



CITY OF DOVER

CITY COUNCIL - AGENDA

Meeting Type: Workshop Session
Meeting Location: Council Chambers, City Hall
Meeting Date: **Wednesday, March 2, 2011**
Meeting Time: **7:00 pm**

1. **CALL TO ORDER**
2. **MOMENT OF SILENCE**
3. **PLEDGE OF ALLEGIANCE**
4. **ROLL CALL ATTENDANCE**
5. **MASTER PLAN UPDATES**
6. **ECONOMIC DEVELOPMENT ACTIVITY**
7. **CITIZEN'S FORUM**

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

8. **ADJOURNMENT**



CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

2011 Update on Recommendations

Executive Summary

2000 - 2010 MASTER PLAN RECOMENDATIONS

Executive Summary

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INTRODUCTION

The City of Dover began a comprehensive public participation process in 2006 to update the Master Plan. As with previous efforts, the first step in the process was to hold “Speak Out sessions” in each ward. These sessions were held at night and as a forum for residents to share concerns regarding land use. Furthermore, the City retained the UNH Survey Center to conduct a public opinion survey covering a variety of community issues. Community-wide and neighborhood meetings were held to listen to the opinions and concerns of Dover citizens.

The next step was to begin updating the chapters of the Master Plan. Staff oversaw the development of the Land Use Analysis Chapter as well as the Community Facilities and Utilities chapter. A consultant, Fracassa DesignWorks, was retained to complete the Recreation chapter. The Open Space Chapter and Cultural and Historic Resources Chapters have not been reviewed, and the 2000 versions are still the current chapters. These chapters were prepared with the support of Jack Mettee of Appledore Engineering, Inc. of Portsmouth. In 2000, the Strafford Regional Planning Commission assisted the City in the preparation of the Transportation Chapter, which was amended to include the Rizzo Downtown Traffic and Circulation Plan produced in 2005, as well as the Lansing Melbourne Group’s 2008 parking facility and system report.

Throughout the process, the City was fortunate to have dedicated citizens to serve on the Planning Board and volunteers to serve on the Master Plan Committees that were formed to 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. The Planning Board has acted as the steering committee for the current round of updates.

Land Use Analysis	Transportation	Recreation	Open Space	Community Facilities and Utilities
Kirt Schuman	Reuben Hull	Robert Carrier	Gary Bannon	David Landry
Marcia Colbath	Dana Lynch	Ronald A. Cole	Ronald A. Cole	Tom Humphrey
Norm Fracassa	Jeff Mason	Cova Greig	Wayne Coolidge	Bill Colbath
Samuel Lingeman	Art Mitchell	Carrie Keech	Ben Delisle	Paul Vlasich
Linda Merullo)	Dan Morris	Jan Nedelka	Heather Hughes	Bill Boulanger
Elizabeth Thompson	Richard Proulx	Diana Schuman	Pete McKenney	Donald Andolina
Britt Ulinski	John Scruton	Kirt Schuman	Nell Neal	
	Steve Wells	Brian Wilson	Nancy Richmond	
			Angela Rodolico	

This document is organized to show the goals, and recommendations for each chapter as well as any progress made on those recommendations. Adoption dates are included as well.

The Status column uses the following terminology:

- **Completed Year:** This indicates the year a recommendation was completed
- **To Be Reviewed:** This recommendation has not been considered yet. (in blue)
- **Not Recommended:** This recommendation was not recommended, the year and who decided not to pursue (in red)
Year, Board
- **Ongoing:** The recommendation has been implemented and is not one with a completion date. – usually a policy or procedure change
- **In Progress (Year):** The recommendation is underway, and has a tentative completion date
- **Other:** Other note or information regarding the recommendation

LAND USE ANALYSIS RECOMENDATIONS

Adopted November 29, 2007

GOALS

- I. To be an attractive place where people live, work, and recreate.
- II. To encourage neighborhoods to build a sense of community.
- III. To preserve and respect the rural elements of the city.
- IV. To promote a vibrant downtown with diverse uses.
- V. To be a City that offers diversity of housing types and price ranges.
- VI. To create and maintain a safe, clean and aesthetically pleasing natural and man-made environment.
- VII. To achieve economic viability by attracting quality job and investment opportunities that promotes economic development throughout the City.
- VIII. To develop and redevelop land respecting the surrounding context and the environment.
- IX. To encourage sustainable growth that is sensitive to environmental issues and minimizes energy consumption.
- X. To investigate *contract zoning* for commercial development to ensure contextually and high quality developments.

Housing Trends

STATUS

Completed 2008

Residential

R1 – Eliminate the existing “density bonus” allowances (Chapter 155-22.D1) in the Open Space Subdivision Regulations and consider incentives based on Landscaping, Building Materials, *LEEDS* Certification, and other environmentally progressive requirements.

Completed 2009

R2 – Adopt *Traditional Neighborhood Development* and *Transit Orientated Development* Ordinances as alternatives to traditional zoning for both urban infill and new development projects.

Completed 2008

R3 – Designate offsite recreational contributions on downtown projects for downtown recreation facilities, such as the Community Trail project.

Completed 2009

R4 – Amend the *Residential Transfer of Development Rights* ordinance to consider a “*land bank*” as opposed to a market driven model.

Completed 2009

R5 – Revise setbacks to create a minimum building area to incorporate expandability options and to further protect the wetlands buffer.

Completed 2008

R6– Require a Fiscal Impact Analysis for all residential projects which create a public road.

Staff has attended workshops with local agencies

Affordable Housing

AH1 – Form partnerships with developers to provide creative regional solutions which promote workforce housing development that keeps pace with changes in population and job growth.

To Be Reviewed

AH2 – Support education and advocacy about regional housing issues.

Ongoing

AH3 – Continue healthy mix of single family (detached and attached), multi-family and mixed use development.

To Be Reviewed

AH4 – Create a separate Housing Chapter of the Master Plan.

Non-Residential

In Progress (2011)

Commercial/Retail

C1 – Make *pervious surfaces* mandatory in projects where there is over 1 acre of paving.

Not recommended, 2009, Planning Board

C2– Add commercial/retail zones to sending and receiving areas to the non-residential *Transfer of Development Rights* ordinance.

To Be Reviewed

C3 – Strengthen site and building design by revising the Architectural Design Guidelines and making them Standards.

To Be Reviewed

C4 – Revise the parking regulations to allow for a payment in lieu of parking provided option.

Completed 2008

C5 – Require tax positive development on lots which cross municipal boundaries, the Dover portion of the lot should provide the positive revenue.

To Be Reviewed

C6 – Designate areas as Business Investment Districts to improve infrastructure & streetscape by taking advantage of income created by an increased tax assessment.

Industrial

Not recommended, 2009, Planning Board

I1–Add industrial zones to sending and receiving areas to the non-residential *Transfer of Development Rights* ordinance.

Not recommended, 2009, Planning Board

I2 – Rezone the following areas to increase continuity with surrounding development:

- Land off Sixth St between the B-4 and I-4 zones
- Land off NH Route 155 Between the B-4 and I-2 zones

In Progress (2011)	<p>Institutional</p> <p>IN1 – Update definitions for elderly care facilities.</p>
Completed 2009	<p>Mixed Use</p> <p>MU1 – Encourage Mixed Use as an incentive to Commercial Development, if done in context to surrounding vicinity, ensuring higher quality developments. Institute a <i>Contract Zoning</i> ordinance to promote this concept.</p>
Completed 2009	<p>MU2 – Encourage Mixed Use at appropriate locations along major corridors to encourage transit use and pedestrian activities.</p>
Completed 2009	<p>MU3 – Rezone the following areas to create neighborhood transition nodes in former industrial areas through <i>Contract zoning</i>.</p> <ul style="list-style-type: none">• Existing I-1 zones• Area bounded by Chestnut Street, the Cochecho River and Sixth Street
Completed 2008	<p>MU4 – Restrict allowed residential uses in non-residential zones to be limited to the second floor or above.</p>
Completed 2010	<p>MU5 – Create and adopt a special exception criteria to allow small non-residential uses to be located in existing residential neighborhoods.</p>
Completed 2009	<p>MU6 – Require a percentage of projects valued over \$500,000 in the downtown to be dedicated for public benefit ie art, landscaped court yards, etc.</p>
To Be Reviewed	<p>Streetscape</p> <p>Public - Residential</p> <p>S1 – Residential streets have a tree strip 5 to 10 feet in width between the street and the sidewalk with trees planted every 30 feet at a minimum height of 15 feet.</p>
To Be Reviewed	<p>S2 – As neighborhoods transition from urban to rural, trees should become more random, curbs and sidewalks give way to shoulders.</p>
To Be Reviewed	<p>S3 – Require bike lanes along all major transportation routes, and define design criteria for said lanes as well as pedestrian amenities.</p>
Completed 2009	<p>Public - Downtown</p> <p>S4 – Commercial streets shall have shade trees planted every 30 feet at a minimum height of 15 feet. Spaced with party walls of buildings, may be optional in the presence of conflicting awnings.</p>
Completed 2009	<p>S5 – Concrete or brick sidewalks, no asphalt. Tree wells should always be brick to promote root health.</p>

To Be Reviewed	S6 – Streetlights, mailboxes, trash receptacles and other obstructions are placed within the tree strip.
Completed 2009	S7 – Benches face each other within the tree strip or are backed up to buildings.
Completed 2009	S8 – Transformers, HVAC equipment, ventilation and other machinery are discouraged from the streetscape.
To Be Reviewed	S9 – Streetlights are low height and wattage and appear frequently toward neighborhood centers (approximately every 30 feet) and less frequently toward rural areas.
To Be Reviewed	S10 – Identify strategic locations for landscaping improvements along corridors to improve aesthetics.
Completed 2009	Private - Downtown S11 – Change setbacks so retail buildings front directly on sidewalk with no setback.
Completed 2009	S12 – Revise zoning so all buildings are at least three stories tall and of a mixed use in the B-2, UMUD, and CWD zones.
To Be Reviewed	S13 – Develop a plan to migrate all utilities in the urban core to underground.
	Other
	General
Completed 2009	G1– Review the dimensional regulations in zones, updating to promote more environmentally sensitive design ratios and promote proportional development.
Completed 2009	G2 – Form a committee or hire a consultant to transition to an illustrated or <i>smart code</i> style of regulations.
To Be Reviewed	G3 – Define a historic district and encourage use of an Historic District Commission as outlined in Chapter 30 “Historic Districts” of the City of Dover Code.
To Be Reviewed	G4– Create action plans for distinct regions and neighborhoods, including Downtown.
Completed 2011	G5 – The Dover Business and Industrial Development Authority should complete an Economic Development Master Plan.
	Natural
Completed 2009	N1 – Protect and retain wetlands, ponds, rivers and other significant natural resources.
Completed 2009	N2 – Create public spaces and thoroughfares that are at least partially fronted by significant natural amenities.
Completed 2009	N3 – Adopt site development regulations in such a way to maximize the preservation of specimen and significant groupings of trees.
Completed 2009	N4 – Minimize grading to the amount necessary for safe development.

Completed 2009	N5 – Connect natural spaces through continuous corridors, through neighborhoods or through narrow green belts.
Completed 2009	N6 - Identify strategic locations for landscaping improvements along corridors to improve aesthetics, and amend street tree requirements to create a landscaping maintenance program.
Completed 2009	N7 – Review allowances to construct on steep slopes.
Completed 2009	N8 - Update the Conservation District zoning regulations to be consistent with the Comprehensive Shore land Protection Act.
Completed 2010	N9 - Develop local regulations consistent with federal and state regulations.
In Progress (2011)	N10 – Develop and maintain a City owned land management plan.
Not recommended, 2009, Planning Board	N11– Consider adapting 3X minimum lot size requirement for all lots created out of waterfront lots.
Not recommended, 2008, Planning Board	N12 - Revise R-40 zone along Back Road corridor to increase minimum lot size to promote farmland preservation.
To Be Reviewed	Energy E1– Adopt mandatory <i>LEEDS</i> certification for multi-family / commercial / industrial / office projects over a certain size.
To Be Reviewed	E2– Mandate <i>LEEDS</i> certification for any new institutional projects.
To Be Reviewed	E3 – Promote sustainable development through use of recycled materials, Energy Star rated products and sustainable building materials.
To Be Reviewed	E4 – Encourage the use of local suppliers to minimize fuel costs and pollution and promote local job creation.
To Be Reviewed	E5 – Encourage increase of required landscaping to mitigate CO2 emissions.
To Be Reviewed	E6 – Encourage use of alternate/forms sources of energy, such as solar power.
To Be Reviewed	E7 – Investigate incentives for <i>LEEDS</i> certification for projects that retro-fit and reuse existing building

TRANSPORTATION RECOMENDATIONS

Adopted October 10, 2000, Amended March 8, 2005

VISION AND POLICIES

Overall Vision: Dover will invest in, maintain and properly manage or regulate a coordinated, safe, efficient and effective transportation system that promotes the long-term goals of its citizens and businesses expressed in this Master Plan. The City acknowledges this system to consist of public and private infrastructure such as roads, bridges, sidewalks, parking facilities, trails and transit centers as well as services such as transit, taxis and traveler information resources. This system will enhance the quality of life for residents and the quality of experience for visitors and tourists while preserving the character and strategic advantages of the City for current and future generations.

Policies:

1. Provide mobility, accessibility and transportation options to all residents and visitors.
2. Promote commerce, tourism and recreation by integrating multiple land uses and transportation modes mindful of our historic development patterns.
3. Promote affordable, interconnected and convenient mass transportation systems through:
 - a. Coordination between municipal, public and private providers
 - b. Development that maximizes access to mass transportation
 - c. Provision of accessible, public trails, sidewalks, and roads
 - d. Ongoing fiscal support of transit services
4. Enable ongoing review and update of flexible Site Review and Subdivision Regulations and Zoning Ordinances that accommodate efficient operations and promote wise land use, creative design, and a sense of community rather than disconnection between people.
5. Facilitate expansion and reuse of the downtown core through mixed use development patterns and projects which reduce the need for vehicular use, promote pedestrian activity and experiences and create a positive, safe and welcoming environment. The transportation system will also acknowledge, plan for and provide a market based supply of convenient and adequate parking facilities.
6. Create a managed transportation system that secures and allocates maximum available City, State and Federal resources to the best use for all residents and visitors. City staff and elected officials will conduct ongoing reviews and coordination of expenditures and develop short and long-term improvement plans that improve transport, promote economic development, utilize new technologies and enhance the livability of our community.

7. Promote a transportation system that supports and encourages full revitalization and use of our waterfront with full access to recreational and transportation uses of the Cochecho River.
8. Incorporate all compatible transportation modes within the existing street network whenever and wherever possible.
9. Respect the limit of existing neighborhood street capacities based on safety, character, noise, and any other factors that affect the livability of the community.
10. Create long-term funded plans that provide for:
 - a. Necessary improvements and/or adjustments to traffic patterns
 - b. Well-designed and convenient parking in the downtown using market-based strategies and demand management
 - c. Enhancement of non-vehicular transportation modes including sidewalks, bike trails, and walking trails
 - d. Ongoing maintenance and reinvestment in streets, highways and bridges under the City's jurisdiction
11. Identify and plan to maximize opportunities to develop or preserve transportation corridors for future use.
12. Promote transportation systems that maximize safety for all users, respect neighborhoods and their residents, and facilitate commerce.
13. Require all City departments including Police, Community Services, School and Planning to work cooperatively and in a coordinated fashion to focus efforts on safety for all users of the transportation system.
14. Promote a transportation system that is fully integrated into, supports and benefits from the regional transportation system and planning process.
15. Promote a transportation system that attracts and retains industry to appropriately zoned areas of the City and which promotes compatible uses throughout. Identify appropriate corridors to provide access to industrial and commercially zoned land that currently has no access or inadequate access.
16. Direct development to major transportation corridors using dynamic ordinances, zoning, and regulations and exact appropriate incremental contributions for development impacts on the transportation system.
17. Discourage development that occurs prematurely outside the urban core or off of current major transportation corridors.

Transportation Planning Process and Projects Recommendations

STATUS

Completed 2001

1. The City Council should reformulate the Parking and Traffic Committee to address the full span of transportation and safety issues in the City. The Committee should be redesigned with a new mission and should be advertised to the community at large.

Ongoing

2. Continue to be persistent in pursuing funds from sources such as Federal Transportation Enhancement (TE) 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 Committees.

Not recommended,
2010, Planning
Board

3. In addition to the funding sources described in this section, The City should consider impact fees when feasible and appropriate. As developers implement projects that have an identifiable impact on the surrounding transportation system, a fee should be exacted. This fee would be used towards offsetting impacts of the development in the form of roadway, intersection and related improvements.

Ongoing

4. When appropriate and feasible, continue to pursue State funded programs or local bonding as a means of expediting projects that would normally take longer through the federal funding channels. Federally funded projects, while often requiring a lower minimum local match of 20%, generally take many more years to implement.

Ongoing

5. The City Manager should formalize a semi-annual staff meeting with the department heads from Planning, Community Services, Police and Fire Departments to review all pending transportation related or funded projects in progress. This Transportation Team Coordination meeting would also prioritize and coordinate all new project suggestions.

TAC Holds annual
forum,

6. The City Manager should hold at least one Community Forum, per year, that allows residents to address and have input in transportation improvement projects. This forum would address small neighborhood needs as well as larger City related issues. This meeting would provide the City Manager with direct input regarding transportation and safety related issues. It should be attended by members of the Transportation Coordination Team, who should report on the status of projects in the City.

Ongoing

7. The City, through its Commissioners and staff, should remain actively engaged in the Seacoast MPO and should clearly and actively advocate for the interests of Dover and the Seacoast region of the state.

Roads Recommendations

- | | |
|--|--|
| Completed 2009 | 1. Create a coordinated plan for the management and improvement of Central Avenue, from the Wentworth-Douglas Hospital to the intersection with Chestnut Street. This does not necessarily include widening the road, as has been suggested in the past. |
| TE Grant submitted 2007, 2008. Not chosen. | 2. Chestnut Street, from Central to Washington Street, needs a similar comprehensive plan that looks at the new Intermodal Transit Station and the redevelopment of the area around Green Street. The coming of passenger rail service and the effects of the activity around the rail platform will have a significant impact on this corridor and warrants further study. |
| Completed 2009 | 3. Abandon the strategy of widening Central Avenue, which was suggested in the 1988 Master Plan. The City should use more creative and less damaging strategies such as striping, planted median and parking designs to increase traffic flow and the livability of the downtown core. Traffic capacity expansion should not be the driving force behind transportation policy in Dover. |
| Attempted 2006 | 4. Implement Access Management techniques at the Silver Street intersection with Spaulding Turnpike North, and various businesses in this vicinity. This area is particularly chaotic with driveway cuts and intersections. |
| To Be Reviewed | 5. The City should study ways to safely and efficiently funnel traffic to and from the downtown area and the Turnpike that would relieve pressure on existing roads. The City should also work toward any eventual construction using grants from Federal Highways and the state. This technique will help ensure acceptable function of several existing corridors into the downtown. |
| Not Recommended, 207 NH DOT | 6. Work toward the elimination of tolls between Portsmouth and Dover. This has the potential to diminish whatever level of diversion traffic passes unnecessarily through the downtown area. |

Road Surface Recommendations

- | | |
|---------|--|
| Ongoing | 1. Continue to utilize the advantages of RSMS as a starting point for prioritizing roadway surface improvements. This will aid in the development and continuation of present and future capital improvement plans. RSMS can serve to lessen the cost and need for road rehabilitation and reconstruction projects by prioritizing current needs and scheduling work before the road surfaces become extremely degraded. It is imperative to the success of this technique that data be recent and accurate. This means regular updating of the input data and running of the software. The City should continue to enter staff knowledge into the process and use the RSMS process as a basis for prioritization of projects. |
| Ongoing | 2. Continue funding routine and preventative road maintenance programs. Routine and preventative maintenance program will protect the roads that are in good condition from degrading. This will extend the life of road surfaces and save the City money in the long-term. This funding is key to keep ahead of the curve in maintenance of the City's road system. |

Ongoing

3. Continue to integrate large projects into the Capital Improvement Program. The Capital Improvement Program clearly schedules and coordinates projects, so that the funds for each project are effectively spent.

