



CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

2020 Update on Recommendations

Executive Summary

2009 - 2020 MASTER PLAN RECOMMENDATIONS

Executive Summary

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Table of Contents

INTRODUCTION	2
VISION	4
RECOMMENDATIONS	
LAND USE ANALYSIS	5
TRANSPORTATION	11
STEWARDSHIP OF RESOURCES	17
CLIMATE ADAPTATION	25
CONSERVATION AND OPEN SPACE	31
RECREATION	33
COMMUNITY FACILITIES AND UTILITIES	44

INTRODUCTION

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

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

In 2018 the Coastal Management/Climate Adaptation Chapter was adopted by the Planning Board. This chapter succeeded the 2017 Stewardship Chapter, 2017. In 2019 – 2020, staff is working with the Planning Board and consultants to update the Community Facilities/Utilities Chapter, update the Recreation Chapter which will include a new Arts section, and update the Community Development Block Grant Consolidated Plan.

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

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

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

Implementation Table Key

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

① Action Type

There are four action types, including:

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

② Action Item

③ Climate Topic

There are six climate topics, including:

- WAQ: Water Availability and Quality
- HS: Health and Safety
- F: Food
- E: Energy
- I: Infrastructure
- NR: Natural Resources

④ Interplay Among Other Climate Topics

Overlap between the six climate topics referenced above

⑤ Priority

There are four priority rankings, including:

- Ongoing: On-going: Actions which are continuous or already being carried out
- Immediate: Actions which should be undertaken in 1–2 years
- Short: Actions which should be undertaken in 3–5 years
- Long: Actions which will take more than 5 years to initiate and complete

⑥ Responsible Party

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

⑦ Chapter Reference

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

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

The Status column uses the following terminology:

Completed Year:	Indicates the year completed
To Be Reviewed:	This recommendation has not been considered yet.
Not Recommended: Year, Board	Recommendation was not implemented, the year and who decided
Ongoing:	The recommendation has been implemented and is not one with a completion date. –
In Progress (Year):	The recommendation is underway, with tentative completion date

VISION

Adopted August 28, 2012

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

The Dover 2023 Vision includes three main components:

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

The Vision statement (Section 5) states:

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

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

LAND USE ANALYSIS RECOMMENDATIONS

Adopted February 24, 2015

Themes and Vision:

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

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

Recommendations and Implementation Plan –Land Use Analysis

Land Use

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Land Use Goal	<i>Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover’s historic urban and rural character.</i>				
Objective LU 1	Make Dover’s downtown a vibrant and livable focal point for the city and region that is alive with a wide variety of retail, dining, entertainment, cultural opportunities and a mix of housing choices.			<i>Vision Bullet #2, page 3</i>	
LU 1.1	Redevelop the city-owned Cochecho waterfront parcel through a public-private partnership with a mix of uses that is consistent with the goals and elements of the 2005 Waterfront Charrette.	Short	Cochecho Waterfront Development Advisory Committee, DHA, City Council	Pages 24 & 29	In Progress (2021)
LU 1.2	Actively encourage development and redevelopment of the urban core through regulatory and non-regulatory means. Such development should provide opportunities for a mix of retail, office, service and residential uses.	Immediate and ongoing	Planning Department	Vision Action Bullet #5, page 4	Ongoing
LU 1.3	Forge public-private partnerships to redevelop vacant or underutilized city owned parcels	Immediate and ongoing	Planning Department	Vision Action Bullet #5, page 4	Ongoing
LU 1.4	Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.	Short	Planning Board	Vision Action Bullet #9, page 5	Completed 2019
Objective LU 2	Enhance the quality of Dover’s natural environment by ensuring long-term protection, conservation and resiliency of its ecological and water resources, shorelines, open space, and wildlife.			Vision Action Bullet #5, page 4	
LU 2.1	Explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc.) for preserving the remaining rural areas of the community.	Short	Planning Board, Conservation Commission	Vision Action Bullet #7, page 4	Ongoing
LU 2.2	Revise regulations to ensure that low impact storm water facilities, natural resource protection, and other ecological approaches to land use change are required through development review.	Short	Planning Board, Conservation Commission	Page 26	Completed 2016

Recommendations and Implementation Plan –Land Use Analysis

Goal/Action		Priority	Responsibility	Chapter Reference	Status
LU 2.3	Revise regulations to add incentives to use certified high performance green buildings.	Short	Planning Board	Page 27	Completed 2019
LU 2.4	Review subdivision regulations and revise tools to guide land use change in rural areas to continue clustering of new development at higher densities.	Short and ongoing	Planning Board, Conservation Commission	Vision Action Bullet #7, page 4	Completed 2018
LU 2.5	Create a provision in the subdivision regulations that requires a minimum of a pedestrian connection between developments to improve transportation options and reduce vehicle trips.	Short and ongoing	Planning Board	Page 25	In Progress (2020)
LU 2.6	Continue the identification and purchase of conservation easements and fee title on properties with critical natural resources.	Ongoing	Conservation Commission and Open Lands Committee	Pages 27 & 29	Ongoing
LU 2.7	Review the recommendations related to climate change adaptation from the New England Climate Adaptation Project reports and any subsequent efforts and incorporate, where appropriate, action items.	Ongoing and short	Planning Board, City Council, Community Services	Page 27	Ongoing
Objective LU 3	Encourage multi-modal transportation options that are integrated with Dover’s land use program and policies			Vision Action Bullets #4 & 5, page 5	
LU 3.1	Implement the recommendations from the Downtown Pedestrian and Vehicular Access and Streetscape Study for transportation infrastructure and streetscape improvements in the downtown	Short, intermediate, and long	City Council	Page 7	In Progress (2021)
LU 3.2	Implement the new complete streets/green streets policy in the Dover to encourage multi-modal designs and low impact development stormwater solutions.	Short and intermediate	Planning Department and Community Services	Pages 25 & 26	Completed 2018

