



Master Planning Overview

CITY OF DOVER, NH
MARCH 2, 2022

- 1 Why?
- 2 Master Plan 101
- 3 Executive Summary
- 4 Next Steps
- 5 Questions

Why Dover Has a Strategic Plan

Deliver ever-improving value for customers resulting in greater respect and confidence in our local government

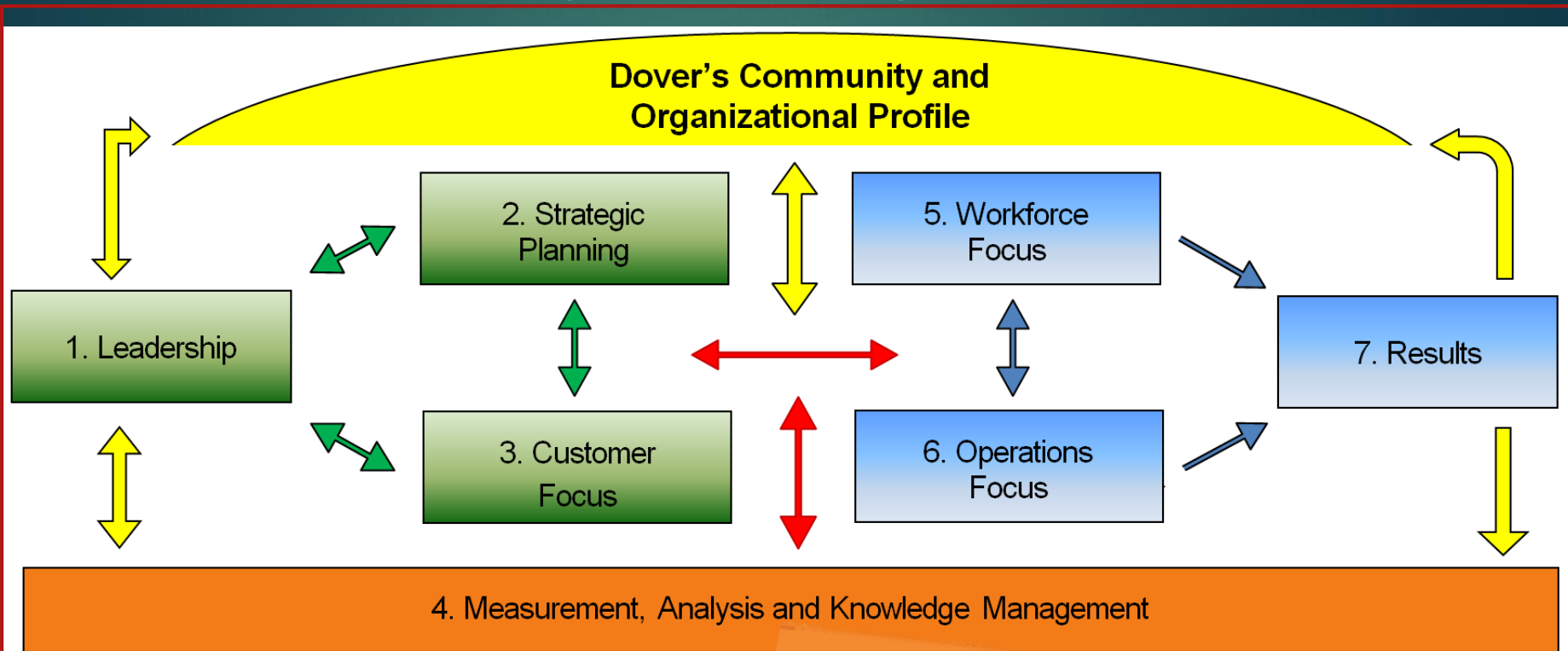
Improve overall organizational performance and capabilities resulting in greater operational efficiencies

Reinforce organizational development and personal learning resulting in a culture of customer focused service, integrity, innovation, accountability and stewardship

