

Report of Ad-Hoc Committee’s Findings

Green = Current Policy/Completed

Yellow = In Process

Orange = Under Consideration

Blue = To be Completed by Partners

Gray = Infeasible

5. Recommendations Related to the 2035 Community Vision – Pillar 4 Housing and Vision Elements

Deliverable	Pillar	Timeline	Responsibility	Impact	Status
Establish a Housing Commission in Dover, NH to address the city’s current and future housing needs. The commission will create a comprehensive housing policy for the city and focus on strategies to ensure affordable, accessible, and sustainable housing options for all residents while supporting economic growth and community well-being.	4.1	End of 2025	City Council	<p>Assess Housing Needs: Conduct a comprehensive assessment of current housing conditions, affordability, and future housing demand.</p> <p>Policy Development: Develop recommendations for housing policies that align with the city’s Master Plan and long-term growth objectives.</p> <p>Community Engagement: Create opportunities for residents, stakeholders, and businesses to participate in the housing dialogue.</p> <p>Advocate for Funding: Identify and pursue funding opportunities, such as state and federal grants, for housing development and preservation.</p>	Planning Board will continue to oversee Housing Efforts
Use available data on housing (inventory, pricing and affordability needs assessments, etc.) to determine concrete needs for Dover’s housing stock, and then apply that data to drive	4.1	Annual reporting and analysis; Biennial	Housing Planner (data aggregator) Housing Commission	Planning Dept uses data to drive developer incentives and shape zoning policies, influencing developers to build most-needed types of housing.	Monthly report updated regularly. Close to launching new webpage and database.

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policies that encourage development or reuse of the most-needed types housing.		needs assessment	(recommends policy)	Annual Out of Reach Report , Paycheck to Paycheck Database , State/local data on development	
Continue to offer an affordable component to all TDR applications. Offer increased density for affordable, workforce, and attainable units. Incentivize development for affordable/attainable priced homes (price restricted) for purchase. Reduce lot sizes and frontage requirements. Plans w/ greatest affordability are offered the greatest incentives.	4.1	NLT 2026; review annually, assess w/ biennial Housing Needs Assessment	Housing Commission Planning Dept Planning Board Dover City Council	Infrastructure costs are reduced through additional density. Developers build more affordable options w/ increased market rate unit density. Single Family Home construction often includes ADUs deed-restricted to HUD FMR rents. RSA 673:10 City Code, Ch 153, 157, 170	TDR ordinance continues. Subcommittee has been working on potential amendments.
Relax ADU regulations to allow more flexibility.	4.1	End of 2025	Planning Dept Planning Board City Council	Improved affordability for current residents, especially those on fixed incomes, to be able to remain in remain in their homes with rental income either from the ADU unit or the main house. Home purchasers can qualify for a mortgage with anticipated ADU rental income and thus afford to purchase a home in Dover.	ADUs have been relaxed a couple of times in the last few years. PB may consider any further flexibility.
City of Dover to explore developing a housing assistance program for police, firefighters, teachers and other city employees in order to attract and retain quality candidates for Dover's open positions.	4.1	End of 2026	Housing Commission City Council	Dover has fully staffed Police, Fire and School Departments and can more easily attract quality candidates when openings do occur.	To be considered by City Council and Management