Intersection Recommendations

Completed 2008

1. Determine a LOS quality standard for intersections within the CBD. Dover should adopt a LOS “E” and average vehicle delay of not more than 59.0 seconds as the maximum permissible amount of congestion to occur at intersections within the CBD. The present LOS for many intersections within the CBD meets this standard.

Ongoing

2. Monitor LOS at intersections within the CBD. At some intersections in the CBD, congestion may not be easily solvable and it may not be appropriate to do so. Dover should permit some amount of congestion to occur at intersections in the CBD as this will slow vehicle speeds, tend to dissuade pass-through trips, and encourage people to park, walk, and visit destinations within the CBD.

Completed 2004

3. Use intelligent transportation systems to reduce or mitigate congestion. Currently signal timing and traffic flow technology is very sophisticated and can quite easily redirect traffic around major accidents or away from a congested intersection. Dover should consider using intelligent transportation systems to control the flow of traffic around the CBD.

Ongoing

4. Many intersections with low LOS ratings are simply permanently constrained and the City needs to adapt to that constraint. They should be removed from discussion for expansion and instead, the City should be looking at technology improvements and access management approaches.

Access Management Recommendations

To Be Reviewed

1. Identify key corridors that are especially susceptible to this type of development pattern due to road and zoning characteristics. This will allow the City to clearly define and prioritize its efforts in preventing this type of development and improve, to whatever degree possible, sections of roads that have already seen this pattern of development.

To Be Reviewed

2. Identify and define the character and use of its roadway corridors from this perspective. Using proper driveway placement, well thought land use and transportation decisions backed by site plan review, subdivision regulations, and city ordinances including consideration of these issues, will allow the City to create and/or preserve the character of important roadway segments.

Ongoing

3. Use the Access Management resources available through the SRPC and the NHDOT. Much of this is the product of the NH16 Corridor Protection Study and provides guidance on how to formulate regulations and site review processes to achieve the desired end of balancing the dual purpose of roadways

To Be Reviewed

4. Obtain copies of Access Management Overlay District plans from other cities and towns to determine whether this technique is appropriate for the City's needs. This technique may be fitting for some road segments.

Completed 2009

5. Review site plan and subdivision regulations to ensure they actively promote Access Management techniques. These are the tools that will allow the City to effectively see to the implementation of these techniques. The City should have clear power to control existing and future access points through ordinances adopted, as appropriate, to achieve this end.

Commercial Traffic Recommendations

Completed 2008

1. Regularly evaluate truck routes within the Central Business District (CBD). Within the CBD, large trucks passing through without any destination in Dover are a problem along several streets. These trucks should be dissuaded from using municipal roads and encouraged to use NH Route 16. One corridor especially difficult to deal with will be NH Route 4 from South Berwick and Rollinsford, which has very few bypass alternatives around the CBD. Oak Street and Central Avenue leading to and from NH Route 16 exit 9 is a logical route with several projects planned over the next 20 years that would facilitate these roads as a truck route.

Ongoing

2. Enforce special truck weight restrictions in the springtime when roadbeds are particularly saturated from spring thaw and runoff. Much damage can occur during this time of the year since roadbeds are wet and not able to support as much weight as normal.

Ongoing

3. Business, planning, and or community representatives should continue to speak up regarding these issues. Issues should be brought to the attention of the Parking and Traffic Safety Committee that can, in turn, make recommendations to the City Council.

Bridge Recommendations

Completed 2010

1. Aggressively proceed with the reconstruction of the Washington Street Bridge using local funds. This bridge is vital to the Riverfront redevelopment effort. At the time this reconstruction is designed, the City should complete a thorough review of the downtown traffic pattern system. It is likely that completion of the Washington Street Bridge will necessitate signalization at Main Street and advance the opportunity for two-way traffic in downtown.

Ongoing

2. Apply for Municipal Bridge Program funds through NHDOT – This is a very valuable, but under-utilized program. It provides 70% of the full costs to rebuild or repair a City-owned bridge.

To Be Reviewed

3. Reuse of Bridge #057/017 – Bridge #057/017 currently sits on the side of Watson Road where it was moved to when replaced by a new structure. It is an historic type of bridge and could be moved for use in a bridge replacement project on a low traffic volume road or could be used along one of several proposed bikeways throughout Dover.

Completed 2007

4. Ensure that all bridges over the Spaulding Turnpike maintain adequate sidewalks during the current round of reconstruction. This is an important

In Progress (2013)

link in the transportation network for not only automobiles but pedestrians and bicyclists alike as it is on the MPO and State bicycle route networks.

5. Encourage NHDOT to rehabilitate the General Sullivan Bridge (Bridge #200/023) is an historic type of bridge that is perfectly situated to provide a bicycle and pedestrian link from Dover to Newington.

In Progress (2016)

6. Continue to plan in the long-term to rebuild the Cochecho River Bridge on County Farm Road and reconnect this road to the regional system. Reconstruction of this bridge should be coordinated with the reconstruction of County Farm Road.

Accident Recommendations

Ongoing

1. Review the accident data presented in this document. Clusters of accident locations should be compared with prioritized improvements. Any unusual accident locations should be investigated.

Ongoing

2. Investigate traffic-calming techniques and apply them where appropriate. A lengthy description of these techniques appears in the "Pedestrian" section of this chapter. These techniques serve safety purposes from the perspective of vehicular traffic and pedestrians.

Work-Commute Pattern Recommendations

Ongoing

1. Continue to expand and adjust the employment opportunities available in the City to capture as much as possible of the Seacoast growth. This will require adequate transportation infrastructure investment.

Use 2010 data

2. City planning staff should review this section when 2000 Census data becomes available. New data will enable the City to get a clearer picture of current trends and determine marginal change since the last census.

Air Facilities and Service Recommendations

Ongoing

1. Encourage the complimentary expansion of the Pease International Tradeport and the Skyhaven Airport – Pease International Tradeport and the Skyhaven Airport are employment generators and travel option providers that are key economic feature of the region and Dover.

Ongoing

2. Improve intermodal access to the Pease International Tradeport and Skyhaven Airport – The City should advocate for the continued improvement of access for commercial and private traffic to these intermodal facilities. This includes:
 - a. Support for preservation, and where practical, capacity expansion of direct highway access from NH 16 (Spaulding Turnpike) access should be through as many modes as practical.
 - b. Support for improved freight rail and intermodal transfer facilities via NH North coast and Guilford Transportation rail systems.

- | | |
|---------|---|
| Ongoing | <ul style="list-style-type: none"> c. Support for continued and expanded transit and charter bus connections between the Tradeport and Dover. <ul style="list-style-type: none"> 3. Dover should market its air connectivity and support expanded passenger service at these facilities that will offer Dover residents and business convenient passenger and goods transport and improve the attractiveness of the City. |
|---------|---|

Rail Facilities and Service Recommendations

- | | |
|----------------|---|
| Completed 2009 | <ul style="list-style-type: none"> 1. Encourage appropriate mixed-use development around the Third and Chestnut Intermodal Transportation Center – The Third and Chestnut Intermodal Transportation Center will maximize the transport and economic development potential of the new rail service. This will also include development and use of the Center in a public-private partnership. |
| Completed 2003 | <ul style="list-style-type: none"> 2. Develop the Intermodal Transportation Center to include public and private services. The Intermodal Transportation Center will be an open concept public space leased on a competitive basis to private and public vendors and operators to provide complimentary services to the local and traveling public. |
| Ongoing | <ul style="list-style-type: none"> 3. Encourage and solicit all modes of transportation modes connecting to the Third and Chestnut Intermodal Transportation Center – Dover should encourage and solicit all modes of transportation service at the site and require regional public transit providers to make this a key central hub in the City. |
| Completed 2003 | <ul style="list-style-type: none"> 4. Continue to advocate for the upgrade or removal of at-grade rail crossings - Continue to advocate for the upgrade or removal of at-grade rail crossings in the city by use of Federal, State and local funds. |
| Ongoing | <ul style="list-style-type: none"> 5. Continue to advocate for the upgrade or removal of low clearance bridges - Continue to advocate for removal or improvement of low clearance bridges in the City by use of Federal, State and local funds. Of special concern are the low clearances of the Broadway Rail Bridge, the condition of the Washington Street and NH 9 Rail/Road overpasses. In a related matter, the Broadway Bridge structural integrity has been called into question due to frequent vehicle hits. |
| Ongoing | <ul style="list-style-type: none"> 6. Advocate for the replacement of wood rail crossing structures especially the Oak Street Bridge. This replacement should involve the active participation of rail line owners, the NHDOT, the City and rail service providers. |
| Ongoing | <ul style="list-style-type: none"> 7. Educate the public and enforce rail safety including vehicular and pedestrian crossings and trespass programs - This can be done by active support of the Operation Lifesaver program and full cooperation with the private rail owners and public operating entities. |
| Ongoing | <ul style="list-style-type: none"> 8. Advocate for the State of New Hampshire’s active participation in the northern New England rail network - The State of New Hampshire’s participation in the upgrade and use of northern New England rail network fails to take full of advantage of Federal and State programs. |

- | | |
|----------------|---|
| Ongoing | 9. Actively participate in and coordinate with NNEPRA and Guilford regarding passenger service and freight/Intermodal service in the City. |
| To Be Reviewed | 10. Work with private operators and public entities to explore the potential of the return of increased service to the Lakes Region including the potential of the return of passenger, commuter or tourist rail in the corridors. |
| Completed 2009 | 11. Update local ordinances and regulations to encourage the maximum benefit from increased passenger and freight/Intermodal use of the rail corridor with adequate consideration for public health, safety and general welfare. |
| Completed 2003 | 12. Fully integrate rail and rail travel issues into the new Dover Transportation Committee. |
| Completed 2003 | 13. Give adequate consideration to the view of Dover from the rail passenger traveler's perspective - This may include cooperative efforts to beautify the corridor and make Dover an attractive destination point for travelers and business people. |

Transit Facilities and Service Recommendations

- | | |
|----------------|--|
| Completed 2008 | 1. Continue to be supportive of transit services in general - the City should continue to work with and financially support current transit providers in an effort to strengthen these services and identify potential for expansion in the future. A portion of the auto registration fee collected by the City for transportation projects should be dedicated to operating support of transit services. |
| Completed 2009 | 2. Encourage intercity bus service to the Third and Chestnut Intermodal Center – C&J Trailways should be strongly encouraged to provide service to the CBD, so residents could walk to the bus. If this is infeasible, the City may want to explore a shuttle arrangement to connect the Dover Intermodal station with the Pease Intermodal facility on a regular basis. |
| Completed 2009 | 3. Continue to pursue an intra-city transit loop - Dover should continue to encourage the type of arrangement the privately owned local trolley serving the downtown mill buildings currently utilizes. Short-term operating funds for transit service is available through CMAQ program and could be used in collaboration with the downtown trolley to expand the service. |
| Completed 2010 | 4. Continue to pursue reconstruction of a new vehicle bridge connecting River Street and Washington Street - This would permit an expanded and efficient loop through the CBD. It could also be used as part of an effort to use peripheral all day parking outside of the CBD. This of course would have to be coordinated with the plans to redevelop the riverfront area. |
| Ongoing | 5. Integrate transit into the development and redevelopment design process. The City should be thinking in advance about how transit can be integrated into development as development is designed. This should be especially true for development peripheral to the city core and for locations that will attract many potential transit riders such as large employers or business parks. This consideration should become part of the project review process. |

Parking Recommendations

Completed 2009	<p>1. Bring the Parking system and enforcement process more aggressively into the transportation planning realm. Parking is not simple an enforcement issue – it is a planning and redevelopment issue. Regularly evaluate parking within the CBD and propose changes based upon the changing users. A Parking Authority should be established under the coordination of the Transportation Committee. That authority should work on a combined transportation and economic development agenda and include close ties to the Planning, Economic Development and Main Street Program.</p>
Ongoing	<p>2. Continue to realize the benefits of on-street parking additions as a traffic calming measure. Such measures can increase parking supply in areas where it is needed and at the same time serve to slow traffic in areas of high pedestrian activity. Dover already uses this technique in much of its downtown area and should continue to use this technique when conditions are appropriate.</p>
Completed 2010	<p>3. Add a vehicle bridge parallel to the existing Washington Street pedestrian bridge – An additional bridge at this location will improve the circulation in the very heart of the CBD. It will also permit easier access to parking along River Street. Additionally, a vehicle bridge at this location will permit an intra-city public transit loop to smoothly circulate around a more extend section of the CBD.</p>
To Be Reviewed	<p>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.</p>
Ongoing	<p>5. Encourage more peripheral parking and more private/public ventures in a coordinated downtown district pattern including a coordinated shuttle that builds on the existing mill-building trolley. This technique has proven successful with the mill trolley and should be expanded upon.</p>
Ongoing	<p>6. Continue use of on-street controls such as time limits and enforcement. The City should also investigate the use of ‘smart meters’ that use variable pricing, accept bank/credit card payments and refresh when spaces are emptied. The City should also evaluate mid block-parking receipt machines.</p>
To Be Reviewed	<p>7. Continue to reduce existing minimum parking requirements (especially for lots within 2 blocks of public or private pay lots) through zoning. Continue to provide an opportunity for developers and redevelopers in the downtown to “cash out” of parking requirements in exchange for capital contributions supporting transit, parking or pedestrian infrastructure. The City should review a policy establishing a per-space contribution fee related to the cost of city provided and maintained parking.</p>
Ongoing	<p>8. Investigate parking pricing strategies that would optimize the efficiency and efficacy of the parking that is currently available. The City should embrace a more market based pricing strategy that offers differential rates to location. This would also include embracing new technologies to meter, regulate and collect revenue in lots. Smart-card meters, debit card lots and pass systems</p>

Completed 2009	should be aggressively pursued. New meters should include upgradeable technology.
To Be Reviewed	9. Encourage the highest and best use of CBD and Riverfront parcels. Revamp taxation policies to discourage parking lots on valuable parcels of downtown land.
Ongoing	10. Establish maximum parking limitations. Many cities like Dover only have minimum parking requirements for new development. This permits large retail establishments, usually not within the CBD area to pave massive parking areas to give likely patrons the impression of convenient parking.
Ongoing	11. Consider the long-term redevelopment of the parcel bound by the rail line, Third Street and Central Avenue. This parcel should be considered for more productive use or for a long-term market-based parking and mixed-use facility in scale with the CBD, and the existing retail and housing needs. As surface parking only, this prime downtown parcel located adjacent to the soon to be constructed train platform could be more productively used. Ideas should be explored utilizing it as some combination of parking, businesses, and residences, coordinated with the downtown Intermodal Transportation Center and the rest of the core downtown area.

Bicycle Facilities Recommendations

Completed 2002 & Completed 2008	1. Actively propose bicycle projects under NHDOT's Transportation Enhancements and Congestion Mitigation and Air Quality Improvement programs – Recently Dover has been very successful in getting funds under both of these programs. Dover should continue its active participation and continue to look for new bicycle projects.
To Be Reviewed	2. Provide bikeways throughout the city - Shared roadway lanes and bike paths are the best solution to the dangers of bicycle-vehicle conflicts. Inexperienced cyclists need a chance to improve their skills for riding in traffic. They need alternatives to existing conditions on roads with heavy traffic that offers improved predictability and visibility for them and for motorists. Well-designed shared roadway lanes or bike paths serve this need.
To Be Reviewed	3. Encourage the use of bicycles for transportation – Increased bicycle use by commuters and for other short trips could substantially reduce traffic volumes and congestion. Bicycles exclusively are not a panacea, because of winter weather. Increased bicycle use will only occur if complimented by intra-city public transit service.
To Be Reviewed	4. Provide well lit, safe, and convenient public bicycle parking in the CBD – Bicycle parking must be more than metal racks pushed against the side of a building. Facilities should be in areas directly linked to the sidewalk and pedestrian system. Bicycle parking should be provided and located on or near bikeways, bus stops, park-and-ride lots, or independently in the CBD.
Ongoing	5. Encourage new developments and redevelopment projects to provide bicycle parking – These parking facilities need not be big, 4 or 5 bicycle lockers located in a buildings lobby is sufficient. Planning Board applicants should be

required to provide bicycle parking. An incentive based system might be developed through reduced parking requirements.

Ongoing

6. Educate children and parents about the safety in biking to school – Many parents, who now drive their children to school, are very concerned about the children’s safety. An education campaign and, probably, a bicycle-police patrol or mounted police would alleviate at least some parental fears and train children to become better cyclists. The education campaign will be further aided as new bicycle facilities are constructed.

Ongoing

7. Appropriately locate bikeways – Using either of the two figures from the text to appropriately locate each new bike path, shared roadway lane, or shared roadway. By using either of the two figures from the text residents can easily see what type of bikeway is reasonable for their road and surrounding roads.

Ongoing

8. Regularly clean the full width of all roads - This requires that debris be regularly removed from the sides of roads and shoulders, and that potholes are promptly repaired. Storm grates with elongated slot openings that trap bicycle wheels will have to be replaced with safer designs or recessed into the curb-line. If replacement is impossible, grates should be painted with warning lines.

Ongoing

9. NHDOT and the City should provide full width paving when resurfacing roadways. This should apply universally but especially on routes that have been specifically designated as part of the State, MPO or City bike network.

Ongoing

10. Preserve railroad right-of-ways for future transportation corridors - it is important to preserve unused railroad corridors for future uses whether that be bicycle paths, multi-use paths or the eventual re-establishment of rail service.

Ongoing

11. Enforce the laws of the road as applicable to bicyclists. This leads to a safer relationship between motorists and bicyclists and fosters a better relationship and respect among the various modes of transportation.

Pedestrian Recommendations

Ongoing

1. Crosswalks should, when possible, provide pedestrian crossings at intersections and walking signals. Pedestrian crosswalks at intersections provide a defined space where pedestrians can cross a roadway and where motorists are made aware of the potential of pedestrians in the roadway.

Ongoing

2. The Dover Transportation Safety Committee shall consider pedestrian and traffic safety issues a core responsibility. This Committee should serve as the sounding board for public input that results in recommendations to the Transportation Team – Community Services, Planning Department, and the City Manager. The Committee should use the GIS and map database to identify priority connecting sidewalk links to be constructed as part of the sidewalk program included in the CIP.

Ongoing

3. Continue to fund the sidewalk maintenance program as a stand-alone item in the City CIP. If funding for this purpose is minimized or cut, finding funds for this purpose will cause other maintenance responsibilities of the

Completed 2007	Community Services Department, such as road surface maintenance, to become neglected.
Ongoing	<p>4. Make land use and ordinance decisions that facilitate and encourage walking – Small suburban centers with a mix of land uses, including high-density residential, commercial, retail, and combined with adequate pedestrian facilities will permit and encourage walking as a viable mode of transportation.</p> <p>5. Promote pedestrian specific facilities – Dover should continue to address pedestrian needs and fill gaps in its existing sidewalk network. For new development or redevelopment it should require the installation or renovation of all pedestrian facilities. Areas of high intensity retail development in the recent past have not received adequate pedestrian features. In the future, high intensity retail development should have sidewalks that connect to existing or potential future pedestrian facilities.</p>
Ongoing	<p>6. Investigate the potential for the addition of traffic calming features in appropriate locations - As outlined above, traffic calming features such as bump-outs, speed tables, raised colored and textured crosswalks and other techniques can make for a safer environment for pedestrians and vehicular operators alike. The City should clearly define the process by which neighborhoods would request traffic calming improvements.</p>
Ongoing	<p>7. Institutionalize pedestrian facilities into all City projects and decisions – Dover should always consider the impact on pedestrians when creating new ordinances, developing road reconstruction designs, and maintaining the road network.</p>
Ongoing	<p>8. Actively propose pedestrian projects under NHDOT’s TE and CMAQ Programs – Recently Dover has been very successful in getting funds under both of these programs. Dover should continue it’s active participation and continue to look for new pedestrian projects.</p>
Ongoing	<p>9. Educate children and parents about safety in walking to school – Parents currently driving their children to school are very concerned about the children’s safety. Lack of adequate facilities and perception of lurking felons causes parents to not permit their children to walk to school and many other daily trips. Education campaigns including popular programs such as bicycle-police patrol and mounted police would alleviate at least some parental fears and train children to become more regular walkers. Programs such as "Walking School Buses" (see text) can also serve to increase the number of students walking to schools.</p>
Ongoing	<p>10. Regularly clean sidewalks and pedestrian facilities - This requires that debris be regularly removed from sidewalks and pedestrian facilities. Potholes and other poor surface conditions should be promptly repaired. Sidewalks and pedestrian facilities need to receive equal priority as snow removal on roads.</p>
Ongoing	<p>11. In an annual process, the Transportation Committee will solicit feedback from the community and consult the current GIS database in order to re-evaluate the crosswalks in the City. The City shall remove ineffective, unnecessary or dangerous ones, and place new ones where they would provide the most</p>

benefit and safety. The City should also institutionalize the use of reflective paint for these facilities and create lighting standards. The City should work with the NHDOT Bureau of Traffic to create an advanced signing standard and explore overhead lighted signing at major crosswalks.

