

CITY OF DOVER

CITY COUNCIL - AGENDA

Meeting Type: **Workshop Session**
Meeting Location: **City Hall, Council Chambers**
Meeting Date: **Wednesday, February 4, 2026**
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. OVERVIEW OF TAX INCREMENT FINANCING

B. OVERVIEW OF DOVER'S MASTER PLAN

C. REVIEW OF CITY COUNCIL GOAL SETTING

D. BUDGET PRIMER

7. **ADJOURNMENT**

To: Dennis Shanahan, Mayor

From: Christopher G. Parker

Cc: City Council
J. Michael Joyal, Jr.

Date: January 30, 2026

Re: TIF Background

ISSUE:

The February 4th Council workshop includes an agenda item reviewing the use of Tax Increment Financing to fund infrastructure investments the City. This memo will walk you through the background of Tax Increment Financing ahead of the workshop.

INTENT:

This memo will provide context for the attached summaries.

GOALS:

Provide a summary of the community's use of Tax Increment Financing and a history of how the two districts were established.

Attachment: TIF District(s) Map

Tax Increment Financing

Background:

Tax increment financing, commonly referred to as TIF, is the financing of public improvements with incremental taxes created by new construction, expansion, or renovation of a property within a designated district or area. The Dover Downtown TIF District was established to help offset the cost of needed parking infrastructure improvements. The Waterfront TIF District was established to finance the cost for the waterfront public infrastructure improvements.

How does a TIF district work?

TIF captures the increase in tax revenue generated after a district is established—the difference between the original assessed value and subsequent growth. This revenue is placed in a dedicated fund, separate from the City's general fund, and used solely for public improvements within the district, allowing new tax growth to directly repay public investment. An example of the revenue process follows:

No TIF

A \$200,000 property pays (Tax rate of \$19.68) \$3,936 to Tax Collector. 100% goes to the City for distribution to the General Fund, Schools, County, and State.

TIF with Redevelopment

The property is demolished and replaced by a new \$1M structure then Owner pays \$19,680 to Tax Collector. \$3,936 distributed as before. \$15,744 reserved for TIF District activity.

Authorization:

- NH RSA 162-K provides the statutory framework for setting up and managing a TIF district.
- With R – 2010.09.08 – 123, the City Council adopted the enabling legislation
- With R – 2014.02.12 – 014 the City Council created the Downtown District.
- With R – 2014.12.10 – 140 the City Council created the Waterfront District.

Components

Each district must have three plans: Administration, Development and Finance. These plans are adopted by the City Council when a district is established and layout the expectations and the framework for the TIF operations. Along with the establishment of the District boundaries, and evaluation of debt service limitations, these are required by the State of New Hampshire.

Administration Plan

The City Council holds final authority over the established district. It has final say on expenditures within the district, and how it is managed. The Council has established an Advisory Committee to review finances and operations and advise the Council and the District Administrator on activities and policies. The District Administrator, in Dover: the City Manager or a designee, execute the plans.

Development Plan

A TIF development plan conveys the description of public projects that could be funded by TIF funds. The Downtown Dover TIF District's plan focuses on developing the parking garage and associated site improvements. The Waterfront TIF plan focuses on implementing the public infrastructure necessary to create pad ready development sites on the waterfront and the development of the public park.

Financing Plan

The Financing Plan is a formal statement of the financial objectives for the retirement of bonds issued as part of improvements within the district. The plan includes: costs associated with the development plan; sources of revenue to finance those costs, including estimates on tax increments; amount of bonded indebtedness to be incurred; the duration of the district's existence; a statement of the estimated impact of TIF on the assessed values of all taxing jurisdictions in which the district is located.

Goals

The TIF Districts were established to encourage the following community goals:

Downtown

- Promote infill & foster economic development
- Improve public infrastructure & streetscape
- Diversification of the City's tax base
- Assist in funding the construction, operation/maintenance of a parking facility

Waterfront

- Promote waterfront focused development
- Improve public infrastructure & streetscape
- Diversification of the City's tax base

Advisory Board Makeup

Downtown

- (1) City Councilor
- (2) Citizen Representatives who do not own or operate property within or adjacent to the TIF District
- (4) Citizen Representatives who are property owners or occupants within or adjacent to the TIF District;

Waterfront

- (1) City Councilor
- (1) Citizen Representative who does not own or operate property within or adjacent to the TIF District
- (3) Citizen Representatives who are property owners or occupants within or adjacent to the TIF District

Status

Downtown

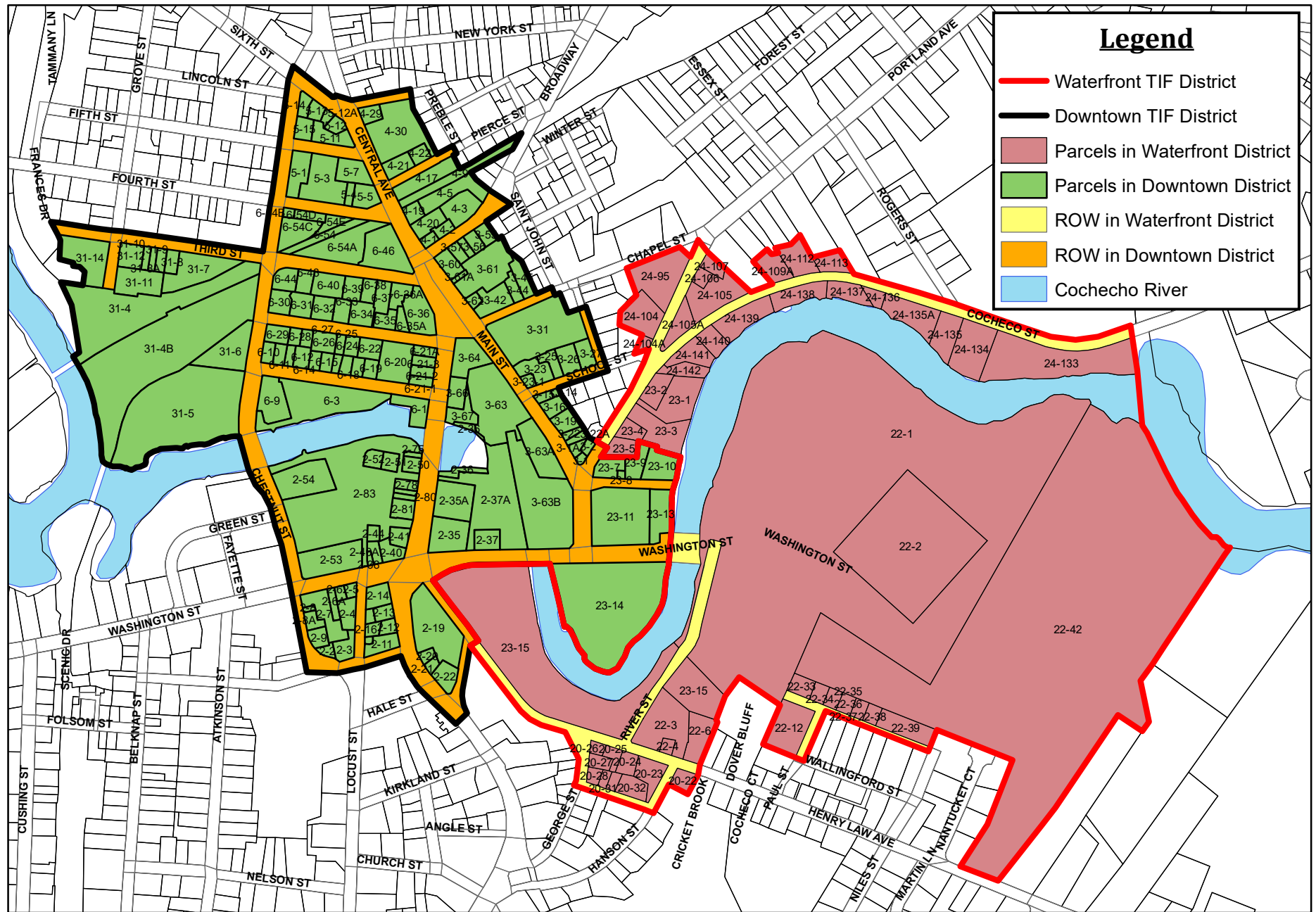
The Downtown TIF District was established in 2014 and debt was issued for the parking garage soon after. The Proforma for the debt service identified completing the bond payments in 2039 based upon presumed incremental increases occurring as development and redevelopment occurred.

It is projected that as of the close of FY26 the TIF fund balance will have funding exceeding the amount required to satisfy the debt service remaining on the garage.

Waterfront

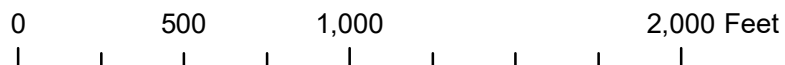
The Waterfront TIF District was created in 2014, but significant debt was not issued until 2019, tied to repayment terms in the City's Land Development Agreement with Cathartes. The private development is coming online in winter/spring 2026 and will begin generating the guaranteed tax valuations needed to support this debt.

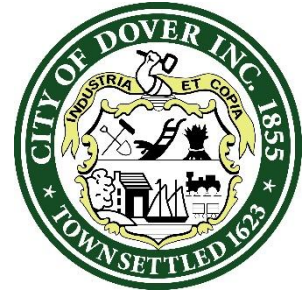
Dover, NH Downtown & Waterfront TIF Districts



Prepared by the Department of Planning and Community Development

Last Revised 1/22/2016





CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

2026 Update on Recommendations

Executive Summary

2016 - 2025 MASTER PLAN RECOMMENDATIONS

Executive Summary

Department of Planning and Community Development
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Table of Contents

<u>INTRODUCTION</u>	1
<u>IMPLEMENTATION TABLE KEY</u>	2
<u>VISION</u>	3
<u>LAND USE ANALYSIS</u>	4
<u>TRANSPORTATION</u>	10
<u>STEWARDSHIP OF RESOURCES</u>	16
<u>CLIMATE ADAPTATION</u>	24
<u>CONSERVATION AND OPEN SPACE</u>	30
<u>RECREATION</u>	38
<u>COMMUNITY FACILITIES AND UTILITIES</u>	63

INTRODUCTION

Rather than treating the Master Plan as a static document updated every five to ten years, the City of Dover employs an ongoing update process that allows the Plan to evolve in response to changing conditions, priorities, and community needs.

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 was reviewed and updated, with a potential adoption date of February 11, 2026. 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.

Vision (2023) Dennis Shanahan Linnea Nemeth Hayley Harmon Doug Glennon Benjamin Bradley Lina Shayo	Land Use Analysis (2026) Anna Boudreau Steve Brown George DeBoer Krysta Gingue Rick Lundborn April Richer	Transportation (2016) Matt Hanson Dana Lynch Jon Niehof Moe Olivier Lee Skinner Eric Swanson Daniel Toland	Stewardship of Resources (2017) Robert Carrier Elizabeth Goldman Cora Quisumbing-King David Landry Otis Perry Alison Webb Lindsey Williams
Climate Adaptation (2018) Bill Baber Anna Boudreau Malone Cloitre Marcia Gasses Haley Harmon Jan Nedelka John Peterman Cora Quisumbing-King Tom Thompson	Conservation & Open Space (2025) Thomas Fargo Kristen Murphy Dennis Shanahan Mark Speidel Russ Warnock Lindsey Williams	Recreation (2020) Pat Campbell Robert Carrier Gina Cruikshank Linnea Nemeth John O'Connor Tim Paiva	Community Facilities and Utilities (2022) Robert Carrier Otis Perry Robert Berry 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.

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	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	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 Jobless Control Plan, project, and encourage the City to participate in similar projects in other publically 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: Water Availability and Quality
HS: Health and Safety
F: Food

E: Energy
I: Infrastructure
NR: Natural Resources

Priority

Charging Actions which are considered as clearly being needed now
High-priority Actions which should be undertaken in 1-2 years
Low-priority Actions which should be undertaken in 3-5 years
Long-Anticipated Actions which take more than 5 years to initiate and complete

DRAFT 12.18.2017

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

E: Energy
I: Infrastructure
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Priority
Ongoing: 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

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

Potential adoption date, February 11, 2026

Themes and Vision:

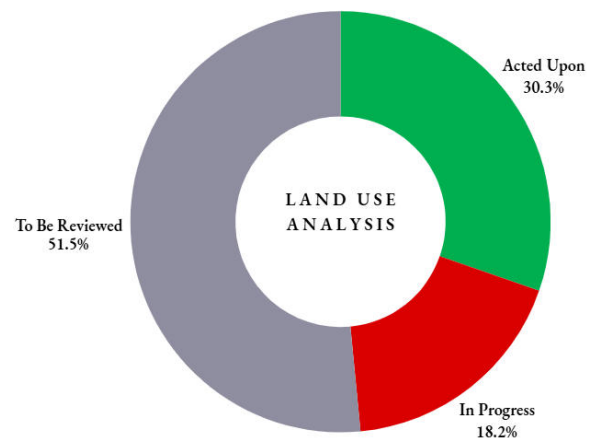
The Land Use Chapter of Dover's Master Plan offers a strategy and roadmap for guiding future growth while preserving the city's most valued resources, including its downtown core, diverse neighborhoods, historic charm, and natural landscapes, while addressing emergent challenges and issues that impact the city. The chapter provides direction for where and how development should occur, while balancing housing choice, economic opportunity, and environmental stewardship.

The matrix table for this chapter include items within the following action areas:

- **Transportation:** Goals within this action area aim to strengthen multi-modal transportation in Dover by improving bike, pedestrian, transit, trail, and EV infrastructure to better connect key destinations, reduce car dependence, enhance safety, and support economic vitality.
- **Housing:** Goals within this action area aim to advance housing affordability, diversity, and equity in Dover by expanding missing middle and mixed-income housing, encouraging context-sensitive infill and adaptive reuse, supporting accessory units and innovative neighborhood types, and improving coordination, financing, and transparency around housing initiatives.
- **Economic Development:** Goals within this action area aim to support economic vitality in Dover by creating business-friendly regulations, expanding flexible and context-sensitive commercial opportunities, promoting small business growth and ownership, and strategically targeting economic incentives.
- **Natural Resource Protection and Community Resilience:** Goals within this action area aim to protect and enhance Dover's natural and open space resources by expanding public access, integrating nature-based and climate-resilient solutions into planning and development, and strengthening partnerships to advance conservation and highlight the value of ecosystem services.
- **Land Use:** Goals within this action area aim to guide growth through refined form-based zoning, infill and redevelopment to increase housing and mixed-use opportunities while preserving neighborhood character, industrial activity, and open space.