Dover's Strategic Management Goals

Why Dover Has a Strategic Plan

A Systems Perspective



Dover's Framework For Performance Excellence

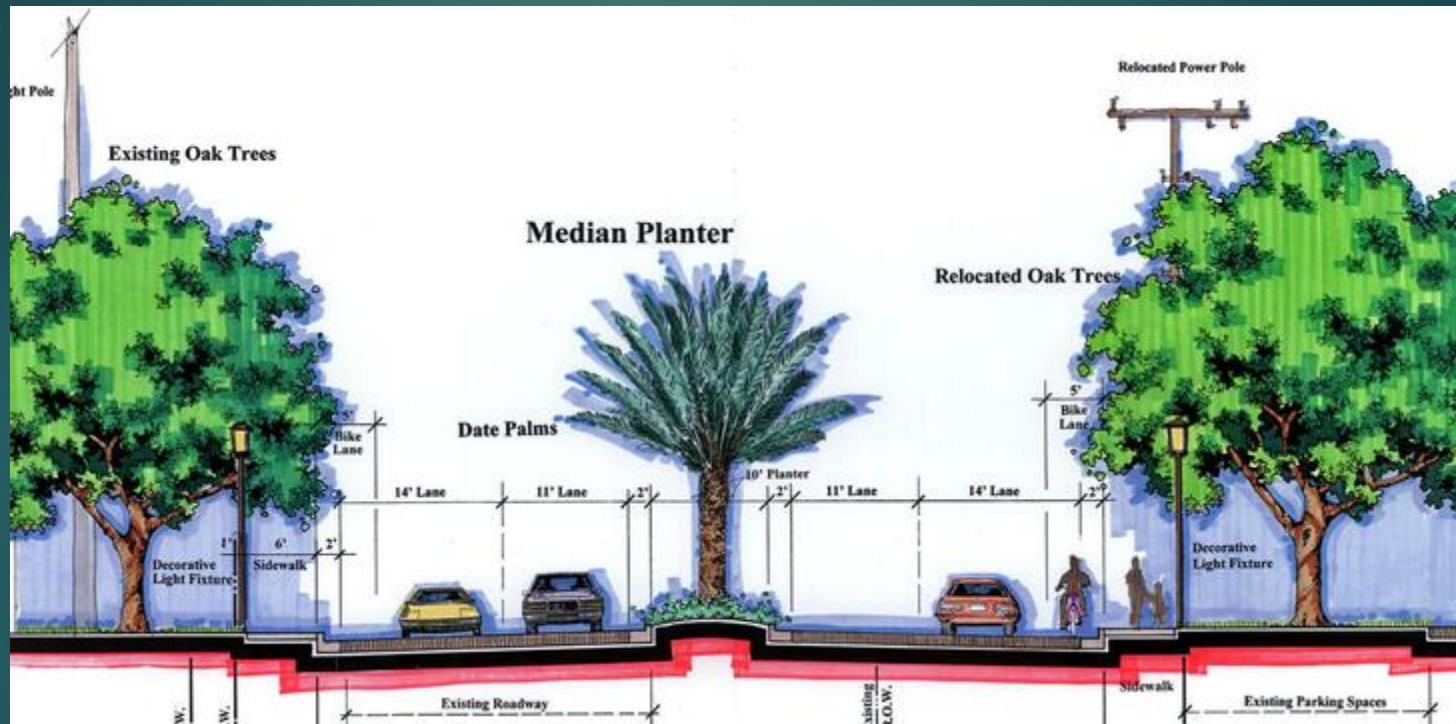
Master Plan 101



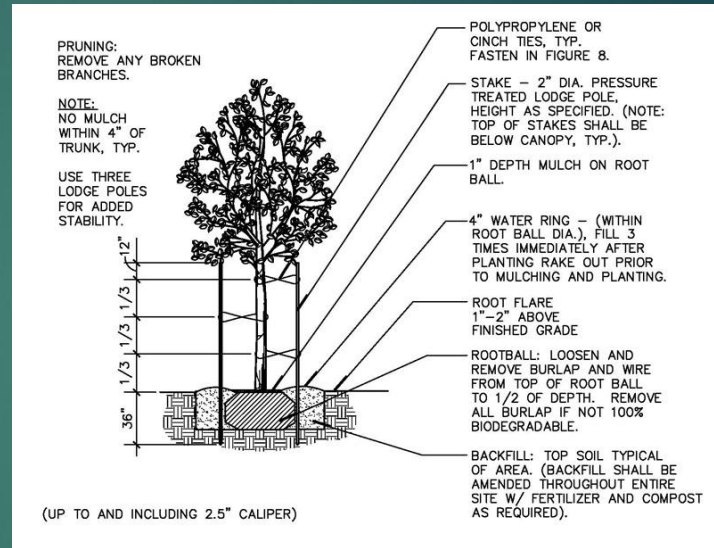
Master Plan 101



Master Plan 101



Master Plan 101



Master Plan Adoption

Planning Board Oversees

(Guided by RSAs 674:2 - 4 and 675:6)