Recommendations and Implementation Plan –Land Use Analysis

Economic Development

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

Recommendations and Implementation Plan –Land Use Analysis

Housing

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

Recommendations and Implementation Plan –Land Use Analysis

Energy

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

TRANSPORTATION RECOMMENDATIONS

Adopted August 23, 2016

Themes and Vision:

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

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

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

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

Recommendations and Implementation Plan –Transportation

Connectivity (C)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover provides an attractive, integrated transportation network that supports and promotes pedestrian, bicycle, and public transit travel throughout the City.				
Objective C 1	Build and maintain attractive infrastructure that accommodates pedestrians and connects neighborhoods.				
Action C 1.1	Conduct a citywide existing conditions sidewalk inventory and establish a sidewalk asset management plan that will be used to set annual sidewalk budgets and set priorities for implementation into the CIP.	Immediate	Transportation Advisory Commission	Pg. 18-22	In Progress (2020)
Action C 1.2	Use the sidewalk asset management plan to target the construction of sidewalk that connects people to land use (such as connecting the Dover Transportation Center to the downtown or connecting neighborhoods to the Community Trail and other recreational facilities).	Long	Planning and Community Services	Pg. 20	To Be Reviewed
Action C 1.3	Construct sidewalks to connect densely populated areas to the existing sidewalk network and public transit service.	Short	Community Services	Pg. 21-22	To Be Reviewed
Action C 1.4	Utilize existing easements (if allowed) and/or open space parcels to build new off-road pedestrian and bicycle paths between existing neighborhoods.	Ongoing	Community Services	Pg. 23-24	To Be Reviewed
Action C 1.5	Continue to be persistent in pursuing funds from sources such as Federal Transportation Alternative Program (TAP) and Congestion Mitigation and Air Quality (CMAQ) improvement programs. Successful funding of these types of projects will continue to allow Dover to keep the mix of transportation improvements balanced, with due attention given to the lesser utilized modes of transportation such as bicycle and pedestrian. The City should prioritize its applications through the local TIP process and develop no more than three solid, well-supported applications in each funding cycle. It should also be prepared to advocate and present on behalf of those applications before the State selection	Ongoing	Planning	Pg. 4	Ongoing

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action C 1.6	The City, through its Commissioners and staff, should remain actively engaged in the Strafford Regional Planning Commission and should clearly and actively advocate for the interests of Dover and the Seacoast region of the state.	Ongoing	Planning Board and Planning	Pg. 4	Ongoing
Objective C 2	Expand transit service and improve transportation facilities to attract more users.				
Action C 2.1	Investigate the potential to expand COAST transit service to cover the densely populated neighborhood of Spruce Lane/Garrison Road/Back River Road and construct other supporting elements.	Long	Planning	Pg. 25	Completed 2019
Action C 2.2	Install new, comfortable bus shelters to encourage more ridership.	Short	Planning and Community Services	Pg. 25-29	Completed 2019
Action C 2.3	Construct sidewalk (or alternative, such as a widened shoulder) on primary roadways within the 10-minute walk distance of bus service that currently have no pedestrian accommodations.	Long	Community Services	Pg. 17-18	To Be Reviewed
Action C 2.4	Consider supply strategies such as preferential parking for carpools. Measures such as these have no infrastructure cost associated yet can have a positive impact on the availability of parking through the more efficient use of existing supply. Areas for investigation should include Spaulding Turnpike Exits 7 and 8, and at the Dover Ice Arena.	To Be Reviewed	Transportation Advisory Commission	Page 5	To Be Reviewed
Objective C 3	Provide a bicycle network that is integrated into the City's transportation system.				
Action C 3.1	Prepare a citywide bike plan that identifies existing gaps, determines recommended routes with specific treatments and amenities, and establishes an implementation strategy, including the location and supply of bike racks.	Immediate	Planning	Pg. 23	In Progress (2020)
Action C 3.2	Seek opportunities to connect bicycle routes to the community trail.	Short	Planning	Pg. 23	In Progress (2020)
Action C 3.3	Evaluate and implement bike routes via formal lanes or sharrows on the more heavily used City streets.	Short	Transportation Advisory Commission	Pg. 23	In Progress (2020)
Action C 3.4	Evaluate and implement recreational bike loops via sharrows.	Short	Transportation Advisory Commission	Pg. 23	In Progress (2020)