Accomplishment Summary:

Acted Upon	In Progress	To Be Reviewed	Total
10	6	17	33



Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Time Frame	Status
1. Transportation					
1.1	Improve multi-modal connectivity, including bike and pedestrian infrastructure, between mixed-use nodes and key destinations (e.g., Pointe Place, Downtown, neighborhoods, businesses, schools) to reduce car dependence and improve safety.	Medium	Planning, Community Services	Medium	To be Reviewed
1.2	Implement recommendations from Dover’s recently completed Transit Access Study, which identifies future investments to address needed last-mile access improvements. Last-mile access improvements enhance the connection between major transportation routes and final destinations by adding sidewalks, bike paths, and other facilities that make it easier and safer to walk, bike, or take transit.	Medium	Planning, Community Services	Ongoing	To be Reviewed
1.3	Monitor Amtrak and Downtown transit loop ridership to inform future transit investments.	Low	Planning	Ongoing	To be Reviewed
1.4	Continue to expand, and improve, the Community Trail to further connect distinct areas of the Dover.	Medium	Planning, Recreation, Community Trail Advisory Committee	Long	Ongoing
1.5	Continue to strategically expand public EV charging infrastructure and promote this infrastructure as part of a broader economic development strategy to increase visitation to Dover’s Downtown and other key destinations.	Low	Planning, Office of Business Development, Energy Commission	Medium	Ongoing

Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Time Frame	Status
2. Housing					
2.1	Review, prioritize, and implement recommendations aimed at addressing Dover’s housing challenges provided by the Ad-Hoc Committee to Address Community Housing Needs. These include actions like increasing community engagement and education on the benefits of affordable housing and housing programs, expanding affordable and workforce housing options, addressing homelessness and housing insecurity.	Medium	Planning, Planning Board	Ongoing	To be Reviewed
2.2	Expand opportunities for Missing Middle Housing by allowing a wider range of 2–4 unit dwellings by right in appropriate zoning districts, in an effort to increase housing diversity and walkable neighborhood living.	Medium	Planning	Medium	To be Reviewed
2.3	Explore housing policies and incentives that promote mixed-income neighborhoods by ensuring a range of housing types and price points in new developments.	High	Planning	Ongoing	To be Reviewed
2.4	Encourage the development of pocket neighborhoods and cottage courts- small clusters of homes oriented around shared open space- to provide diverse, community-scaled housing options that fit within existing neighborhoods. Update zoning and design standards to allow this form of infill development in walkable areas while maintaining or enhancing the character of existing neighborhoods.	Medium	Planning	Medium	To be Reviewed
2.5	Promote adaptive reuse of existing structures and historic buildings to support housing and mixed-use development opportunities while preserving Dover’s architectural character.	High	Planning	Medium	Ongoing
2.6	Incentivize mixed-income and upper-story housing in the Downtown to foster diversity and livability.	Medium	Planning	Medium	Ongoing
2.7	Continue to identify and promote financing tools that make it easier for homeowners to build or convert accessory units, expanding housing options for residents of all ages and incomes.	Medium	Planning	Short	In Progress (2026)

Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Time Frame	Status
2.8	Collaborate with local businesses and financial institutions to develop programs designed to increase housing access in appropriate locations within the city.	Medium	Planning, Office of Business Development	Short	To be Reviewed
2.9	Develop an online Housing Dashboard to track and share information on current and recently approved housing developments in Dover.	High	Planning	Short	In Progress (2027)
3. Economic Development					
3.1	Collaborate with the Dover Business and Industrial Development Authority and other partners to ensure Dover's regulations, within appropriate areas of the city, are business friendly.	Medium	Planning, Office of Business Development	Medium	To be Reviewed
3.2	Review and update land use ordinances to expand opportunities for context-sensitive and small-scale commercial development, such as incremental business spaces, accessory commercial units, or refined home occupation standards.	Low	Planning, Office of Business Development	Medium	To be Reviewed
3.3	Identify strategies and locations to support small business development, including a possible small business incubator.	Low	Planning, Office of Business Development	Medium	To be Reviewed
3.4	Support opportunities for small businesses to own their buildings through targeted programs, partnerships, and flexible zoning.	Medium	Planning, Office of Business Development	Medium	To be Reviewed
3.5	Review current Economic Revitalization Zone and RSA 79-E policies, and target locations and areas identified for future commercial growth.	Low	Planning, Office of Business Development	Short	To be Reviewed
3.6	Expand "Discover Dover" initiatives to market conservation land, open space, recreation, and quality of life as economic assets.	Medium	Planning, Office of Business Development	Short	To be Reviewed
3.7	Educate local employers and property owners about the Transfer of Development Rights (TDR) Program to encourage reinvestment and efficient land use in Dover's employment areas.	Low	Planning, Office of Business Development	Medium	To be Reviewed

Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Time Frame	Status
4. Natural Resource Protection and Community Resilience					
4.1	Continue the protection and stewardship of Dover’s natural resources and open space resources according to the Natural Resource Inventory and the plan laid out in Dover’s Open Space and Conservation Master Plan Chapter.	High	Planning, Open Lands Committee, Conservation Commission	Ongoing	Ongoing
4.2	Expand public access to the waterfront and open space parcels, including green corridors, riverfront parks, and urban green spaces.	High	Planning, Recreation, Open Lands Committee	Medium	In Progress (2026)
4.3	Integrate nature-based climate solutions (e.g., green roofs, rain gardens, urban tree canopy, no and low mow areas, pollinator gardens) into municipal land management and future redevelopment projects.	Medium	Planning, Conservation Commission	Medium	To be Reviewed
4.4	Ensure climate resilience strategies are embedded in growth scenarios and infrastructure planning, especially in vulnerable areas and flood prone locations.	High	Planning, Community Services	Short	In Progress (2027)
4.5	Partner with regional universities, environmental organizations, or state agencies to conduct a study that quantifies the value of Dover’s ecosystem services- such as flood mitigation, water filtration, and carbon storage- to inform land use planning and highlight the economic and environmental importance of conservation.	Medium	Planning, Open Lands Commission, Conservation Commission	Medium	To be Reviewed
5. Land Use					
5.1	Continue implementing and refining form-based zoning and design standards to ensure high-quality, context-sensitive infill development and redevelopment projects.	Medium	Planning	Medium	Ongoing
5.2	Encourage infill and redevelopment of underutilized sites to increase housing, mixed-use, commercial and industrial development opportunities.	Medium	Planning	Medium	Ongoing

Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Time Frame	Status
5.3	Implement changes to the Transfer of Development Rights (TDR) Ordinance based on recommendations from the TDR subcommittee.	High	Planning	Short	In Progress (2026)
5.4	Explore the use of pattern zoning as a tool to guide context- sensitive residential development. Pattern zoning identifies and codifies the scale, form, and design of existing neighborhoods so that new development fits seamlessly with Dover’s character while allowing for more predictable, streamlined permitting.	Medium	Planning	Long	To be Reviewed
5.5	Promote mixed-use redevelopment while preserving existing industrial activity within the Integrated Development Areas, including along Central Avenue, Knox Marsh Road, and Littleworth Road.	High	Planning	Ongoing	Ongoing
5.6	Guide density increases in residential areas in a reasonable and context-sensitive way according to Dover’s Future Land Use Strategy.	High	Planning	Ongoing	Ongoing
5.7	Balance the protection of Dover’s open space assets and future compatible housing development in the residential areas on the outskirts of the city.	High	Planning, Open Lands Committee	Ongoing	Ongoing

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.

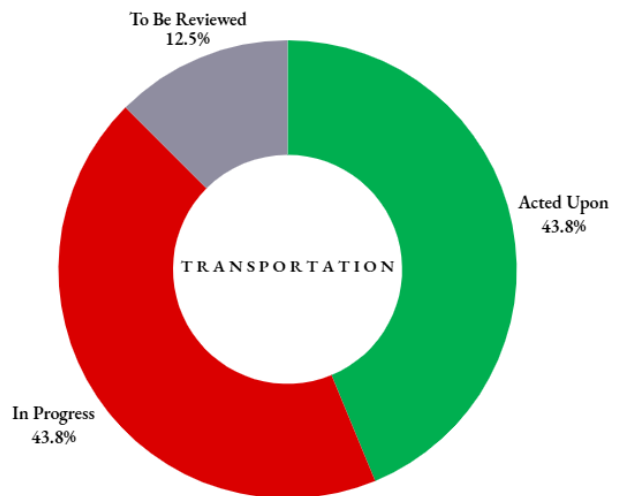
This theme is further articulated and defined by a series of elements that were identified by residents through the visioning process. A total of 14 elements were identified and some of those elements are noted below.

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
14	14	4	32



Recommendations and Implementation Plan –Transportation

Connectivity (C)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover provides an attractive, integrated transportation network that supports and promotes pedestrian, bicycle, and public transit travel throughout the City.				
Objective C 1	Build and maintain attractive infrastructure that accommodates pedestrians and connects neighborhoods.				
Action C 1.1	Conduct a citywide existing conditions sidewalk inventory and establish a sidewalk asset management plan that will be used to set annual sidewalk budgets and set priorities for implementation into the CIP.	Immediate	Transportation Advisory Commission	Pg. 18-22	In Progress (2026)
Action C 1.2	Use the sidewalk asset management plan to target the construction of sidewalk that connects people to land use (such as connecting the Dover Transportation Center to the downtown or connecting neighborhoods to the Community Trail and other recreational facilities).	Long	Planning and Community Services	Pg. 20	In Progress (2026)
Action C 1.3	Construct sidewalks to connect densely populated areas to the existing sidewalk network and public transit service.	Short	Community Services	Pg. 21-22	Ongoing
Action C 1.4	Utilize existing easements (if allowed) and/or open space parcels to build new off-road pedestrian and bicycle paths between existing neighborhoods.	Ongoing	Community Services	Pg. 23-24	In Progress (2026)

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action C 1.5	Continue to be persistent in pursuing funds from sources such as Federal Transportation Alternative Program (TAP) and Congestion Mitigation and Air Quality (CMAQ) improvement programs. Successful funding of these types of projects will continue to allow Dover to keep the mix of transportation improvements balanced, with due attention given to the lesser utilized modes of transportation such as bicycle and pedestrian. The City should prioritize its applications through the local TIP process and develop no more than three solid, well-supported applications in each funding cycle. It should also be prepared to advocate and present on behalf of those applications before the State selection	Ongoing	Planning	Pg. 4	Ongoing
Action C 1.6	The City, through its Commissioners and staff, should remain actively engaged in the Strafford Regional Planning Commission and should clearly and actively advocate for the interests of Dover and the Seacoast region of the state.	Ongoing	Planning Board and Planning	Pg. 4	Ongoing
Objective C 2	Expand transit service and improve transportation facilities to attract more users.				
Action C 2.1	Investigate the potential to expand COAST transit service to cover the densely populated neighborhood of Spruce Lane/Garrison Road/Back River Road and construct other supporting elements.	Long	Planning	Pg. 25	Completed 2019
Action C 2.2	Install new, comfortable bus shelters to encourage more ridership.	Short	Planning and Community Services	Pg. 25-29	Completed 2019
Action C 2.3	Construct sidewalk (or alternative, such as a widened shoulder) on primary roadways within the 10-minute walk distance of bus service that currently have no pedestrian accommodations.	Long	Community Services	Pg. 17-18	Ongoing
Action C 2.4	Consider supply strategies such as preferential parking for carpools. Measures such as these have no infrastructure cost associated yet can have a positive impact on the availability of parking through the more efficient use of existing supply. Areas for investigation should include Spaulding Turnpike Exits 7 and 8, and at the Dover Ice Arena.	To Be Reviewed	Transportation Advisory Commission	Page 5	To be Reviewed

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Objective C 3	Provide a bicycle network that is integrated into the City’s transportation system.				
Action C 3.1	Prepare a citywide bike plan that identifies existing gaps, determines recommended routes with specific treatments and amenities, and establishes an implementation strategy, including the location and supply of bike racks.	Immediate	Planning	Pg. 23	In Progress (2026)
Action C 3.2	Seek opportunities to connect bicycle routes to the community trail.	Short	Planning	Pg. 23	In Progress (2026)
Action C 3.3	Evaluate and implement bike routes via formal lanes or sharrows on the more heavily used City streets.	Short	Transportation Advisory Commission	Pg. 23	In Progress (2026)
Action C 3.4	Evaluate and implement recreational bike loops via sharrows.	Short	Transportation Advisory Commission	Pg. 23	Ongoing

Traffic Calming (TC)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover’s streets are well-directed and well-managed in an environment that supports and enhances the most desirable characteristics of the downtown and the City’s residential neighborhoods.				
Objective TC 1	Transform mobility through the City via Complete Streets and streetscape efforts to create an inviting and vibrant community for all modes of travel.				
Action TC 1.1	Implement the Preferred Alternative of the 2015 Downtown Dover Pedestrian and Vehicular Access and Streetscape Plan.	Short	Planning	Pg. 4,30	In Progress (2032)
Action TC 1.2	Adopt regulations that create access management overlay districts for the four corridors identified.	Short	Planning Board	Pg. 30	In Progress (2026)