- ▶ The Board may adopt the master plan as a whole, or in sections or parts.
- ▶ Plan updates should be every 5 to 10 years.
- ▶ The Board shall inform the general public and the Office of Strategic Initiatives and regional planning commission of updates.
- ▶ Public hearing are part of the adoption or amendment.

Public Involvement

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

Chapters Of a Master Plan

- ▶ Vision (2012)*
- ▶ Land Use (2015)*
- ▶ Community Facilities (2009)
- ▶ Utilities (2009)
- ▶ Recreation (2020)
- ▶ Natural Resources (2017)
- ▶ Economic Dev. (2015)
- ▶ Housing (2015)
- ▶ Transportation (2016)
- ▶ Implementation (Ongoing)
- ▶ Historic Resources (2017)
- ▶ Natural Hazards (2017)
- ▶ Cultural Resources (2017)
- ▶ Energy (2017)
- ▶ Coastal Mgmt. (2018)
- ▶ Regional Concern
- ▶ Community Design
- ▶ Neighborhood Plan

In Place

* = Required

All Chapters are located at: <https://bit.ly/2EDtEFF>

Visioning

A City with an emerging urban vibrancy guided by a small town sense of community.

- ▶ 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:

Vision Elements



- ▶ Safe family friendly neighborhoods, a strong sense of community and an excellent school system,
- ▶ The historic downtown is alive and vibrant,
- ▶ Government and schools are run effectively and efficiently with full transparency,
- ▶ Multiple transportation modes present,
- ▶ Traffic volumes/speeds are well managed,
- ▶ Dover attracts and retains stable, well-paying jobs,
- ▶ Rural character is preserved and infill development is encouraged,
- ▶ Enhanced environmental quality in all the City's activities.

Do's and Don'ts

▶ A Master Plan is:

- ▶ The community's vision
- ▶ A living/dynamic document
- ▶ A tool for managing growth
- ▶ A guide for capital spending
- ▶ The City's strategic plan

▶ A Master Plan is not:

- ▶ Regulations
- ▶ A static document
- ▶ A burden
- ▶ Funding
- ▶ A place holder

Executive Summary Layout

- ▶ Introduction
- ▶ Vision
- ▶ Recommendations
 - ▶ Land Use
 - ▶ Transportation
 - ▶ Stewardship of Resources
 - ▶ Climate Adaptation
 - ▶ Conservation and Open Space
 - ▶ Recreation
 - ▶ Community Facilities and Utilities

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.