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<p>Conduct a Comprehensive Needs Assessment for Dover: The assessment will identify current and future housing needs, with a specific focus on underserved and vulnerable populations, and provide data-driven recommendations to inform housing policies and programs.</p>	<p>4.1</p>	<p>Mid 2026</p>	<p>Planning Department</p>	<p>Analyze the current housing inventory, affordability, and gaps.</p> <p>Identify Vulnerable Populations: Highlight the needs of underserved groups such as low-income households, seniors, individuals with disabilities, and people experiencing homelessness.</p> <p>Forecast Future Demand: Predict housing needs based on demographic and economic trends.</p> <p>Support Strategic Planning: Provide actionable insights to guide the development of housing policies, programs, and funding decisions.</p>	<p>Conducting review of internal capacity and external data sources to support planning efforts.</p>
<p>Craft a Balanced Housing Policy to address Dover's housing needs for inclusion in Dover's Master Plan. The goal is to promote equitable, sustainable, and diverse housing solutions that support affordability, accessibility, community growth, and economic development while preserving neighborhood character and environmental sustainability.</p>	<p>4.1</p>	<p>End of 2025</p>	<p>City Council/ Planning Board</p>	<p>Incentivize Affordable Housing: Propose tax incentives, density bonuses, or streamlined permitting for developers prioritizing affordable housing units.</p> <p>Develop a landlord incentive program in Dover, NH, that encourages property owners to accept housing vouchers by addressing common barriers such as financial risks and administrative burdens. The program will provide funding for security deposits, offer financial support for damage repairs, and streamline communication and processes to foster positive landlord-tenant relationships and expand affordable housing opportunities.</p>	<p>The City is a leader in the state, the City Council crafted a goal related to Housing. Staff and the Planning Board are working towards those goals.</p>

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				<p>Preserve Existing Housing Stock: Develop programs for the maintenance and rehabilitation of older homes.</p> <p>Conduct workshops, town hall meetings, and surveys to gather public input on housing priorities. Collaborate with local organizations, businesses, and housing advocates to ensure broad representation.</p>	
<p>Establish public-private partnerships (PPPs) to increase the development and availability of affordable and supportive housing in Dover, NH. These partnerships will leverage the resources, expertise, and capital of both the public and private sectors to address housing challenges while fostering innovation and cost-effective solutions.</p>	<p>4.1</p>	<p>Medium-Long Term</p>	<p>City Council/ Planning Board</p>	<p>Expand Affordable Housing: Increase the number of affordable units available for low- and moderate-income residents.</p> <p>Develop Supportive Housing: Provide housing paired with wraparound services for individuals with complex needs, including those experiencing homelessness, seniors, and individuals with disabilities.</p> <p>Leverage Resources: Combine public funding and incentives with private investment to maximize impact.</p> <p>Foster Collaboration: Build lasting partnerships between government, private developers, nonprofits, and community stakeholders.</p>	<p>Several examples have been completed. The Littleworth Road development is underway with an approved CUP.</p>
<p>Identify and study comparable communities across the country that have successfully expanded affordable housing and implemented effective programs to alleviate housing shortage. By</p>	<p>4.1</p>	<p>Medium-Long Term</p>	<p>City Council/ Planning Board</p>	<p>Identify Comparable Communities: Locate cities or towns with similar demographics, economic profiles, and housing challenges to Dover, NH.</p>	<p>In progress by being part of the nation-wide Housing Accelerator Program</p>

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analyzing best practices, Dover, NH can develop and adapt proven strategies to address local housing challenges and improve services for vulnerable populations.				<p>Document Best Practices: Gather data on successful affordable housing initiatives and homelessness alleviation programs.</p> <p>Assess Transferability: Evaluate which strategies can be adapted to Dover’s unique needs and constraints.</p> <p>Inform Local Policies: Provide actionable recommendations based on proven models.</p>	
Explore modification to HUD restricted housing to include purchase option.	4.1	Mid 2026	Planning/ Housing Commission	Expands options for affordable home ownership.	Working on language for amendments

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Approved plans are consistent with Dover Master Plan, reviewed to ensure inclusion of visual attractiveness; cohesion and connectivity throughout the entire city (walkability, bike lanes, public transit); thoughtful growth; and protecting and enhancing a vibrant urban core along with its surrounding residential neighborhoods, business	4.2	Jan 2026	All Boards Housing Commission Planning Dept TRC	<p>Dover’s development pleases residents, contributing to a more cohesive, visually appealing, and well-connected city.</p> <p>Ensures walkability, expanded bike lanes, and accessible public transit are prioritized, enhancing mobility and connectivity for all residents.</p> <p>Thoughtful growth strategies support a vibrant urban core while preserving the character and vitality of surrounding residential neighborhoods, business districts, and rural open spaces.</p>	While more can always be done, Dover’s Master Plan does speak do inclusion of these elements