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action TC 1.3	Complete traffic calming studies and implement recommendations for the eight corridors identified.	Ongoing	Planning and Community Services	Pg. 31	In Progress (2026)
Action TC 1.4	Program and fund streetscape/reconstruction projects identified.	Short	Planning Board and City Council	Pg. 31-32	Ongoing
Action TC 1.5	Establish a wayfinding and signage program for the downtown that can implemented in phases.	Short	Planning	Pg. 34	Completed 2021
Action TC 1.6	Design a new street network on the riverfront property that is in scale with the historical street design if the city, focused on livable streetscapes and constructed with a first class sidewalk system.	Short	Planning	Pg. 5	Completed 2021
Action TC 1.7	Provide full accommodation in the design for the planned Dover Downtown trolley system including pullouts and integral bus shelter center.	Intermediate	Planning and Community Services	Pg. 5	To be Reviewed
Action TC 1.8	Implement improvements to Henry Law Avenue, including full sidewalks and reconstruction of the street to accommodate all users in a speed-controlled setting using cost-effective, appropriate traffic calming techniques.	Long	Community Services	Pg. 5	In Progress (2027)
Action TC 1.9	City should pursue an easement from Hannaford's to eliminate Merry Street.	Intermediate	Planning and Community Services	Pg. 5	In Progress (2026)
Objective TC 2	City streets are posted with speed limits that are appropriate and consistent with the character of the existing environment.				
Action TC 2.1	Adopt a formal policy for posting speed limits on City streets by 2018.	Intermediate	Transportation Advisory Commission and City Council	Pg. 31, 33	In Progress (2026)
Objective TC 3	The City capitalizes on opportunities to implement connectivity and traffic calming measures through on-going annual City projects and maintenance.				
Action TC 3.1	Implement a policy that evaluates the possibility of restriping City Streets during the routine paving/maintenance to incorporate bike lanes or sharrows before the work is performed.	Immediate	Community Services	Pg. 33-34	Completed 2025

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action TC 3.2	Implement a policy that considers the application of widened shoulders in lieu of formal sidewalks where safe and applicable.	Immediate	Community Services	Pg. 22-23	Ongoing

Technology (T)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover's transportation system utilizes advanced technology to promote safe and efficient multimodal mobility throughout the City and provides users with real-time travel and parking data to enhance convenience.				
Objective T 1	Dover is actively and continually building the components of a smart city.				
Action T 1.1	Establish a Transportation Technology Committee to explore and evaluate technology components that will advance Dover's transportation system, and develop a multimodal intelligent transportation infrastructure plan (MITIP).	Intermediate	Planning	Pg. 35	To be Reviewed
Action T 1.2	Prioritize and implement action items that result from the MITIP.	Intermediate	Planning	Pg. 35	To be Reviewed
Action T 1.3	Continue to work with State government in adopting regulations that allow the use of bus prioritization in urban areas.	Ongoing	Planning	Pg. 35	Completed 2017
Action T 1.4	Work with COAST to implement technology such as NextBus to provide real time data of bus arrivals for riders.	Short	Planning	Pg. 30, 35	Completed 2019
Objective T 2	Dover is ready and prepared to be responsive in the event of unanticipated major traffic incidents.				
Action T 2.1	Develop incident management plans that are ready for immediate implementation as needed to address unanticipated traffic events in the City.	Long	Police Department	Pg. 36	In Progress (2026)
Action T 2.2	Establish an annual meeting where those responsible for the implementation and execution of plans (emergency responders and other City officials) review its components and update it accordingly.	Long	Fire Department	Pg. 36-37	In Progress (2026)

STEWARDSHIP OF RESOURCES RECOMMENDATIONS

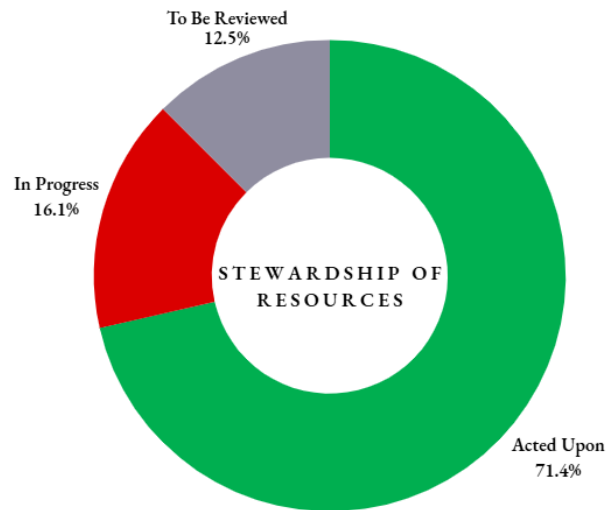
Adopted February 14, 2017

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
40	9	7	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 (2026)
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
Studies and Initiatives											
11	Investigate Class B dams with NH Water Resources Board and produce an assessment and report identifying policy actions needed.	X	X	X	X	X	X	M	Conservation Commission	31,34	To be Reviewed
12	Create a Strategic Conservation Plan for Dover that uses multiple objectives such as natural resource protection, hazard mitigation, historic and cultural resources, social capital potential, sustainability and resilience.	X	X	X	X	X	X	H	Conservation Commission	15, 16	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 (2026)

Recommendations and Implementation Plan –Stewardship of Resources

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

Recommendations and Implementation Plan –Stewardship of Resources

24	Support neighborhood improvement initiatives and incentives that promote social capital and community resilience.	X				X	X	M	City Council & Planning Board	28	Ongoing
25	Complete the Berry Brook Project and use as a model for similar projects throughout the City.	X		X				H	City Council	36	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	Ongoing
27	Encourage arts engagement and increased social capital through promotion of public art in both public and private spaces and through the creation of creative spaces such as makerspaces, community studio/education spaces, affordable artist housing, co-working spaces, shared kitchen spaces.		X				X	H	Arts Commission	35	Completed 2020
28	Support the development of a social capital working group that provides technical guidance to community based efforts and initiatives.						X	M	City Council	29	To be Reviewed
Regulatory Changes											
29	Enhance existing stormwater management requirements to also create habitat and potential food production, reduce the heat island effect, improve air quality, meet recreational needs, supports opportunities for education, etc.	X		X	X	X		M	Planning Board	15, 36	Ongoing
30	Develop regulations for an environmental and wildlife impact analysis for large development.	X		X	X			H	Planning Board	15	In Progress (2027)
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	In Progress (2026)
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)
City Operations, Policies and Procedures											
45	Maintain an accurate inventory of City trees and develop an “urban tree plan” that provides tree planting and removal guidelines.	X	X	X		X	X	M	Planning	15, 16	Completed 2019
46	Create more extensions of the community trail into natural environments.	X				X	X	H	Recreational Advisory Board	29	In Progress (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	Completed 2024
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	In Progress (2026)
50	Increase the dedicated funding source for land conservation and resilience-related projects.	X		X	X	X		M	City Council	15	Completed 2018
51	Review the City’s culvert sizing and clearing policies to assure that they account for anticipated climate change related impacts.	X		X	CM			L	Community Services	37, 39	In Progress (2026)
52	Explore the use of CDBG funding to address Federal and State climate resilience objectives.	X	X	X				L	City Council & Planning	40, 41	Completed 2019
53	Incorporate sea level rise predictions and other climate change related impacts when planning infrastructure investments in Dover’s Capital Improvement Program.	X	X	X	X			H	City Council	39, 40, 41	Completed 2017
54	Continue efforts to identify new drinking water sources and to protect both existing and potential sources.	X		X	X			H	City Council	15, 44, 45	Ongoing
55	Revisit Dover’s non-metered water usage by residents/businesses and the possibility of creating a fee associated with this water usage that could be placed in a capital reserve for addressing stormwater management concerns.	X			X			M	Utilities Commission	15	Not recommended by City Council in 2024.
56	Investigate participation in the Community Rating System (CRS).	X		X	X			M	City Council	36, 39, 40	Completed 2021

CLIMATE ADAPTATION RECOMMENDATIONS

Adopted February 27, 2018

Themes and Vision:

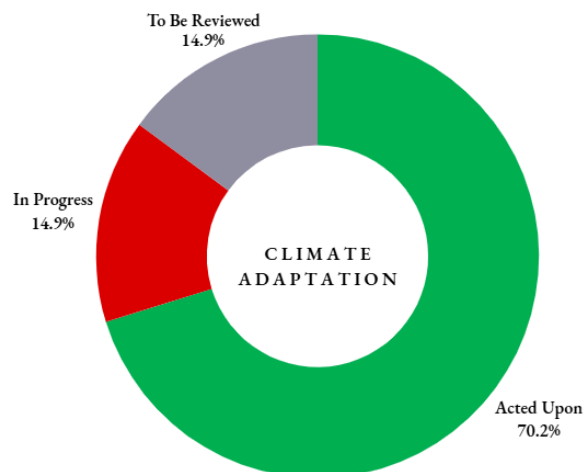
Dover has proactively understood that it has been and will continue to be confronted with a variety of coastal hazards associated with climate change, including flooding from storm surges and extreme precipitation. As an inland coastal community, the City is particularly susceptible to flooding in low-lying 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	7	7	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	Ongoing
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 (2026)
5	Provide information about vectors and vector-borne diseases to the public, offer tips on how residents can protect themselves with a focus on children in the school district	HS		X					L	Health Officer	Pgs. 20-21	Completed 2020
6	Use widely visible public spaces, such as Henry Law Park, as opportunities to provide education on climate change impacts (e.g. sea-level rise)	HS	X	X				X	I	Planning	Pgs. 1-3	Completed 2019
7	Partner with groups such as the NH Food Alliance and Seacoast Local to promote the distribution of fresh local food, provide agricultural awareness and education programs in schools, and support and align with existing efforts	F	X		X			X	S	Energy Commission	Pg. 24-26	To Be Reviewed
8	Promote clean water activities to sustain and improve aquaculture opportunities such as shellfish and seaweed harvesting, and other fisheries	F	X	X	X		X	X	S	Planning Department	Pgs. 26-27	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	Ongoing
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 (2026)
24	Use both the C-RiSe and New England Climate Adaptation Project reports as guides to conduct assessments on vulnerable infrastructure due to climate change	I	X	X			X	X	S	Planning and Community Services Departments	Pgs. 36-41 & 51-52	In Progress (2026)
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 (2026)
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	To Be Reviewed
Operations, Policies, and Procedures												
30	Consider installing or upgrading renewable cooling resources and technologies when significant improvements are made to public or municipally-owned buildings	HS		X		X	X		S	Fire Department	Pgs. 17-19	In Progress (2027)
31	Incorporate additional trees and native vegetation, while also preserving mature trees, into the downtown landscape and other City-owned properties in order to help lower surface and air temperatures by providing shade	HS	X	X		X		X	I	Planning and Community Services Departments	Pgs. 17-19	Completed 2021
32	As new industry guidance on vector borne diseases emerges from EMS and the CDC, ensure that emergency responders update their training as part of the required two-year continuing education cycle	HS		X					S	Police and Fire Departments	Pgs. 20-21	Completed 2020

Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
33	Incorporate the most up-to-date sea-level rise and storm surge maps, extreme precipitation data, and hurricane models into the City's Local Emergency Operations and Hazard Mitigation plans	HS		X					L	Fire Department	Pgs. 21-22	Completed 2018
34	Evaluate existing regulations to identify any road blocks to local, small scale agriculture and fisheries distribution through direct-to-consumer market operations	F			X			X	S	Planning Department	Pgs. 22-24	Completed 2024
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	Ongoing
36	Work with the Fire Department, NH Homeland Security and Emergency Management, and Eversource to gain a better understanding of how wildfires, hurricanes, flooding, and severe winter weather can damage transmission poles and other electricity infrastructure	E		X		X	X		S	Fire Department	Pg. 31 & 41	To Be Reviewed
37	Reference the Science and Technical Advisory Panel's (STAP) report when siting and designing long-term public infrastructure projects and CIP projects that may be at risk to climate change impacts	I		X			X		I	Planning Department	Pgs. 8-9	Ongoing
38	Develop a more consistent and reliable source of land conservation funding to be set aside on an annual basis to support easement acquisitions and transaction costs, as well as cost of annual easement monitoring obligations	NR	X					X	I	Conservation Commission, Open Lands Committee and City Council	Pgs. 49-50	Completed 2018
39	Incorporate new scoring criteria into existing land conservation prioritization efforts that consider climate adaptation benefits when evaluating land for conservation purposes	NR	X				X	X	I	Conservation Commission and Open Lands Committee	Pgs. 49-50	Completed 2019
40	Control invasive (plant/insect) species by implementing management strategies	NR		X	X			X	S	Conservation Commission and Community Services Department	Pgs. 47-49	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				
Regulatory												
41	Revise land use regulations to incorporate climate change considerations for future development	WAQ	X				X	X	I	Planning Department	Pgs. 10-11	Completed 2024
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	Completed 2024
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	Completed 2024
44	Conduct a regulatory audit of the City’s existing site regulations to ensure that future electric vehicle charging stations are allowed and can be installed/located, as well as encourage the development of additional electric vehicle infrastructure as future demand dictates	E				X	X		S	Planning Department	Pg. 332	Completed 2019
45	Consider adopting a property tax exemption or providing incentives to property owners in order to promote alternative energy sources, and facilitate future investments in energy efficient upgrades and reduction efforts	E				X	X		S	City Council	Pgs. 30-31	Completed 2019
46	Compare the City’s current floodplain ordinance with the Office of Strategic Initiative’s (OSI) updated model ordinance to ensure regulations and performance standards are adequate	I		X			X		S	Planning Department	Pgs. 34-36	Completed 2021
47	Explore regulatory options that would allow the City Council to initiate mandatory water restrictions on private and public property, as deemed appropriate, during a prolonged drought	WAQ	X	X				X	I	Utilities Commission and City Council	Page 11	Completed 2018

CONSERVATION AND OPEN SPACE RECOMMENDATIONS

Adopted January 14, 2025

Themes and Vision:

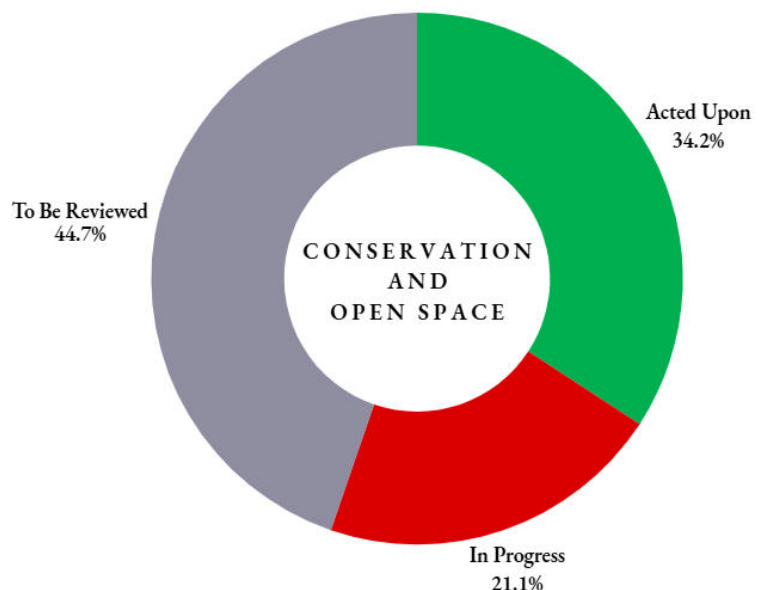
The Conservation and Open Space Chapter of Dover's Master Plan is meant to guide future land conservation activity. This chapter also informs natural resource protection efforts, and steers improvements to existing open space such as enhancing public access, stewardship, and amenities. It reflects the 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
13	8	17	38



Recommendations and Implementation Plan –Conservation and Open Space

Goal/Action		Priority	Responsibility	Time Frame	Status
1. Conservation Priorities					
1.1	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	Ongoing
1.2	Prioritize Conservation efforts that address at least one of the three priorities identified in this Chapter: • Groundwater Quantity and Quality Lands • Hazard Mitigation Lands • Important Wildlife Habitat Lands	High	Planning/Conservation Commission	Ongoing	To be Reviewed
1.3	Use the co-occurrence analysis to inform and guide future conservation efforts, including: • Identifying potential natural resource or recreational connections between existing conserved lands. This could include smaller and more targeted parcels to achieve connectivity. • Identifying larger blocks of remaining land and preventing further fragmentation. • Identifying lands with the greatest conservation value and advantageous co-benefits.	Medium	Planning/Conservation Commission/ Open Lands Committee	Ongoing	Ongoing
1.4	Review and update scoring criteria used by the Open Lands Committee for potential conservation projects which could include: • Develop a goal for the amount (or percentage) of conservation land to secure within ¼ mile of the Cochecho and Bellamy Rivers and tributaries.	Medium	Planning/Open Lands Committee	Medium	In Progress (2026)

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	Ongoing
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	Ongoing
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	Ongoing
1.8	Identify opportunities for future conservation of city-owned.	Low	Planning	Long	To be Reviewed
2. Connectivity Efforts					
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	Ongoing
2.2	Ensure that public access is a major focus in all future land acquisitions.	Medium	Planning	Ongoing	To be Reviewed
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	Ongoing
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	To be Reviewed
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	To be Reviewed

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
3. Stewardship and Amenities					
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	Complete 2025
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	Complete 2025
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
4. Regulatory Initiatives					
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	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: - Consider a reduction of the minimum project area required for an open space subdivision. - A review of the required open space set aside for subdivisions, including projects utilizing Transfer of Development Rights. - Consider requirements for full or limited public access to the open space created. - Explore the use of deed restrictions as a conservation approach if fee ownership or easement purchasing becomes more challenging.	High	Planning	Short	In Progress (2026)
5. Relationship Building					
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	To be Reviewed
5.2	Collaborate with the surrounding communities on land protection and connectivity efforts.	Low	Planning	Ongoing	To be Reviewed
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	In Progress (2026)

Recommendations and Implementation Plan –Conservation and Open Space

Goal/Action		Priority	Responsibility	Time Frame	Status
6. Communication					
6.1	Develop and publish an inventory of all conservation properties including level of public access and recreational offerings	Medium	Planning	Long	In Progress (2026)
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	In Progress (2026)
6.3	Work with partner organizations to organize trail days and engage new volunteers.	Medium	Planning	Ongoing	Ongoing
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	In Progress (2026)
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	In Progress (2026)
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
7. Data Analysis					
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	Ongoing
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

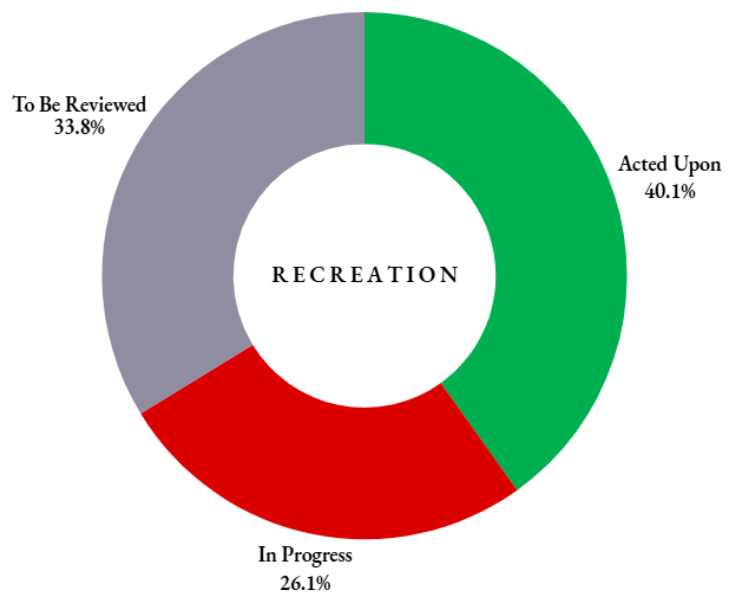
Adopted May 6, 2020

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
63	41	53	157



Implementation Matrix I

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
General Operations and Maintenance							
<i>Goal 1: Ensure high quality, safe, accessible, and well-maintained public recreation opportunities.</i>							
1.	Establish an inspection checklist and operations and maintenance schedule for all City-owned recreation facilities to provide guidance to Community Services on estimated repair and replacement costs and timeframes.	I, F	I	Ongoing	Recreation & Community Services	Pages 7- 8 Pages 33- 34 Page 41	In Progress (2027)
2.	Investigate the feasibility of becoming a Commission for Accreditation of Park and Recreation Agencies (CAPRA) community.	-	L	-	Recreation	Page 34	To be Reviewed
3.	Conduct safety audits for City-owned recreation facilities to develop recommendations on ways to improve park designs, as well as operational and programming solutions to improve safety.	-	I	Ongoing	Recreation & Community Services	Pages 7- 8 Page 12 Page 33 Page 41	In Progress (2027)
4.	Develop a tree maintenance plan for each City park (move to community facilities chapter update).	-	I	-	Community Services	-	To be Reviewed
5.	Promote existing ways for the public to report problems quickly and easily or alert the City on any ongoing issues with recreational facilities using available technology (phone apps, QR codes, etc.).	-	I	Ongoing	Planning & Recreation	Page 12 Page 33 Page 41	In Progress (2027)
<i>Goal 2: Guarantee successful implementation of operations and maintenance strategies.</i>							
6.	Increase organization capacity by hiring a full-time individual to supervise all park development, maintenance, and programming. Responsibilities will include the regular inspection of parks, and addressing issues such as repairing park elements, safety, graffiti, vandalism, storm damage, etc. This person should meet at least one of the following criteria: certified playground safety inspector and/or licensed arborist.	-	S	-	Recreation	Pages 7- 8 Page 12 Pages 33- 34 Page 41	To be Reviewed
7.	Partner with the High School to engage students participating in agriculture/horticulture classes, athletic leadership, recreation activities and clubs, or community-based internships to assist the City with park maintenance.	-	S	Ongoing	Recreation & SAU	Pages 7- 8 Page 34 Page 41	To be Reviewed
8.	Consider revising the operating rules of the Recreation Advisory Board to place a greater emphasis on monitoring and assessing park facilities.	-	I	-	Recreation	Pages 7- 8 Page 34 Page 41	Complete 2021

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
9.	Collaborate with the University of New Hampshire to coordinate with student groups enrolled in urban planning programs, as well as those seeking a degree in arboriculture or other forestry studies to assist the City with tree maintenance.	-	L	-	Recreation & Community Services	Pages 7- 8 Page 34 Page 41	Complete 2024
Promotion							
<i>Goal 1: Raise awareness on existing art and recreational activities and explore future opportunities</i>							
10.	Create and install signage at each City park that establishes a recognizable and consistent brand throughout the City's park system. Every sign should have consistent elements, such as fonts, colors, and design styles, yet each sign should be unique. The City should consider engaging with local artists on the designs and should dovetail this effort with the existing wayfinding project.	I, P, A	I	-	Recreation, Art Commission, and Planning	Page 15 Page 33 Pages 39-41 Page 44	Complete 2021
11.	Construct and install informational kiosks at each City-owned park. Information should include, but is not limited to a map, photos, and legend/key that defines the appropriate uses and activities of each park. The City should consider using icons that have already been developed by the Arts Commission as part of ongoing marketing efforts.	P, A	S	-	Recreation, Art Commission, and Planning	Page 15 Pages 39-41	Complete 2021
12.	Use spatial information, photos, and specific park data developed as part of the master plan to update the recreation page on the City website.	-	I	-	Recreation	Pages 39-40	Complete 2020
13.	Use social media and other online channels outside of the City website to provide information about programming and amenities for each park and facility to residents and visitors. A future phase could be to develop a mobile application that ties the website to the informational kiosks at each park.	-	S	-	Recreation	Page 12 Page 15 Pages 39-40	Ongoing
14.	Organize a forum for arts organizations and venues to collaborate and share resources.	CP, I, F, P, A		-	Arts Commission	Appendix D	Complete 2022
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	Complete 2023
16.	Establish a plan for future public art installations and places of cultural significance.	CP, I, F, P, A		-	Arts Commission	Appendix D	Complete 2024

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
17.	Organize public art to commemorate the City's 400 th anniversary.	CP, I, F, P, A		-	Arts Commission	Appendix D	Complete 2024
18.	Foster a partnership between the Planning Department and the Arts Commission to ensure that public art is encouraged in every public project.	CP, I, F, P, A		-	Arts Commission	Appendix D	Ongoing
19.	Utilize public parks as locations for art locations, allowing the access to art throughout the City.	CP, I, F, P, A		-	Arts Commission	Appendix D	Ongoing
<i>Goal 2: Expand the knowledge and use of existing recreational programming and public art</i>							
20.	Use cable channel 22, local newspapers or radio, the Dover Download, social media (Facebook, Twitter, Instagram) etc. and other new and creative marketing techniques to promote special events, recreation programs and activities, and opportunities for residents to volunteer.	A	I	Ongoing	Recreation	Pages 39-40	Ongoing
21.	Establish a yearly "Parks and Recreation Day" that can be used to: 1) highlight the work of municipal staff and other park and recreation professionals; 2) promote the value of the City's park system to the community at large; and 3) showcase international sporting opportunities that are played in other countries offered by the City to promote the benefits of cultural diversity (i.e. cricket league at Long Hill Park).	CP	I	Ongoing	Recreation	Page 9 Pages 39-40 Page 42	To be Reviewed
22.	Build a school-community partnership with the School District to ensure parents and families are aware of City recreational parks, facilities, and ongoing programming.	-	S	Ongoing	Recreation & SAU	Pages 39-40	Ongoing
23.	Inventory arts and cultural assets and create a GIS layer.	CP, I, F, P, A		-	Arts Commission	Appendix D	Complete 2021
24.	Establish the Performing Arts Space in the City as a Performing Arts Center for the community.	CP, I, F, P, A		-	Arts Commission	Appendix D	To be Reviewed
25.	Create toolkit to provide information and resources internally and externally.	CP, I, F, P, A		-	Arts Commission	Appendix D	In Progress (2026)

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
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	Complete 2024
27.	Update Arts Commission website.	CP, I, F, P, A		-	Arts Commission	Appendix D	Ongoing
28.	Explore new ways to target seniors to increase participation in programming designed for older adults such as exercise classes; field trips, tours, and vacations; arts and crafts classes; group walks; opportunities to volunteer; and special events and festivals.	CP, I, F, P, A	I	Ongoing	Recreation	Page 8 Page 40	Ongoing
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	In Progress (2026)
Regulations, Policies, and Procedures							
<i>Goal 1: Strengthen public and private partnerships to assist with ongoing park maintenance</i>							
30.	Explore creative ways to expand City programs and services to attract new groups of volunteers of all ages and cultural backgrounds. For example, if the City were to promote edible landscaping (“foodscaping”) or community garden opportunities it would likely entice participants interested in recreational gardening, food production, health, and community building.	-	L	-	Community Services & Recreation	Pages 7- 8 Pages 11-12 Page 34 Page 41	Ongoing
31.	Investigate opportunities to involve local businesses who wish to sponsor or raise money for nearby parks in need of maintenance. This may include but is not limited to adopting a spot, installing memorial plaques, direct donations, or some other fundraising initiative.	-	I	Ongoing	Recreation	Pages 7- 8 Page 34 Page 41	In Progress (2027)
32.	Partner with Dover Main Street to help fill vacancies for the Adopt-A-Spot program to sustain maintenance of these areas.	-	I	Ongoing	Community Services & Recreation	Pages 7- 8 Pages 33-34 Page 41	Ongoing
33.	Place a “how to get involved” tab on the recreation website, as well as on the informational signs at all City parks and facilities.	-	S	-	Recreation	Pages 39-40	To be Reviewed
<i>Goal 2: Better coordinate the use and maintenance of City- and school-owned athletic fields</i>							

Action Items		Arts Commission Goal(s)	Time-frame	Ongoing Actions	Responsible Party	Chapter Reference	Status
34.	Implement findings from the feasibility study on various athletic fields.	-	I	Ongoing	Community Services & Recreation	Page 5	To be Reviewed
35.	Hold quarterly meetings between Recreation Department staff and School Department staff.	-	I	Ongoing	Recreation & SAU	Pages 39-40	In Progress (2027)
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	In Progress (2027)
<i>Goal 3: Maximize efficiency between Recreation Department and Community Services</i>							
37.	Use existing park enhancement guidance, which may include white papers, case studies, and/or reports, during park development or rehabilitation to address park challenges.	-	I	-	Recreation	Page 5	To be Reviewed
38.	Improve communication between Recreation Department and Community Services by ensuring that Recreation Department staff are included in the Community Services' monthly supervisory meetings.	-	I	Ongoing	Recreation & Community Services	Page 14	Ongoing

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	Pages 40-41 Page 43; Appendix B	In Progress (2026)
Capital Projects	Install educational sign that provides information on the fish ladder, shade options, and more benches for seating.	-	S	Community Services			Completed

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Cultural Recreation Projects	LED lighting on the falls.	I	S	Arts Commission	as part of the wall rehab.		In Progress (2026)
Immigrants Park							
Location: This small park is located downtown on Main Street.							
Existing Amenities & Programming	Several benches and a grassy area to relax and enjoy the flowers.						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	Ongoing
Cultural Recreation Projects	Add historic marker or cultural plaque to invoke civic pride and to promote diversity in the City.	I, A	S	Arts Commission	CS Operating Budget or Cap. Reserve	Page 15 Pages 39- 40	Complete 2023
Veteran's Park							
Location: A new park to honor all veterans with etched bricks, granite stones, and paver stones is located on the front lawn of the McConnell Center.							
Existing Amenities & Programming	Two large seat walls engraved with a dedication from the City. The space is fully ADA accessible including several seating areas alongside benches for people who have wheelchairs. Tree plantings blossom close to Memorial and Veterans Day.						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	Ongoing
Cultural Recreation Projects	Create maps to connect this park to the other veteran memorials throughout the City.	A	I	Planning & Recreation	CIP Wayfinding Project	Pages 39- 40	Complete 2021
Waldron Courtyard							
Location: This brick courtyard is situated between downtown retail buildings on Central Avenue.							
Existing Amenities & Programming	Shade from the tree canopy overhead provides a great place to relax in the downtown area. Granite slabs and café style tables and chairs provide seating and a people friendly space. One of the “Faces of Dover” historic markers is located here.						