Ongoing

12. Incorporate the maintenance of crosswalks into the regular maintenance of the adjacent sidewalk system. Crosswalks are important facilities. They are extensions of the sidewalk system and need to be maintained as such.

Ongoing

13. The City Transportation Committee shall coordinate with and solicit feedback from the School Department Transportation Committee regarding crosswalk safety issues on a quarterly basis. The Committee and the Community Services Department will actively solicit input from the School Department as it prepares its annual sidewalk and crosswalk program for the CIP.

Ridesharing and Vehicle Trip Reduction Recommendations

Ongoing

1. The City should encourage its residents and major employers to promote ridesharing opportunities locally and regionally. By providing facilities, such as the expanded park and ride at the Dover Arena, Dover's residents are encouraged to take part in these congestion-mitigating activities as better facilities are provided.

Completed 2008

2. The City should pursue the construction of a first-class NHDOT Park and Ride facility north of Exit 8 on the Spaulding Turnpike. This facility would have direct access from NH16 and be linked via Dover Trolley service to the downtown Intermodal Transportation Center, connecting travelers to Boston-Portland Amtrak service as well as providing a park and ride that facilitates ridesharing in all configurations of travel north, south, east, and west. Providing access to these parcels will also provide opportunity to put industrially zoned land into use.

Ongoing

3. To the extent possible, the City should continue to encourage the type of arrangement the local trolley serving the downtown mill buildings currently utilizes. Incentives should be provided to encourage this type of program. As recommended in other sections of this plan, the City should also keep in mind the available funding sources for these types of projects.

Completed 2009

4. Review all zoning, subdivision, site plan and land use policies to encourage mixed use, development that is not completely dependent upon vehicular access.

Ongoing

5. Encourage ridesharing for residents and for commuters to Dover. Dover should continue to try to increase the percent of ridesharing and/or reduce the need for single occupant vehicular travel downtown.

Ongoing

6. Continue to propose appropriate trip reduction projects that are market based, enhance the mobility and accessibility in the City and provide users with realistic travel choices.

Transportation Access to Recreation Facilities Recommendations

Completed 2008

1. Continue to encourage decentralized recreation facilities in an effort to minimize cumulative traffic impacts. By having many separate facilities, no one location becomes a major traffic generator. This reduces the need to make major investments in roadway infrastructure often associated with large recreation facilities. If centralized facilities are developed, funding for impact mitigation measures should be included in the capital costs of constructing the facility.

Ongoing

2. Coordinate with the School Department in order to ensure all planning efforts for transportation facilities serve the needs of the schools when appropriate. For instance, many of the City's plans for bicycle and pedestrian trails directly or indirectly serve the schools. For maximum positive project impacts, there needs to be involvement of the School Department in the development of these plans.

Riverfront Recommendations

Completed 2007

1. Continue efforts to find suitable redevelopment plans and designs appropriate for the unique qualities of this parcel of land. Waterfront portions of other cities have proven to be hugely successful in promoting downtown activity including tourism, the State of New Hampshire's largest revenue source. Dover should proceed carefully as they decide what mix of uses to promote on this land.

Completed 2010

2. Pursue construction of the Washington Street Bridge over the Cochecho River. This project needs to become a priority for the city. It would complement the pedestrian access bridge. This investment will necessitate a complete review of the downtown traffic pattern including a study of the one-way street system around the downtown "loop". Promote Interconnected street design that encourages low-speed, unsignalized flow. Reestablishment of this bridge may lead to a need for two-way traffic patterns in some portions of the downtown.

Ongoing

3. Design for the continuation of the River walk and full bicycle and pedestrian access along all new riverfront development.

Ongoing

4. Design a new street network on the riverfront property that is in scale with the historical street design of the city, focused on livable streetscapes and constructed with a first class sidewalk system.

Ongoing

5. Provide full accommodation in the design for the planned Dover Downtown trolley system including pullouts and integral bus shelter center.

Ongoing

6. 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.

Ongoing

Durham Road Recommendations

Ongoing

1. Be cognizant of access and safety issues first and foremost when supporting any expansion of industrial uses in any future rezoning and redevelopment of these areas, and in the City in general.
2. Preemptively design access management plans designating Highway Access Corridors per RSA 230 for the roadway sections adjacent to the parcels of land proposed for rezoning above. This technique will ensure acceptable function of the roadways for both local and through traffic.

Ongoing

Spaulding Turnpike Corridor Recommendations

Completed 2008

1. Be cognizant of access and safety issues first and foremost when supporting any expansion of industrial uses in any future rezoning and redevelopment of these areas, and in the City in general.
2. Integrate and coordinate plans for access to this land with plans to work with NHDOT in the implementation of a park and ride location in this area in coordination with plans for a separate parallel access road. Both facilities should be linked if constructed.

Ongoing

3. Preemptively design access management plans for the roadway sections adjacent to the parcels of land proposed for rezoning above using the Highway Access powers under RSA 230. Such access would begin at an appropriate point off the Cambridge Tool Access Road or the turnpike. The City should also work toward eventual construction using fair share contributions with users and the State. This technique will ensure acceptable function of the roadways for both local and through traffic.

Indian Brook Drive Recommendations

Ongoing

1. Be cognizant of access and safety issues first and foremost when supporting any expansion of industrial uses in any future rezoning and redevelopment of these areas and in the City in general.

Ongoing

2. Refer to the 1991 study of this area to integrate previous planning efforts and designs into the road layout process.

Ongoing

3. Preemptively design access management plans for the roadway sections adjacent to the parcels of land proposed for rezoning above. This technique will ensure acceptable function of the roadways for both local and through traffic.

Rizzo Downtown Traffic and Circulation Study Addendum 1

Short Term Recommendations

Capital Improvements

Not
Recommended,
City Council, 2005

To Be Reviewed

Completed 2010

Completed 2007

In Progress (2011)

To Be Reviewed

To Be Reviewed

Not
Recommended,
City Council, 2005

Completed 2007

Completed 2007

1. Lower Square. Minor geometric and signal changes provide two southbound through lanes.
2. Upper Square. Reversing Chapel Street circulation provides better access for Portland Avenue traffic into downtown Dover and to Chestnut Street via Second Street.
3. Washington Street at the Cochecho River. Construction of the Washington Street Bridge provides access to the Riverfront parcel.
4. Chestnut Street / Second Street. Providing a new crosswalk, with stamped asphalt and a pedestrian refuge on the northern side of the intersection makes this a more attractive and comfortable pedestrian crossing, and provides pedestrian access between the downtown center and the Dover Transportation Center / Cochecho Falls Mill parking lot.
5. Chestnut Street / Central Avenue. Installing a traffic signal at this location reduces the congestion and queuing on northbound Chestnut Street, which enhances Chestnut Street's ability to provide an alternate north – south route through downtown.
6. Broadway / St. John Street. Consolidating this intersection simplifies circulation, reduces driver and pedestrian confusion, and creates the potential for useful plaza space.
7. Portland Avenue / Chapel Street. Consolidating this intersection simplifies circulation and provides better sight distance for Chapel Street right turns.
8. Main Street. Adding parallel parking on the west side of Main Street increases the supply of public parking. This parking is located immediately adjacent to the Cochecho Falls Mill, and could be regulated as short-term (two-hour) shopper / visitor parking.
9. Pedestrian Connections to Parking. Improving pedestrian connections to under-used parking lots would increase the effective parking supply.
 - a. Portland Avenue Sidewalk. Building a new sidewalk along Portland Avenue would enable Cochecho Falls Mill employees to use the city-owned parking lot on Portland Avenue near Cochecho Street.
 - b. Chestnut Street / Second Street. The proposed pedestrian refuge island at this location would provide an opportunity for pedestrians to cross the northbound or southbound side of the street and wait for an opportunity to cross the other side

In Progress (2011)

10. Enhanced Crosswalks. The crosswalks with the highest priority for enhanced visibility are those that cross major traffic flows and are unsignalized. It is recommended that these crosswalks be enhanced with stamped asphalt, highly visible warning signs, and enhanced street lighting where necessary.

a. Crosswalk Location

- i. Central Ave at Hanson St
- ii. Central Ave at Williams St
- iii. Central Ave at St. Thomas St
- iv. Washington St at Locust St
- v. Washington St at Main
- vi. Main St at Portland Ave
- vii. Portland Ave at Main St
- viii. Young St at Main St
- ix. Main St at School St
- x. Central Ave at 5th St
- xi. Chestnut St at 3rd St
- xii. 3rd St at Chestnut St
- xiii. Washington St at Fayette & Atkinson St
- xiv. Washington St at Belknap St
- xv. Locust St at Hale St
- xvi. Henry Law Ave at Central Towers

Policy Recommendations

Parking Management and Utilization

Completed 2010

1. Orchard Street Parking Lot. Convert all public parking spaces in the Orchard Street parking lot to metered parking spaces that can also be used by permit holders. If this change is successful, and if demand warrants, this policy could also be implemented in the First Street parking lot.

Completed 2010

2. Revise Dover Code to Discourage Shuffling. Limit parking in two-hour spaces to a total of four hours, two hours in any given block, throughout the downtown area. Undertake an educational campaign through the mill employers, the Greater Dover Chamber of Commerce, and Dover Main Streets to emphasize the importance of preserving two-hour parking for short-term visitors.

Completed 2009	3. Remote Parking. Work with Cocheco Falls Mill employers to identify potential remote parking opportunities, such as the Dover Arena or Miracle Mile. Incorporate the potential for shuttle service to this remote parking location in the planning for the downtown transit shuttle.
Completed 2008	4. Leasing of Daytime Parking. Work with the Cocheco Falls Mill and the owner of the Goodwill / NH State Liquor Store shopping center to explore daytime leasing arrangements for excess parking capacity in the shopping center parking lot.
Ongoing	5. Improved Parking Signs. Parking in downtown Dover would be made more convenient and attractive with improved parking signs. Highly visible parking guide signs should be installed to direct visitors to available parking. On-street parking regulation signs should be replaced with signs that provide clear and comprehensive information.
	Parking Administration
Completed 2009	1. Divide the parking management and traffic management functions, with a full-time director for each function.
Completed 2010	2. Retain parking management, administration, and enforcement as an integrated unit; the parking management unit should either remain centralized within the Dover Police Department (DPD) or be moved in its entirety to a new department.
Ongoing	3. Ensure that the parking director has adequate time and experience to pursue financing, construction, and management of structured parking.
Ongoing	4. Develop a “parking and traffic working group,” which should include the parking director, traffic director, and representatives from relevant city departments: Planning and Economic Development; Facilities, Grounds, and Cemetery; and Public Works.
	Public Transportation
Completed 2009	1. Transit Resource Center (TRC), in cooperation with COAST and the City of Dover, is developing a proposal for supplemental transit service for Dover. This service, known as the “Check-Point” service, is a hybrid fixed-route / demand responsive serve. The Check-Point service offers potential advantages for supplementing COAST’s effective inter-city service, and could improve Dover’s intra city transit access. The Check-Point service should be designed to ensure that it provides good circulation within downtown Dover, park-and-ride connections between downtown and under-utilized remote parking lots, and that it can be supported in the long-term without using any Dover property taxes.

Long Term Recommendations

Capital Improvements

Roadway Circulation

To Be Reviewed

1) Central Avenue. Two-way circulation on Central Avenue.

To Be Reviewed

2) Washington Street. Washington Street becomes two-way.

To Be Reviewed

- 3) Main Street.
 - 1) Main Street – Portland Avenue. There is a major traffic flow between Lower Square and Portland Avenue. Making a through-connection from Portland Avenue to the southern segment of Main Street satisfies this heavy traffic demand.
 - 2) Main Street North of Portland Avenue. Two-way circulation on Central Avenue and on the Main Street – Portland Avenue connection satisfies the two principal traffic flows through the downtown loop.

To Be Reviewed

- 4) Chapel Street. It is recommended that Chapel Street become two-way.
- 5) Intersection Improvements

Completed 2008

- 1) Lower Square. Lower Square is redesigned as a four-way signalized intersection. Henry Law Avenue becomes one-way southbound.
- 2) Upper Square. Upper Square is consolidated from three intersections to two signalized intersections at Central Avenue / Broadway / Third Street and at Central Avenue / Second Street.

To Be Reviewed

- 3) Washington Street / Main Street. This intersection is signalized in order to provide access to and from the Riverfront parcel, and in order to improve pedestrian access.

To Be Reviewed

- 4) Main Street / Portland Avenue. Portland Avenue – Main Street (to the south) becomes the major through-connection. Main Street to the north becomes the stop-controlled minor street.

To Be Reviewed

Parking

- 1. Maximize the supply of on-street parking, while accommodating the new traffic circulation patterns.

To Be Reviewed

- a. Central Avenue. Central Avenue is downtown Dover’s principal street, and the main commercial corridor. Central Avenue merchants are concerned about the loss of convenient curbside parking that would result if the Central Avenue angle parking were converted to parallel parking. Parallel parking on both sides would provide superior traffic operations, but angle parking can be retained on the west side in order to preserve the on-street parking supply.
- b. Washington Street. Two-way circulation on Washington Street will slow traffic and enable the implementation of parallel parking on the south side of Washington Street, adjacent to Henry Law Park.
- c. Main Street. Traffic on Main Street will be significantly reduced, and will enable the implementation of angle parking on the west side of Main Street between Portland Avenue and Upper Square.

Completed 2008

- d. Henry Law Avenue. Henry Law Avenue will be changed from two-way to one-way southbound in the block between Lower Square and Williams Street. This would allow the implementation of angle parking on one side of the street, which would increase the parking supply by approximately 10-12 spaces.

To Be Reviewed

- 2. Build new parking structures to increase the downtown parking supply without increasing the valuable downtown space dedicated to parking. The following parking structures are recommended:
 - a. Orchard Street Parking Deck. A one-level parking deck is recommended for the eastern section of the Orchard Street parking lot. This parking deck can increase the parking supply for short-term visitors (such as downtown shoppers), employees, and residents (overnight parking).
 - b. Parking Garage on Washington Street at Water Street or Main Street. A four level parking garage is recommended for Washington Street east of Main Street to provide additional parking supply for the Cochecho Falls Mill, the One Washington Center Mill, and the Riverfront Development. This garage could be located either on the site of the existing Water Street parking lot, or on the site of the strip mall on Main Street.

Riverfront Development

The long-term recommendations will be implemented in the context of the Riverfront development, which will also entail additional transportation improvements. Because the Cochecho Waterfront Development Advisory Committee is reviewing the plan for the Riverfront development, it is not possible to make highly specific recommendations. However, the following are general transportation recommendations that will improve access, safety, and traffic operations for the Riverfront development.

Completed 2010

- 1. Washington Street Bridge. Construction of the Washington Street Bridge (included as a short-term recommendation). Roadway Connection from Washington Street Bridge to Maglaras Park (“Washington Street Extension”).
- 2. Retention of the Pedestrian Bridge.
- 3. Water Street Extension.
- 4. River Street Circulation. The River Street approach to Washington Street Extension should be stopcontrolled, and Washington Street Extension traffic should have the right of way. In addition, there are vertical sight distance limitations at the River Street southbound approach to Henry Law Avenue. In order to address the sight distance issue, River Street could be converted to one-way northbound.
- 5. Niles Street Extension to the Top of the Bluff.

Not recommended,
2010, City Council

To Be Reviewed

To Be Reviewed

To Be Reviewed

Central Avenue Corridor Study Addendum 2 Short Term Recommendations

Traffic Signal Retiming

The City can improve the overall traffic operations on Central Avenue from Morin to Oak Street simply by adjusting the current traffic signal timings and phasings. The arterial traffic flow for Central Avenue can be improved and a minimum LOS of D achieved for most all of the side street movements by adjusting the current traffic signal system programming. Morin, Glenwood, and Hannaford’s should remain coordinated, but there does not appear to be a noticeable advantage to interconnect and coordinate Old Rollinsford and Oak Street. The system seems to work fine when these locations remain operating in a “free” mode.

Completed 2008

Other Short Term Improvement Actions

In Progress (2011)

To Be Reviewed

To Be Reviewed

To Be Reviewed

To Be Reviewed

Completed 2010

To Be Reviewed

To Be Reviewed

Ongoing

Completed 2009

Ongoing

Ongoing

1. Fully implement the City’s centrally managed traffic signal system software (MarcNX) for the Central Avenue traffic signals.
2. Repair the pedestrian push button at Hannaford’s and the pedestrian signal heads at Morin.
3. None of the intersections evaluated as part of this Study are fully ADA compliant.
4. Review the pedestrian phase programming for all intersections within the corridor.
5. Convert the Merry Street connection to Central Avenue to “in only” – no exiting permitted.
6. Upgrade traffic signal at Old Rollinsford Road
7. Improve signage and pavement markings for the SB lane reduction at Merry Street.
8. Implement safety measures for left-turners exiting Abbott Street
9. Pursue the development of a rear access driveway within the existing Page Street
10. ROW Review current zoning with an eye toward targeting low traffic generating uses
11. Explore traffic reducing strategies for the Corridor

Intermediate Term Recommendations

1. Focus on making the Study Area more transit friendly
2. Strategically locate access points for new developments

Ongoing

3. Consolidate new curb cuts by sharing entrances among developments.

Ongoing

4. Reevaluate traffic signal timings as new development occurs.

Long Term Recommendations

Ongoing

1. An overall goal of the City for this section of Central Avenue should be to actively manage the performance of this corridor because of its critical position in the City's roadway network. This can be done by:
 - a. closely monitoring the performance of the existing traffic signal system, which is set up to be centrally managed using MarcNX software,
 - b. controlling growth and the increased traffic that is typically attendant to it, and
 - c. actively campaigning for a greater use of alternative modes by existing corridor users to relieve pressures on the corridor and maintain operational performance and safety.

To Be Reviewed

2. Work with the Town of Rollinsford to change the classification of Shady Lane in Rollinsford from a Class VI unmaintained roadway to a Class V maintained road,

LMG Downtown Parking Facility and System Report Addendum 3¹

Completed 2009

- 1) **Establish a Parking Department w/ dedicated professional parking manager** Establish a Parking Department to manage parking within the Downtown Parking District as also recommended in the Lansing Melbourne Report. The Parking Department should be managed by a Parking Professional who has guidance from a Parking Oversight Committee to be made up of downtown stake-holders and would be responsible for establishing policy for and managing the Parking District. This committee would be in addition to the Transportation Advisory Committee, which would have a delegate on the board. The Lansing Melbourne Report establishes a list of goals for the Parking Department and the Parking Manager.

Completed 2009

- 2) **Define a Downtown Parking District.** Establish a Downtown Parking District. This district represents the areas of the urban core to be managed as part of a comprehensive Downtown Parking System by the Parking Oversight Committee.

Completed 2010

- 3) **Establish a Parking Enterprise Fund** The City of Dover's Parking Department should establish an Enterprise Fund to manage all financial aspects of the Parking

¹ This section is pending adoption by the Planning Board as an addendum.

System. By operating as an enterprise fund the Parking Department can continually re-invest in the parking system, including management of revenues and capital expenditures. The enterprise fund will allow the Parking Department to be supported by its users, but will not exclude it from receiving financial support from the general fund Budget. We recommend that any revenue from the Parking Enterprise Fund be used solely for the Parking System. It should not be used to offset general fund shortfalls.

The Parking Enterprise Fund revenues in the short term should be used to fund a capital improvements like instituting paid on street parking and a capital reserve to offset the cost of constructing a downtown parking facility.

Completed 2009

- 4) **Revision of Permit Rates** The current permit rate structure needs to be modified in order to bring consistency to current fees. 24 hour, day and evening structure for current off street lots and an eventual parking facility should be adopted. Additionally, revenue opportunities exist by bringing the fee structure in line with peer communities.