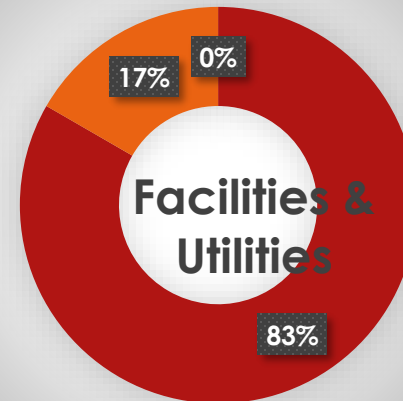
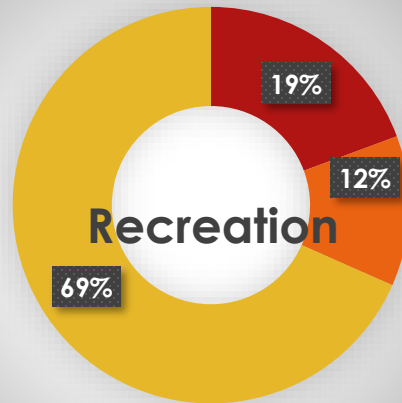
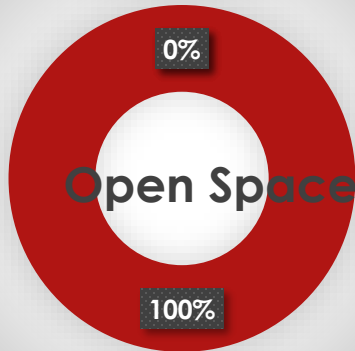
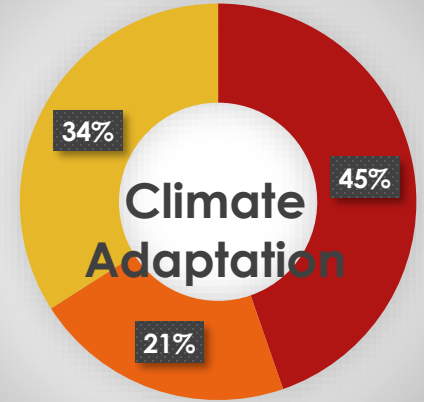
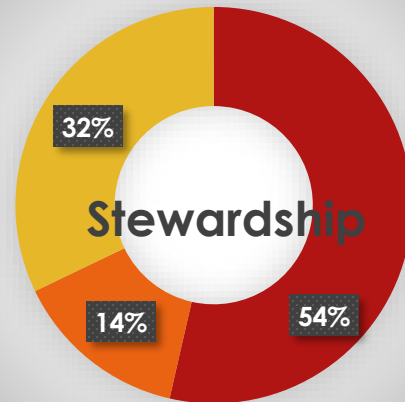
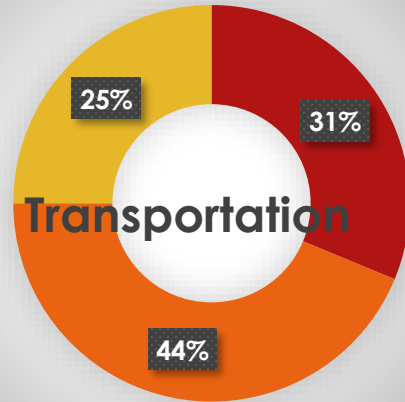
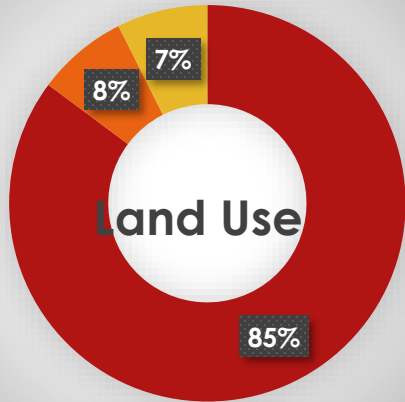
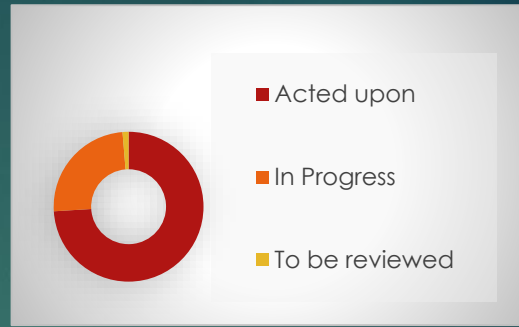
Executive Summary Elements

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

Actions to Date



What We've Done



Climate Adaptation

Investigate the feasibility of implementing a food composting pilot program...

Completed, 2021

What We've Done



Land Use

Consider density bonus for small homes (below 1,000 square feet)....

Completed, 2018 revised in 2020 and 2021.

What We've Done

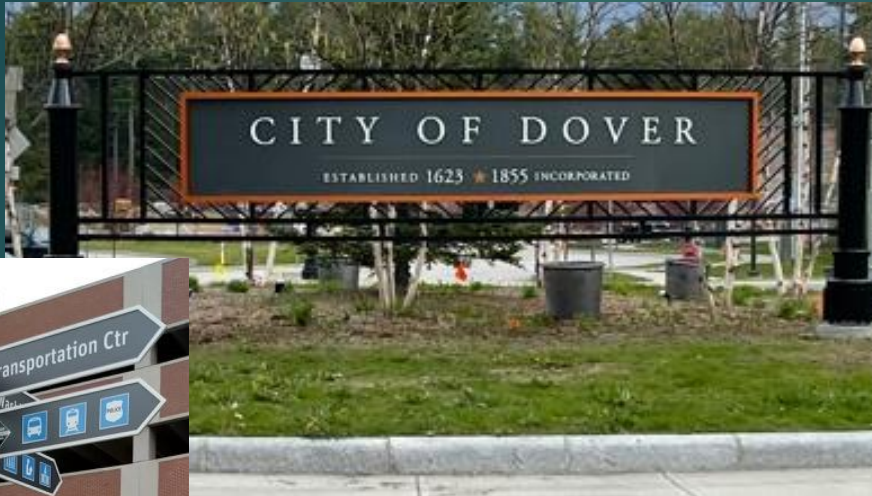


Recreation

Create and install signage at each City park that establishes a recognizable and consistent brand....