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
General Maintenance Needs	Maintain regular trash maintenance (there are four trash barrels at this site downtown).	-	Ongoing	Community Services	CS Solid Waste Contract	Pages 7- 8 Pages 33-34 Page 41	Ongoing
Cultural Recreation Projects	Ideal location for dual purpose bike rack art project.	I	I	Arts Commission	Grant	Page 45	Complete 2021
Tot Lots							
Alden Woods							
Location: This small playground is located on Cottonwood Drive in the north end of the City and was installed at the same time as the residential homes surrounding it.							
Existing Amenities & Programming	A picnic table, swing set, and climbing apparatus with wood chips on the ground surface.						
General Maintenance Needs	Additional wood chips are needed as the plastic lining is starting to show in several places.	-	S	Community Services	CS Operating Budget	Appendix C	In Progress (2026)
Overlook Drive							
Location: This small playground was installed at the same time as the group of residential homes and is located on Overlook Drive in the south end of Dover.							
Existing Amenities & Programming	A climbing structure, swings, and a picnic table. A wood fence borders the playground along the front and wood chips surround the playground equipment.						
General Maintenance Needs	Portions of the fence have collapsed and needs to be replaced, additional wood chips and leaf pickup is needed, and minor erosion issues needs to be addressed.	-	I	Community Services	Cap. Reserve	Appendix C	Completed (2020)
Neighborhood Parks							
Amanda Howard Park							
Location: This small half-acre neighborhood park is located at Elmwood and Fairview Avenue							
Existing Amenities & Programming	A slide and a swing set. Pleasant place to sit in the shade of the tall Pine trees and relax.						

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
General Maintenance Needs	Continue with regular maintenance and clear broken branches. A dog waste bag system is needed.	-	I	Community Services	CS Operating Budget	Pages 7- 8 Pages 33-34 Pages 40-41	Complete 2021
Capital Projects	The slide and swings need to be replaced with updated versions and a few new benches for users to sit and relax.	-	I	Recreation	Cap. Reserve	Appendix C	Complete 2021
Applevale Park							
Location: This two-acre park is tucked behind a series of homes in this neighborhood off Dover Point Road.							
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	In Progress (2026)
Capital Projects	A more welcoming entrance to the park is needed.	-	S	Recreation	CIP-Wayfinding Project	2009 MP Appendix C	Complete 2021
	Additional seating and repairs to the basketball courts, backboards, and rims are needed.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
Hancock Park							
Location: This half-acre park is located on Hancock Street							
Existing Amenities & Programming	A half basketball court, pavilion with picnic tables (3), benches (4), open lawn area, and a variety of age appropriate playground equipment. A gravel walking path surrounds the park.						
General Maintenance Needs	Improve the walking path. Graffiti on picnic tables and litter (clothes, beer/soda cans, etc.) needs to be addressed.	-	S	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Capital Projects	Repair or replace water fountain to ensure functionality.	-	S	Community Services	Cap. Reserve	Appendix C	To be Reviewed

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Morningside Park							
Location: This just over one-and-a-half-acre park is nestled in the center of the residential neighborhood located on Riverdale Avenue.							
Existing Amenities & Programming	One multi-use field, playground equipment, a pavilion sitting area, and open lawn areas. The open green space provides a place to enjoy many recreational sports such as ultimate frisbee, football, and wiffleball.						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33-34 Page 41	To be Reviewed
Capital Projects	Install wood guardrail to clearly mark designated face-in parking areas on the grass as a safety measure.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
	The tether ball pole should be removed, and the slide, swings, and playground equipment all need to be replaced with updated versions.	-	L	Community Services	Cap. Reserve/ Impact Fees	2009 MP Appendix C	Complete 2020
Park Street Park							
Location: A one-acre park bordered by Park Street and East Concord Street.							
Existing Amenities & Programming	A small multi-use field, half basketball court, playground equipment, and benches surround the park.						
General Maintenance Needs	Graffiti on playground equipment needs to be removed. Several trees appear to have died and should be replaced.	-	S	Community Services	CS Operating Budget	Appendix C	Ongoing
Spruce Lane Park							
Location: Open space located between 40 and 46 Spruce Lane.							
Existing Amenities & Programming	Large open, green space to throw a frisbee, play catch, wiffleball, and play other informal sports on a large open field. There is a small backstop in the corner of the park for baseball/wiffleball etc.						
General Maintenance Needs	Open space needs to be reseeded (mostly dirt).	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Capital Projects	Host a neighborhood visioning charrette to determine what amenities, if any, are needed to improve this park.	-	L	Planning	Rec Operating Budget	Appendix C	To be Reviewed

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Community Parks							
Bellamy Park							
Location: This 33-acre park is one of Dover's "natural setting" parks located on Bellamy Road across from Dover High School							
Existing Amenities & Programming	The Bellamy River meanders through the woodlands and grassy open spaces providing a very pleasant setting. This park experiences regular use by those enjoying the Disc Golf course. Facilities on the property include an area for picnics, a walking/jogging area, and playground equipment. The building in the park is used by the disk golf course operator. The property also includes an area for fishing, as well as cross-country skiing.						
General Maintenance Needs	Removal of existing invasive species (Choke Cherry, Locusts, and Barberry), graffiti, downed trees, litter in parking lot, and selective pruning of dead trees is needed.	-	I	Community Services	CS Operating Budget or volunteers	2009 MP Appendix C	To be Reviewed
Capital Projects	Granite around edge of the parking area needs to be reset.	-	I	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
	Develop a plan that lays out additional uses on the property (trails for hiking, biking, cross country skiing, etc.) as part of Phase IV of the Community Trail project.	-	S	Planning	Cap. Reserve /TAP Grant	2009 MP Appendix C	Ongoing
Cultural Recreation Projects	Ideal location for dual purpose bike rack art project.	I	S	Arts Commission	Arts Commission Grant	Page 45	To be Reviewed
Community Trail							
Location: This is a roughly 4-mile trail with access points at Watson Road, Whittier Street, Fourth Street, the Transportation Center (train station), Washington Street, Folsom Street, Silver Street, Fisher Street, and Rutland Street.							
Existing Amenities & Programming	The trail provides "green" transportation connections and opportunities for bicycling, hiking, bird watching, and fishing where the trail follows the Cochecho and Bellamy Rivers. In the winter, the trail is not plowed and offers opportunities for snowshoeing, cross country skiing, and pulling children in sleds.						
General Maintenance Needs	Continue with trash pickup and address graffiti issues.	-	Ongoing	Community Services	CS Operating Budget or Volunteers	Pages 7- 8 Pages 33-34	Ongoing

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
						Page 41 Appendix 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 Appendix B	In Progress (2027)
	Increase organized activities such as running/walking and cross-country skiing clubs.	-	I	Recreation	N/A	Page 8 Appendix B	Ongoing
	Additional benches and trash cans are needed at trailheads	-	S	Planning and Recreation	TAP Project or Donations	Page 40	Complete 2021
Cultural Recreation Projects	Add sculptures and nature-based art along rural sections of the trail. Partner with NHDOT to explore feasibility of potential mural under the Route 16 overpass.	I	L	Arts Commission	Arts Commission Grant	Page 37 Page 43 Page 47 Appendix B	Complete 2021
	Brainstorm ideas for geographical or historical markers along route.	I, A	L	Arts Commission	Arts Commission Grant	Pages 39-41	Complete 2021
	Add public art feature on the trestle bridge.	I	L	Arts Commission	Arts Commission Grant	Page 43 Page 47 Appendix B	To be Reviewed
Cochecho River Walk							
Location: The River Walk crosses the Cochecho River at the Mary Makem Bridge then winds through the riverside Henry Law Park and the downtown.							
Existing Amenities & Programming	A footbridge and picnic areas. The planned waterfront development is a fantastic opportunity to extend the greenbelt created by the Cochecho River Walk to Maglaras Park.						
General Maintenance Needs	Several benches need repairs, as does the roof of the picnic structures.	-	I	Community Services	Cap. Reserve	Appendix C	In Progress (2026)
Capital Projects	Address safety issues by improved lighting, and the installation of police cameras or call boxes.	-	L	Recreation	Impact fees	Page 39 Appendix B	To be Reviewed

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
	Repair or replace water fountain to ensure functionality.	-	I	Community Services	Cap. Reserve	Appendix C	To be Reviewed
Cultural Recreation Projects	Incorporate public art into pedestrian connectivity with Henry Law, the planned waterfront park, and Maglaras Park.	-	L	Planning	Grant	Appendix B	In Progress (2026)
Dover Skate Park							
Location: The Dover Skatepark is located within 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	Complete 2023
Garrison Hill Park							
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.						
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 (2027)
	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 (2027)
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	Reviewed and infeasible at this time.
	Ideal location for dual purpose bike rack art project.	I	S	Arts Commission	Arts Commission Grant	Page 45	To be Reviewed

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Guppy Park							
Location: The thirty-nine-acre park is located at the corner of Oak Street and Portland Avenue.							
Existing Amenities & Programming	Contains the Dover Ice Arena, a year-round ice arena with two sheets of ice, home to youth hockey and other skating programs. The park also includes a 50-meter outdoor pool, approximately 25 acres of woodland, a lighted adult softball field and family picnic area, a sand volleyball court, and pavilion located near the outdoor pool.						
General Maintenance Needs	Implement a rebranding and marking campaign as a sports complex.	-	S	Planning & Recreation	Rec Operating Budget	2009 MP	Complete 2021
Capital Projects	Improve overall site walkability between Guppy Park, the Dover Ice Arena, and Jenny Thompson Pool by creating public access pathways that connect all three recreational opportunities as one large sports complex	-	S	Planning & Community Services	Cap. Reserve	Appendix B	To be Reviewed
	The volleyball court needs to be upgraded.	-	I	Recreation	Cap. Reserve	Appendix B	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
	May be a good location for a temporary outdoor skating rink due to its proximity to the ice arena and access to a Zamboni.	-	L	Recreation	Impact Fees	Page 36 Page 41 Appendix B	To be Reviewed
Henry Law Park							
Location: The six-acre park is located between Henry Law Ave and River Street in the downtown.							
Existing Amenities & Programming	With approximately 1,200 feet of frontage on the Cochecho River, the park is one of the oldest and most intensively used recreation facilities. The park includes the Children's Museum of New Hampshire, Rotary Arts Pavilion, and the Dover indoor swimming pool. It also has a brand-new playground, open space, shelters (2) with picnic tables, and a viewing platform overlooking the Cochecho River. The planned waterfront development is a fantastic opportunity to connect the future waterfront park with Maglaras Park.						
General Maintenance Needs	General improvements to the park, including better lighting, sidewalk maintenance, trash management, and more police presence after dark, is needed.	-	I	Community Services	Impact Fees	Pages 39-41 Appendix B	In Progress (2026)

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
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	In Progress (2026)
Cultural Recreation Projects	Provide temporary hammocks and outdoor games (corn hole, chess/checkers, etc.).	I	L	Recreation	Impact Fees	Page 41 Appendix B	To be Reviewed
	Incorporate outdoor shade structures.	I	L	Recreation	Impact Fees or Donation	Page 40 Appendix B	In Progress (2027)
	Incorporate additional programming such as exercise classes in the park, options for food trucks, and outdoor movies.	CP	S	Recreation	Rec Operating Budget	Page 5 Page 11 Page 40 Appendix B	In Progress (2027)
	Incorporate public art into pedestrian connectivity with the planned waterfront park and Maglaras Park.	-	S	Planning	Site Plan Requirements	Page 47 Appendix B	In Progress (2028)
Joe Parks' Gardens							
Location: Part of the Cochecho Riverwalk Park, this section follows the Cochecho River from the Central Ave bridge.							
Existing Amenities & Programming	Highlighted by a variety of rhododendrons, its path along the river is a tranquil spot for lunch or relaxation						
General Maintenance Needs	Continue to provide landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	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 Page 19 Page 39 Appendix C	Determined to be infeasible