Recommendations and Implementation Plan –Transportation

Traffic Calming (TC)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Dover’s streets are well-directed and well-managed in an environment that supports and enhances the most desirable characteristics of the downtown and the City’s residential neighborhoods.				
Objective TC 1	Transform mobility through the City via Complete Streets and streetscape efforts to create an inviting and vibrant community for all modes of travel.				
Action TC 1.1	Implement the Preferred Alternative of the 2015 Downtown Dover Pedestrian and Vehicular Access and Streetscape Plan.	Short	Planning	Pg. 4,30	In Progress (2021)
Action TC 1.2	Adopt regulations that create access management overlay districts for the four corridors identified.	Short	Planning Board	Pg. 30	To Be Reviewed
Action TC 1.3	Complete traffic calming studies and implement recommendations for the eight corridors identified.	Ongoing	Planning and Community Services	Pg. 31	To Be Reviewed
Action TC 1.4	Program and fund streetscape/reconstruction projects identified.	Short	Planning Board and City Council	Pg. 31-32	Ongoing
Action TC 1.5	Establish a wayfinding and signage program for the downtown that can implemented in phases.	Short	Planning	Pg. 34	In Progress (2020)
Action TC 1.6	Design a new street network on the riverfront property that is in scale with the historical street design if the city, focused on livable streetscapes and constructed with a first class sidewalk system.	Short	Planning	Pg. 5	In Progress (2020)
Action TC 1.7	Provide full accommodation in the design for the planned Dover Downtown trolley system including pullouts and integral bus shelter center.	Intermediate	Planning and Community Services	Pg. 5	To Be Reviewed
Action TC 1.8	Implement improvements to Henry Law Avenue, including full sidewalks and reconstruction of the street to accommodate all users in a speed-controlled setting using cost-effective, appropriate traffic calming techniques.	Long	Community Services	Pg. 5	In Progress (2023)

Recommendations and Implementation Plan –Transportation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action TC 1.9	City should pursue an easement from Hannaford’s to eliminate Merry Street.	Intermediate	Planning and Community Services	Pg. 5	In Progress (2020)
Objective TC 2	City streets are posted with speed limits that are appropriate and consistent with the character of the existing environment.				
Action TC 2.1	Adopt a formal policy for posting speed limits on City streets by 2018.	Intermediate	Transportation Advisory Commission and City Council	Pg. 31, 33	To Be Reviewed
Objective TC 3	The City capitalizes on opportunities to implement connectivity and traffic calming measures through on-going annual City projects and maintenance.				
Action TC 3.1	Implement a policy that evaluates the possibility of restriping City Streets during the routine paving/maintenance to incorporate bike lanes or sharrows before the work is performed.	Immediate	Community Services	Pg. 33-34	In Progress (2020)
Action TC 3.2	Implement a policy that considers the application of widened shoulders in lieu of formal sidewalks where safe and applicable.	Immediate	Community Services	Pg. 22-23	In Progress (2020)

Recommendations and Implementation Plan –Transportation

Technology (T)

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

STEWARDSHIP OF RESOURCES RECOMMENDATIONS

Adopted February 14, 2017

Themes and Vision:

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

Recommendations and Implementation Plan –Stewardship of Resources

Outreach and Education

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

Recommendations and Implementation Plan –Stewardship of Resources

7	Review opportunities for an outreach and education campaign to increase awareness of how to protect against losses during severe weather events.	X		X	X		X	M	Fire Department & Media Services	15	In Progress (2020)
8	Explore opportunities for citizen feedback for some public meetings, particularly ones that are televised, using an online platform or other technology.						X	H	City Council & Media Services	28, 29	To Be Reviewed
9	Create a communication platform that identifies existing and new initiatives that build social capital.						X	M	City Council	28, 29	To Be Reviewed
10	Develop and support opportunities for K-12 and secondary education students to engage in Dover oriented projects.	X	X				X	M	Planning & SAU	28,29	Ongoing
Studies and Initiatives											
11	Investigate Class B dams with NH Water Resources Board and produce an assessment and report identifying policy actions needed.	X	X	X	X	X	X	M	Conservation Commission	31,34	To Be Reviewed
12	Create a Strategic Conservation Plan for Dover that uses multiple objectives such as natural resource protection, hazard mitigation, historic and cultural resources, social capital potential, sustainability and resilience.	X	X	X	X	X	X	H	Conservation Commission	15, 16	To Be Reviewed
13	Implement the use of tools that improve analysis and reporting of data gathered from energy audits and assessments for all municipal buildings, operations, and vehicles.	X				X	X	M	Energy Commission	32	In Progress (2020)
14	Identify and adopt a carbon limit and specific reduction strategies for City buildings and vehicles. Encourage similar actions by residents and businesses.	X				X	X	M	City Council & Energy Commission	28, 34, 35	In Progress (2021)

Recommendations and Implementation Plan –Stewardship of Resources

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

Recommendations and Implementation Plan –Stewardship of Resources

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

Recommendations and Implementation Plan –Stewardship of Resources

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

Recommendations and Implementation Plan –Stewardship of Resources

41	Investigate the creation of a Stormwater Utility to fund the retrofitting of existing properties with low-impact development strategies that will address stormwater and flooding related issues.	X		X	X			H	City Council	15	To Be Reviewed
42	Review existing regulatory requirements and practices to determine if required riparian buffers are providing adequate protection from runoff and are maintaining sufficient natural cover adjacent to surface waters and wetlands, flood storage areas, and groundwater resources.	X		X	X			M	Conservation Commission	15, 36	To Be Reviewed
43	Create development standards that require the inclusion of opportunities for social or civic engagement within new development.		X				X	H	Planning Board	28, 29	Completed 2019
44	Create development review standards that address energy conservation.	X	X				X	H	City Council, Planning Board & Building Official	35	To Be Reviewed
City Operations, Policies and Procedures											
45	Maintain an accurate inventory of City trees and develop an “urban tree plan” that provides tree planting and removal guidelines.	X	X	X		X	X	M	Planning	15, 16	Completed 2019
46	Create more extensions of the community trail into natural environments.	X				X	X	H	Recreational Advisory Board	29	In Progress (2021)
47	Promote sustainable municipal operations and development practices through the implementation of strategies that support energy efficiency and the use of recycled or sustainable materials and products.	X				X	X	H	City Council	33, 34	Completed 2018