Completed, 2021

What We've Done



Transportation
Establish a wayfinding and
signage program...
Completed, 2021

What We've Done



Community Facilities and Utilities

Replace the substandard Facilities, grounds and cemetery building within Pine Hill Cemetery...

Completed, 2020

What We've Done



Stewardship of Resources

Investigate the creation of a Stormwater utility...

Completed, 2021/2022

Climate Adaptation

Provide information about vectors and vector borne illnesses to the public...

Completed, 2020/2021/2022

Recreation

Address safety concerns along the Community Trail...

Completed, 2021/2022

In progress

Recommendations

Transportation

Prepare a Citywide bike plan that identifies existing gaps
Evaluate and implement bike routes via formal lanes or
sharrows.

Stewardship

Create more extension of the community trail into natural
environments

Climate Adaptation

Explore the feasibility of solar panels on city owned
buildings

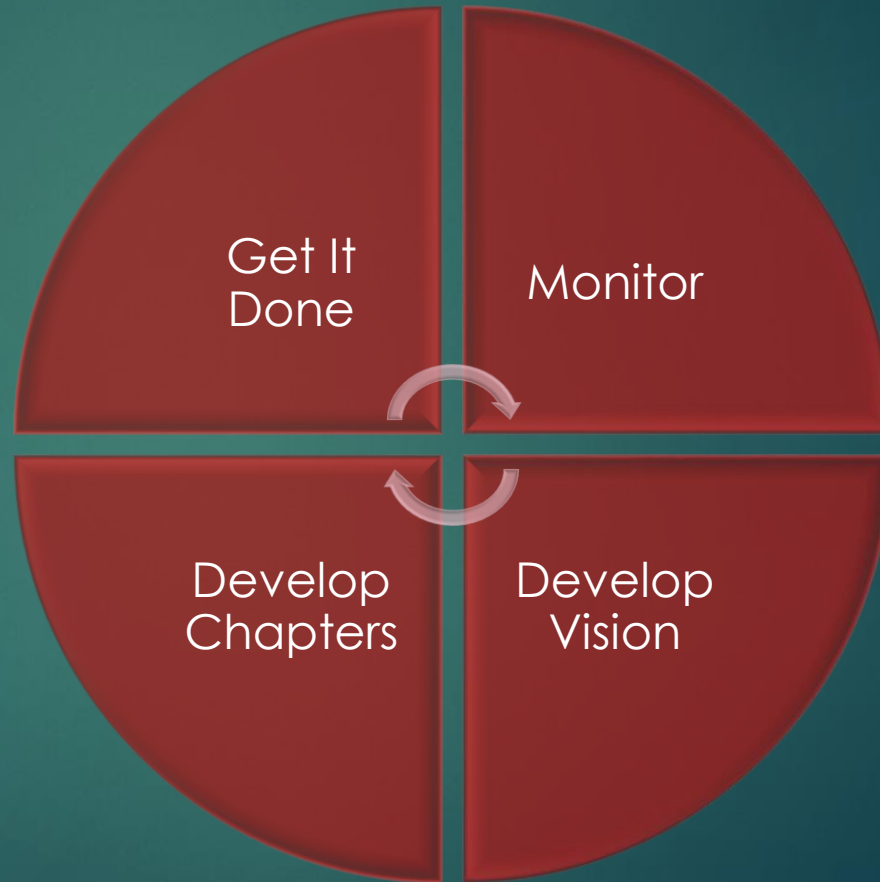
Connections to Goals

Goal	Vision	Land Use	Transportation	Recreation	Open Space	Facilities & Utilities	Stewardship of Resources	Climate Adaptation
Citizen Engagement	X	X	X	X	X	X	X	X
Economic Development	X	X	X	X	X	X	X	X
Infrastructure	X	X	X	X	X	X	X	X
Health and Safety	X	X	X	X	X	X	X	X
Education/Municipal Collaboration	X		X	X		X	X	X

Next Steps

MP Years

1963,
1978,
1988,
1998,
2000,
2007,
2009,
2011,
2012,
2015,
2016,
2017,
2018,
2019
2020...