Ongoing

- 5) **Revise fine structure and increase enforcement** A revision of the fine structure for parking infractions is required. Increasing fines to a higher rate will encourage long term parking users to seek out permits in one of the City lots.

In Progress (2011)

- 6) **Institute paid on-street parking & establish parking zones within the district for short term free, paid on and off-street and time limited parking.** Institute paid on-street parking in the core area of downtown. The Parking Department shall determine the best methods and equipment for on-street collection. The latest technology enables payment by cash, coin, credit/debit card and cellphone.

By establishing a comprehensive parking system with paid and time limited on street parking and permit long term lot parking, it is possible that nearby residential streets on the borders of the Parking District could see increased parking. The Parking Department should monitor the situation and be prepared to implement measures to alleviate these concerns. This could include instituting a resident only sticker system and increasing enforcement to those areas.

In Progress (2011)

- 7) **Establish a consistent approach to signage and marketing of the Parking System.** The Parking Department must institute a comprehensive and consistent signage system for parking patrons to easily find municipal lots as well as understand the permit and on-street payment systems. Additionally, a downtown parking map should be created and maintained on the city's website. This website should include the rate structure and/or time limits for every space within the parking district. Additional features could include average times the lot fills up, distance from local attractions, etc.

The Parking Department should work with the Chamber of Commerce and Main Street to establish some sort of parking validation program that could be used by downtown merchants interested in providing free or reduced parking to their customers.

To Be Reviewed

- 8) **Revise zoning to institute density bonuses for private development of parking structures** Dover should revise its code to offer a density bonus within the

Downtown Parking District. The bonus should encourage the conversion of surface parking to structured parking as a way to offer public parking while allowing a greater density of development on parcels. The Parking Department should work with the Planning Department to investigate and propose how this would best be accomplished.

To Be Reviewed

- 9) Revise zoning to institute payment in-lieu of providing onsite parking Dover should encourage payment in-lieu of onsite parking as a way to generate funds for the eventual construction of a parking structure. Currently, Dover has ample supply of relatively convenient public and private parking that could be used prior to construction of a garage. Portsmouth currently has an annual adjusted fee, at the time of this report, the one-time fee was \$1,300 per space. We recommend that the Planning Department determine the appropriate rate and institute the change to the ordinance.

Generally, payment in lieu of parking is determined two ways 1) a one-time fixed amount that is set below a cost that discourages development but at a level that represents a meaningful contribution toward construction of a city-owned parking garage or 2) a one-time payment of the actual cost of the developer providing their own on-site structured parking, usually a higher amount.

All revenues from payment in lieu of parking shall be deposited into the Parking Enterprise Fund, for the purpose of funding enhancements to the parking system, including the construction of a Parking Facility.

Completed 2009

- 10) Establish Authority to impose a Parking Assessment within the Parking District While the Parking Department is expected to be self-sufficient, we recommend giving the Parking Department Board the ability to institute a special assessment to allocate the fair share cost of a new parking structure. The Parking Department shall have the ability to set the rate of the assessment as well as the duration of the assessment. The assessment should be used solely to offset the construction of a downtown parking facility or other improvements to the parking system within the parking district. We recommend that the assessment rate be calculated on a square footage of commercially zoned property and set annually by the Parking Oversight Committee.

Ultimately, this methodology should be seen as investment needed by the downtown district to provide for parking for employees, customers, residents and visitors.

Ongoing

- 11) **Continue to Explore the possibility of Public/Private Partnerships in the Parking District** The creation of shared parking facilities through public/private ventures to meet the parking demands of new development should be encouraged by the Parking Department. Public/Private Partnerships could prove to be the most expedient method for the funding and construction of a Downtown Parking Facility, because, project financing, density and quality are enhanced when they are jointly planned and developed for the maximum public and private benefit.

RECREATION RECOMENDATIONS

Adopted January 13, 2009

GOALS

- Providing a broad range of recreational opportunities and facilities for the citizens of Dover now and in the future.
- Ensuring recreational opportunities and facilities are designed and provided for people of all ages and abilities regardless of their economic status.
- Thinking creatively in its approach to each obstacle facing recreation, not only to meet public expectations but to exceed them.
- Maintaining all existing parks, athletic fields, and facilities in an efficient manner.
- Enhancing its parks and facilities in a way that both meets the needs of today and anticipates future needs.
- Promoting its parks, programs, plans, and achievements through innovative methods

OVERALL RECOMMENDATIONS

The recommendations stated here are all-encompassing ideas and impact/apply to all of Dover's parks, fields, and facilities.

- As mentioned earlier in this document, a void exists in the oversight of Dover's parks. It is recommended Dover hire a qualified individual to focus primarily on this need (the person will likely have other responsibilities within this department as well) to effectively change the course that has been taken over the years. In the case where it is not possible to add a position to the Recreation staff, Dover needs to identify a point person in the Recreation Department and re-organize that person's position roles and responsibilities to include park management. Among other responsibilities, this person would be required to meet with the Directors of Community Services and Recreation departments to improve communication between those departments and to ensure that the parks will receive the attention they require. The person should also meet with personnel from the Department of Planning and Community Development to discuss park projects being proposed and designed in the City. Having the right person in the right position will make meeting the challenge of responding to the recommendations made here, viable. Dover must be pro-active (not reactive) in its approach

toward its parks, athletic fields and recreation facilities. In order to truly see change and progress, the existing Recreation Advisory Board should include (or expand to include) a sub-committee of members whose function would be to meet monthly with the City's point person to assist the City in prioritizing and implementing the recommendations made in this document. Before major renovation of any park takes place, the neighborhood should be notified and a few public meetings held. This will enable the city to present the design plans and listen to the public's input. This process will also communicate Dover's commitment to maintain and increase the quality of life for its residents. Other products of implementing this recommendation will be a stronger relationship between the City and those utilizing the spaces, and significant sense of ownership by the neighborhood which would result in increased use and less vandalism. In addition to this interaction with the public, the City should also celebrate its success following each project by celebrating with Dover's citizens with a ribbon cutting ceremony and promoting the accomplishment through their website and the local media.

- All efforts in implementing these recommendations and any work regarding maintenance and enhancement of Dover's parks, fields, and facilities should be done by maximizing efficiency in labor efforts and use of finances. For example, before purchasing and installing trees at a specific park, review the recommendations for trees at other parks in the City, and if appropriate, consider purchasing and installing the additional trees at the same time potentially saving money on total plant cost, travel and installation time.
- Signage is needed at every park. The prototype sign planned for Hancock Park should be reviewed by the Recreation and Community Services departments and the Recreation Advisory Board as a potential template for all other parks ensuring that it contains the park name, hours accessible, and a number to call regarding questions and to report elements that need repair or any vandalism. The design should be easily recognizable, clear in message, and not prone to a style that may look dated in a few years.
- Healthy trees are essential to the aesthetic quality of a neighborhood, cleaning our breathable air, and providing much needed shade for people to enjoy. Respondents to the Speak Out Dover sessions completed in 2006 expressed the desire to see Dover do a better job in the preservation of existing trees and the planting of more trees. Significant tree pruning needs to take place at most every park location in the city. All pruning should be completed by trained personnel with the scope of work at each location outlined before any work begins. Dover should restore the position of arborist it once had or invest in training existing personnel in this area. Not only do the park trees need attention but all street trees in the city. Pruning, inventory taken, and a strategy to replace and plant new ones are needed.

- Implement the new policy regarding contributions toward recreation by developers. In October of 2008, the City formally adopted Recreation Impact Fees. The policy requires developers to pay an impact fee based on an “investment method”, based on Dover’s Capital Improvements Program, naming major capital projects planned for Dover’s recreational facilities in the coming years.
- The City of Dover and its Recreation Advisory Board need to come up with creative ways to pursue public/private partnerships related to both maintenance of existing parks and facilities, and establishing funds to enhance its parks and facilities. Networking with other communities that have done this in the past will assist Dover in knowing what has and has not worked for others.

Contacting professional organizations such as the American Planning Association (APA) will also be of great help and may be a means of discovering grants available to communities creating park and recreation opportunities. They can be contacted through their website at: www.planning.org. Another helpful organization is the New Hampshire Recreation & Parks Association (NHRPA). As current members of this organization, Dover should utilize their resources to the fullest extent. Their website is: www.nhrpa.com.

Examples of possible groups who might be interested in assisting the City reach its goals are: designers, engineers, Rotary, youth groups, sports organizations, local businesses, and schools. Corporate and private donations are great opportunities for people to invest in the future of Dover and should also be pursued.

- An effort to retain existing volunteers and gather new people with a similar mindset should be put forth by the City. Volunteers play a significant role in the success of recreation programs and maintenance of parks and facilities. Examples include volunteers who coach sports teams, provide flowers for key downtown areas, and work on Dover Pride – Clean Up Day in the spring. The City should consider some key projects they will be focusing on in the coming year and plan projects for the spring clean-up day to engage residents in the project while giving a boost to the project process. The City should work with the Main Street program as Main Street coordinates the clean-up day each year and notifies all its members/volunteers in planning for this event. In doing this, the City will continue to promote its efforts, share its vision with its residents, and be effective with its resources.

MAINTAIN

When asked to list areas they would most like to see the City of Dover do a better job in the 2006 Speak Out Dover report, respondents mentioned maintenance and enhancement of green spaces. Some parks are no doubt maintained very well as mentioned by the public and seen as we inventoried Dover’s parks for this project. There are also some parks that are clearly an eyesore to the City. Focusing on the

details, especially downtown, will make a more favorable impression on Dover's citizens and visitors alike.

- Commit to yearly maintenance money for the parks, athletic fields and facilities will disintegrate. Regular maintenance is crucial to maintain an acceptable standard for use and ensures past financial investments for recreation are respected.
- Focus on parks – A staff member from either Community Services or Recreation Department would have the added responsibility to inspect parks regularly for maintenance issues such as repairing park elements, graffiti, vandalism, storm damage, etc....
- Improve communication between Community Services and Recreation Department to better define and understand responsibilities for maintenance of particular parks and school athletic fields. Development of a comprehensive list of parks and their specific maintenance needs will help ensure the important details get taken care of. The list should also include who is responsible for the maintenance for each park and facility, dates maintenance was accomplished, and special events scheduled in the park and detailed maintenance to perform before the event.
- Annual pruning as necessary by trained city staff at all parks, athletic fields and facilities (see recommendation made earlier under Overall Recommendations)
- Take steps toward establishing public and private partnerships: such as with the public school system in maintaining the city's parks and athletic fields.
- Partner with the school system to balance the use of athletic fields, providing the opportunity to renovate a field each year without disrupting sports schedules.
- Review existing maintenance strategies and develop new ones if needed to increase efficiency. An example of this would be applying bark mulch to numerous parks in the same day or week versus multiple work orders over several weeks resulting in more travel time, added expense, and overall effort.

PROMOTE

Promotion of recreation programs and opportunities is essential in reaching your target audience and seeing your recreation efforts meet their potential. Many people we spoke with told us they were not aware of the various parks available or even the nearest park to their home. Dover has a great variety of both parks and recreation programs available to its citizens. The City really needs to work on promoting what it has available and where it is headed in the future. The many recreation programs offered by the City can be found in Appendix A. The following are key steps to take to see positive change in this important area.

- Develop and implement a comprehensive website for all recreation in Dover. Currently the Ice Arena is linked to the City of Dover website and all other recreation content is located on another completely different website – very disjointed. A new site modeled after the recommendations made later in this document will be an efficient use of funds, enabling staff to update information at any time, and laying the groundwork for users to register for programs in the future with possible online payment ability. The website should be a convenient one-stop site for residents and visitors alike to obtain information about Dover’s recreation opportunities. The site would also be a way for the Recreation Department to communicate achievements such as successful events, variety of programs offered, and newly renovated parks.
- Utilize cable channel 22 to publicize special events, programs, recreation activities, and opportunities for residents to help.
- Promote and publicize recreation programs and events through local newspapers and media. Another opportunity that may be very effective is having a booth at Apple Harvest Day to communicate its successes and what Dover has to offer through photos, and brochures. This could be a fun way to interact with the public and receive further input from them and may even lead to some key contacts to help the City with certain upcoming projects.
- Re-evaluate eliminating the Community Notes mailer. A majority of people responding to the questionnaire mentioned Community Notes being the primary way they receive information on recreation opportunities. Perhaps there could be a reformatting of the mailer to save on production and postage yet still get pertinent information to the public in a convenient way. Obtaining advertisers might also be a way to limit costs. There could be scaling down on the amount of information contained while directing people to the Recreation Center and City website. The development of a new website will quickly become the most used way people will get their recreation information.

ENHANCE

While Dover has a good variety of parks and facilities, some have deficiencies that need to be corrected. Once corrected by site-specific enhancements, the park or facility will become a high quality recreation spot for those who visit it now and in the years to come. Some enhancements are small in scale while others are larger renovations detailed in the individual park recommendations. Each type is important and need to be steadily accomplished.

- Signage is needed at every park containing key information regarding the park, field, or facility (see comments in the overall recommendations above). In addition, every park and public/private partner area should have a phone number posted that users may call to report safety or maintenance issues for immediate response. In

most cases, this number should connect to a city employee, not a generic answering service.

- Increase the number of benches at most locations and tend to those in various stages of disrepair (see individual park needs). Consulting with key members of the Recreation Advisory Board, the City can determine the quantity of benches needed and placement locations within each park. It is recommended Dover investigate a type of bench other than the wood style currently existing in most parks. While benches are a glaring example, picnic tables and trash receptacles are in dire need of design review and updating. Reviewing reputable companies manufacturing streetscape and park amenities along with networking with other cities can provide durable and attractive options that will compliment the context of Dover's character.
- Ensure a balance of age appropriate playground equipment at playgrounds that have or need more than one piece of equipment/apparatus (see individual park recommendations for suggested pieces).
- New apparatus, landscaping (mostly trees), lighting, and fencing, should be accomplished in Dover's existing parks and facilities making them a top-notch destination for all visitors.
- The idea of an artificial turf athletic field has been discussed on and off for a few years. Research should be done on the feasibility of constructing an artificial turf athletic field in Dover. Pros and cons need to be identified and discussed. Questions to be answered are what type of field (specific type of artificial turf surface), what size (what sports it would accommodate), and where it should be located. A desire to maintain the city's current roster of fields to its highest level while wanting to find ways to save on maintenance and repair costs, investigating the viability of this type of field may be of interest to the city.
- An artificial turf field is appealing as it may: alleviate overuse of other natural grass fields, have higher up front construction costs but lower long term maintenance costs, be able to be used many more times each week than any natural grass field, save on maintenance costs related to the other fields.

RECOMMENDATIONS FOR THE RECREATION SECTION OF THE CITY OF DOVER WEBSITE

Following a thorough review of the existing recreation site for Dover, it is clear this is an area of need and a great opportunity as a new site would more easily accomplish other existing efforts currently made to communicate with the public. For many, it is often quicker to use a website to find information than it is to locate a phone number and make a call. A new site is attainable and should be the goal of Dover's in the next twelve to twenty-four months.

Efforts related to this recommendation have begun and there are some excellent examples of effective city websites across America that Dover should learn from and even incorporate some useful elements into their site. Following analysis of over 25 various city websites, the consultant and sub-committee for this project have identified items commonly found on highly effective websites. A newly designed website is desperately needed for Dover.

Recommended elements include:

1. A clearly defined and clean layout
2. Use of complimentary colors
3. Photos of the parks, fields, and facilities during events and people using them
4. No information buried at end of pages (no long scrolls)
5. Clear Menu
6. Listing of all parks by type
7. Ability to search by park or by activity interest
8. Family/senior/toddler activity lists?
9. List of all recreation programs
10. Opportunity to register for recreation programs
11. Contact Us information (mail, phone, fax, email)
12. About Us (vision and mission)
13. One-stop site including everything related to recreation (no sub sites)
14. Balance on each page between photos and text/information
15. Link to “20 family friendly things to do in Dover” list and associated information
16. Links to pertinent organizations in Dover such as Chamber of Commerce
17. Upcoming events headlines happening in the recreation department
18. Calendar of events (date followed by event)
19. Reverse links from other organizations
20. A clear, easy to reach link from the City’s homepage
21. A section where individuals, organizations, or corporations can learn how they can invest in the City through donations of their funds or time toward recreation in Dover.

On the page listing all parks, have a general map of Dover with push pins locating each park within the city. Scrolling over a push pin could reveal the name of the park.

Each park name should be linked to its own page where the content has:

- Link for map to park
- Name and address of park
- Short description
- List of elements/amenities
- Hours open
- Contact number for questions
- Photos and captions
- List of planned events

- Where to park
- Things to do/see near park
- Notes regarding park (especially if a school park)

RECOMMENDATIONS ON PLAYGROUND QUALITY AND STANDARDS

All playground improvements should adhere to American Society for Testing and Materials (ASTM) Standards – ASTM F 1487-07a e1, Standard Consumer Safety Performance Specification for Playground Equipment for Public Use. Copies of the standard may be obtained by contacting ASTM directly.

- ASTM International
100 Barr Harbor Drive
PO Box C700
West Conshohocken, PA 19428-2959 USA
P: 610.832.9585
F: 610.832.9555
E: service@astm.org
W: www.astm.org

Listed below are recommended companies with excellent standing in their industry, providing high quality, long lasting playground equipment and first-rate customer service. It should be noted that Dover has used each of these companies in the past. Each company offers design assistance with very knowledgeable employees who can help the City plan for each of its needs. Local representatives and distributors are available by contacting each company. Catalogs and literature on each company containing the services and products they offer are being submitted to the City with this report.

- PLAYWORLD SYSTEMS
Recreation for Life
1000 Buffalo Road
Lewisburg, PA 17837-9795 USA
P: 800.233.8404
P: 570.522.9800
www.playworldsystems.com
- GAMETIME
PO Box 680121
Fort Payne, AL 35968
P: 800.235.2440
www.gametime.com
- LANDSCAPE STRUCTURES
601 7th Street South
PO Box 198

Delano, MN 55328-0198
P: 888.438.6574
P: 763.972.3391
www.playlsi.com

RECOMMENDATIONS FOR EACH PARK, ATHLETIC FIELD, AND FACILITY

POCKET PARKS

Fish Ladder Park

An inspection of the brick wall and detailed fencing should take place as soon as possible and an appropriate course of action taken for needed repairs to the wall and/or fencing. In addition to the wall inspection, the brick walkway needs to be assessed and repaired as there are dips in grades and missing bricks in the walk. There is a sinkhole that reappears after every strong rain in the depressed area; three years ago the walk surface was relatively level, but the Mother's Day floods cause permanent damage that requires more than just additional dirt.

The turf areas between the trees should be removed and replanted with soil, and flowers filling the areas. Signage communicating the purpose of the ladder and describing what fish use the ladder would be very informative to the visitors of this small but interesting park.

Immigrants Park

Continue the current landscape and trash maintenance being accomplished.

Tuttle Square Park

Continue the current landscape and trash maintenance being accomplished. Consistent weed removal in the stonedust path is needed. Inspection of gravel parking area needs to take place adding gravel, grading and compacting as needed for water runoff control.

Waldron Courtyard

Benches or café style table and chairs should be installed to make this a more people friendly space located in the heart of the retail area of Dover.

TOT-LOTS

Alden Woods Children's Playground

This playground could benefit from three shade trees planted along the road to provide shade for parents and children alike. Additional wood chips may also be needed in select areas. Signage is also needed.

Overlook Drive Children's Playground

The City should determine level of use through meeting with residents in the neighborhood. If utilized by the people living in the area, only signage is needed. If not utilized, Dover should consider relocating the playground equipment to another park.

NEIGHBORHOOD PARKS

Amanda Howard Park

The existing conditions indicate no maintenance for at least a year. A small park, it should remain clean and simple. The slide and swings need to be replaced with updated versions and a few new benches installed for users to sit and relax. The park needs to be cleaned up of the broken branches and maintained on a regular basis. A dog waste bag system is needed as people walk their dogs in this park.