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districts, and rural residential, agricultural, and open lands.			Planning Board	Promotes a balanced, sustainable city that reflects community values and supports long-term quality of life. RSA 673:10 City Code, Ch 153, 157, 170	
Explore using fines from Code enforcement violations to contribute to housing related funds.	4.2	Medium-Long term	Housing Commission City Council	Offers a locally controlled revenue stream to support affordable housing development, enhancing long-term housing stability efforts.	Infeasible unless policy changes

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Encourage a mix of housing stock by enabling special exceptions for mixed-styles of housing, with multifamily buildings and single-family homes side-by-side in projects of certain sizes.	4.3	Jan 2026	All Boards Housing Commission Planning Dept TRC Planning Board	A mixture of housing stock in neighborhoods enables a diversity of housing options while maintaining Dover’s unique character. Developers innovate to include greater density and mixed affordability in new developments. Dover’s stock of workforce housing enables residents to live/work/play in their community. RSA 673:10 City Code, Ch 153, 157, 170	Current city policy that will continue

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Investigate and identify developers and nonprofits that have been successful in securing funding through the New Hampshire Housing Finance Authority (NHHFA) program for apartment complex developments as seen Rochester and other cities.	4.3	Intermediate	Planning Dept or Housing Commission	Identify successful strategies for NHHFA funding Improve future application competitiveness Ensure effective use of public funds Support the development of impactful affordable housing in Dover	Collaborating with a local nonprofit partner to pursue NHHFA funding for development.
Review and analyze Current Manufactured Home Park Codes in Dover.	4.3	2026	Planning Dept	Provide informed recommendations for updating Dover’s codes to accommodate modern tiny homes or revamped manufactured home parks, fostering affordable housing solutions and ensuring regulations reflect current housing trends.	City Code definitions updated; actively monitoring state legislation
Analysis and Evaluation of Single Room Occupancy (SRO) Style Group Living Models as seen in Boston.	4.3	2026	Planning Dept or Housing Commission	Provide recommendations for improving or replicating the model, considering factors such as structured self-sufficiency support, resident participation, space utilization, and program effectiveness.	To be reviewed
Review Design Evaluation of Apartment Buildings with Ground-Level Storefronts and ADA Apartments.	4.3	Long Term	Planning Dept AND Housing Commission	Evaluate the design’s effectiveness in balancing residential and commercial needs, enhance accessibility for ADA residents, and provide actionable recommendations for optimizing and replicating this mixed-use model in future developments.	Planning Board recently approved a few of projects with units designed to be accessible
Review incentives for building housing units with a wide mix of incomes (Low-to moderate Income) to achieve Housing Integration.	4.3	Long Term	Planning Dept AND Housing Commission	This structured approach will provide a thorough evaluation of the integration of low-income housing in a multi-story condominium setting, offering insights into its success and potential for wider application in future housing developments.	Staff has these conversations during concept reviews. Impacted by LIHTC

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Offer the greatest possible incentives for accessible and supportive housing developers. Use all legal, financial, and planning tools to promote ADA-compliant, single-story, accessible and “ADA-ready units” development. Offer incentives for mixed use multi-family units with assisted-living, long-term care, or memory care facilities in the same neighborhoods.	4.4	2026; review annually, assess w/ Biennial Housing Needs Assessment	Housing Commission Planning Dept Planning Board Dover City Council	Supportive and accessible housing development measurably increases. Developers innovate to offer accessible and supportive multifamily units, and single-story accessible homes, in neighborhoods with mixtures of multifamily and single-family units; increased development of assisted, long-term, nursing, and memory care facilities. RSA 673:10 City Code, Ch 153, 157, 170	Some aspects underway or existing. Further actions to be reviewed by parties listed.

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Develop, enhance or expand Senior Property Tax Relief Program specifically for older residents on fixed incomes.	4.5	End of 2025	City of Dover Tax Assessor's Office, Senior advocacy groups, local Nonprofits	Reduces the financial burden of property taxes, allowing seniors to remain in their homes.	Dover already offers Tax Relief for Seniors
Create Affordable Senior Housing Development Incentives: Encourage the development of affordable, age-friendly housing units through zoning incentives and public-private partnerships.	4.5	Intermediate	Dover Planning and Zoning Departments, Private Developers, State Housing Agencies	Expands affordable housing options tailored to older residents’ needs. Ensure proximity to healthcare, public transit, and community amenities. Provide density bonuses, tax abatements, or expedited permitting for developers building senior housing.	Market to be reviewed. Dover has Senior Housing. Staff discuss with applicants.

