's water system maps in the city's VUEworks GIS System. This allows all maps to be accessed digitally which will ensure efficient, cost-effective project planning.                                                                                     | Ongoing   | Community Services                            | Page 74           | Ongoing            |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Timeframe | Responsibility     | Chapter Reference | Status                |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|-----------------------|
| P17                    | Continue the ground water exploration program to identify potential future water sources.                                                                                                                                                                                                                                                                                                                                                                                          | Ongoing   | Community Services | Page 74           | <b>Ongoing</b>        |
| P18                    | The City's Community Services Department should ensure their operations are in aligned with being good stewards of its water supply. Prioritize protection of the aquifer by regularly updating and evaluating their policies and operations to ensure hazardous materials are stored properly and vehicles are not leaking fluids when parked outside.<br>The City should utilize checklists and regular inspections to prevent contamination and ensure standards are being met. | Ongoing   | Community Services | Page 74           | <b>Ongoing</b>        |
| <b>Q. Sewer System</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                    |                   |                       |
| Q1                     | Continue Wastewater Treatment Facility Upgrades.                                                                                                                                                                                                                                                                                                                                                                                                                                   | Ongoing   | Community Services | Page 82           | <b>Ongoing</b>        |
| Q2                     | Continue to work towards compliance with the Great Bay Permit and participate in the Municipal Alliance for Adaptive Management to reduce nitrogen loading into the Great Bay.                                                                                                                                                                                                                                                                                                     | Ongoing   | Community Services | Page 82           | <b>Ongoing</b>        |
| Q3                     | Continue to invest in the Inflow and Infiltration program and with activities such as flow monitoring, grouting, sealing, roof gutter removal.                                                                                                                                                                                                                                                                                                                                     | Ongoing   | Community Services | Page 82           | <b>Ongoing</b>        |
| Q4                     | Consider providing a cost share program to remove sump pumps (which can glean significant cost savings).                                                                                                                                                                                                                                                                                                                                                                           | Mid       | Community Services | Page 82           | <b>To Be Reviewed</b> |
| Q5                     | Complete pipeline and sewer assessments for the areas of Dover identified in this plan.                                                                                                                                                                                                                                                                                                                                                                                            | Mid       | Community Services | Page 82           | <b>To Be Reviewed</b> |
| Q6                     | Complete sewer line replacements for the areas of Dover identified in this plan.                                                                                                                                                                                                                                                                                                                                                                                                   | Ongoing   | Community Services | Page 82           | <b>Ongoing</b>        |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                         |                                                                                                                                                                                                                                                                                                                                                                                             | Timeframe | Responsibility     | Chapter Reference | Status                |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-------------------|-----------------------|
| Q7                                  | Complete the highest priority pump station upgrades: <ul style="list-style-type: none"> <li>• River Street Pump Station, which is currently under contract for rehab in 2022.</li> <li>• Mill Street Pump Station</li> <li>• Wentworth Terrace Pump Station</li> <li>• Charles Street Pump Station</li> <li>• Children’s museum Pump Station</li> <li>• County Farm Pump Station</li> </ul> | Short     | Community Services | Page 83           | <b>To Be Reviewed</b> |
| Q8                                  | New pump stations should be added at the intersection of Back River and Mast Road and Leathers Lane. There is currently a sewer main on Leathers Road and on the hill of Back River Road. Adding a pump station would remove 20 homes from leach fields that are over 20 years old.                                                                                                         | Mid       | Community Services | Page 83           | <b>To Be Reviewed</b> |
| Q9                                  | Purchase an excavator with brush cutter attachment, to clear easements (many of these areas are where main lines are running through).                                                                                                                                                                                                                                                      | Short     | Community Services | Page 83           | <b>To Be Reviewed</b> |
| Q10                                 | Purchase a sewer main easement cleaner.                                                                                                                                                                                                                                                                                                                                                     | Mid       | Community Services | Page 83           | <b>To Be Reviewed</b> |
| Q11                                 | Replace stream crossing from Knox Marsh Road to Crosby Road - small crossing under the railroad tracks under the Bellamy River.                                                                                                                                                                                                                                                             | Long      | Community Services | Page 83           | <b>To Be Reviewed</b> |
| <b>R. Stormwater Infrastructure</b> |                                                                                                                                                                                                                                                                                                                                                                                             |           |                    |                   |                       |
| R1                                  | Complete GIS mapping to identify all pipes in Dover’s drainage area.                                                                                                                                                                                                                                                                                                                        | Mid       | Community Services | Page 88           | <b>To Be Reviewed</b> |
| R2                                  | Continue investing in upgrading the stormwater infrastructure system.                                                                                                                                                                                                                                                                                                                       | Ongoing   | Community Services | Page 88           | <b>Ongoing</b>        |
| R3                                  | Over time, prioritize and fund the replacement and upgrade of aging stormwater infrastructure assets noted in this Plan.                                                                                                                                                                                                                                                                    | Long      | Community Services | Page 88-89        | <b>To Be Reviewed</b> |
| R4                                  | Continue investing in green infrastructure systems and best management practices to manage stormwater at the source and reduce negative impacts on the City’s receiving waters.                                                                                                                                                                                                             | Ongoing   | Community Services | Page 88           | <b>Ongoing</b>        |

## Recommendations and Implementation Plan – Community Facilities and Utilities

| Goal/Action                 |                                                                                                                                                                                                                                                  | Timeframe | Responsibility                             | Chapter Reference | Status                        |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------|-------------------|-------------------------------|
| R5                          | Implement the stormwater utility.                                                                                                                                                                                                                | Short     | Community Services                         | Page 88           | <b>Not Recommended (2023)</b> |
| R6                          | Improve tracking of long term operation and maintenance of green infrastructure installed on private property as part of site plan approval process. Potentially implement fines or other consequences for lack of proper maintenance.           | Short     | Community Services                         | Page 88           | <b>To Be Reviewed</b>         |
| R7                          | As part of the city's accepting the Great Bay Total Nitrogen General Permit, continue reducing non-point source loading in a meaningful way. Continue to proactively take advantage of nitrogen reducing opportunities as they become available. | Ongoing   | Community Services                         | Page 88           | <b>Ongoing</b>                |
| <b>S. Private Utilities</b> |                                                                                                                                                                                                                                                  |           |                                            |                   |                               |
| S1                          | Establish a notification process early on to all private utilities so they can plan accordingly and track potential infrastructure projects.                                                                                                     | Mid       | Community Services                         | N/A               | <b>To Be Reviewed</b>         |
| S2                          | Over the coming years, efforts should be made to move more of the overhead infrastructure underground as opportunities present themselves.                                                                                                       | Ongoing   | Community Services                         | Page 94           | <b>Ongoing</b>                |
| S3                          | Expand solar energy production on public properties in Dover.                                                                                                                                                                                    | Short     | Community Services                         | Page 93           | <b>In progress (2026)</b>     |
| S4                          | Consider the creation of a Dover Community Power Program.                                                                                                                                                                                        |           | Community Services and Planning Department | N/A               | <b>Completed (2023)</b>       |
| S5                          | Remove obsolete utility poles.                                                                                                                                                                                                                   | Ongoing   | Community Services                         | Page 94           | <b>Ongoing</b>                |