Recommendations and Implementation Plan –Stewardship of Resources

48	Update the vehicle replacement program to include strategies for a city vehicle fleet powered by alternative energy sources and considers public/private partnerships for develop of fueling/support facilities.	X		X		X		M	City Council	33, 34	In Progress (2020)
49	Investigate the use of off-grid or hybrid renewable energy systems for safety service agencies and emergency shelter locations.	X		X	X		X	M	City Council	33, 34	To Be Reviewed
50	Increase the dedicated funding source for land conservation and resilience-related projects.	X		X	X	X		M	City Council	15	Completed 2018
51	Review the City’s culvert sizing and clearing policies to assure that they account for anticipated climate change related impacts.	X		X	CM			L	Community Services	37, 39	To Be Reviewed
52	Explore the use of CDBG funding to address Federal and State climate resilience objectives.	X	X	X				L	City Council & Planning	40, 41	Completed 2019
53	Incorporate sea level rise predictions and other climate change related impacts when planning infrastructure investments in Dover’s Capital Improvement Program.	X	X	X	X			H	City Council	39, 40, 41	Completed 2017
54	Continue efforts to identify new drinking water sources and to protect both existing and potential sources.	X		X	X			H	City Council	15, 44, 45	Ongoing
55	Revisit Dover’s non-metered water usage by residents/businesses and the possibility of creating a fee associated with this water usage that could be placed in a capital reserve for addressing stormwater management concerns.	X			X			M	Utilities Commission	15	To Be Reviewed
56	Investigate participation in the Community Rating System (CRS).	X		X	X			M	City Council	36, 39, 40	To Be Reviewed

CLIMATE ADAPTATION RECOMENDATIONS

Adopted February 27, 2018

Themes and Vision:

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

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

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

Recommendations and Implementation Plan –Climate Adaptation

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

Recommendations and Implementation Plan –Climate Adaptation

Action Items		Climate Topic	Interplay Among Other Climate Topics						Priority	Responsible Party	Chapter Reference	Status
			WAQ	HS	F	E	I	NR				
12	Provide education and outreach materials on flood management options to homeowners and private businesses that have been identified as located in vulnerable areas	I		X			X		I	Zoning Admin	Pgs. 34-36	To Be Reviewed
13	Provide information to residents on the potential adverse impacts of pesticide use on native habitats	NR		X	X			X	L	Community Services Department	Pgs. 47-49	Ongoing
14	Promote the yearly king tide photo event to raise awareness on rising sea levels in local vulnerable areas, and encourage municipal staff and residents to participate	I		X			X	X	I	Planning Department and Media Services	Pgs. 34-35	To Be Reviewed
Studies and Initiatives												
15	Research ongoing efforts and investments in water-saving technology, and promote the widespread use of rain gardens and rain barrels	WAQ	X		X	X	X	X	I	Utilities Commission	Pgs. 12-13	To Be Reviewed
16	Identify opportunities to increase groundwater recharge levels around existing aquifers and wellhead protection areas	WAQ	X					X	I	Conservation Commission	Pg. 12-13	To Be Reviewed
17	Identify potential vulnerable areas to extend municipal water infrastructure	WAQ	X				X		S	Planning Department	Pg. 17	To Be Reviewed
18	Explore feasibility and benefits of water efficiency rebate programs for residential and business customers	WAQ	X			X			S	Planning Department	Pgs. 12-13	To Be Reviewed
19	Ensure land use regulations encourage the use of green roofs or rooftop gardens	HS	X	X	X	X	X	X	L	Planning Department	Pgs. 17-19	Completed 2019
20	Support effective and cost efficient ways to manage vector populations with natural controls	HS		X				X	L	Fire Department	Pgs. 20-21	To Be Reviewed
21	Support the existing farmers' market, as well as identify a series of potential locations for future community gardens that offer ease-of-use and accessibility	F			X				I	Economic Development Department	Pg. 22-24	Completed 2019
22	Investigate the feasibility of implementing a food composting pilot program at Public Works to determine public interest in food waste composting and obtain insight into operational adjustments when collecting food waste, as well as partner with existing residential compost programs to offer curbside pick up	F			X		X	X	L	Planning and Community Services Departments	Pgs. 22-23	In Progress (2020)

Recommendations and Implementation Plan –Climate Adaptation

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

Recommendations and Implementation Plan –Climate Adaptation

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

Recommendations and Implementation Plan –Climate Adaptation

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

CONSERVATION AND OPEN SPACE RECOMMENDATIONS

Adopted March 27, 2012

Themes and Vision:

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

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

Recommendations and Implementation Plan –Conservation and Open Space

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

RECREATION RECOMMENDATIONS

Adopted 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

Recommendations and Implementation Plan –Recreation

General (G)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Objective G	The recommendations stated here are all-encompassing ideas and impact/apply to all of Dover's parks, fields, and facilities.				
Action G 1	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	Long	Recreation	Pg. 7-14	To Be Reviewed
Action G 2	Consistent signage is needed for every park	Intermediate	Recreation	Pg. 7-14	In Progress (2020)
Action G 3	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.	Short	Recreation	Pg. 7-14	Ongoing
Action G 4	Implement the policy that developers are required to pay an impact fee based on an "investment method", based on Dover's Capital Improvements Program.	Short	Recreation	Pg. 7-14	Ongoing
Action G 5	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	Intermediate	Recreation	Pg. 7-14	Ongoing
Action G 6	An effort to retain existing volunteers and gather new people with a similar mindset should be put forth by the City.	Long	Recreation	Pg. 7-14	Ongoing