Applevale Park

Through direct interaction with the residents in the neighborhood surrounding Applevale Park, it appears that the park is currently utilized by its residents to walk and relax. The playground equipment is mostly used as a spot to congregate after dark. The playground equipment needs to be cleaned of graffiti. It should be determined whether the basketball courts are being or would be utilized. If so, the basketball court should be repaired or resurfaced as needed and the goalposts straightened. Residents of the neighborhood should be asked what would make this park more usable. Perhaps a gravel walking path meandering along the park perimeter with a couple benches would be beneficial for those looking to walk for exercise and also for younger families wanting to walk their children in strollers or toddlers alongside. As with other parks, signage is needed as most people we spoke to and responded to the questionnaire do not know that this park exists or where it is located. A more welcoming entrance to the park than the steel gate, railroad ties, and rusty signs is needed even if only for those who live in the neighborhood.

Hancock Park

Renovated in 2007, this park is a huge improvement from the condition it was in. The park only needs finishing touches to be considered complete. Wood chips are needed under the swings. Additional loam, seed, and watering is needed in certain bare areas to prevent erosion and establish a consistent turf area as the grassy area is currently quite sparse. The walkway around the park needs additional material applied and re-graded.

Morningside Park

This park is a vast open-space park and should remain that way, being available for multiple recreation activities. The face-in parking on the grass along the street works well but there should be a wood guardrail installed (similar to the one at Woodman Park) to prohibit cars from entering the park and as a safety measure for children in the park. A couple openings in the guardrail would enable access for all and a metal gate for maintenance vehicles installed as part of the project. The tether ball pole should be removed and the slide, swings, and playground equipment all need to be replaced with updated versions. When choosing new playground apparatus consideration to different age appropriate structures should be given. A larger picnic structure is needed to replace the older, inadequate shelter currently on site. The best location should also be reviewed by park personnel and the Recreation Advisory Board.

Park Street Park

A park in the middle of a densely populated neighborhood, it has tremendous potential. The areas of chain link fence along Park Street and East Concord Street should be removed and replaced with a 4' high black aluminum fence. Gated entrances should remain from both streets. This will remove the feeling of a

penitentiary and present a welcoming appearance to the park while still providing security. All benches in this park need to be replaced as all are either broken or placed in poor locations. The shelter needs a new coat of paint and the gravel trail around the perimeter needs to be renovated, removing weeds and grass beginning to invade the area and additional gravel installed, graded, and compacted. A basketball court can be strategically located in this park and more shade trees would make this a very attractive park and impact this neighborhood in a very positive way.

Spruce Lane

This park needs signage (as mentioned for all the parks) so people will know it's a public space that can be utilized. At the moment, it appears to be private land. City Council designation is needed and recommended to identify this as a city park. There are portions of the park that need additional soil and grading to fill low areas (mainly around the back perimeter of the park). Selective pruning around the perimeter is also considered necessary.

As curbing and sidewalks are discussed for Spruce Lane, consideration should also be given to providing a few parking spaces parallel to the park as there is currently no specific place for visitors to park. Signage should communicate parking is only for park visitors and no overnight parking is allowed.

Though this is considered a "neighborhood park" and not a "community park", this park may be considered a possible location for a dog-park. Located on a cross street between Back River Road and Route 108, it is accessible and not situated among a densely populated neighborhood like some other neighborhood parks. As mentioned earlier in Overall Recommendations, research should be done first including holding some neighborhood meetings to discuss the idea with area residents.

COMMUNITY PARKS

Bellamy Park

The park is in desperate need of basic maintenance. The trash containers were overflowing during our visit and trash was strewn throughout the park including bikes and tires in the river. Leaves and branches cover most of the grassy areas near the parking and approaching the pedestrian bridge leading to the disc golf course. The park needs to be cleaned of leaves and fallen limbs a minimum of twice a year. Analysis and selective pruning of dead tree limbs and removal of trees such as Choke Cherry, Locusts, and Barberry should be accomplished to encourage healthy native species to thrive. The granite around the edge of the parking area needs to be reset and a bike rack installed as many visit the park on bicycles. Some Tee Boxes on the disc golf course were missing or broken. A more durable product is needed. Recycled plastic materials (like those used in playgrounds) might be a good option. 3"x3" posts could be engraved with the Tee number and set in the ground 2-3' to prevent removal or vandalism. Some of the recommended playground equipment companies listed in this document might even be of assistance. The existing recreation building currently used for Camp Fun N Sun is underutilized. Using this building to its fullest potential is recommended and possibilities include using it for senior programs and partnering with the school system in providing outdoor education programs.

City of Dover Community Trail

It is hoped that the Recreation Advisory Board would bring this facility under their wing, possible naming a community trail sub-committee to see this project through to completion. The committee would also be able to pursue the possibility of additional walking paths from the train station to the riverfront and future extension of the trail within the city. City Council designation is needed and recommended to identify this trail as a city park.

Cochecho River Walk

Annual pruning along the river and maintenance of benches is needed in this park. Better signage along with a map visitors may follow as they follow the riverwalk length would be very useful and could also point out other city attractions along the route.

Dover Skatepark

A relocation of this park to Maglaras Park as suggested in the Maglaras Park master plan should be explored along with updating the equipment as there are many new, durable types produced by reputable playground equipment manufacturers. There were a few responses to the questionnaire identifying specific people interested in helping design a new skate park who have experience in this area. Their comments, names and contact numbers can be found in the appendix sections. If this current space falls under the trust of Henry Law Park it can be considered for a new extension of the park.

Garrison Hill Park

This park has the most appalling conditions considering the extent it is marketed to residents and visitors alike. This park needs new paint on the tower, an additional shelter nearer the parking area, and clearer signage for the sledding, snowboard, and nature trails. More frequent police patrols of the park in the evening may result in less graffiti on the tower. Serious consideration should be given to a permanent security camera mounted on the interior of the tower. Electrical power is available, and the video may be transmitted wirelessly. Regular maintenance is needed including trash removal. Signage affixed to trees should be removed and posted nearer the parking area in a more attractive manner. Like the Shaws Lane sledding area, many people don't know this facility is a great location for sledding in the winter. It should be promoted much more and have clearer signage indicating the specific areas to sled and snowboard.

Guppy Park

This park should be renamed as "Guppy Park Sports Complex" consisting of the three major elements already existing – Guppy Field (softball), Jenny Thompson Outdoor Pool, and the Dover Ice Arena. There is confusion among people whether Guppy Park is just the softball field and not realizing the Jenny Thompson Pool and Dover Ice Arena are located at Guppy park because of the way they are referenced (ie. "Meet me at the Jenny Thompson Pool"). Renaming it will promote it for what it is – a sports complex meeting many recreation opportunities for residents as well as visitors from outside Dover who play softball, swim, or skate.

In addition to these recommendations for Guppy Park, please refer to specific recommendations made for the Jenny Thompson Pool, Dover Ice Arena, and Softball Field under "City Athletic Fields" and City Recreational Facilities".

Henry Law Park

We recommend a complete redesign of this park and construction alongside the completion of reconstructing Henry Law Avenue. The most used park in Dover and home to most special events, it is a true jewel in the city and really needs upgrading in the areas of shade trees, walkways, parking, lighting, bike racks, trash receptacles, dog waste systems, and benches. The opportunity for a water play feature should be researched and considered. If this park and its walkways are well lighted, it will see public use after dark by those shopping and eating downtown. Combined with what should be lighted walkways in Maglaras Park and Waterfront Park at Dover Landing, this will provide a great place for the many people desiring to exercise after work while enjoying the many views along the water Dover provides.

The playground in front of the indoor pool has seen vastly increased usage since the Cochecho Arts Festival moved its performances to the Rotary Gardens and Pavilion. The opening of the Children's Museum of New Hampshire in the Butterfield Building has attracted even more use of this playground. It should be upgraded with two more playground apparatus, shade trees and benches for adults, 4' high attractive fencing, simple landscaping, and removal of the non-functioning wading pool (usually filled with standing water) and rusted chain link fence. A possible collaboration between the City and the Museum can result in a unique playground tapping into the creativity represented by the Museum exhibits.

Joe Parks Riverwalk and Gardens

Dedicated in honor of Joe Parks in June 2008, this portion of the Cochecho Riverwalk is maintained by volunteers through the Adopt-a-spot program of Dover Main Street. Additional plantings as suggested in the concept plan will help stabilize the slope and provide a variety of Rhododendrons for visitors to view and smell while in bloom. Shorter lampposts (12-14' in height) would also enhance the experience for visitors to this space at night.

Long Hill Memorial Park

Park signage at the entrance on Long Hill Road is much needed. The substantial green space in the back of the park should be considered during any discussions for future additional athletic fields needed in the city as the space can accommodate multiple fields and additional parking with an extension to the entry road. With the increase in residential development over the past ten years in the north end of Dover, this park may have the potential to meet the needs of the people living in this area with its opportunity for expansion. Trees in this park need to be selectively pruned, removing dead limbs. Damaged sections of wood guardrail need to be replaced where needed.

One of the responses received from the public was a desire to see a designated dog park where owners can bring their pets to roam free and get exercise. While creating completely new parks in the city is not recommended at this time, this park can be enhanced with minimal investment (fence installation in the area beyond the basketball court) to include an element not currently existing among Dover's parks. A dog park should consist of adequate fencing around the perimeter to contain dogs and provide them a safe place to run free with owner supervision. A dog waste bag system should be installed and clear signage designating it Dover's dog park.

Maglaras Park

In 2004, the City of Dover began a process of creating a master plan for this park. Completed in 2006, the consulting company, Kaestle Boos Associates, developed an overall improvement plan to guide potential renovations, expansion, and new construction in the park. There is limited use of the park by the public in its existing state. Kaestle Boos details their recommendations in the executive summary of their report.

The development of this park is not high on the priority list of this chapter update when compared to the maintenance, promotion, and enhancement needs of the other existing parks in the city. With the further dredging of the Cochecho River taking place and anticipated development along the Cochecho River, this park would benefit from a slower approach, taking time over the next 5-10 years to re-assess the needs of Dover recreation before moving forward. A review of the Kaestle Boos plan, both in regards to the specified elements and the scope, is needed as recreation needs and desires of the city may now differ from the plan. The fact remains that this property is an excellent resource Dover to be developed in the future, maybe with some of the elements only on a smaller scale.

We recommend further analysis of the recommendations, specifically related to the baseball field and the location of the primary entrance to the park. Concerns related to possible excessive programming taking place in relation to the newly planned waterfront multi-use development and the proximity to the neighborhoods located off Henry Law Avenue exist. A baseball team along the lines of the Cape Cod League where fans sit on large grass areas instead of larger grandstands may work better and maintain a rural/laid back style of ballpark and facility. Is there a demand for a Cape Cod competition level field? This question, and others, needs to be asked before moving ahead with substantial financial investments. Investigation into any interest from private athletic organizations should happen first instead of building something and then searching for a public/private partnership.

Access to the existing private little league ballfields is shared with the entrance to the park and perhaps a public/private partnership can be established to share some common facilities such as parking or restrooms.

Rotary Gardens and Pavilion at Henry Law Park

Maintained by Dover Rotary, this park is in very good shape. The City should eliminate the erosion issue along Henry Law Avenue with additional gravel, asphalt, and compacting with a plate compactor as this is a liability for people parking along this area especially children visiting the museum. Permanent erosion control should be accomplished during the planned redesign and construction of Henry Law Avenue consisting of granite curbing and proper water runoff control.

Waterfront Park at Dover Landing

There are no recommendations for this park at the time of this update. The planned two acre park, which will continue to be owned by the City, is in the design phase and will be constructed as part of phase one of the waterfront parcel development with construction projected to begin in fall of 2009.

Willand Pond Park

The glaring need for this unique park is to cure the serious water level issues plaguing it, then repairing the access road off New Rochester Road and damaged portions of the trail. A licensed arborist should be consulted along with the Department of Environmental Services regarding what to do or not to do to the many trees (more than a hundred) that have died all along the shoreline as a result of this neglected problem. Dead limbs and trees are now beginning to fall along the path and parking areas as a result of action not taken. Full access to the trail is still not possible as large portions of the path are still under water. Trash and debris are becoming more and more visible throughout the once beautiful, nature site as it depicts a neglected park.

Improved signage along the trail such as how far hikers are from the other end and “no skidding” for bikers would really enhance the trail. Additional signage communicating “tread lightly”, “leave only footprints”, “please keep nature clean – remove all trash” should be posted on the trail. Annual maintenance of leaf litter on the trail in conjunction with additional compacted gravel, will ensure proper drainage and trail longevity. Regular mowing of the grassy overlook will result in more frequent picnic use of this park.

SCHOOL PARKS AND FIELDS

Dover High School

There are no recommendations for enhancement but a pro-active relationship between the City and the schools should be established/strengthened to share use of the athletic fields to help balance field usage and enabling maintenance to be accomplished on fields in need of repair on a regular basis.

Dover Middle School

There are no recommendations for enhancement but a pro-active relationship between the City and the schools should be established/strengthened to share use of the athletic fields to help balance field usage and enabling maintenance to be accomplished on fields in need of repair on a regular basis.

Garrison Elementary School

The tennis courts, baseball fields, and playground area are a nice compliment to the Shaws Lane athletic fields across the street; but there are some needed repairs to make it a safe place for all. Soil erosion in various locations threaten to do further damage, specifically around the tennis courts risking larger problems to the courts themselves. This should be repaired with compacted gravel and then soil added and hydroseeded. The benches also need repair or replacement.

Home Street School

Home Street Park has been upgraded since the 2000 update with an improved baseball field and playground area with updated apparatus. The park still has some items needing attention for it to be complete. Additional benches in the vicinity of the playground would be helpful for parents and children alike. A few benches around the tennis courts would definitely be utilized also. Some general tree pruning in the park will eliminate hazardous situations and promote health in the mature trees on the site. The tennis courts need some minor repair of cracks before it becomes a larger and more expensive issue to fix. The future of the

basketball courts area needs to be determined as the existing courts are decrepit. It appears the courts were at one time designated for public in-line skating but looks as if it hasn't been maintained for some time now and is a liability.

Woodman Park School

This park is in great shape as major elements (baseball field, track, playground, and tennis courts) have been recently updated. It is recommended that this baseball field or Dunaway Field at the high school be fitted for lights for night games. Additional gravel in the parking area at the tennis courts is needed. A wood guardrail, also mentioned at Morningside Park, should be installed in front of the tennis courts. Regular maintenance of the wood chips at the playground and quickly removing graffiti from the equipment are needed. Loam and hydroseed are needed to stabilize the slope and prevent further rapid erosion along the side of the tennis courts. Damage to the newly surfaced tennis courts is imminent without prompt attention. Benches and shade trees (strategically placed near the basketball and tennis courts) would really complete this attractive multi-use park.

CITY ATHLETIC FIELDS

Shaw's Lane Ballfields

Better signage is needed as many still don't realize this facility is a great location for sledding in the winter. It is well used by those who know. It should be promoted much more and have signage indicating the area. The gravel walking/jogging trail around the fields is used by many individuals and those walking pets. Pet-waste bags are located at the entrance – these need to be monitored on a frequent basis to avoid waste being left on the athletic fields. A sign should also communicate to users to bring their own plastic bags. Interviews with those who use the trail clearly indicated they prefer the trail to be gravel as an alternative for those who don't like to run on an asphalt surface. The trail needs basic maintenance of additional gravel to prevent weeds from taking over. Loam and hydroseed are needed to match the asphalt grade surrounding the concession facility. The grass in this area is rather sparse and needs to withstand heavy use.

Softball Field at Guppey Park

This softball field is the only adult softball field in the city. While one field is adequate for Dover's usage, the field needs to be renovated, new bleachers installed on concrete slabs (like Woodman Park), parking areas need to be defined using gravel or another permeable surface, and there needs to be selective clearing of the woodland at the entrance to more clearly define the entrance and provide safe sightlines for vehicular access and egress. In addition, a new playground should be constructed to provide opportunities for children as well as adults. A set of swings and one apparatus for children 5-12 years old surrounded by wood chips would be a welcome amenity to this site. The playground area should be designed to be placed in an area not interfering with the softball game – possibly located behind and off to the side of the backstop area. Clear signage is also needed to maintain safety at this park. To set a standard for positive conduct at the park, a "rules of conduct" notice should be visible at the ballfield and communicated to all participating teams and leagues. Riverside Park in Rochester is an example of a well utilized facility where teams, as part of the agreement for use of the field, help in the regular maintenance of the field and clean up trash each week.

Adult softball in Dover should be better promoted and expanded with the possible result being a league of different divisions based on level of ability.

Sullivan Field and Playground

Signage at the street is needed to give this nice ball field and playground proper opportunity for use. The attractive wood guardrail should be extended across the back of the concession stand and have a metal gate installed allowing maintenance vehicles access. Loam and seed are needed on the sparse grass area next to the concession stand. The existing wood rail fence in the playground needs minor repair and should be extended another seven sections or roughly 56' along the woodland border and a shelter installed in the sand area of the playground for parents to be shielded from the sun and to socialize with other parents at the playground or ball field.

CITY RECREATION FACILITIES

Dover Ice Arena

There are no recommendations on the interior of the building at this time; however, an unsafe pedestrian area exists at the northeast corner of the facility. Eliminating the first parking space located between the building and the Birch tree and replacing with a raised walkway paved with asphalt and bordered by granite curbing is needed to provide a safe public access flow from the parking area and the satellite parking lot.

Dover Indoor Pool

This facility is in very good condition and well used by the public. Some interviewed during this project indicated it is a valued spot to exercise and swim indoors for those who cannot be exposed to the sun for an extended period of time. Recommendations include continuing regular inspections and maintenance schedules ensuring a long life of the facility. Parking availability needs to be reviewed as this area of the city has seen increased use in the last year.

Jenny Thompson Outdoor Pool

Installation of a toddler focused playground apparatus near the existing shelter is recommended. This will serve the purpose of younger siblings being able to explore and play while their older siblings are swimming at a meet. It will also be utilized during open swim times throughout the summer by the many children and families who utilize the facility.

The 1988 and 2000 master plans recommended investigating the feasibility of enclosing Jenny Thompson Pool. Constructing a removable or supported structure to allow open-air swimming in the summer season was mentioned in past discussions. Research should again be done to determine the viability of this idea. Though enclosing this pool might be seen as enhancing an existing park/facility, the costs associated with the engineering, construction, and followed by the ongoing maintenance and additional staffing make this project seem excessive when many of the City's other parks have needs as mentioned in this section.

The potential closing of the indoor pool to help fund this is unwarranted since the indoor pool currently exists, is well utilized, and has had financial investments made toward significant renovations in the last ten years.

A study showing demand for this substantial renovation by the residents of Dover as well as from private athletic organizations should be well established along with estimated usage before expending recreation funds on a project this size. Demand needs to be established beyond just peak hours (as there may be many hours where the facility is sparsely used) to justify the maintenance and staffing costs. A public/private partnership may be needed for this project to be achievable. Interaction with the public in updating this chapter did not seem to indicate a strong desire to make this pool usable all year. Though an indoor pool of this size would be a nice feature, if it came at the expense of the many other recreation needs that exist, it would not be a wise use of funds.

The current bathhouse at the pool will be replaced with a newer, much improved, changing facility. Thought should be given to its specific placement and possible renovations to the recreation facility in the future.

While volleyball may not be the most popular recreation or the one in highest demand, Dover has an existing sand volleyball court located on this site. The City should consider maintaining the existing court which may only need defined edges, additional sand, and a new net to make this usable once again.

Recreation Department Facilities at McConnell Center

Clearer signage is needed to direct visitors to the center on both the exterior and interior of the building as it can be confusing for Dover residents or visitors attending a class or meeting in the building. Landscaping needs to be completed around the building both for aesthetic quality and to eliminate soil erosion in key spots. The large lawn area in front needs overseeding in the fall to establish a durable lawn area and thus encourage viable use by the public. The planting of additional shade trees around the perimeter would enhance the area and define the space. This lawn area could be used for outdoor activities by all who use the McConnell Center and can be an attractive location for art shows/festivals like the village green is used in North Scituate, Rhode Island.

Senior Center at McConnell Center

There are no recommendations at this time aside from the clearer signage mentioned for the McConnell Center.

STATE PARK

Hilton State Park

Following the redesign of the Little Bay Bridge, a review of the park by the City of Dover and the State of New Hampshire should take place to maximize the potential of this park as many questionnaire respondents mentioned the positive qualities and desire to use this park.

PRIVATE FIELDS AND FACILITIES

Beckwith Ballfields

There are no current recommendations regarding these privately owned facilities.

Cochecho Country Club

There are no current recommendations regarding these privately owned facilities.