Next Steps

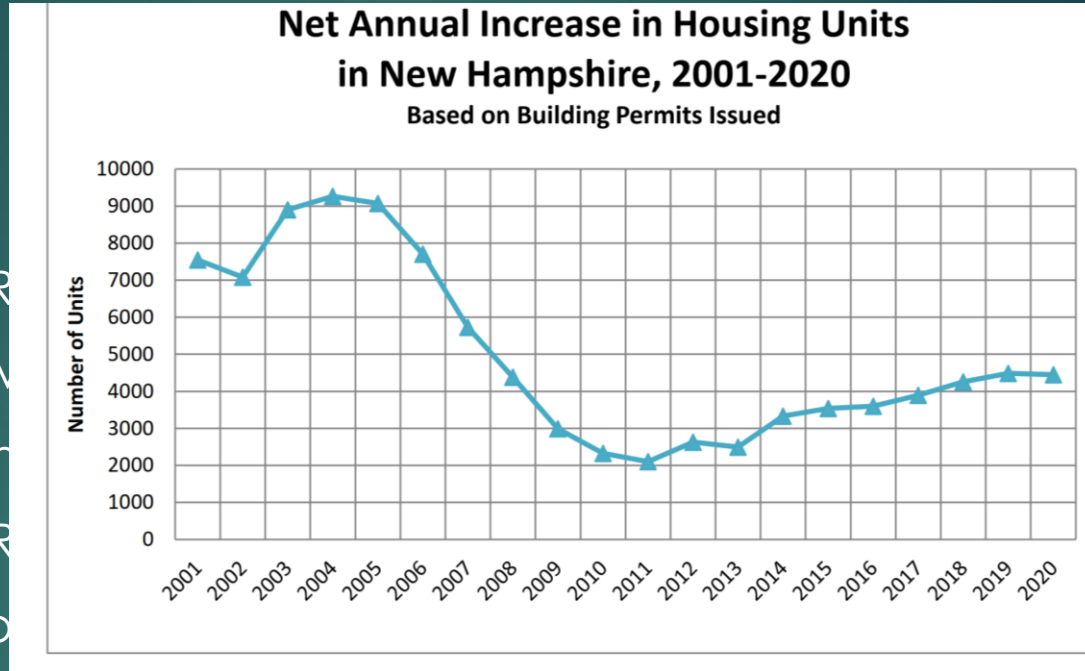
- Community Facilities/Utilities – 2022
 1. Maintenance and Investment strategies
 2. Building and Infrastructure Needs
- Start Cycle Over with Vision

AFFORDABLE HOUSING STRATEGIES

- ▶ Background
- ▶ What drives costs
- ▶ What Dover Does
- ▶ Recent Strategies
- ▶ What Dover May Do
- ▶ What Else?
- ▶ Why Do Anything?

Housing Background

- ▶ Trends
- ▶ Post 2008 R
- ▶ Market Driv
- ▶ Demand in
- ▶ Vacancy R
- ▶ Demograp



	Single	Two/Three	5+	MH	Total
Dover	33	56	30	0	119
Rochester	55	4	11	22	92
Somersworth	23	6	0	3	32
County	209	80	74	30	393