Recommendations and Implementation Plan –Recreation

Maintain (M)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Provide a high quality, well-maintained system of public parks and open space that make a more favorable impression on Dover’s citizens and visitors alike.				
Action M 1	Commit to yearly maintenance money or 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.	Short	Community Services Recreation	Pg. 7-14	Ongoing
Action M 2	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....	Short	Community Services Recreation	Pg. 7-14	To Be Reviewed
Action M 3	Improve communication between Community Services and Recreation Department to better define and understand responsibilities for maintenance of particular parks and school athletic fields.	Ongoing	Community Services Recreation	Pg. 7-14	Ongoing
Action M 4	Annual pruning as necessary by trained city staff at all parks, athletic fields and facilities	Ongoing	Community Services	Pg. 7-14	Ongoing
Action M 5	Take steps toward establishing public and private partnerships: such as with the public school system in maintaining the city’s parks and athletic fields	Intermediate	Recreation	Pg. 7-14	Ongoing
Action M 6	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.	Ongoing	Recreation	Pg. 7-14	Ongoing
Action M 7	Review existing maintenance strategies and develop new ones if needed to increase efficiency.	Short	Community Services Recreation	Pg. 7-14	Ongoing

Recommendations and Implementation Plan –Recreation

Promote (P)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Promote the high quality public parks and recreational programming opportunities to target audiences and encourage recreation efforts to meet their potential.				
Action P 1	Develop and implement a comprehensive website for all recreation in Dover that is a convenient one-stop site for residents and visitors alike to obtain information about Dover’s recreation opportunities.	Short	IT and Recreation	Pg. 7-14	Ongoing
Action P 2	Utilize cable channel 22 to publicize special events, programs, recreation activities, and opportunities for residents to help.	Short	IT and Recreation	Pg. 7-14	Ongoing
Action P 3	Promote and publicize recreation programs and events through local newspapers and media.	Ongoing	Recreation	Pg. 7-14	Ongoing
Action P 4	Re-evaluate eliminating the Community Notes mailer.	Ongoing	Recreation	Pg. 7-14	Completed 2019

Enhance (E)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Create high quality public parks and facilities by addressing deficiencies that exist through enhancement and renovation.				
Objective E 1	General				
Action E 1.1	Signage is needed at every park containing key information regarding the park, field, or facility.	Short	IT and Recreation	Pg. 29-30	In Progress (2020)
Action E 1.2	Increase the number of benches at most locations and tend to those in various stages of disrepair.	Short	IT and Recreation	Pg. 29-30	Ongoing

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 1.3	Ensure a balance of age appropriate playground equipment at playgrounds that have or need more than one piece of equipment/apparatus.	Ongoing	Recreation	Pg. 29-30	Ongoing
Action E 1.4	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.	Ongoing	Recreation	Pg. 29-30	Ongoing
Action E 1.5	Consider the feasibility of artificial turf athletic fields.	Long	Recreation	Pg. 29-30	Completed 2019
Objective E 2	Website				
Action E 2.1	Redesign the web site to include commonly found elements for the parks and facilities.	Short	Recreation	Pg. 29-30	Ongoing
Action E 2.2	Create a page for each park and facility with information and photos for each park.	Intermediate	Recreation	Pg. 29-30	Ongoing
Objective E 3	Playground Quality				
Action E 3.1	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.	Intermediate	Recreation	Pg. 29-30	Ongoing
Objective E 4	Pocket Parks				
Action E 4.1	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	Long	Community Services	Pg. 18	Completed 2019
Action E 4.2	Immigrants Park: Continue the current landscape and trash maintenance being accomplished.	Short	Community Services	Pg. 18	Ongoing
Action E 4.3	Tuttle Square Park: Continue the current landscape and trash maintenance being accomplished. Consistent weed removal in the stonedust path is needed	Ongoing	Recreation	Pg. 18	N/A

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 4.4	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	Short	Community Services	Pg. 18	Completed 2017
Objective E 5	Tot Lots				
Action E 5.1	Alden Woods: 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	Short	Recreation	Pg. 18	Ongoing
Action E 5.2	Overlook Drive: 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.	Intermediate	Recreation	Pg. 18	To Be Reviewed
Objective E 6	Neighborhood Parks				
Action E 6.1	Amanda Howard Park: 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.	Long	Recreation	Pg. 18	In Progress (2020)
Action E 6.2	Applevale Park: 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. 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.	Intermediate	Recreation	Pg. 18	In Progress (2020)
Action E 6.3	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.	Long	Recreation	Pg. 19	To Be Reviewed

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 6.4	Morningside Park: The face-in parking on the grass along the street works well but there should be a wood guardrail installed to prohibit cars from entering the park and as a safety measure for children in the park. The tether ball pole should be removed and the slide, swings, and playground equipment all need to be replaced with updated versions.	Long	Recreation	Pg. 19	To Be Reviewed
Action E 6.5	Park Street Park: The park should be updated to remove the urban feel to it and replace it with a community park, with lower profile fencing, trees, benches, a walking path and a basketball court.	Short	Recreation	Pg. 19	Completed 2011
Action E 6.6	Spruce Lane: This park feels like private property. New signage; City Council designation as a park and improvements to soil/grading and tree pruning is needed. Possible location for a dog park.	Intermediate	Recreation	Pg. 19	To Be Reviewed
Objective E 7	Community Parks				
Action E 7.1	Bellamy Park: The park is in desperate need of basic maintenance. 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.	Long	Recreation	Pg. 19	To Be Reviewed
Action E 7.2	Community Trail: The City should 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.	Intermediate	Planning	Pg. 19 - 20	In Progress (2020)