Dover Little League Ballfields

There are no current recommendations regarding these privately owned facilities.

Portsmouth Christian Academy

Explore possible opportunities to share use of the school's athletic fields.

Saint Thomas Aquinas High School

Explore possible opportunities to share use of the school's athletic fields.

OPEN SPACE RECOMENDATIONS

Adopted May 23, 2000

This chapter also contained Recreation recommendations, which have been superseded by the 2009 chapter.

GOAL : PROTECT AND MANAGE DOVER'S VALUABLE OPEN SPACE RESOURCES.

- Objective: Identify and acquire key open space areas based upon a systematic inventory and monitoring of Dover's natural resources.
- Objective: Where possible, link open space areas and recreation facilities in an effort to establish an integrated network of resources.
- Objective: Improve, protect and encourage public access to Dover's surface waters—both fresh and tidal.
- Objective: Encourage all new developments to protect and where possible, enhance valuable natural and open space resources.
- Objective: Encourage public/private partnerships between the City and the other private and civic organizations to provide needed recreational opportunities.

STATUS

Completed 2000

- Establish a standing Open Space Committee to improve open space and recreation opportunities in Dover.

Completed 2004

- Develop clear criteria for open space acquisition and protection.

Completed 2004

- Prepare a detailed open space acquisition plan that clearly defines the qualities and general areas for open space acquisitions on both a ward by ward and a City-wide basis.

In Progress, 2011

- Develop an open space management plan that evaluates the use of existing City-owned properties as well as guides decision making for future acquisitions and improvements.

Completed 2010

- Complete an accurate inventory of currently protected open space parcels.

Completed 2009

- Complete an inventory of areas in Dover that should be targeted for varying levels of protection or areas to be used as recreation sites. Prepare a map showing where open space and recreation sites are needed.

Ongoing

- Maintain an inventory of existing and desirable open space and recreation parcels on the City's GIS and ensure that the information is easy to update and accessible to all City departments.

Completed 1999

- Create a mechanism for funding and acquiring property that allows the City to react quickly to opportunities.

Completed 2005

- Support the New Hampshire Land and Community Heritage Commission (LCHC) in lobbying the State legislature to create a program that would provide funding to protect natural, cultural and historic resources.

To Be Reviewed

- Allocate an established amount of funding to the Conservation Fund each year as a regular budget item to supplement the revenue generated by the Current Use change fee.

Ongoing

- Apply for grants and technical assistance available through non-profit, state and federal agencies for open space protection, development of recreational facilities, and trail construction.

To Be Reviewed

- Work with local organizations who use existing facilities in order to raise funds for necessary improvements.

Ongoing

- Encourage business sponsorships, gifts and donations from individuals and corporations to create and improve open space and recreation areas.

Completed 2002

- Continue to pursue development of the Strafford County property for City-wide open space and recreational purposes.

NATURAL AND HISTORIC RESOURCES RECOMENDATIONS

Adopted May 23, 2000

GOAL 1: PROTECT AND ENHANCE ENVIRONMENTALLY SENSITIVE NATURAL RESOURCES AREAS IN ORDER TO MAINTAIN THEIR ECOLOGICAL INTEGRITY AND/OR TO PROMOTE PUBLIC HEALTH AND SAFETY.

- Objective 1: Ensure a safe and adequate water supply for all citizens through proper management of the use of land adjacent to the City's existing and potential, to the extent possible, water supply wells and potentially valuable aquifer recharge areas.
- Objective 2: Protect and maintain the valuable functions of wetlands by minimizing the impact of development and allowing appropriate multiple use of these resources for recreation, wildlife habitat and limited timber harvest.
- Objective 3: Encourage only those uses of the 100-year floodplain that are enhanced or unharmed by flooding.
- Objective 4: Protect surface water resources by minimizing non-point source pollution storm water discharge.
- Objective 5: Protect unique or unusual natural resource features or communities.

GOAL 2: MAINTAIN THE QUALITY OF DOVER'S LIVING ENVIRONMENT BY ENCOURAGING THE APPROPRIATE BALANCE BETWEEN PROTECTION AND ACTIVE USE OF THE CITY'S NATURAL, CULTURAL AND HISTORICAL RESOURCES.

- Objective 1: Protect significant higher elevations for their visual value.
- Objective 2: Protect, promote and maintain the quality of Dover's cultural and historic resources.
- Objective 3: Increase public awareness of Dover's unusual and rare plant and animal species.
- Objective 4: Encourage the maintenance and proper management of the City's agriculture and forestry resources.

STATUS

Completed 2000

Not recommended,
2000, Planning
Board
Ongoing

To Be Reviewed

Not recommended,
2000, Planning
Board

Completed 2003

Completed 2003

To Be Reviewed

Completed 2003

Completed 1999

Completed 2003

Not recommended,
2000, Planning
Board

Not recommended,
2000, Planning
Board

Not recommended,
2000, Planning
Board

Natural Resources Recommendations

1. Implement an updated, City-wide Management/Geographic Information System that allows City departments to share common data
2. Insert the Floodplain Ordinance in the Zoning Code.
3. Update the inventory of City trees and enter into GIS database.
4. Investigate Class B dams with NH Water Resources Board.
5. Amend the City's Subdivision and Site Plan Review Regulations to require all major subdivision and site plans to provide soil maps and information in accordance with the *Site Specific Soil Maps for New Hampshire and Vermont*, SSSNNE Special Publication No. 3, June, 1997.
6. Amend the City's Subdivision and Site Plan Review Regulations to require that all soil/wetland maps be prepared by a certified soils scientist or certified wetland scientist.
7. Amend the Wetland Section of the Zoning Ordinance to update the delineation methodology to be consistent with the methodology of the state Wetlands Bureau.
8. Amend the Zoning Code to include a definition for agriculture that is consistent with RSA 21:34a.
9. Amend provisions of ADS regulation in the Subdivision Regulations to encourage greater resource protection.
10. Add a separate section to the Zoning Ordinance which contains the regulations that apply to land within the shoreland district. Re-evaluate the standards set forth to regulate such land uses and determine if they are sufficient for the intended purpose.
11. Update, amend and review Article VIII—*Extraction Industries* of the Zoning Ordinance as delineated in the Recommendation section above.
12. Amend the Subdivision and Site Plan Review Regulations to provide for the submission of an Environmental Impact Analysis (EIA) for large developments. See Recommendation Section.
13. Amend the Site Plan and Subdivision Regulations to incorporate a wildlife impact study for developments within the High Value or High Moderate Value of the Wildlife Potential Map incorporated as part this Master Plan.
14. Initiate a process for designation of high value natural areas in the City.

To Be Reviewed

Completed 2008

Completed 2008

Completed 2010 in the Subdivision and Site Review regulations

Completed 2003

Completed 2010

Completed 2010

Ongoing

Not recommended, 2000, Planning Board

Ongoing

Ongoing

15. Review the Zoning Ordinance to determine if standards for agricultural activity is consistent with City’s objective to maintain agricultural resources.

16. Adopt the *Model Stormwater Management and Erosion Control Regulation*, prepared in 1997 by the NH Association of Conservation District and the Water Quality and Urban Conservation Committee, as part of both the Subdivision and Site Plan Review Regulations.

17. Amend the appropriate sections of the Subdivision and Site Plan Review Regulations as follows: “All stormwater management and erosion control measures shall be consistent with the Best Management Practices outlined in the *Stormwater Management and Erosion and Sediment Control Handbook for Urban and Developing Areas of New Hampshire*, 1992, as amended.

18. Amend Section 170-27.C.(2)(a) by adopting, either by reference or by addition to the Ordinance, the *Model Stormwater Management and Erosion Control Regulation*, prepared in 1997 by the NH Association of Conservation District and the Water Quality and Urban Conservation Committee.

19. Insert performance standards for storm water runoff for nitrogen, phosphorous and Total Suspended Solids (TSS) into the Subdivision and Site Plan review regulations consistent with the City’s Stormwater Management Plan.

20. Add a provision to the Subdivision and Site Plan review regulations to require developers to provide specific structural and maintenance measures for oil/gas separation from storm water

21. Amend the Site Plan Regulations by adopting the current state standards in Env-Ws 421, rules for Best Management Practices, to address facilities that may generate hazardous/petroleum/chemical products.

22. Map, monitor and amend the All Sites Hazardous Waste Data Base kept by the NH DES

23. Amend the Zoning Ordinance to include a biosolid section that references the State of New Hampshire’s DES regulations Env-Ws-800 for biosolids and sludge.

24. Undertake a City-wide education program aimed at informing Dover citizens about the importance of protecting and managing the City’s natural and cultural resources.

Historic Resources Recommendations

1. Continue the Heritage Walk Program.

To Be Reviewed

2. Establish a Heritage Commission under the provisions of RSA 674:44 that can advise the Planning Board or other community boards relative the value of the City’s heritage (historical, archaeological, and cultural) resources.

To Be Reviewed

3. Establish an implementation program for the recommendations in this section that would identify the party responsible for implementing a specific recommendation and a time frame for completion.

Not recommended,
2003, Planning
Board

4. Consider adding additional roads, or road segments, to the City’s scenic road inventory consistent with RSA 231.57 that have trees and/or high quality views that include historical agricultural landscapes, including stone walls.

To Be Reviewed

5. Prepare a comprehensive inventory—both written and photographic—of all historic properties in the City of Dover based upon information collected and published for the Heritage Walks and other relevant documents.

Ongoing

6. Encourage more property owners to place their properties on the National Register of Historic Places. Consider establishing a national register district for the area north and south of Silver Street between Arch Street and Central Avenue.

Ongoing

7. Provide opportunities through the Main Street Program to encourage appropriate levels of visitors and tourists that would use Dover’s historic character as an attraction.

Ongoing

8. Establish a permanent heritage walking trail in the historic urban core that would include a map and permanent markers for specific historic properties.

To Be Reviewed

9. Work with other groups—public and private—to establish historic road and river programs that involve Dover and surrounding communities. Such programs might include specific designations such as Historic Byways or an American Heritage River or involve tours and trips along such historic corridors.

Ongoing

10. Manage the gateways into the City, such as Silver Street, Stark Avenue and Portland Street, to protect their historic character and ensure that new development is consistent with this character.

Not recommended,
2003, Planning
Board

11. Re-consider establishing an historic district in the Silver Street neighborhood for the purpose of protecting and enhancing the properties in this area as well as providing a long-term community asset.

COMMUNITY FACILITIES AND UTILITIES RECOMENDATIONS

Adopted December 15, 2009

OVERALL GOAL:

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

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

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

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

POLICIES.

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

Fire and Rescue Service Recommendations

- Ongoing 1. Seek to achieve personnel levels based upon the standards established by the City/County Managers Association in its Managing Fire Services publication.
- Ongoing 2. Acquire emergency generators for all emergency shelters that do not currently have such equipment.
- Ongoing 3. Establish a vehicle replacement program based upon the expected life cycle of critical fire safety apparatus that is programmed into the Capital Improvements Program.

Police Department Recommendations

- To Be Reviewed 1. Establish a police facility as recommended in the 2007 Space Needs Assessment, with consideration being given to re-location into existing available buildings in the downtown area or the construction of a new facility in conjunction with a potential municipal parking garage. The existing station does not meet the existing needs of the department that is “over-utilizing” available space.
- Ongoing 2. Upgrade and update the department’s impoundment area to provide for indoor and outdoor space for evidentiary purpose of storage and investigation. Such an area should be included as part of the new police facility.

To Be Reviewed

3. The department should take steps to secure the computer/network communications center and records bureau from natural or manmade events that could otherwise jeopardize the continuous operation of the department.

Completed 2010

4. The Capital Improvements Program (CIP) should use the AG Architects cost estimate plus historical inflation rate to more accurately reflect future costs for a new Police Station.

School Recommendations

Completed 2010

The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide for these renovation projects:

- Renovate Horne Street School no later than 2010
- Renovate Garrison Elementary School no later than 2012
- Renovate Dover High School and Career Technical Center no later than 2015

To Be Reviewed

To Be Reviewed

The intent is to completely renovate each building and replace electrical, plumbing, windows and flooring/abatement wherever necessary.

The School Department should develop a detailed maintenance plan for all schools that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the buildings and its systems should be included in each operating budget.

Library Recommendations

Building

In Progress (2011)

- The library is generally in good condition, with several recent improvements. Nevertheless, major deficiencies include the following priority areas:
 - A century-old slate roof in need of significant repair.
 - Several areas of interior ceiling and woodwork damage caused by water continuously leaking through the roof.
 - Crowded Parking Lot: as McConnell Center agencies' programs have grown, and library usage has increased, from 9-2 on weekdays, it is often difficult to find a parking spot in the Library Parking Lot. This has led to numerous and often daily patron complaints.
- Other plant concerns include the following:

In Progress (2017)

- o Lack of central air conditioning in the pre-1988 portion of the building.

To Be Reviewed

- o Exterior brick requires repointing in several areas.

Space Needs

To Be Reviewed

The Space Needs Assessment quantifies the additional square foot needs of key identified areas where the library is currently providing services.

- Expanded seating areas for patrons, especially for laptop users accessing the Wi-Fi network and for Internet users (average of 82 users per day, each for 90-minute spans) seeking time on the library’s public workstations. There are often waiting lines for Internet use. There is no room to increase the number of public workstations available despite growing public demand.
- Additional stack ranges to address existing space shortages in Children’s, Periodicals and Special Collection areas.
- Increased Media shelving for ever expanding circulating audio-visual materials (DVD and CD collections).
- Additional Public Meeting areas. (In 2008, the library held 547 public meetings in its three meeting rooms).

One possible solution to these and other space needs (without expanding the size of the current library building through a costly addition) would involve a shared-use collaborative effort between the library and the McConnell Center. Physically linking the public library to the McConnell Center next door via a glass-enclosed bridge or walkway at each building’s 2nd floor level would be beneficial and efficient for both buildings.

City Hall Recommendations

In Progress (2011)

1. The City should develop a detailed maintenance plan for City Hall that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the building and its systems should be included in each operating budget.

To Be Reviewed

2. A coordinated analysis should be undertaken of the Library, McConnell Center and City Hall to identify common issues and service arenas in order to best utilize the significant space that is concentrated in this area of the City in an effort to best meet the expanding and changing needs of the citizens of Dover.

To Be Reviewed

3. The City should work to implement the recommendations of the Space Needs Assessment as funding allows. This includes the upgrades to the mechanical and electric systems as outlined by the consultants.

In Progress (2014)

4. The City should relocate the Police Station out of City Hall into a downtown location, consistent with the recommendation contained in the Police Department section.

Ongoing	5. Renovations to City Hall should be done in a manner that respects the historic nature of the structure so that the building will retain its historic integrity.
	McConnell Center Recommendations
In Progress (2011)	1. The City should consider renegotiating existing lease agreements to include a more realistic lease charge for capital projects and make sure that all future lease agreements follow suit. All tenants, including City tenants, should be required to pay the capital portion of the lease fee so that there is adequate funding in the future to pay for capital needs.
To Be Reviewed	2. A coordinated analysis should be undertaken of the Library, McConnell Center and City Hall to identify common issues and service arenas in order to best utilize the significant space that is concentrated in this area of the City in an effort to best meet the expanding and changing needs of the citizens of Dover
In Progress (2011)	3. The City should develop a detailed maintenance plan for the McConnell Center that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the building and its systems should be included in each operating budget.
To Be Reviewed	4. The roof sections on the building should be replaced as soon as deemed necessary according to the selected bid received from the roofing contractor
	Community Services Department Recommendations
	Waste Management
To Be Reviewed	1. One half of all recycling center generated revenues should be set aside in an established fund for use by the Solid Waste Coordinator for major recycling related purchases upon approval by the Solid Waste Committee.
Completed 2010	2. A sub committee should be formed to study all other available means of offsetting rising solid waste collection and disposal costs including alternate solid waste/recycling programs.
To Be Reviewed	3. The <i>Integrated Waste Management Plan</i> should be updated every five years, with special attention paid to the life expectancy of the Turnkey Landfill.
Ongoing	4. Continue to increase the varieties of recyclable material accepted at the recycling center.
Ongoing	5. Improve on the city-wide recycling rate of 52% by finding more ways of making recycling easier.
To Be Reviewed	6. Find a suitable location in the city to compost residential yard waste and chip brush.
To Be Reviewed	Fleet Services
	1. Update existing fleet management software with a more current version.

To Be Reviewed

Ongoing

Ongoing

To Be Reviewed

To Be Reviewed

In Progress (2011)

In Progress (2011)

To Be Reviewed

To Be Reviewed

In Progress (2011)

2. Maintain a consistent and appropriate level of vehicle replacement funds.
3. Initiate fuel savings measures with economical, fuel efficient vehicles.
4. Explore the use of alternative fuel vehicles that utilize fuels such as compressed natural gas (CNG), ethanol, and biodiesel. This could be a regional effort with a shared distribution facility.
5. Institute a City-wide idling policy for all City vehicles and personnel.

Facilities Grounds, and Cemeteries

1. The current offices for the Facilities, Grounds and Cemeteries Division are sub-standard and a new or replacement facility should be considered a priority. A new building in Pine Hill Cemetery should be examined. This building could house the administrative offices and maintenance storage space for the equipment. Another option that should be considered is moving the operations to the Public Works facility on Mast Road. This is the potential for savings in operational costs by being located with the other Community Services personnel.

2. The City should develop a detailed maintenance plan for all City buildings and facilities that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of each building and its systems should be included in the City's operating budget.

3. The Facilities, Grounds and Cemeteries Division should develop an assessment of the physical condition of each building and facility that it is responsible to maintain. One of the first steps would be to document baseline information for each facility, including the age of the facility, construction history, any renovations done on the facility, maintenance history, and a list of issues or problems with the facility. Each facility should be analyzed to determine its useful life and a maintenance schedule should be developed with the goal of extending the life of the facility.

4. The City should conduct a study to determine how many years the remaining space in Pine Hill Cemetery will meet the needs of the citizens, so that it can start looking for additional cemetery space or developing a plan to more efficiently utilize the existing cemetery space.

5. The City should develop a tree replacement program in the cemeteries to insure that new trees are planted to replace those trees that are lost due to disease or weather.

Water System

1. Reconstruction of the wellhead buildings, space is very limited, address the issue of no containment for chemicals, separate room for chemicals, electrical services are out of code, energy efficiency's, and standby power

To Be Reviewed	2. Improve security of the water system against potential intruders and threats.
To Be Reviewed	3. Update the distribution system mapping, the majority of our plans are 20 years old and the city will be losing the institutional knowledge over the next 10 years
To Be Reviewed	4. Upgrade on the hydraulics' program, the current program is a dos base, and needs to be a windows base software
In Progress (2011)	5. Continue with replacement of mains due to maintenance issue or potential looping or prior to or injunction with road projects
Ongoing	6. Continue the ground water exploration program to identify potential future water sources. As Dover continues to grow and develop the number of potential new well locations dwindles. A public water supply well requires the protection of all land within a 400 foot radius around the well. Often times this requires the cooperation of multiple landowners willing to sell or provide protective easements on their property.
In Progress (2011)	7. The City has a good supply of water at present; however, maintaining good water quality is of utmost importance. Acquisition of undeveloped property or conservation easements of land within the recharge area of municipal wells is a very effective way to protect water quality. It also preserves the rural character of the City while providing wildlife habitat and recreational opportunities for residents.
To Be Reviewed	8. Investigate the feasibility of instituting a program of life-cycle costing for all Water Division assets to determine the annual expenditures required to maintain an efficient system of water service to the citizens of Dover.
To Be Reviewed	9. Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of those water facilities as part of the City's capital improvement planning process.
To Be Reviewed	10. Seek opportunities to implement the recommendations of the Seacoast NH Emergency Interconnection Study, creating permanent connections to neighboring water systems which allow one another to supply water during an emergency.
To Be Reviewed	11. Create an emergency conservation ordinance, which may be implemented during period of severe drought in order to conserve water to the greatest extent possible.
Ongoing	12. Obtain State certification of all employees of the division.
	Sewer System
Ongoing	1. Upgrade sewer mains based on their rating set fourth in the GIS database.