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Establish "Aging in Place" Home Modification Grant Program: Create a grant or low-interest loan program to assist older residents in making their homes more accessible and energy-efficient.	4.5	Intermediate	Dover Community Development Office. State and Federal Housing Programs (e.g., NHHFA, Local Charities)	Improves safety, comfort, and affordability, enabling seniors to age in place. Funding for modifications such as ramps, grab bars, stairlifts, and weatherization improvements. Partnerships with local contractors for affordable services.	To be reviewed

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Explore options to address “last mile” deficiencies.	4.6	Medium-Long term	Housing Commission	Increases access to jobs, education, healthcare, and essential services.	To be reviewed
Consider incorporating elements of “15-minute cities” to enhance neighborhood livability.	4.6	Medium-Long term	City Council/ Zoning Department	Reduces environmental impact, improves quality of life, and promote equity by ensuring that all residents — regardless of income or background — have convenient access to daily necessities.	The RCM Overlay District fosters neighborhood livability

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Consider expansion to Allow 2-4 family units by right in the R-40 district with provisions to maintain R-40's rural character.	4.7	2026	Planning Board	Building density and adding units, without impacting rural character.	To be reviewed

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Use all legal, financial, and planning tools to promote ADA-compliant, single-story, accessible, and “ADA-ready units” development. Provide incentives for accessible and supportive housing developers.	4.8	2026; review annually, assess w/ Biennial Housing Needs Assessment	Housing Commission Planning Dept Planning Board Dover City Council	Supportive and accessible housing development measurably increases. Developers innovate to offer accessible and supportive multifamily units, and single-story accessible homes, in neighborhoods with mixtures of multifamily and single-family units. Increased development of assisted, long-term, nursing, and memory care facilities. RSA 673:10 City Code, Ch 153, 157, 170	To be reviewed

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City of Dover to develop a housing assistance program for private employers in order to attract and retain quality candidates for regional open positions.	4.9	End of 2026	City of Dover Local coalitions and housing partners	Dover has adequate workforce can more easily attract quality candidates when openings occur.	To be reviewed

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Establish/Expand Low-Barrier Shelters: Develop or enhance shelters that prioritize access by minimizing entry requirements, such as sobriety, income, or ID.	4.10	Short term	Shelter providers, Municipal governments, Continuum of Care (CoC) organizations	Increased access to safe, temporary housing for individuals and families, leading to a reduction in unsheltered homelessness.	Permanent low-barrier Warming Shelter under development
Enhance Support Services Integration: Provide wraparound services, including case management, mental health support, substance use treatment, job training, and healthcare, directly at shelter sites or through partnerships.	4.10	Ongoing	Shelter providers, social service agencies, State agencies (e.g., NH Department of Health and Human Services), community partners	Improved stability and pathways to permanent housing for shelter residents.	Dover CDBG funds awarded to agencies to aid in the delivery of support services
Community Outreach and Awareness Campaigns: Educate communities and potential service users about the availability and benefits of low-barrier shelters and services.	4.10	Short Term, Ongoing	CoC organizations, local housing advocacy groups, Media partners, local governments	Increased utilization of shelters and reduction of stigma around homelessness.	To be Completed by Partners
Measure and Track Outcomes: Develop metrics to monitor shelter usage, housing placement rates, and individual outcomes post-shelter stay.	4.10	Short Term, Ongoing	Shelter operators, CoC data teams, Academic or Research Institutions, Funders	Evidence-based improvements in service delivery and funding allocation.	Providers use the Homeless Management Information System (HMIS) to collect, manage, and report data on