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 7.3	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.	Long	Community Services	Pg. 20	In Progress (2020)
Action E 7.4	Dover Skate Park: 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.	Long	Recreation and Planning	Pg. 20	In Progress (2020)
Action E 7.5	Garrison Hill Park: 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	Intermediate	Recreation	Pg. 20	In Progress (2022)
Action E 7.6	Guppy Park: This park should be renamed as “Guppey Park Sports Complex” consisting of the three major elements already existing – Guppey Field (softball), Jenny Thompson Outdoor Pool, and the Dover Ice Arena.	Intermediate	Recreation	Pg. 20	In Progress (2020)
Action E 7.7	Henry Law Park: A complete redesign of this park and construction alongside the completion of reconstructing Henry Law Avenue is needed. The opportunity for a water play feature should be researched and considered. The playground 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.	Short	Recreation	Pg. 20 - 21	Completed 2017

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 7.8	Joe Parks Riverwalk and Gardens: 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	Community Services	Pg. 21	Completed 2017
Action E 7.9	Long Hill Memorial Park: Trees in this park need to be selectively pruned, removing dead limbs. Damaged sections of wood guardrail need to be replaced where needed. This would be a good location for a dog park where owners can bring their pets to roam free and get exercise.	Short	Recreation	Pg. 21	Completed 2010
Action E 7.10	Maglaras Park: The City should integrate improvements laid out in the 2006 plan for this park, when the waterfront development gets underway. Improvements include: enhanced playground, ballfields and parking.	Long	Recreation and Planning	Pg. 21	In Progress (2022)
Action E 7.11	Rotary Gardens at Henry Law Park: 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.	Long	Recreation	Pg. 21	To Be Reviewed
Action E 7.12	Waterfront Park: 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.	Long	Recreation and Planning	Pg. 21	In Progress (2022)
Action E 7.13	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 around the park. Signage along the trail would enhance the livelihood and enjoyment of the trail.	Short	Recreation and Planning	Pg. 21 - 22	Completed 2010
Objective E 8	School Parks and Fields				
Action E 8.1	Dover High School: There are no recommendations for enhancement.	N/A		Pg. 22	N/A

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 8.2	Dover Middle School: There are no recommendations for enhancement.	N/A		Pg. 22	N/A
Action E 8.3	Garrison Elementary School: Soil erosion in various locations threaten to do damage, specifically around the tennis courts and baseball fields. This should be repaired with compacted gravel and then soil added and hydroseeded. The benches also need repair or replacement.	Short	Recreation and SAU	Pg. 22	Completed 2019
Action E 8.4	Horne Street School: 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. Review the need of the basketball courts.	Short	Recreation and SAU	Pg. 22	To Be Reviewed
Action E 8.5	Woodman Park School: 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.	Short	Recreation and SAU	Pg. 22	To Be Reviewed
Objective E 9	Athletic Fields				
Action E 9.1	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 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.	Short	Recreation	Pg. 22-23	In Progress (2020)
Action E 9.2	Guppy Park Softball Field: This softball field is the only adult softball field in the city and 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.	Long	Recreation	Pg. 23	Completed 2019

Recommendations and Implementation Plan –Recreation

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action E 9.3	Sullivan Drive Ballfields: 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.	Long	Recreation	Pg. 23	To Be Reviewed
Objective E 10	Recreation Facilities				
Action E 10.1	Dover Ice Arena: The City should consider enhancing the pedestrian access to and around the site.	Intermediate	Recreation	Pg. 23	In Progress (2020)
Action E 10.2	Dover Indoor Pool: 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	Intermediate	Recreation	Pg. 24	Completed 2017
Action E 10.3	Jenny Thompson Outdoor Pool: Installation of a toddler focused playground apparatus near the existing shelter is recommended. . The City should consider maintaining the existing volleyball court which may only need defined edges, additional sand, and a new net to make this usable once again.	Long	Recreation	Pg. 24	To Be Reviewed
Action E 10.4	Butterfield Gym: 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	Short	Recreation	Pg. 24	Ongoing
Action E 10.5	Senior Center: There are no recommendations at this time aside from the clearer signage mentioned for the McConnell Center	N/A		Pg. 24	N/A

COMMUNITY FACILITIES AND UTILITIES RECOMMENDATIONS

Adopted December 15, 2009

OVERALL GOAL:

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

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

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

CITY OF DOVER, NH

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

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

Recommendations and Implementation Plan –Community Facilities and Utilities

Public Facility (PF)

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

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 2.3	The department should take steps to secure the computer/network communications center and records bureau from natural or manmade events that could otherwise jeopardize the continuous operation of the department.	Long	Police Department	Pg. 22	Completed 2011
Action PF 2.4	The Capital Improvements Program (CIP) should use the AG Architects cost estimate plus historical inflation rate to more accurately reflect future costs for a new Police Station.		City Council	Pg. 21-22	Completed 2010
Objective PF 3	School Department				
Action PF 3.1	The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide for the renovation of Horne Street School	Short	City Council and School Board	Pg. 24-29	Completed 2012
Action PF 3.2	The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide the renovation of Garrison Elementary School	Short	City Council and School Board	Pg. 24-29	Completed 2019
Action PF 3.3	The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide the renovation of Dover High School and Career Technical Center	Intermediate	City Council and School Board	Pg. 24-29	Completed 2018
Action PF 3.4	The School Department should develop a detailed maintenance plan for all schools that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the buildings and its systems should be included in each operating budget.	Intermediate	School Board	Pg. 24-29	In Progress (2020)
Objective PF 4	Public Library				
Action PF 4.1	Replace the slate roof	Short	City Council	Pg. 31-35	Completed 2011
Action PF 4.2	Add parking to reduce congestion	Short	City Council	Pg. 31-35	Completed 2018