Housing Background

▶ Rentals

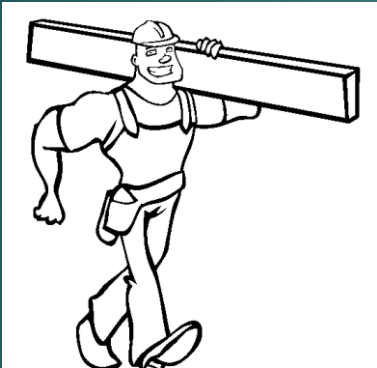
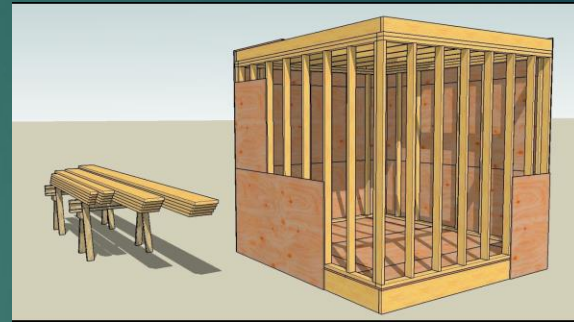
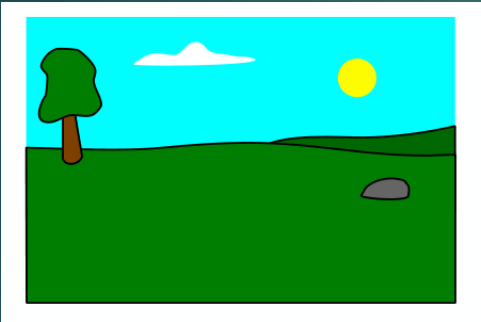
- ▶ 30 listed 2 b-room units
- ▶ 12 Actually available
- ▶ 3 under \$1,450
- ▶ Average price is \$1,600
- ▶ HUD Fair Rate is \$1,350

▶ Sale

- ▶ 51 SF homes listed
- ▶ 12 Actually available
- ▶ 3 under 350K
- ▶ 5 over 600K

YEAR STRUCTURE BUILT		
Decade	Units	% of Total
2010 to 2019	1,234	8.3%
2000 to 2009	1,529	10.2%
1990 to 1999	944	6.3%
1980 to 1989	1,947	13.1%
1970 to 1979	1,650	11.1%
1960 to 1969	1,045	7.0%
1950 to 1959	1,637	11.0%
1940 to 1949	726	4.9%
Prior to 1939	3,587	24.0%
	14,919	

What drives home costs?



What Dover Does:

Density

- ▶ Multi-family housing in over half of the area of Dover
- ▶ Manufactured housing in most residential areas
- ▶ A variety of densities throughout the City
 - ▶ 1 unit per 2K to 1 unit per 40K
- ▶ Rooming houses in certain zones.

Use

- ▶ Mixed Uses in commercial zones
- ▶ Mixed Use Overlay
- ▶ Accessory Dwelling Units
- ▶ Customary Home Occupations
- ▶ Home Sharing, including sober living and group care
- ▶ Infill Development
- ▶ Adaptive Reuse/Conversion
- ▶ Encourage development by transit

What Dover Does :

Density Changes

- ▶ No density calculation required downtown since 2010
- ▶ Low density to be created (1 unit/2000 sf of commercial built) in industrial zones
- ▶ Through TDR we allow density increase that is by unit and not just by unit size
- ▶ Allow building height increases if the resulting units are rent restricted
- ▶ No density if you rent restrict to HUD limits

What Dover Does :

Density Changes

- ▶ Gateway district now offers range of density (2K – 4K sf per unit vs 5K)



What Dover Does :

Recent Changes

- ▶ Allow non-conforming lots to be developed if house size is restricted
- ▶ Allow more than one ADU, if rent restricted
- ▶ Allow conversion of any SF home to two-family
 - ▶ Remove restriction in place (pre-1964)
- ▶ Remove ZBA criteria for 3/4 family, if rent restricted
- ▶ Greater collaboration with Dover Housing regarding HUD units and Housing Choice Vouchers

What Dover Does:



What Else:

Non Land Use policy areas:

- ▶ Identify public land to make available to a developer with intent for affordable housing to be constructed
- ▶ Identify that if the City has parcels, which it takes for tax deed, when it sells the parcel, that the units go to low/mod buyers/users
- ▶ Provide CDBG Grants to landlords who have not updated property with the requirement that they keep rents level for a period after the improvements are made
- ▶ Continue to review options for using and expanding 79E in including option for Housing Opportunity Zones
- ▶ Housing Trust Fund to create affordable housing.

Why Do Anything?

It Promotes

- ▶ Healthy Living
- ▶ Community Building
- ▶ The Environment
- ▶ Economic Development
- ▶ Diversity, of thought and action

Master Plan Connection

- ▶ Recommends 1,000 sf and smaller units
- ▶ Encourages diversity of housing
- ▶ Encourages walkable/livable community
- ▶ Encourages aging in place