- | | |
|--------------------|---|
| Ongoing | 2. Continue the City’s program for correcting inflow/infiltration (I/I) problems into the sewer system. The purchase of multiple flow meters will help in isolating the major sources within the system. |
| To Be Reviewed | 3. Investigate the feasibility of instituting a program of life-cycle costing for all Sewer Division assets to determine the annual expenditures required to maintain an efficient system of sewer service to the citizens of Dover. Currently Leighton Way and Varney Brook pump stations should be addressed. |
| Ongoing | 4. Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of those sewer facilities as part of the city’s capital improvement planning. |
| To Be Reviewed | 5. Address the sewer maintenance preventative maintenance program requirements for cleaning and TV inspection, and the staff to conduct the maintenance activity. |
| To Be Reviewed | 6. Obtain software to assist staff on addressing capacity problems in the system. |
| Ongoing | 7. Continue with illicit removal program. |
| In Progress (2011) | 8. Obtain State certification. |
| | Storm Water System |
| To Be Reviewed | 1. Inventory and grade each storm water pipe in the system, with the analysis concentrating in the downtown core areas. |
| In Progress (2012) | 2. Include in the CIP process to purchase a rubber tire excavator to clean swales, ditch lines, and retention ponds. |
| To Be Reviewed | 3. Include in the next budget cycle to include three additional staff for maintenance activities for the storm water utility |
| Ongoing | 4. Continue educating City staff and management, local Board and Commission members, and City Council members |
| To Be Reviewed | 5. Once EPA announces the requirements for a new NPDES permit, the City will need to prepare and submit a five year action plan for the Storm Water program. |
| To Be Reviewed | 6. Staff will need to update the City’s Storm Water Management Plan in order to conform to the new EPA regulation requirements. |
| Ongoing | 7. Continue outreach and education efforts in the community regarding what the adverse impacts to surface and ground water resources that storm water runoff can have; and what steps citizens can take to minimize those impacts. |

Not recommended,
2011, City Council

Ongoing

Ongoing

8. The City should consider the establishment of a Storm Water Utility to generate funding for the construction and maintenance of the storm water system.
9. Continue participation in the Seacoast Storm Water Coalition working with neighboring communities on common aspects of storm water management to leverage financial and intellectual resources.
10. Implement recommendations of the Berry Brook Watershed Management Plan.

Private Utility Recommendations

To Be Reviewed

1. On at least an annual basis communicate with each of the City's private utilities to determine their plans for any service changes or changes to their existing infrastructure to ensure that it is consistent with this Master Plan. At this time the City could also provide appropriate information to the utilities about its plans or other issues of concern.

To Be Reviewed

2. The City should request that Unitil Corporation provide more detailed information on the existing gas system to assist the City in its design and planning efforts.

Ongoing

3. All new utility lines installed in Dover should be placed underground to eliminate the unsightly poles placed along roadways. When older utility poles are replaced, the old poles should be promptly removed.

To Be Reviewed

4. The City should develop a comprehensive right-of-way management ordinance as it relates to the location and licensing of utility placement in the City rights-of-way.

Table T-4 Critical Corridors

Location	Issues	Ongoing - Interim Needs	Next Step	Priority
<p>MAIN ST AND CENTRAL AVE BETWEEN BROADWAY AND WASHINGTON</p> <p><i>“CENTRAL LOOP”</i></p>	<ul style="list-style-type: none"> ▪ Maximize safe travel speeds and flow while maintaining community character ▪ Maintain downtown congestion levels ▪ Provide safe parking zones and pedestrian crossing areas 	<ul style="list-style-type: none"> ▪ Reassign 5 point intersection approach lanes ▪ Advance Signage ▪ Balance traffic circulation with parking needs ▪ Control traffic speeds for safety 	<p>Reassess and implement recommendations in the Rizzo Downtown Transportation Circulation Study as Washington Street Bridge and Riverfront redevelopment occur.</p>	<p>High</p>
<p>CENTRAL AVE FROM MAIN ST (WASHINGTON ST.) TO SILVER ST. INTERSECT WITH NH16</p> <p><i>“LOWER CENTRAL”</i></p>	<ul style="list-style-type: none"> ▪ Maximize safe travel speeds and flow while maintaining community character ▪ Maintain downtown congestion levels ▪ Provide safe parking zones and pedestrian crossing areas 	<ul style="list-style-type: none"> ▪ Restripe and assign lanes on Central Ave northbound at the Washington Street intersection to accommodate a northbound left turn ▪ Create more visible pedestrian crossings and control vehicle speed ▪ Implement plan developed to widen Silver Street to accommodate an additional NB turn lane near NH16 interchange, once DOT funding is approved. 	<p>Reassess and implement recommendations in the Rizzo Downtown Transportation Circulation Study as Washington Street Bridge and Riverfront redevelopment occur.</p>	<p>High</p>
<p>COUNTY FARM RD</p>	<ul style="list-style-type: none"> ▪ Poor road geometry and substandard road surface condition 	<ul style="list-style-type: none"> ▪ Minor realignments of Sixth Street and Watson Rd intersections completed. Sixth Street wired for signalization in mid 1990s. ▪ Any expanded use (municipal or private) in this section of Dover must include road upgrades and possible signalization at intersection with 6th Street. Signal warrant should be investigated as development occurs. See Intersection section for more on this topic. 	<p>See Bridge section for more on this topic. This item was added to the Long Range Element of the State’s 10 year plan.</p>	<p>Med Bridge (Low)</p>
<p>CENTRAL AVE FROM OAK ST TO CHESTNUT ST</p> <p><i>“UPPER Central”</i></p>	<ul style="list-style-type: none"> ▪ Maximize safe travel speeds and flow while maintaining community character 	<ul style="list-style-type: none"> ▪ Standardize Central Avenue lane widths and parking plan ▪ Normal maintenance and improvements around new Oak st. intersection ▪ Restripe and sign 	<p>Fund and implement a new striping plan</p>	<p>Medium</p>
<p>CENTRAL AVE FROM CHESTNUT ST TO BROADWAY</p> <p><i>“MIDDLE CENTRAL”</i></p>	<ul style="list-style-type: none"> ▪ Maximize safe travel speeds and flow while maintaining community character ▪ Improve Chestnut St intersection 	<ul style="list-style-type: none"> ▪ Consider signalization of Chestnut St, as contained in Rizzo Downtown Circulation Study. ▪ Standardize Central Avenue lane widths and parking plan ▪ Normal maintenance only 	<p>Fund and implement a new striping plan</p>	<p>Medium</p>

Table T-4 Critical Corridors

Location	Issues	Ongoing - Interim Needs	Next Step	Priority
CHESTNUT ST. FROM WASHINGTON ST. TO CENTRAL AVE	<ul style="list-style-type: none"> ▪ Maximize safe travel speeds and flow while maintaining community character ▪ Reduce downtown congestion and provide access to Intermodal Transportation Center ▪ Limit vehicular speeds and increase pedestrian crossing visibility 	<ul style="list-style-type: none"> ▪ Adjust signal timing along bypass route to encourage traffic flows" ▪ Coordinate signals in corridor ▪ Evaluate pedestrian needs for connectivity along the corridor 	Ongoing staff evaluation and data collection – Monitor for additional needs	Medium
NH 108 WEEKS CROSSING TO LONG HILL ROAD AND SOUTH TO GLENWOOD AVE	<ul style="list-style-type: none"> ▪ Redevelopment will further reduce pedestrian safety and vehicular access to local neighborhoods 	<ul style="list-style-type: none"> ▪ City should coordinate work with NHDOT on Access Management and driveway permits and impose appropriate impact fee/improvements on new development. ▪ Access to neighborhoods should not be allowed to further deteriorate ▪ Bike lanes should be required ▪ Access management should be strictly enforced 	<p>Sidewalk construction along the north side of road completed in 2008</p> <p>New access between NH 108 and NH 16B was constructed in 2003 (opposite Willand Pond Rd)</p> <p>City should require corridor improvements as part of any Exit 10 strategy</p>	Medium
HENRY LAW AVE	<ul style="list-style-type: none"> ▪ Requires sidewalk along both sides of street – integrate into regional network 	<ul style="list-style-type: none"> ▪ Monitor riverfront redevelopment and include upgrade as development requirement. ▪ Resurface and reconstruct as necessary ▪ Phase I was complete in 2009 ▪ Phase I was complete in 2010 	Phase II for 2011	Medium
NH 9 FROM NH 155 TO MADBURY T/L	<ul style="list-style-type: none"> ▪ Accommodate existing and proposed industrial and residential development along both sides of NH Route 9 	<ul style="list-style-type: none"> ▪ NH 9 and NH 155 intersection upgraded in early 1990's ▪ Work with NHDOT to evaluate need for center turning lane west of Rail line to Columbus Ave. 	None	Low
UPPER FACTORY ROAD SIXTH STEET TO COLUMBUS AVE	<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ None 	Evaluate future reconstruction and connection to Sixth Street	Low
CENTRAL AVE FROM EAST WATSON ST TO DURHAM RD "SOUTH CENTRAL"	<ul style="list-style-type: none"> ▪ Maximize safe travel speeds and flow ▪ Eliminate congestion & backups at signalized intersections 	<ul style="list-style-type: none"> ▪ Coordinate and upgrade Central Avenue signals 	Phase II of Central Avenue Signalization project underway 2011	High

Table T-5 - Intersection Deficiencies

Intersection Location	Deficiencies & Level of Service AMV = Accidents per million vehicles	Previous Corrections or Improvements	Current Status	Future Practical Corrections or Improvements	Prioritization for Upgrade
CHESTNUT ST AT SIXTH ST	<ul style="list-style-type: none"> LOS = C-D 4 way unsignalized 			Reviewing warrants and consider with adjacent intersections	High Upper Central Ave Study
CENTRAL AVE AT SIXTH ST	<ul style="list-style-type: none"> LOS = B-C AVM = 0.5 	<ul style="list-style-type: none"> Left turns difficult. Review warrants and consider with adjacent intersections 	Improvements may require ROW acquisition and should be done as part of a comprehensive design of adjacent intersections	Consider comprehensive redesign to combine intersections and create multi-purpose space	High Upper Central Ave Study
CENTRAL AVE AT CHESTNUT ST	<ul style="list-style-type: none"> LOS = F 	<ul style="list-style-type: none"> None Backs up to Sixth and Chestnut Basic signalization would not correct problems 	Improvements may require ROW acquisition and should be done as part of a comprehensive design of adjacent intersections	Consider comprehensive redesign to combine intersections and create multi-purpose space	High Upper Central Ave Study
CENTRAL AVE AT WASHINGTON AND HENRY LAW AVE	<ul style="list-style-type: none"> Central Ave backups LOS = D 	<ul style="list-style-type: none"> Eliminated Henry Law traffic out of intersection 	Deficient and unsafe access to/from Henry Law Avenue. Major Central Ave backups for through traffic	Adjust/repair controller for left turn Central Avenue traffic.	High Upper Central Ave Study
COUNTY FARM RD AT WATSON RD	<ul style="list-style-type: none"> Grade/Sight distance Crest of vertical curve LOS = A AMV = 0.6 	<ul style="list-style-type: none"> Realign intersection into standard format and geometry – partial work completed in 1997 	Improved but still substandard	Limited due to site. Current development on Watson Road may necessitate further improvements	Medium
CENTRAL AVE AT OAK ST/RESERVOIR RD	<ul style="list-style-type: none"> LOS = E AVM = 0.9 	<ul style="list-style-type: none"> Signalized Oak St realigned Channelization and Signage 	Work Completed in 1997, and corridor lane restriping completed 2002.	None	Medium Upper Central Ave Study
PORTLAND AVE AT CHAPEL ST	<ul style="list-style-type: none"> Grade and sight distance Substandard geometry LOS = F at peak AMV = 0.2 	<ul style="list-style-type: none"> Signage – warning upgrade Northbound left-turn restriction but impractical 	Status Quo	Maintain sight distance and improve warning signs on all approaches. Implement Rizzo Improvements.	Medium
NH 108 AT LONG HILL RD	<ul style="list-style-type: none"> Unsignalized LOS = D-E 	<ul style="list-style-type: none"> City added left turn lane on Long Hill Rd – lanes restriped 	Rehabilitated and double signalization completed 2008	Monitor NH 108/Exit 10 Access Management should be strictly enforced in re-development of Corridor – review warrants for Long Hill/Old Rochester signalization.	Medium
NH 9 AT COLUMBUS AVE	<ul style="list-style-type: none"> LOS C-E (1998) 	<ul style="list-style-type: none"> Intersection realigned and sight distance improved in 1997 	City should monitor development on Columbus Ave and recommend impact fee funding of match for signalization	Signalization on long-term (not funded) MPO project development list to include NH 9 center turn lane	Medium

Table T-5 - Intersection Deficiencies

Intersection Location	Deficiencies & Level of Service <i>AMV = Accidents per million vehicles</i>	Previous Corrections or Improvements	Current Status	Future Practical Corrections or Improvements	Prioritization for Upgrade
WEEKS CROSSING	<ul style="list-style-type: none"> • LOS B-D? 	<ul style="list-style-type: none"> ▪ Circle removed and reconfigured into multiple signalized intersections in 1990s 	Coordinate with Somersworth on Federal grant opportunities for signalization upgrade and coordination.	Optimize and tie in signal timing as part of Upper Central Study	Medium Upper Central Ave Study
SILVER ST AT NH16 NORTH ON-RAMP AND BEGIN OF NH155	<ul style="list-style-type: none"> • LOS = N/A • AMV = N/A 	<ul style="list-style-type: none"> ▪ Numerous turning movement conflicts and driveway cuts that need to be reexamined. 	Concept Plan prepare, letters to DOT have been submitted asking for funding.	Interim: Stripe (construct width if necessary) a left turning lane for eastbound traffic to move turning vehicles out of the flow of traffic. Long-term: Investigate the potential for realigning NH155/Silver Street further north (away from driveways) to form signalized intersection beyond driveway cuts for McIntosh College and filling stations.	Medium
COUNTY FARM RD AT SIXTH ST	<ul style="list-style-type: none"> • Grade/Sight distance • LOS = A • AMV = N/A 	<ul style="list-style-type: none"> • Upgraded as part of Sixth St reconstruction. • Conduit for future signal installed 	OK	Potential signalization with expansion of Enterprise Park or surrounding development. City should assess contribution fees	Low
CENTRAL AVE AT SHOP-N-SAVE	<ul style="list-style-type: none"> ▪ Signal timing ▪ Signal coordination with neighboring intersections ▪ LOS = B ▪ AMV = 0.1 	<ul style="list-style-type: none"> ▪ Corrected and coordinate signal timing (1996) to adjacent signals on immediate Central Ave 	2004 signal timing equipment and coordination project completed	Similar project for 2010	Medium
STARK AVE (NH 108) AT CENTRAL AVE	<ul style="list-style-type: none"> ▪ <i>Substandard geometry</i> ▪ LOS = >D ▪ AMV = 1.1 	<ul style="list-style-type: none"> ▪ Signalize ▪ Channelize ▪ Minor widening 	Channelization/stripping improvements south of intersection completed in 2006	None scheduled - COMPLETED	N/A

Table T-8 Bridges

Bridge Location	Federal Sufficiency Rating, Deficiency, etc.	Current Status	Future Practical Corrections or Improvements	Prioritization for Upgrade
NH 9 OVER B&M RAILROAD BRIDGE #109/106 –	<ul style="list-style-type: none"> ▪ FSR 31.5 ▪ Structurally deficient ▪ 10,200 ADT ▪ Constructed 1935 ▪ State owned 	Scheduled for reconstruction using state and federal funds by NHDOT starting in 2010.	Full double stack clearance bridge replacement and width increase for center turn lane on NH 9	<i>Medium</i>
GENERAL SULLIVAN BRIDGE OVER LITTLE BAY (PREVIOUS US ROUTE 4) BRIDGE #200/023	<ul style="list-style-type: none"> ▪ FSR 29.0 ▪ Structurally deficient ▪ ADT ▪ Constructed 1934 ▪ State owned 	This bridge is currently open only to pedestrian and bike use. Emergency use discontinued in 1999	Removal or reuse plan to be developed in Newington-Dover Spaulding improvement project that is underway. City participated in process	<i>Medium</i>

Table T-8 Bridges

Bridge Location	Federal Sufficiency Rating, Deficiency, etc.	Current Status	Future Practical Corrections or Improvements	Prioritization for Upgrade
WATSON RD BRIDGE 057/17 – CLOSED LATTICE TRUSS	<ul style="list-style-type: none"> ▪ Historic metal truss bridge ▪ Municipally owned 	<p>This bridge is not in service. It remains resting on the side of the Cochecho River banks Closed and removed from site</p>	Remove or use elsewhere	NA
CENTRAL AVE OVER COCHECO RIVER BRIDGE 131/123	<ul style="list-style-type: none"> • Not Deficient • Sufficiency 94/100 	Referred to as NH 9, NH 108 SB over Cochecho in state records. Primary Compact Maintenance Owner is municipality	OK	NA
WATSON RD OVER COCHECO RIVER BRIDGE 079/140	<ul style="list-style-type: none"> • Not Deficient • Sufficiency 89/100 	Primary Compact Maintenance Owner is municipality	OK	NA
NH 108 OVER BELLAMY RIVER BRIDGE 130/099	<ul style="list-style-type: none"> • Not Deficient • Sufficiency 87/100 	Primary Compact Maintenance Owner is municipality	Widening as volume/congestion from development warrants	NA
WASHINGTON ST OVER COCHECO RIVER (NH 9, NH 108 NB) BRIDGE #/134/122 –	<ul style="list-style-type: none"> ▪ FSR 91,1 ▪ Structurally sufficient ▪ 26,0000+ ADT ▪ Constructed 1977 ▪ Municipally owned 	Vast pavement width and limited channelization promotes high speeds in this corridor. City should consider major surface changes to bridge to control vehicle speeds. This may include adding parking, channelization, deceleration lane for future garage and widening sidewalks as well as adding lighted and marked crosswalks		Medium
BELLAMY RD OVER BELLAMY RIVER BRIDGE #120/098	<ul style="list-style-type: none"> ▪ FSR 51.7 ▪ 4,200 ADT ▪ Constructed 1967 ▪ Municipally owned 	Repaired 2007-2008	Replace	Low



CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

2011 Economic Development Addendum to the Land Use Analysis Chapter

Sustaining Growth/ Retaining Quality of Place

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Dover Business and Industrial Development Authority

Board of Directors

Timothy Dargan: Chair

Peter Hamblett: Vice Chair

Scott Myers: Mayor/ Ex-Officio
Daniel Lynch: Treasurer: Ex-Officio
Sam Hadaddin: Director
Robert Paolini: Director
Matthew Sylvia: Director
Steve Wyrsh: Director

J. Michael Joyal: City Manager/ Ex-Officio
Daniel Barufaldi: Economic Development Director/EO
Jack Mettee: Director
Philip Rinaldi: Director
Marc Weinstein: Director

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Goals and Objectives

Introduction

As an integral part of land use analysis and planning, we need to explore the role of economic development in Dover's future both in terms of the types and shapes of the future wealth engines and job creators; and the balance between them and the need to preserve the character, quality of place and of life in the future of the City of Dover.

This Addendum will discuss economic development's role in the process and some of the activities, directions, and recommendations put forth to reach the goals and the balance referred to above.

What is Economic Development?

The term economic development means different things to different people. To some it means building up the community's property tax base or attracting new businesses; to others it means controlling growth or managing land use; and to others it means renovating and restoring obsolete factories, stores or houses and providing new infrastructure to attract investment into the community. Some also view economic development as initiatives that go beyond land and buildings to emphasize employee vocational training and education and general workforce development activities. In Dover, economic development must continue to involve all of these activities and more; it is, first and foremost, a process that is intended to make our community a more vibrant and attractive place for people to come together to live, work and visit.

Why is Economic Development Important?

The goals of any economic development program, generally speaking, are to protect and strengthen the economic health and viability of a community. From these goals are various objectives such as jobs creation, property tax base expansion, personal income growth, increased educational attainment of the population, diversification of the existing economic base, and a continuing ability to properly maintain and improve the condition and capacity of the public's infrastructure. Ultimately in working towards the goals and achieving the objectives involved in local economic development, Dover will be able to sustain and improve upon the overall quality of life shared by its population whether they are residents, employees, business owners and/or visitors.

How is Economic Development Realized?