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 4.3	Add Air Condition	Intermediate	Community Services	Pg. 31-35	Completed 2019
Action PF 4.4	Do general maintenance internal walls/ceilings and external brick	Short	Library and Community Services	Pg. 31-35	Ongoing
Action PF 4.5	Update Space Needs for the space to allow for 21 st Century uses	Long	Library	Pg. 35	Completed 2019
Objective PF 5	City Hall				
Action PF 5.1	The City should develop a detailed maintenance plan for City Hall that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the building and its systems should be included in each operating budget.	Intermediate	Community Services	Pg. 36-37	In Progress (2020)
Action PF 5.2	A coordinated analysis should be undertaken of the Library, McConnell Center and City Hall to identify common issues and service arenas in order to best utilize the significant space that is concentrated in this area of the City in an effort to best meet the expanding and changing needs of the citizens of Dover.	Intermediate	Planning	Pg. 35	In Progress (2020)
Action PF 5.3	The City should work to implement the recommendations of the Space Needs Assessment as funding allows. This includes the upgrades to the mechanical and electric systems as outlined by the consultants.	Short	City Council	Pg. 36-37	Completed 2018
Action PF 5.4	The City should relocate the Police Station out of City Hall into a downtown location, consistent with the recommendation contained in the Police Department section.	Short	City Council	Pg. 36-37	Completed 2016
Action PF 5.5	Renovations to City Hall should be done in a manner that respects the historic nature of the structure so that the building will retain its historic integrity.	Long	City Council	Pg. 36-37	Ongoing
Objective PF 6	McConnell Center				

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action PF 6.1	The City should consider renegotiating existing lease agreements to include a more realistic lease charge for capital projects and make sure that all future lease agreements follow suit. All tenants, including City tenants, should be required to pay the capital portion of the lease fee so that there is adequate funding in the future to pay for capital needs.	Short	Recreation	Pg. 41	Ongoing
Action PF 6.2	A coordinated analysis should be undertaken of the Library, McConnell Center and City Hall to identify common issues and service arenas in order to best utilize the significant space that is concentrated in this area of the City in an effort to best meet the expanding and changing needs of the citizens of Dover	Intermediate	Planning	Pg. 35	In Progress (2020)
Action PF 6.3	The City should develop a detailed maintenance plan for the McConnell Center that covers the electrical, plumbing, heating, and telephone systems. Funding dedicated to the maintenance of the building and its systems should be included in each operating budget.	Short	Community Services	Pg. 41	In Progress (2020)
Action PF 6.4	The roof sections on the building should be replaced as soon as deemed necessary according to the selected bid received from the roofing contractor	Short	Community Services	Pg. 41	Completed 2015
Objective PF 7	Community Services – Solid Waste				
Action PF 7.1	One half of all recycling center generated revenues should be set aside in an established fund for use by the Solid Waste Coordinator for major recycling related purchases upon approval by the Solid Waste Committee.	Short	City Council	Pg. 47-48	Ongoing
Action PF 7.2	A subcommittee should be formed to study all other available means of offsetting rising solid waste collection and disposal costs including alternate solid waste/recycling programs.	Intermediate	Solid Waste Advisory	Pg. 47-48	Completed 2010
Action PF 7.3	The <i>Integrated Waste Management Plan</i> should be updated every five years, with special attention paid to the life expectancy of the Turnkey Landfill.	Short	Community Services	Pg. 47-48	N/A

Recommendations and Implementation Plan –Community Facilities and Utilities

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

Recommendations and Implementation Plan –Community Facilities and Utilities

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

Recommendations and Implementation Plan –Community Facilities and Utilities

Utilities (U)