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Long Hill Memorial Park							
Location: This twelve-acre park is in north Dover on Long Hill Road.							
Existing Amenities & Programming	This is the only designated dog park in the City. It also has one large multi-use field, two tennis courts, and one basketball court. In addition, the area also provides playground equipment, a natural wooded area, and an area designated for picnics.						
General Maintenance Needs	Maintenance to the northside of tennis courts, playground repairs, drainage issues near dog area, and tree pruning to provide better vision from parking lot.	-	S	Community Services	Cap. Reserve	2009 MP Appendix C	To be Reviewed
	This park is not widely known and would benefit from a rebranding and marketing campaign.	-	S	Planning & Recreation	Rec Operating Budget	Pages 39-40	In Progress (2027)
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 (2026)
	Repair or replace water fountain to ensure functionality.	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Cultural Recreation Projects	Promote the NH Cricket league that plays at this park to showcase multi-national sports.	CP, A	S	Recreation	Rec Operating Budget	Page 9 Pages 39-40 Page 42	To be Reviewed
Maglaras Park							
Location: This twenty-nine-acre park is located off Towne Drive.							
Existing Amenities & Programming	Contains two public minor league baseball fields and two privately owned Dover Little League Fields.						
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	In Progress (2026)

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
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	In Progress (2027)
	Investigate the feasibility of lights at the athletic fields.	-	L	Recreation	TIF	Page 40 Appendix B	In Progress (2027)
	Explore ways to raise support for the proposed regional aquatic center.	-	L	Recreation	TIF	Page 40 Appendix B	In Progress (2027)
Cultural Recreation Projects	Incorporate public art into pedestrian connectivity between the planned waterfront park and Henry Law.	I	S	Planning	Grant	Page 47 Appendix B	In Progress (2026)
Rotary Gardens and Pavilion at Henry Law Park							
Location: Part of Henry Law, this park is located at the intersection of Washington Street and Henry Law Avenue.							
Existing Amenities & Programming	A beautiful park with walkways and many shade trees, it is home to the Cochecho Arts Festival music series, farmers market, and entertaining large crowds each summer seated in the amphitheater and on the surrounding lawn.						
General Maintenance Needs	Minor lawn maintenance and upkeep is needed.	-	Ongoing	Community Services	CS Operating Budget	Appendix C	Ongoing
	Work with the Rotary Club to consider solutions to store tools for maintenance of gardens. Potentially utilize storage that is near the playground.	-	I	Recreation	N/A	Pages 7- 8 Pages 33-34 Page 41	In Progress (2027)
Cultural Recreation Projects	Increase programming at the pavilion, such as summer theater.	CP	S	Recreation	Rec Operating Budget	Page 39-40 Page 44	Complete 2021
	Incorporate public art into future upkeep and potential redesign of the pavilion's façade.	I	L	Recreation & Arts Commission	Grant	Page 34	To be Reviewed
Cochecho Waterfront Park							
Location: This future park will have access from Washington Street and River Street.							
Existing Amenities & Programming	Use results from the park programming survey to determine most appropriate program ideas, park amenities, and community activities.						In Progress (2026)

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Capital Projects	Park amenity ideas expressed from the public include hammocks, unique seating, accessibility to shoreline, and a place to rent kayaks (like a bike share).	-	L	Recreation	Impact Fees or Donation	Pages 40-41 Appendix B	In Progress (2026)
Cultural Recreation Projects	Establish a plan for art in the new waterfront park.	CP, I, F, P, A	L	Arts Commission	Site Plan Requirement	Appendix D	In Progress (2026)
	Incorporate public art into pedestrian connectivity between Henry Law and Maglaras Park.	I	L	Planning	Site Plan Requirement	Page 47 Appendix B	In Progress (2026)
Willand Pond Park							
Location: This 84-acre park is in the northern section of Dover on New Rochester Road at the Somersworth municipal boundary.							
Existing Amenities & Programming	The park features a spring-fed natural pond with a trail around the north side. Dover and Somersworth have worked closely with the NH Division of Parks and Recreation to address flooding and drainage issues, as well as design and develop a passive recreational facility that includes an improved boat launch, a dedicated parking area, signage depicting fish and trees found in the park, trails, and a picnic area on an overlook bluff.						
General Maintenance Needs	Access existing walkway, road, and trails for damage and repair as needed. Boy scouts or volunteers may be resources to repair wooden walkways or bridges.	-	S	Community Services	Donation	Appendix C	Completed 2024
	Additional vegetation along the roadway to the new water control building is needed to improve stormwater management.	-	S	Community Services	CS Operating Budget	Appendix B	To be Reviewed
Capital Projects	Partner with Somersworth to add recreational programming including canoe/kayak rentals in the summer and pond hockey and ice fishing tournaments in the winter.	-	S	Recreation	Rec Operating Budget	Appendix B	To be Reviewed
School Parks and Fields							
Dover High School							
Location: The new high school, built in 2018, is located on Alumni Drive between Route 108 and Bellamy Road.							
Existing Amenities & Programming	The campus possesses ballfields, soccer fields, a gymnasium, and a running track. Dunaway Field (football) and the rubberized track are open to the public.						

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
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	In Progress (2026)
	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	Ongoing
Capital Projects	Install artificial turf on specific athletic fields.	-	S	Recreation & SAU	CIP and SAU	Page 5 Appendix B	In Progress (2026)
	Conduct feasibility of lights, and the installation of a new track.	-	L	Community Services & SAU	CIP and SAU	Page 40 Appendix B	To be Reviewed
Dover Middle School							
Location: The site is located on Daley Drive off Route 108.							
Existing Amenities & Programming	The Middle School share a variety of recreational facilities with the High School and are also used by the Recreation Department.						
Capital Projects	Strengthen relationships between the City and the School District to improve coordination on the sharing of school resources.	-	I	Community Services & SAU	Rec and SAU Operating Budgets	Pages 39-40	Ongoing
	Consider unique ways to integrate middle and high school students, as well as their families through recreational activities and programs.	-	I	Recreation & SAU	Rec and SAU Operating Budgets	Page 11 Page 40	Ongoing
Garrison Elementary School							
Location: The twenty-two-acre site is located on Garrison Road off Back River Road.							
Existing Amenities & Programming	Two basketball courts, eight pickleball courts, two multi-use fields, a gymnasium, playground equipment and an open lawn area						

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

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
General Maintenance Needs	Planting of additional trees for shade.	-	S	Community Services	CS and SAU Operating Budget	Appendix C	To be Reviewed
Athletic Fields							
Shaw's Lane Ballfields							
Location: This park is located on Shaw's Lane off Garrison Road. There is also pedestrian access from the neighborhood on Rosanna Drive.							
Existing Amenities & Programming	It consists of a multi-purpose field, two youth softball fields, soccer fields, and a gravel recreation path around the fields. Concession, storage, and bathroom facilities were constructed in 2007. Sledding during the winter months is widespread.						
General Maintenance Needs	Minor landscaping upkeep and general improvements to the walking trail is needed.	-	I	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41 Appendix C	To be Reviewed
	Areas of the parking lot need repairs.	-	I	Community Services	CS Operating Budget	Appendix C	In Progress (2032)
Capital Projects	A kiosk with a map would help with wayfinding.	-	S	Planning & Recreation	CIP-Wayfinding or Donation	Appendix C	To be Reviewed
	Additional trees would help provide shade and break up the open space.	-	S	Community Services	CS Operating Budget	Appendix C	To be Reviewed
Guppy Park Softball Field							
Location: The softball field is located off Portland Ave just south of the Dover Ice Arena.							
Existing Amenities & Programming	This is the only lighted softball field in the City, which has a gravel parking area, bleachers, and announcer's booth.						
Capital Projects	Install a new fence, lights, bleachers, parking areas, and the clearing of trees at the entrance.	-	Ongoing	Community Services	Cap. Reserve	Page 33 Pages 39- 40	Completed (2020)
	Improve overall site walkability between the Dover Ice Arena and Jenny Thompson Pool by creating public access pathways that connect all three recreational opportunities.	-	L	Planning & Recreation	Cap. Reserve	Page 16 Page 19 Page 39	To be Reviewed

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

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
Dover Indoor Pool							
Location: This facility is in Henry Law Park and adjacent to the Rotary Pavilion and the Children's Museum of New Hampshire.							
Existing Amenities & Programming	The indoor pool contains a multi-depth, 25-yard, 6 lane pool, and a diving pool. It is home to many of the swim programs provided by the recreation department. Locker rooms with bathroom and shower facilities are also part of the pool building.						
General Maintenance Needs	Regular inspection and maintenance.	-	Ongoing	Pool Committee and Community Services	CS Operating Budget	Page 34 Page 41	Ongoing
Capital Projects	Enhancements to the building to allow for more natural light is needed.	-	S	Pool Committee	Cap. Reserve	Page 40 Appendix B	In Progress (2027)
	Additional amenities such as a hot tub, toddler safe swimming areas, and upgrades to the shower area should be explored.	-	L	Recreation	Cap. Reserve	Page 40 Appendix B	In Progress (2027)
	Additional programming ideas include additional open lap times and popular pool classes such as water exercise, paddleboard yoga, and innertube water polo.	-	S	Recreation	Rec Operating Budget	Page 40 Appendix B	In Progress (2026)
Jenny Thompson Outdoor Pool							
Location: This pool is part of Guppy Park and located at the intersection of Oak Street and Portland Avenue.							
Existing Amenities & Programming	There is a 50-meter outdoor pool, along with a family recreation/picnic area, sand volleyball court, and pavilion.						
General Maintenance Needs	General landscaping and maintenance.	-	Ongoing	Community Services	CS Operating Budget	Pages 7- 8 Pages 33- 34 Page 41	Ongoing
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 Advisory Committee	Rec Impact Fees	Page 40 Appendix B	In Progress (2027)

		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 Advisory Committee	Cap. Reserve	Page 41 Appendix B	In Progress (2026)
Butterfield Gym							
Location: This facility is in the McConnell Center adjacent to the Library and behind City Hall.							
Existing Amenities & Programming	The main offices of the Recreation Department assist residents looking for any information regarding recreation, desiring to register for programs, or needing to speak with recreation leaders. There are fitness rooms with Cybex machines, cardio and free weight rooms, and shower facilities. The second floor is home to Butterfield Gym, accommodating various sports such as basketball and volleyball.						
General Maintenance Needs	Improve coordination with other facilities within the McConnell Center	-	I	Recreation	Rec Operating Budget	Appendix B	Ongoing
Capital Projects	Programming improvements for this site include additional workout class options such as dancing, yoga, and Tai Chi, longer hours on weekends and at night; and more open gym time for indoor pickleball and basketball.	-	S	Recreation	Rec Operating Budget	Page 8 Pages 40-41 Appendix B	Ongoing
Senior Center							
Location: This facility is in the McConnell Center adjacent to the Library and behind City Hall.							
Existing Amenities & Programming	Offers line dancing, exercise programs, yoga, games, luncheons, special events, and socials. Members have access to the fitness rooms with Cybex machines, and cardio and free weight rooms. The center also has a travel department offering day trips as well as overnight and extended stays at a variety of locations.						
General Maintenance Needs	Improve coordination with other facilities within the McConnell Center.	-	I	Recreation	Rec Operating Budget	Appendix B	Ongoing
Capital Projects	Programming improvements for this site include longer hours, less expensive activities, rock climbing wall for seniors, evening workout and self-defense classes, senior parkour; wider arrange of senior day trips, and mobility scooter rentals that could be used for the day.	-	S	Recreation	Rec Operating Budget	Page 8 Page 40 Appendix B	To be Reviewed
Cochecho River Paddle Dock							
Location: Park of the waterfront park, the paddle dock is located on the waterfront development parcel along the Cochecho River across from George's Marina.							
Existing Amenities & Programming	The public dock features a kayak/canoe launch, equipped with an ADA approved ramp with rollers, to facilitate easy access to the river						

		Arts Commission Goal(s)	Timeframe /Ongoing	Responsible Party	Funding Mechanism	Chapter Reference	Status
General Maintenance Needs	Explore ways to expand local and regional knowledge of this resource.	-	I	Recreation	Rec Operating Budget	Page 12 Pages 39-41	Ongoing
Capital Projects	Offer kayak/canoe or paddleboard rentals for visitors.	-	I	Recreation	Public Private Partnership	Page 41 Appendix B	In Progress (2028)
Future Park and Facility Opportunities							
Pudding Hill Area “Ireland Well” Park							
Location: Land behind the community services building.							
Capital Projects	Support the reclamation of land behind the community services building for low-impact recreational uses such as a potential trail system that would run along the Bellamy River and eventually connect with the proposed expansion of the Community Trail.	-	L	Planning & Recreation	CIP or Grant	Appendix E	To be Reviewed

COMMUNITY FACILITIES AND UTILITIES RECOMMENDATIONS

Adopted June 28, 2022

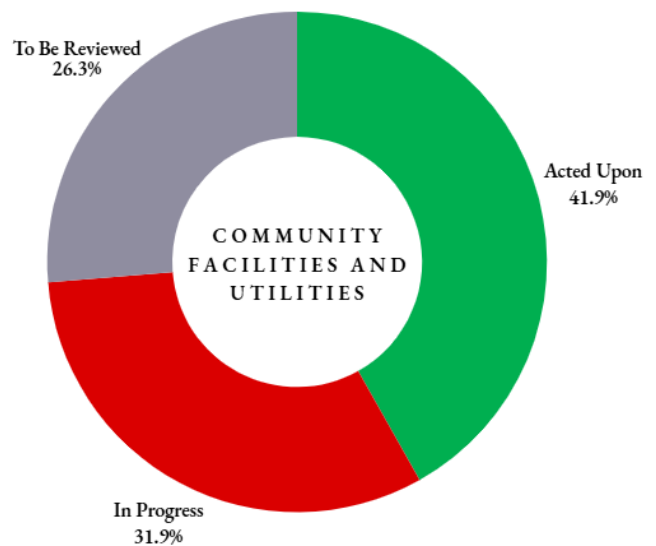
Themes and Vision:

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.