The process of economic development here in Dover, as in any community, is one that must continue to be nurtured, coordinated and supported over the long term. It is not a process that will be successful if undertaken in fits and starts and without vision and long-term direction. Economic development involves a series of distinct steps that involve coordination with varied stakeholders across both the public and private sectors. It requires a broad consensus on goals; a detailed strategy to achieve those goals; a coordinated effort and ongoing implementation of that strategy; cooperation to overcome inevitable obstacles and conflicts; and, regular evaluations and adjustments by all involved to ensure that the process remains on target to achieve desired goals.

Who is Involved in Economic Development

Numerous public and private entities have a role to play in shaping and contributing to Dover's economic development process. Key local players in facilitating economic development here in Dover include the leadership of the City Council and the Dover Business and Industrial Development Authority. The Dover Business and Industrial Development Authority is a local economic development corporation formed pursuant to RSA 162-G and RSA 292:1. In accordance with its most recent bylaws, DBIDA's mission is to foster and encourage positive economic growth along with providing leadership and coordination necessary for the development of business and industrial facilities within the City of Dover. In fulfilling its charge established by State law and assignment by the Dover City Council, DBIDA has and continues to fulfill a key role in guiding the economic development efforts on behalf of the entire City of Dover community. DBIDA works with many other entities including the Dover Planning Board, the Greater Dover Chamber of Commerce, Dover Main Street and the Dover Housing Authority. State agencies that are also involved include the State of NH Department of Resources and Economic Development, the New Hampshire Business Finance Authority, the Small Business Development Center, the Southeast Development Corporation and the Pease Development Authority along with expertise available through the programs provided by the International Trade Resource Center, the US Rural Development Agency and the Small Business Administration. The involvement of educators from our local public and private schools, the NH Vocational Technical Colleges, the University of NH and other post secondary education programs also should not be overlooked. And certainly commercial realtors, private developers, utility operators and bankers are essential participants to be working in partnership with the community. Ultimately, a common vision shared and understood by all of these entities is needed in realizing a successful and viable long-term economic development program here in Dover.

Perceived Strengths Impacting Economic Development

There are many community characteristics and demographics which provide strength to Dover's economic development climate. These include a well developed transportation system with linkages to other regional business markets, quality educational programs, various means and availability of access to financial capital, a modern energy and

telecommunications infrastructure and a high quality of life as reflected in both the natural and built environment.

More specifically, the Dover community benefits from a multi modal transportation system having major highway links to not only the more urban areas of Boston but also Manchester, Portland, ME and ready access to other parts of New Hampshire and Maine. This transportation system includes access via highway, rail, marine and air.

In addition to being centrally located in the Seacoast business market, Dover is also able to take advantage of a designated enterprise trade zone, and Economic Revitalization Zones whose tax advantages in combination with Dover's well managed and user friendly regulatory processes provide an incentive for economic development to be attracted to and flourish in the community.

Lastly, in today's more prevalent information economy, Dover's economic development efforts are also strengthened by a full time Economic Development Director, quality Dover brochures, an Ambassador Program, an active Tourism Project, the availability of diverse quality educational programs including both public and private secondary schools along with the nearby presence of UNH, and the State run career technical schools.

Perceived Weaknesses Impacting Economic Development

Of course there are also community attributes which reflect weaknesses or, at the very least, challenges which need to be considered in the context of supporting future growth in the Dover economic climate. These include the decreasing availability of land for new non residential development, increasing traffic and parking congestion in the Downtown area, the lack of tax incentives to spur desired growth, and relatively high utility rates for electricity, telecommunications, and water and sewer services. Also of note are the water pressure concerns in the North-end of the City along with growing fiscal constraints which curtail ongoing and future investments in local street, road and other public facility maintenance, economic decline worldwide, restrictions on business credit availability.

Current Challenges for Successful Economic Development

Taking into account both the strengths and weakness noted above, there are immediate challenges needing to be addressed in achieving a positive economic development program here in Dover. These include:

- Establishing consensus between the varied stakeholders in defining what truly is balanced, responsible and sustainable economic growth for the community.
- Building the "capacity" to leverage and achieve the desired growth identified by consensus as essential for a vibrant economy
- Determining and agreeing upon which entity most appropriately leads and promotes overall economic development efforts on behalf of the community

- Ensuring long term commitment to a point person(s) to coordinate and manage economic development efforts on behalf of the designated entity and the entire community
- Establish an agreed upon set of measures for determining the continuing success of an economic development program here in Dover
- Current economic context worldwide

Longer Term Issues Impacting Economic Development

Beyond the challenges associated with instituting a successful economic development program are longer term issues that may positively or negatively impact implementation and therefore must be considered. These include:

- State political environment (unsettled fiscal situation including transportation/schools)
- Local political environment (community image/stability)
- Nature of the economy (changing demographics, international trade/competition, mix of industry type)
- Capital access for new and existing business/employees
- Technology changes
- Housing market supply/demand/value fluctuations
- Ability and willingness to leverage public/private investments
- Public infrastructure maintenance/development/capacity (energy, telco, water, sewer, solid waste, traffic, parking)
- Available workforce (quality, skills, education)
- Sustainable quality of life (existing municipal services including schools, culture/recreation and public safety)
- Developing and maintaining an environmentally sustainable economic engine in Dover

Shared Values Concerning Economic Development

Appropriate types and levels of economic development generally are viewed as beneficial to a community. The shared values that support economic development efforts here in Dover include:

- Attractive and environmentally sound community
- Desire to become a destination (new dollars, desirable location)
- Increased property values
- Reduce tax burden/ grow tax base
- Ensure quality jobs
- Increase employment opportunities
- Pride in community
- Need for quality education

Conflicting Values Concerning Economic Development

Inherent in any community will be differences of opinion concerning the best approach and purpose behind an economic development program. Conflicting values that impede

economic development efforts here in Dover include:

- Maintain past (retain community character/economy)
- Anticipate future (adjust to changing community character/economy)
- Desire to become a destination (traffic, parking, increased need for services/taxes)
- Nature of development (none, residential, commercial, mix)
- Expectation of growth (good or bad, inevitable/avoidable, controlled/rampant)
- Understanding of individual property rights/limitations of land use regulations
- Community spending priorities (tax/user fee burden for municipal services/infrastructure)

Achieving Consensus on Economic Development

In order to develop a coordinated economic development program for the community, consensus between the various stakeholders must be achieved. Efforts to achieve this consensus include:

- Identify and understand roles of players
- Educate public (public relations)
- Demonstrate results
- Involve public and business community
- Establish and sustain message
- Big picture (connect the dots, see the forest)
- Provide relevant information, projections and ongoing measures
- Include community activists
- Leadership

Opportunities for Economic Development Activity

There currently exist many opportunities to enhance and expand economic development activity here in the community. These include:

- Identify and promote properties available for development
- Identify and promote community aspects that contribute to retaining and growing the work force
- Enhance the availability of information accessible to business owners (interactive web site, regular visitation program)
- Encourage downtown in-fill
- Promote opportunities for public/private partnerships (waterfront, First Street, Third Street, Orchard Street and School Street parking lots, parking garage, north-end water tower, other infrastructure upgrades)
- Promote financing opportunities through local bank programs
- Encourage small entrepreneurial business growth (locally owned, all sectors)
- Support maintenance of incubator space for new business growth
- Promote a positive community image and market business successes
- Attract clean, knowledge based manufacturing, including high technology clusters (symbiotic)

Geographic Areas of Economic Development Activity

There currently exist many areas throughout the City where economic development activity has and continues to take place. These include, but are not limited to, the following: ¹

- Enterprise Park
- Crosby Road
- Industrial Park Drive
- Knox Marsh Road (Rt 155)
- Coheco Mill
- One Washington Center
- Downtown (including infill potential)
- 4th and 5th Street area downtown (Holmwoods)
- Chestnut Street (transportation center)
- Waterfront
- Indian Brook/Exit 9
- Sixth Street/Liberty Mutual
- Route 108 North beyond Week's Crossing
- Miracle Mile
- Central Ave – surrounding Hospital
- Route 108 South and Mast Road (Dover Fields Development)
- Dover Point Road - Thornwoods
- Mast Road

Goals Necessary to Implement a “Successful” Economic Development Program

Ultimately, in its simplest form, a successful economic development program must support and facilitate existing business retention and expansion along with the attraction of new business to the community. In articulating the many aspects that have and will continue to contribute to a successful economic development program in the City of Dover, this report concludes with three specific recommendations for further action:

- Inform and generate buy-in from key players to support and participate in a necessary community consensus building effort required to establish a shared vision and longer term goals for a coordinated community wide economic development program (residents, business owners, City Council, Planning Board, Chamber of Commerce, Main Street, DHA, etc.)
- Use the commitment by City Council to fund DBIDA activities for a 3 year

¹ For a more detailed accounting of the areas of potential nonresidential development within the City of Dover, please review pages 34 – 36 of the main Land Use Chapter.

- minimum period that has allowed the hiring of a skilled and knowledgeable Economic Development Director who will remain committed to facilitating the development of stakeholder consensus and the subsequent implementation of a plan of action that coordinates and revitalizes the local economic development function
- Assemble and share local economic growth data and periodically report to interested stakeholders (residents, business owners, City Council, Planning Board, Chamber of Commerce, Main Street, DHA, etc.) on the progress made in achieving the economic development expectations that result from the stakeholder consensus.

Economic Development Trends

1. While Dover's economy was healthy through 2007, it didn't ride the crest of the economic "bubble" wave and was not damaged as severely when the bubble burst. Our local banks didn't get into subprime lending and our local unemployment didn't rise above 5.7%. It has now stabilized at 4.4%. The Dover economic recovery is expected to slowly and consistently improve over the next 3-5 years while local access to credit for our businesses also is expected to show slow and consistent improvement.
2. The regional geographic economic development trend is pushing north from Portsmouth and Pease as these historical development centers are now 90% developed and the "problems of success" (higher prices, more expensive real estate, traffic, congestion, and parking costs and availability) urge future residential and commercial/industrial development north to Dover and surrounding towns where an educated and available workforce resides, and where UNH and a regional burgeoning healthcare industry is developing apace.
3. In this decade of rising energy costs and auto fuel prices, our 12,000 Dover workers now commuting outside the City to work will both continue to be available to new Dover employers attracted here, and will increasingly be attracted to residing in Dover because we have centrally located passenger rail allowing residents to get to Boston or Portland in about an hour. This also allows travelers to avoid large urban center parking costs, fuel costs, tolls, and be able to use the travel time to work. Dover train ridership is increasing at the highest rate of any NH Downeaster station and is already larger than that of Durham and Exeter combined.
4. Another positive trend for Dover economic development stems from the quality of life and of place here. Dover's recreational amenities in terms of both facilities and naturally occurring waterfronts, parks, golf courses, cross country skiing venues, and walking trails has been a beneficial tool in attracting over 20 new business and 280 new jobs to our city in 18 months of a recessionary period. This coupled with our low crime rate, excellent and diverse educational institutions, and local access to superlative healthcare, will stand Dover in good stead for future tax rateable business attraction.

Areas of Economic Development Activity

Business and Job Retention:

A primary responsibility of local economic development is to preserve, sustain, and support the existing commercial and industrial enterprises in Dover. This is done by checking in on local businesses regularly to identify and address potential problem areas in any number of ways from helping with a business model, assistance in obtaining credit or financing, marketing help, cash flow management or expansion assistance.

Business Attraction/ Outreach:

Business attraction to Dover is done in many and varied ways. Obtaining leads on potential business relocation candidates is done through networking at Commercial Investment Board of Realtors meetings and other leads generation groups that meet regularly.

Advertising and promoting Dover through brochure ware, relocation magazine advertising, trade shows, the Economic Action of Dover newspaper, industry directories, as well as liaison with the NH Department of Resources and Economic Development.

Other outreach is accomplished through our Ambassador Program, where Dover volunteers traveling outside of the City promote Dover to their business contacts.

Dover is now fortunate to have five Economic Revitalization Zone Districts approved. These offer NH Business Profits Tax and NH Enterprise Profits Tax exemptions to new or expanding businesses investing in and/or hiring new employees in these Districts.

Our fledgling DOVERTECH intellectual property exchange event is designed to bring knowledge based businesses and jobs to the region.

Project Work:

Economic development embraces many different projects. A recent one involved putting out an RFP for infill projects at four City owned parking lots to promote their fuller utilization in public/private partnership developments. These are to include downtown commercial, residential, and public parking while transforming City owned lots into tax ratables. Their development will assist in tax rate reduction while providing quality downtown development.

Other project work will include hotel/conference center developments, waterfront redevelopment, and the development of Skyhaven Airport as a regional attraction asset for Dover.

Tourism Development:

Economic development organizes and manages a Tourism Stakeholders Group that includes representation from Dover hotels, the NH Childrens Museum, The Woodman Institute Museum, The Friends of the Land, Sea and Space Center, The Greater Dover Chamber of Commerce, Dover Main Street, The Recreation Department, the Dover Mills and others. This group coordinates Dover tourism events, advertising and scheduling, to grow Dover as a tourism destination and a place to overnight, eat, drink, and have fun while bringing dollars to Dover establishments.

As part of the tourism effort, Dover is gaining ridership on the Downeaster AMTRAK train to bring residents and visitors to Dover.

Other tourism initiatives include tourism discount packages at hotels, restaurants, pools, ice arenas, the Gundalow, and museums, bus tours, and Portsmouth tour boats.

A Land, Sea and Space Center initiative that would provide another tourism anchor and several hundred thousand visitors per year to Dover is in the exploration stage. Other venues for the future would include the Tuttle Farm Preservation, the Strand theater, a conference center/hotel for groups and conventions, and the relocation of the UNH crew, boathouse, and college crew championship races to Dover.

Parking System Development and Integration:

Economic development works closely with the Parking Commission on property use, facilities development, and future needs planning. Among these is the public/private partnership development to infill lots mentioned above. Liaison with the Parking Coordinator is and will be ongoing to handle metered parking, merchants' issues, and future needs.

Recommendations

Previous Dover Master Plans have identified the importance of consciously balancing growth throughout the Dover community to achieve a fiscally sound mix of and a regional "fair share" of new nonresidential investments. DBIDA has supported this overall objective by developing and actively marketing industrial and business office parks in the City including Crosby Road and Enterprise Park along with assisting various businesses in coordinating and financing their business expansion and/or relocation plans here in Dover for more than three (3) decades.

To ensure its continued success in supporting the economic development needs of the Dover community, the DBIDA Board of Directors undertook a strategic planning effort during the fall of 2007. This effort involved a review of past activities, an inventory of existing resources and consideration of future efforts needed to further stimulate and support the type and amount of economic growth necessary to ensure the long term health and sustainability of the Dover community. This process culminated in an all-day planning session held by the DBIDA Board of Directors on September 13, 2007 and the resulting generation of a written plan for strategic action which is being recommended to be undertaken through to June of 2011. This updated plan has now been re-adopted in February, 2008, amended in May, 2009, and amended in January, 2010 to keep it current with the changing needs and opportunities inherent in the future of the vibrant city that Dover has become.

Ultimately, the DBIDA Board of Directors acknowledges that a successful economic development effort for any community is a major undertaking. It requires focused leadership and the development of a community-wide consensus on goals and objectives. Major commitments of time are required of a diverse group of people including

community leaders, citizen volunteers and staff along with the targeted involvement of federal, state and community organizations. Therefore this plan focuses on the interrelationships that exist and partnerships that must be nurtured and subsequently coordinated to ensure a successful economic development program benefiting the Dover community for the long term.

Short Term Recommendations:

1. Business Retention:

- Assist Dover properties owners in developing strategies to keep their properties vibrant and occupied.
- Facilitate Dover businesses in accessing credit and financing when needed.
- Develop a process for assisting businesses needing help with developing business models, marketing plans, and networking contacts.
- Align Dover businesses needing training with appropriate training providers.

2. Business Attraction/ Outreach:

- Optimize networking contacts with relocation candidate companies through both CIBOR and leads group meetings
- Develop a distribution plan for the Economic Development Resource Guide and rack cards for continued access to target audiences.
- Work with the New Hampshire Department of Resource and Economic Development to enhance Dover's position with companies moving to the state.
- Develop and maintain an advertising program for relocation of business into Dover.
- Develop and publish the Quarterly Economic Action of Dover newspaper.
- Develop a plan to continue to nurture and improve the Ambassador Program.
- Review the zoning of all non-residential property to ensure proper zoning is in place for continued economic vitality and growth.
- Review residential property abutting non-residentially zoned land for inclusion in the adjacent non-residential zone.

3. Project Work:

- Develop, review and publish a bid package for the development of City parking lots as potential areas of infill redevelopment.
- Add Skyhaven Airport marketing to the DBIDA outreach toolbox for Dover.

4. Tourism Development:

- Form and manage a Tourism Stakeholders Group.
- Form a closer coordinated tourism project with the Chamber and Main Street.
- Develop tourism packages between the hotels, restaurants, museums, Gundalow, and Recreation Department venues and events.
- Introduce the Land, Sea and Space Center to Dover DBIDA, Tourism Stakeholders, and the Dover City Council.
- Monitor and support the sale and preservation of the Tuttle Farm.

5. Parking System Development:

- Continue acting as a resource to the Parking Commission and Parking Manager regarding the pay and display meters and the development of a parking facility
- Develop a plan for the creation; review and publishing of bid packages for the development of mixed use, infill and parking facility projects on existing downtown parking lots.

Long Term Recommendations:

1. Business Retention:

- Develop a coordinated Dover business resource clearing house to manage existing properties, business needs re: credit, business planning, problem solving, and business model assistance with financing, marketing, cash flow management and networking contacts.

2. Business Attraction/ Outreach:

- Develop a plan for the enhancement and sustainment of outreach opportunities including:
 - Regional and national relocation publications.
 - The Economic Action of Dover quarterly newspaper.
- Build a permanently constituted Dover professional “Welcome Wagon” group with Planning, Legal, Community Services, Engineering, environmental components to assist significant relocation candidate companies to relocate to Dover.
- Build a plan for the expansion of the Economic Revitalization Districts in Dover to add incentives for Dover relocation candidate companies.
- Establish another business park to provide viable site locations to clean, knowledge based, high tech company clusters to continue to enhance the commercial tax base and keep residential tax rates viable.
- Establish a “par” position with Manchester, Rochester, Concord, Nashua and Portsmouth in terms of cooperation with and from DRED.
- Develop a plan to institutionalize the Dover Ambassador Program, including the establishment of obtainable/tangible results to be drawn from it.
- Develop a plan with the owners of the downtown mill properties to stabilize and sustain said properties as profitable commercial, residential entities and downtown anchors.

3. Project Work:

- Develop a plan for the creation; review and publishing of bid packages for the development of mixed use, infill and parking facility projects on existing downtown parking lots.
- Develop a plan to facilitate permitting and assistance to Dickenson Development Corporation for the full successful development of the Waterfront Redevelopment Project.
- Establish Skyhaven Airport as a regional asset and a resource for business attraction to Dover.

4. Tourism Development:

- Develop goals and obtainable measures of success for the Tourism Stakeholders Group to sustain it as a vibrant and effective tourism management organization.

- Continue to participate in the Northern New England Passenger Rail Authority Operations Committee to ensure Downeaster development and Dover benefits therein are optimized as service is expanded and track extended.
- Continue to develop a close knit cooperative working relationship with the Chamber and Dover Main Street to coordinate, integrate, and facilitate optimal tourism growth in Dover.
- Develop a tourism plan which includes:
 - Bringing ABA bus tours, or a similar company, to Dover in every season.
 - Evaluate the potential of a permanent Portsmouth Boat Tour to Dover.
 - Fully explore the viability of the Land, Sea, and Space Center locating in Dover. Assist in getting the Friends of the LS&S Group a full and fair hearing on their proposal.
 - Encourages the return the Strand Theater to its theatrical function.
 - The need for a hotel/conference center development in Dover.
- Develop a plan to assist the University of New Hampshire in relocating its boathouse to Dover.
- Assist any new owner of the Tuttle Farm with making it economically viable.

5. Parking System Development & Integration:

- Continue to act as a resource for Parking Commission projects.
- Encourage future infill project developments include public parking in their plans.
- Continue liaison with the Parking Manager on metered parking, merchant issues and parking facilities development.

6. Staffing:

- Develop and advocate a plan which establishes the Economic Development Director position as a permanent staff position of the Dover Business and Industrial Development Authority to sustain the progress made and bring continuity to the process.