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Goal	Provide a high quality, well-maintained system of public and private utilities that accommodates future development and is consistent with the City's growth policies.				
Objective U 1	Water System				
Action U 1.1	Reconstruction of the wellhead buildings, space is very limited, address the issue of no containment for chemicals, separate room for chemicals, electrical services are out of code, energy efficiency's, and standby power	Short	Planning	Pg. 4,30	In Progress (2021)
Action U 1.2	Improve security of the water system against potential intruders and threats.	Short	Community Services	Pg. 54 - 61	Ongoing
Action U 1.3	Update the distribution system mapping, the majority of our plans are 20 years old and the city will be losing the institutional knowledge over the next 10 years	Ongoing	Community Services	Pg. 54 - 61	Ongoing
Action U 1.4	Upgrade on the hydraulics' program, the current program is a dos base, and needs to be a windows base software	Ongoing	Community Services	Pg. 54 - 61	Ongoing
Action U 1.5	Continue with replacement of mains due to maintenance issue or potential looping or prior to or injunction with road projects	Ongoing	Community Services	Pg. 54 - 61	Ongoing
Action U 1.6	Continue the ground water exploration program to identify potential future water sources. As Dover continues to grow and develop the number of potential new well locations dwindles. A public water supply well requires the protection of all land within a 400 foot radius around the well. Often times this requires the cooperation of multiple landowners willing to sell or provide protective easements on their property.	Ongoing	Community Services	Pg. 59	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 1.7	The City has a good supply of water at present; however, maintaining good water quality is of utmost importance. Acquisition of undeveloped property or conservation easements of land within the recharge area of municipal wells is a very effective way to protect water quality. It also preserves the rural character of the City while providing wildlife habitat and recreational opportunities for residents.	Short	Planning and Community Services	Pg. 59	Completed 2013
Action U 1.8	Investigate the feasibility of instituting a program of life-cycle costing for all Water Division assets to determine the annual expenditures required to maintain an efficient system of water service to the citizens of Dover.	Short	Community Services	Pg. 54 - 61	In Progress (2019)
Action U 1.9	Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of those water facilities as part of the City’s capital improvement planning process.	Intermediate	Planning and Community Services	Pg. 54 - 61	In Progress (2019)
Action U 1.10	Seek opportunities to implement the recommendations of the Seacoast NH Emergency Interconnection Study, creating permanent connections to neighboring water systems which allow one another to supply water during an emergency.	Ongoing	City Council	Pg. 54 - 61	Completed 2019
Action U 1.11	Create an emergency conservation ordinance, which may be implemented during period of severe drought in order to conserve water to the greatest extent possible.	Intermediate	City Council	Pg. 54 - 61	Completed 2018
Action U 1.12	Obtain State certification of all employees of the division.	Long	Community Services	Pg. 54 - 61	Ongoing
Objective U 2	Sewer System				
Action U 2.1	Upgrade sewer mains based on their rating set forth in the GIS database.	Ongoing	Community Services	Pg. 63 - 70	Ongoing
Action U 2.2	Continue the City’s program for correcting inflow/infiltration (I/I) problems into the sewer system. The purchase of multiple flow meters will help in isolating the major sources within the system.	Ongoing	Community Services	Pg. 70	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 2.3	Investigate the feasibility of instituting a program of life-cycle costing for all Sewer Division assets to determine the annual expenditures required to maintain an efficient system of sewer service to the citizens of Dover. Currently Leighton Way and Varney Brook pump stations should be addressed.	Short	Community Services	Pg. 63 - 70	Ongoing
Action U 2.4	Based upon the results of the life-cycle costing program, prioritize and schedule the repair, maintenance, and, when necessary, the construction of those sewer facilities as part of the city's capital improvement planning.	Ongoing	Planning and Community Services	Pg. 63 - 70	Ongoing
Action U 2.5	Address the sewer maintenance preventative maintenance program requirements for cleaning and TV inspection, and the staff to conduct the maintenance activity.	Ongoing	Community Services	Pg. 63 - 70	Ongoing
Action U 2.6	Obtain software to assist staff on addressing capacity problems in the system.	Long	Community Services	Pg. 63 - 70	N/A with In I work
Action U 2.7	Continue with illicit removal program.	Ongoing	Community Services	Pg. 70	Ongoing
Action U 2.8	Obtain State certification.	Short	Community Services	Pg. 63 - 70	Ongoing
Objective U 3	Stormwater System				
Action U 3.1	Inventory and grade each storm water pipe in the system, with the analysis concentrating in the downtown core areas.	Short	Community Services	Pg. 71-74	In Progress (2020)
Action U 3.2	Include in the CIP process to purchase a rubber tire excavator to clean swales, ditch lines, and retention ponds.	Short	Community Services	Pg. 71-74	Completed 2012
Action U 3.3	Include in the next budget cycle to include three additional staff for maintenance activities for the storm water utility	Short	City Council	Pg. 71-74	Not Recommended 2010 City Council
Action U 3.4	Continue educating City staff and management, local Board and Commission members, and City Council members	Ongoing	Community Services	Pg. 71-74	Ongoing
Action U 3.5	Once EPA announces the requirements for a new MS4 permit, the City will need to prepare and submit a five year action plan for the Storm Water program.	Short	Community Services	Pg. 71-74	Ongoing

Recommendations and Implementation Plan –Community Facilities and Utilities

Goal/Action		Priority	Responsibility	Chapter Reference	Status
Action U 3.6	Staff will need to update the City’s Storm Water Management Plan in order to conform to the new EPA regulation requirements.	Intermediate	Community Services	Pg. 71-74	Completed 2015
Action U 3.7	Continue outreach and education efforts in the community regarding what the adverse impacts to surface and ground water resources that storm water runoff can have; and what steps citizens can take to minimize those impacts.	Ongoing	Community Service	Pg. 71-74	Ongoing
Action U 3.8	The City should consider the establishment of a Storm Water Utility to generate funding for the construction and maintenance of the storm water system.	Short	City Council	Pg. 71-74	Not Recommended 2011 City Council
Action U 3.9	Continue participation in the Seacoast Storm Water Coalition working with neighboring communities on common aspects of storm water management to leverage financial and intellectual resources.	Ongoing	City Council	Pg. 71-74	Ongoing
Action U 3.10	Implement recommendations of the Berry Brook Watershed Management Plan.	Intermediate	Community Services	Pg. 71-74	Completed 2014
Objective U 4	Private Utilities				
Action U 4.1	On at least an annual basis communicate with each of the City’s private utilities to determine their plans for any service changes or changes to their existing infrastructure to ensure that it is consistent with this Master Plan. At this time the City could also provide appropriate information to the utilities about its plans or other issues of concern.	Long	Community Services	Pg. 77-81	Ongoing
Action U 4.2	The City should request that Unitil Corporation provide more detailed information on the existing gas system to assist the City in its design and planning efforts.	Short	Community Services	Pg. 77-81	Completed 2013
Action U 4.3	All new utility lines installed in Dover should be placed underground to eliminate the unsightly poles placed along roadways. When older utility poles are replaced, the old poles should be promptly removed.	Short	City Council and Planning Board	Pg. 77-81	Ongoing