Acted Upon	In Progress	To Be Reviewed	Total
113	86	71	270



Recommendations and Implementation Plan – Community Facilities and Utilities

Public Safety

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
A. Fire Department					
A1	Consider hiring a Fire & Rescue Department IT technician to serve the Department's increasing information technology needs.	Mid	Fire Department	Pages 13-14	Completed 2023
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	In Progress (2026)
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	In Progress (2026)
A4	Assess ways to reduce operational and utility costs at Central Station and the South End Station.	Mid	Fire Department	Pages 13-14	To Be Reviewed
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	In Progress (2026)
North End Fire Station					
A7	Assess deed and building lot for North End Station, and determine feasibility of additional parking.	Mid	Fire Department	Page 15	Completed 2025
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	Completed 2025
A9	Equip building with inter-station teleconference capability.	Mid	Fire Department	Page 15	In Progress
A10	Construct accessory storage on-site.	Mid	Fire Department	Page 15	Completed 2025

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	Completed 2024
A12	Heating and cooling management system is inadequate. Investigate possible improvements.	Mid	Fire Department	Page 15	Completed 2023
A13	Assess building for solar installation to reduce electricity costs and increase resiliency. Determine if solar installation is feasible.	Long	Fire Department	Page 15	In Progress (2026)
South End Fire Station					
A14	Complete building renovation projects that should include the following: • Construction of one additional bay with drive-thru capacity • Sprinkler system upgrades • Replacement of lighting with LED bulbs, • Rooftop cooling unit to increase energy efficiency	Mid	Fire Department	Page 16	In Progress (2026)
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	Completed 2025
A16	Assess building for solar installation to reduce electricity costs. Determine if solar installation is feasible.	Mid	Fire Department	Page 16	In Progress (2026)
A17	Equip building with inter-station teleconference capability.	Mid	Fire Department	Page 16	Completed
A18	Provide new exterior shed for lawn equipment (or utilize existing unheated storage).	Mid	Fire Department	Page 16	In Progress (2026)
A19	Develop plan to improve insulation of apparatus bay.	Mid	Fire Department	Page 16	In Progress (2026)
A20	Consider adding lift to Mezzanine in new mechanic's bay.	Mid	Fire Department	Page 16	Completed 2025

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
Central Fire Station					
A21	FY2023 architect assessment of building and 2024 renovation of building. Renovation should include: • Addition of 1 bay in FY2024 • Improve insulation of apparatus bay areas • Repointing of exterior brick • Energy conservation upgrades including window replacements and replacement of cooling system • Assess building for solar installation to reduce electricity costs and increase resiliency. Determine if solar installation is feasible. • Install LED lighting. • Equip building with interstation teleconference capabilities. • Ensure space needs for additional staff are considered during the renovation	Mid	Fire Department	Page 17	Completed 2024 (some determined not needed)
A22	Create a plan for addressing Information Technology System needs.	Mid	Fire Department	Page 17 - Central Fire Station Building Profile	In Progress (2026)
B. Police Department					
B1	Continue CALEA accreditation to ensure that staff demonstrate policing best practices in the community.	Ongoing	Police	Page 19	Ongoing
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. Consider whether the addition of administrative staff is necessary.	Short	Police	Page 19	Ongoing
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	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Public Facilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
C. City Hall					
Office of Human Resources					
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	Completed 2023
Office of Business Development					
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	Completed 2023
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	Completed 2024
Office of Media Services					
C4	Investigate opportunities for a permanent studio space in the future.	Short	Media Services	Page 29	To Be Reviewed
Office of Information Technology					
C5	Continue to educate, inform, and work cooperatively with departments to increase comfort level with new technologies.	Ongoing	Information Technology	Pages 29-30	Ongoing
C6	Continued rollout of municipally-owned telecommunications infrastructure to support municipal telecommunication needs.	Ongoing	Information Technology	Pages 29-30	Ongoing
C7	Evaluate the potential need for cloud-based services.	Short	Information Technology	Pages 29-30	To Be Reviewed
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	Completed 2025

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	Completed 2025
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	To Be Reviewed
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	Completed 2025
C12	Develop a better system for prioritization of tasks, projects and services.	Short	Information Technology	Pages 29-30	Ongoing
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	In Progress (2026)
C14	Invest in the creation of lifecycle plans that include future costs and security needs for all infrastructure.	Mid	Information Technology	Pages 29-30	To Be Reviewed
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	Ongoing
Department of Finance and Purchasing					
C16	Continue to automate and digitize Finance Department processes.	Short	Finance	Page 30	Ongoing
C17	Maintain and keep data current on the Department website.	Ongoing	Finance	Page 30	Ongoing
C18	Continue to utilize online technology for acceptance of payments, billing, and data sharing.	Ongoing	Finance	Page 30	Ongoing
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	Completed 2025

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	Completed 2023
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	To Be Reviewed
Department of Planning and Community Development (Page 31)					
C22	Continue to improve the permitting process to ensure its simplified, streamlined, and east-to-follow.	Ongoing	Planning Department	Page 31	Ongoing
C23	Implement an electronic permitting system to improve efficiency.	Short	Planning Department	Page 31	Completed 2023
C24	Identify technology solutions to improve operations (i.e. such as data maintenance).	Ongoing	Planning Department	Page 31	Ongoing
C25	Purchase a second vehicle to be located at City Hall.	Mid	Planning Department	Page 31	Not Recommended (2022)
C26	Better organize the Planning and Community Development webpage to allow for easier navigation of documents, studies, projects, and reports.	Short	Outreach Coordinator/ Media Services	Page 31	In Progress (2026)
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	In Progress (2026)
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	Ongoing
City Hall Facility					
C29	Develop an operations and maintenance plan for the City Hall facility.	Short	Facilities and Grounds	Pages 32-33	In Progress (2026)
C30	2022 CIP Project: Improve interior wayfinding signage and circulation.	Short	Facilities and Grounds	Pages 32-33	Completed 2024

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	In Progress (2027)
C32	Install electronic keycard and CCTV systems.	Mid	Information Technology	Pages 32-33	In Progress (2027)
C33	Replace lighting with LED fixtures on 1st floor and remaining part of 2nd floor.	Mid	Facilities and Grounds	Pages 32-33	In Progress (2027)
C34	Replace tower lighting.	Short	Facilities and Grounds	Pages 32-33	Completed (2023)
C35	Address air filtration at windows and doors to improve energy efficiency.	Mid	Facilities and Grounds	Pages 32-33	To Be Reviewed
C36	Evacuation system needs upgrade to audible	Short	Brand Awareness/ Management Committee	Pages 32-33	In Progress (2027)
C37	Review roof for possible green roof and/or solar panel installation.	Long	Resilience Coordinator	Pages 32-33	To Be Reviewed
C38	Add additional landscaping/shade feature to back side parking area.	Short	Facilities and Grounds	Pages 32-33	To Be Reviewed
C39	Paint interior corridors (has not been done in 23 years).	Short	Facilities and Grounds	Pages 32-33	Completed (2023)
C40	Replace remaining drinking fountains with hands free water fountains and bottle refill stations.	Mid	Facilities and Grounds	Pages 32-33	To Be Reviewed
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	In Progress (2027)
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	To Be Reviewed
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	In Progress (2026)

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	Completed (2023)
C45	The former sallyport door needs to be replaced.	Mid	Facilities and Grounds	Pages 32-33	To Be Reviewed
C46	Second floor offices experience leaks; this may be a copper flashing or repointing issue.	Short	Facilities and Grounds	Pages 32-33	Completed (2023)
D. Library					
D1	Develop an operations and maintenance plan for the Public Library facility.	Short	Facilities and Grounds	Page 35	In Progress (2026)
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	Ongoing
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	Completed (2018)
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	In Progress (2026)
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	Ongoing

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	In Progress (2026)
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	To Be Reviewed
D8	Expand makerspace and digital services section.	Short	Library	Pages 36-37	Completed (2021)
D9	Reconfigure interior spaces for enhanced community engagement.	Short	Library	Pages 36-37	In Progress (2026)
D10	Convert mezzanine to be entirely for Teen Loft area.	Mid	Library	Pages 36-37	In Progress (2026)
D11	Design new signage and wayfinding markers.	Short	Media Services	Pages 36-37	In Progress (2026)
D12	Repair and repaint ceilings and walls, where needed.	Short	Library	Pages 36-37	Completed (2020)
D13	Add electrical outlets and a charging station.	Mid	Library	Pages 36-37	Completed (2019)
D14	Refinish/re-stain original interior woodwork.	Mid	Library	Pages 36-37	In Progress (2026)
D15	Replace outdated Adult Circulation Desk with a new service-oriented counter.	Short	Library	Pages 36-37	In Progress (2026)
D16	Change out “tired” locks and doors and replace with card swipes.	Short	Library	Pages 36-37	In Progress (2026)
D17	Renovate restrooms.	Mid	Library	Pages 36-37	In Progress (2026)
D18	Replace furniture.	Mid	Library	Pages 36-37	In Progress (2026)
D19	Replace slate roof.	Short	Library	Pages 36-37	Completed (2022)
D20	Replace exterior wood trim.	Mid	Library	Pages 36-37	In Progress (2026)
D21	Add lighting to front yard.	Short	Library	Pages 36-37	In Progress (2026)
D22	Consider adding electric vehicle charging space and infrastructure.	Short	Library	Pages 36-37	In Progress (2026)

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
E. McConnell Center					
E1	The Recreation Department looks to improve coordination with other facilities within the McConnell Center in the future.	Ongoing	Recreation Department	Page 40	Ongoing
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	Ongoing
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	In Progress (2027)
McConnell Center Facility					
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	To Be Reviewed
E5	The heat pumps and circulation systems will need to be rebuilt or replaced before 2026.	Mid	Recreation Department	Page 41	In Progress (2027)
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	In Progress (2027)
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	In Progress (2027)

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 (2026)
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 (2027)
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 (2026)

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 (2027)
F7	The locker room and lobby areas need to be improved.	Mid	Recreation Department	Page 43	In Progress (2031)
F8	Renovate lobby bathrooms.	Mid	Recreation Department	Page 43	In Progress (2031)
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 (2031)
G. Jenny Thompson Outdoor Pool					
G1	Replace accessory storage structure.	Short	Recreation Department	Page 44	In Progress (2026)
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	In Progress (2026)
G5	Interior bathroom partition replacements.	Short	Recreation Department	Page 44	To Be Reviewed
H. Transportation Center					
H1	Cement board will need to be replaced within 10 years.	Long	Community Services	Page 45	In Progress (2026)
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	Completed
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	Completed 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	Completed
I. Bellamy Park Administrative Building					
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
J. Veteran's Building					
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
K. Ice Arena					
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	In Progress (2027)
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	In Progress (2027)

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
L. Community Services					
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
Public Works Facility					
L2	Add additional toilet in shower location in Men's Room.	Mid	Community Services	Page 53	In Progress (2027)
L3	Replace Reznor heater in brine tank room.	Mid	Community Services	Page 53	In Progress (2026)
L4	Ventilation/HVAC upgrades. Replace heating system and improve heating in fleet maintenance area of building.	Mid	Community Services	Page 53	In Progress (2027)
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	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
M. Facilities, Grounds, and Cemeteries					
Buildings and Roads					
M1	Upgrade vehicles and equipment as needed. Develop a replacement prioritization list for equipment and vehicles.	Ongoing	Community Services	Page 56	Ongoing
M2	Restore power safely to the outlets used to decorate the downtown area during festivals and the holiday season.	Mid	Community Services	Page 56	Ongoing
M3	Monitor Energy Management System for public facilities to improve efficiency and achieve cost savings.	Short	Community Services	Page 56	In Progress (2026)
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	In Progress (2028)
M5	Maintain LED fixtures on streetlights and décor lighting throughout the City.	Short	Community Services	Page 56	Ongoing
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	Ongoing
Parks and Grounds					
M7	Continue working on activating the Shaw's Lane well for athletic field irrigation.	Short	Community Services	Page 56-57	In Progress (2026)
M8	Continue City wide tree maintenance program and tree replacement in the urban core.	Short	Community Services	Page 56-57	Ongoing
M9	Continue monitoring curb line weed control program while exploring efficient and fiscally responsible organic alternatives.	Mid	Community Services	Page 56-57	Ongoing
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	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
Cemeteries					
M11	Record and computerize burial information.	Short	Community Services	Page 57	In Progress (2027)
M12	Perform cement foundation work for memorialization.	Mid	Community Services	Page 57	In Progress (2027)
M13	Restore and reset fallen/damaged headstones.	Short	Community Services	Page 57	In Progress (2027)
M14	Implement layout for new burial area.	Short	Community Services	Page 57	In Progress (2027)
M15	Develop marketing plan to increase lot sales.	Mid	Community Services	Page 57	To Be Reviewed
M17	Proceed with GPS mapping of cemetery sections.	Short	Community Services	Page 57	In Progress (2027)
M18	Install related landscaping for Columbarium.	Short	Community Services	Page 57	Completed
M19	Implement turf treatments in areas requiring attention.	Mid	Community Services	Page 57	To Be Reviewed
M20	Modification of Tomb to provide organized storage.	Mid	Community Services	Page 57	Not Recommended
M21	Continue to install trees to replace old trees and those decimated by storms.	Ongoing	Community Services	Page 57	Ongoing
Austin Tuttle Cemetery					
M22	Eradicate Japanese Knotweed and restore area by seeding with drought tolerant seed mix.	Ongoing	Community Services	Page 57	Ongoing
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	Ongoing
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	To Be Reviewed

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
Pinkham Cemetery					
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
Thomas Roberts (1600-1674) Cemetery					
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	Completed
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
Pine Hill Cemetery and Ricker Memorial Chapel					
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	To Be Reviewed
M38	Prepare for the start of restoration of the Chapel.	Mid	Community Services	Page 57	In Progress (2027)
M39	Repair Main Avenue from Central Avenue to the Tomb, reconstructing sidewalk, curbing, road repair and repaving.	Mid	Community Services	Page 57	In Progress (2028)
M40	Upgrade heating and cooling systems.	Mid	Community Services	Page 57	In Progress (2028)
M41	Replace drainage and sanitary lines.	Mid	Community Services	Page 57	In Progress (2028)
M42	Complete drainage improvements around building.	Mid	Community Services	Page 57	In Progress (2028)
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	In Progress (2028)
M44	Upgrade lighting to LED fixtures.	Short	Community Services	Page 57	In Progress (2028)
M45	Replace all electrical wiring in the building.	Long	Community Services	Page 57	In Progress (2028)
M46	Make accessibility improvements throughout the building.	Long	Community Services	Page 57	In Progress (2028)
M47	Add fire alarm system to building.	Long	Community Services	Page 57	In Progress (2028)
M48	Mill and fill deteriorated pavement sections as needed.	Mid	Community Services	Page 57	In Progress (2028)
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	Ongoing

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
N. Solid Waste and Recycling					
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	Ongoing
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	Completed 2025
N3	Consider mechanisms to reduce the amount of contaminated materials that end up in the recycling stream.	Short	Community Services	Page 63	Ongoing
N4	Consider creating a reuse area or "swap shop".	Short	Community Services	Page 63	Not Recommended at this time (based on staffing)
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	Completed
N6	Replace the Bag and Tag bags with higher quality totes.	Mid	Community Services	Page 63	In Progress (2027)
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	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
O. Fleet Services					
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	Ongoing
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	In Progress (2028)
O3	Replace vehicles on a 10-year rotation.	Ongoing	Community Services	Page 65	Ongoing
O4	Expand Dover's electric vehicle fleet and invest in necessary infrastructure to perform maintenance on electric vehicles.	Mid	Community Services	Page 66	Completed
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	Ongoing
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	In Progress (2027)
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	In Progress (2026)
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	In Progress (2028)
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	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
O10	Purchase a second heavy lift. To continue to support winter plowing, a second heavy lift is needed.	Mid	Community Services	Page 66	To Be Reviewed
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	Ongoing

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	Ongoing
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	In Progress (2027)
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	Ongoing
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	In Progress (2028)
P5	Complete media upgrades for filtration at French Cross Water Treatment Plant.	Short	Community Services	Page 74	In Progress (2029)

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
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	To Be Reviewed
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	In Progress (2032)
P8	Schedule and plan for the replacement of the water main pipes identified on page 74.	Short	Community Services	Page 74	Ongoing
P9	Complete water main extension project on Piscataqua Road from Back River to City line.	Mid	Community Services	Page 74	In Progress (2028)
P10	Install LED lighting fixtures at any remaining well pump stations that don't have LED lighting.	Short	Community Services	Page 74	In Progress (2028)
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	Completed
P12	Rehabilitate the interior and exterior of the Garrison Hill Tank.	Short	Community Services	Page 74	Completed
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	Completed
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	Ongoing
P15	Secure funding to continue improving its cybersecurity defense.	Ongoing	Community Services and Information Technology	Page 74	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
P16	Continue updating and ensuring the accuracy of Dover’s water system maps in the city’s Viewworks GIS System. This allows all maps to be accessed digitally which will ensure efficient, cost-effective project planning.	Ongoing	Community Services	Page 74	Ongoing
P17	Continue the ground water exploration program to identify potential future water sources.	Ongoing	Community Services	Page 74	Ongoing
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. The City should utilize checklists and regular inspections to prevent contamination and ensure standards are being met.	Ongoing	Community Services	Page 74	Ongoing
Q. Sewer System					
Q1	Continue Wastewater Treatment Facility Upgrades.	Ongoing	Community Services	Page 82	Ongoing
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	Ongoing
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	Ongoing
Q4	Consider providing a cost share program to remove sump pumps (which can glean significant cost savings).	Mid	Community Services	Page 82	In Progress
Q5	Complete pipeline and sewer assessments for the areas of Dover identified in this plan.	Mid	Community Services	Page 82	In Progress
Q6	Complete sewer line replacements for the areas of Dover identified in this plan.	Ongoing	Community Services	Page 82	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
Q7	Complete the highest priority pump station upgrades: • River Street Pump Station, which is currently under contract for rehab in 2022. • Mill Street Pump Station • Wentworth Terrace Pump Station • Charles Street Pump Station • Children’s museum Pump Station • County Farm Pump Station	Short	Community Services	Page 83	In Progress
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	Ongoing
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	Reconsidered, not recommended at this time
Q10	Purchase a sewer main easement cleaner.	Mid	Community Services	Page 83	Completed
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	To Be Reviewed
R. Stormwater Infrastructure					
R1	Complete GIS mapping to identify all pipes in Dover’s drainage area.	Mid	Community Services	Page 88	Completed
R2	Continue investing in upgrading the stormwater infrastructure system.	Ongoing	Community Services	Page 88	Ongoing
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	Ongoing

Recommendations and Implementation Plan – Community Facilities and Utilities

Goal/Action		Timeframe	Responsibility	Chapter Reference	Status
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	Ongoing
R5	Implement the stormwater utility.	Short	Community Services	Page 88	Not approved by Council (2023)
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	Ongoing (PTAP)
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	Ongoing
S. Private Utilities					
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	Ongoing
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	Ongoing
S3	Expand solar energy production on public properties in Dover.	Short	Community Services	Page 93	Ongoing
S4	Consider the creation of a Dover Community Power Program.		Community Services and Planning Department	N/A	Completed (2023)
S5	Remove obsolete utility poles.	Ongoing	Community Services	Page 94	Ongoing

To: Mayor Dennis Shanahan
Dover City Council
From: Christopher Parker, AICP
CC: J.Michael Joyal, Jr.

Date: January 30, 2026
Re: City Council Goal setting

ISSUE:
Every new City Council has an opportunity to set its goals and objectives. This occurs in the first few months, after it has been inaugurated.

INTENT:
This memo will serve as an overview of proposed process used to set those goals.

GOALS:
Provide a summary of the January 24th retreat.

Background and Purpose

In January, after a new City Council has been elected and inaugurated, the Council meets for a retreat to discuss and outline goals and objectives for its coming term. The City's senior leadership is present and acts as a resource and supports the Council as it reviews strengths and weaknesses in the government, identifies goals and then builds consensus around four to six major areas.

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

Ground Rules

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

- Silence cell phones / devices
- Be recognized to speak, and respect other's when they speak
- No Sidebars
- Avoid the word "you"
- Stay on task
- Be Creative, not reactive
- Incomplete ideas are OK, they can be fleshed out
- Don't let the perfect be the enemy of the good
- Comments should be constructive and move the conversation forward

Mission, Vision and Values

The City Council reviewed, and elected to make no changes to the following:

Vision Statement

"To be a city with an emerging urban vibrancy guided by a small town sense of community."

Mission Statement

"To provide affordable, high-quality municipal services and responsive accessible local governance ensuring all persons the opportunity to enjoy contributing to and being part of the Dover community."

Core Values

- Customer Focused Service
- Integrity
- Innovation
- Accountability
- Stewardship

Participants

Mayor Dennis Shanahan
Deputy Mayor Lindsey Williams
Councilor April Richer
Councilor Lucas Veitch
Councilor Anthony Retrosi
Councilor Richard L. Robison, Jr.
Councilor Fergus Cullen
Councilor Bret Carmichael

City Manager J. Michael Joyal
Deputy City Manager Christopher Parker
HR Director Heather Worrall
Media Services Director Mike Gillis
Finance Director Dan Lynch
Planning Director Donna Benton
Police Chief Dave Terlemezian
Fire and Rescue Chief Perry Plummer
Fire and Rescue Deputy Chief Brendan Driscoll
Community Services Director John Storer
Recreation Director Kevin Hebert
Library Director Denise LaFrance
Welfare Director David Balian
IT Director Annie Dove

Considerations

Completing the review of the City's Mission, Vision and Values, the group began identifying goals for the coming term.

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

Participants were asked to present no more than three goals to move the City forward. As each goal was presented, the individual decided whether it was similar to, or different from, a previously stated goal. Similar goals were placed in the same category and at the end of the process, the group had created a total of four categories, each with its own sub-goals:

- Stewardship/Infrastructure
- Civic Engagement
- Process Improvement
- Improve Quality of Life and Affordability

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

Participants were broken into groups, and each group was tasked with developing at least two strategic objectives to help the City achieve its goals. Each group was assigned to address one of the four broad goals listed above. Participants then returned to report their identified strategic objectives to the full group, and the full group had the opportunity to provide additional feedback and direction on the objectives. It was noted that the "Improve Quality of Life and Affordability" could be considered two goals, with "Housing" items separated out.

The resulting goals and objectives identified are on the included document.



City Council Goals

2026-2027

AS ADOPTED FEBRUARY __, 2026

Goals and Objectives

At a January 2026, Goal Setting session, the City Council developed short and long-term goals to move the City's Vision forward.

These mission focused goals provide a framework for the Council and Management staff to develop action plans.

The Council goals support:

Attainable Housing
Infrastructure
Quality of Life
Process Improvement
Civic Engagement

Goal #1: Our Community Supports Housing Needs

The following objectives support a Dover that has housing that is attainable and available.

- Champion the delivery of attainable housing by understanding the recommendations of the City's housing report, supporting housing production, and prioritizing development of mid-rise, mixed-income projects. This objective focuses on increasing housing options for a diverse group of residents, such as employees, families, seniors, and special needs populations while preserving community character and strengthening our tax base through balanced residential/non-residential growth.
- Improve affordability and housing stability by expanding redevelopment and rehabilitation programs, incentivizing diverse housing types, and reducing barriers to occupancy and delivery. This objective supports long-term financial and social equity for residents, helps alleviate tax pressure on renters and homeowners, and ensures that vulnerable populations, including the elderly and disadvantaged households, are not excluded from living and remaining in the City of Dover.
- Establish a coordinated housing education and data initiative to inform staff, policymakers, and the public about housing needs, market absorption, development costs, financing constraints, and emerging opportunities. This objective will leverage trend forecasting, transparent reporting, and regular public engagement to improve understanding of supply and demand dynamics, support evidence-based decision-making, and align policy, investment, and development strategies with current and future housing conditions.

Goal #2: Our City is Invests in its Infrastructure

The following objectives ensure that the City's infrastructure and environment is welcoming and long lasting.

- Maintain a proactive, data-driven Capital Improvements Program (CIP) that prioritizes long-term lifecycle value, infrastructure performance, and fiscal sustainability. This objective strengthens the City's ability to adapt to changing federal and state funding by diversifying revenue sources, pursuing alternative financing strategies, and reinvesting in critical infrastructure. Through disciplined asset management, grant readiness, and forward-looking financial planning, the City will maintain stable funding pipelines and maximize return on public investment.
- Advance environmentally, socially, and economically sustainable infrastructure and development practices that support long-term community health and prosperity. This objective focuses on integrating sustainable design standards, and investing in green infrastructure initiatives such as composting programs and public education. By aligning land use, utilities, and facility investments with sustainability goals, the City will promote resilient growth that protects natural resources and enhances quality of life for future generations.
- Strengthen infrastructure resilience and operational reliability to ensure uninterrupted delivery of essential services, including water, wastewater, transportation, and public safety. This objective emphasizes contingency planning, climate adaptation, asset security, supply chain risk mitigation, and the deployment of innovative technologies. By prioritizing high-quality construction, preventive maintenance, and disaster preparedness, the City will build a community capable of withstanding disruptions while maintaining public safety and service continuity.

Goal #3: Our City's Opportunities are Accessible For All

The following objectives support a Dover that has is affordable and provides a welcoming quality of life.

- Ensure the City remains safe, welcoming, and inclusive by integrating public safety considerations into housing and neighborhood planning. This objective emphasizes citywide safety, community trust, and protection of residents and visitors from social and political uncertainty, while preserving neighborhood character and heritage. By strengthening partnerships between housing, public safety, and social service providers, the City will support stable neighborhoods and resident well-being and economic vitality.
- Improve transportation systems to support new housing development, workforce mobility, and economic growth by expanding multimodal connectivity, improving roadway safety, and increasing access to employment centers, services, and public amenities. This objective aligns transportation investments with housing growth to reduce commute burdens, improve accessibility for seniors and vulnerable populations, and attract employers and businesses seeking reliable infrastructure and workforce access.

Goal #4: Our City is Innovative and Forward Thinking

The following objectives support a Dover that continually invests in technology, innovation and staff as it reviews processes.

- Leverage modern, integrated technologies to streamline and standardize departmental workflows, drive innovation, and improve operational efficiency while enhancing transparency through real-time data tracking, performance metrics, and public reporting. This objective ensures technology-enabled decision-making incorporates economic viability, social equity, environmental sustainability, and long-term resilience, resulting in more informed, accountable, and future-ready outcomes.
- Enhance accessibility across digital and in-person service delivery to streamline information systems, ensure equitable access to City services, and proactively serve vulnerable populations, including the elderly, unhoused individuals, and children. This objective prioritizes inclusive design, clear communication, and adaptive technologies while preserving personal engagement and public trust. Through continuous modernization and targeted investments in community health, safety, and well-being, accessibility will remain a core operational standard to improve efficiency, responsiveness, and engagement.
- Improve internal processes and workforce systems to sustain staff excellence by stabilizing the municipal workforce, strengthening succession planning, and addressing retention challenges related to housing availability, affordability, and cost of living. This objective emphasizes efficient, transparent organizational practices that attract and retain high-quality employees while maintaining competitive compensation, benefits, and professional development. Through ongoing process improvement and data-informed workforce planning, the City will ensure long-term capacity, institutional knowledge continuity, and high-performing public service delivery.

Goal #5: Our City is Civically Engaged

The following objectives ensure that the public is part of Dover's governance and has multiple channels to provide feedback.

- Improve citywide communications to increase public understanding of municipal projects, policies, and legislative activities. This objective prioritizes clear, accessible, and authoritative information sharing across platforms, with targeted outreach to underserved populations, and less-engaged community members. By increasing transparency, highlighting successes through the City Manager's Report, and delivering consistent, data-informed messaging, the City will strengthen public trust, improve service utilization, and support informed civic participation.
- Strengthen connections between the City and residents by expanding inclusive in-person and digital engagement opportunities. This objective focuses on listening to community concerns, improving outreach strategies, supporting shared public events, and strengthening two-way communication with residents and staff. By engaging underrepresented populations and creating meaningful opportunities for dialogue and collaboration, the City will foster a more connected, informed community.
- Increase voter registration, education, and turnout by providing accessible, accurate, and nonpartisan election information. This objective emphasizes outreach to less-engaged populations, reducing participation barriers, modernizing communication tools, and expanding public education efforts. Through coordinated engagement strategies and transparent election administration, the City will promote higher participation and a more representative democratic process.