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					individuals and families experiencing homelessness.
Expand Funding Sources: Advocate for increased funding from public and private sources to sustain and scale low-barrier shelters and services.	4.10	Immediate to Short Term, Ongoing	Nonprofit Organizations, Municipal Governments, Philanthropic Organizations, State Legislators	Long-term sustainability of low-barrier shelters and associated services.	Engaged in coalitions advocating for support at all levels of government.
Create sanctioned campgrounds for homeless individuals in Dover, NH. These campgrounds will provide essential services, including showers, laundry facilities, garbage collection, and transportation, offering a safe and dignified living environment while facilitating access to supportive resources and pathways to permanent housing.	4.10	Intermediate	City Council/ Nonprofit organizations	<p>Provide Safe Shelter: Offer a secure and designated space for homeless individuals to reside temporarily.</p> <p>Improve Quality of Life: Ensure access to basic amenities like hygiene facilities and waste management.</p> <p>Connect to Resources: Provide transportation to facilitate access to social services, healthcare, and employment opportunities.</p> <p>Promote Community Well-being: Reduce unauthorized encampments and their associated impacts on public spaces and safety.</p>	To be Completed by Partners

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Create respite beds in Dover, NH, designed to provide short-term, safe, and supportive accommodations for individuals experiencing homelessness who are recovering from illness, injury, or medical treatment. Respite beds bridge the gap between healthcare services and permanent housing, ensuring vulnerable individuals receive the care and rest they need to recover and rebuild stability.	4.10	Medium-Long term	City Council/ Planning	<p>Improve Health Outcomes: Provide a safe space for recovery after medical care, reducing readmissions and emergency room visits.</p> <p>Support Vulnerable Populations: Offer services tailored to the needs of medically fragile individuals experiencing homelessness.</p> <p>Integrate Services: Facilitate access to healthcare, case management, and housing support.</p> <p>Relieve Healthcare System Strain: Reduce the burden on hospitals and emergency services by providing an appropriate care setting.</p>	Planning staff to review zoning to determine allowable use; Implementation would require external partners.

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Expand Short-Term Rental Assistance Programs: Increase funding and accessibility to short-term rental assistance for individuals and families facing eviction due to income loss or unforeseen financial hardship.	4.11	Short Term, Ongoing	Local housing authorities, CAPSC, City Welfare offices	Prevent evictions and reduce homelessness by helping households maintain their housing. Maintaining housing is more cost-effective than rehousing individuals.	To be Completed by Partners
Establish Landlord Education and Support Program: Implement educational resources and training for landlords to identify early warning signs of tenant	4.11	Short term	Local housing authorities, CAPSC, City Welfare offices	Educate landlords on eviction prevention strategies and resources to support tenants, stabilizing households and reducing evictions.	To be reviewed

struggles, communicate effectively, and collaborate with social services.					
Expand Homeless Prevention Services and Record-Clearing Clinics: Broaden the scope of services addressing the root causes of homelessness, including assistance with clearing criminal records and providing tailored case management.	4.11	Ongoing	Local housing authorities, CAPSC, Police Department, City Welfare offices, Legal Aid	Provide families with resources to remain housed, reduce barriers to housing for individuals with criminal records, and promote long-term self-sufficiency.	To be Completed by Partners

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Dover should establish and fund a Land Trust to provide appropriately located land for development of affordable and low-income housing.	4.12	Long term	City Council/ Planning Department	Creates a stable, community-controlled mechanism for preserving land for affordable housing. Ensure development occurs in appropriate, well-connected locations—close to jobs, schools, and transit, advancing equity and access.	To be reviewed

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Local landlords ensure that those awarded vouchers have a choice of affordable, accessible, conveniently located living units of various sizes.	4.12	Medium Term	Planning Dept, Housing Commission, Housing Authority, CAPSC	Offers attainable housing options for families of diverse income levels, enabling residents to live in communities that align with their preferences and meet their housing needs.	New CDBG Rental Rehabilitation Program as a tool to help meet this goal
Determine next steps with the SRPC inventory of buildable large tracts of land that are buildable	4.12	Medium to Short Term	Strafford Regional Planning & Planning Dept.	Include landowners in the long term planning of housing, schools, recreation and open space in the city.	In conceptual and feasibility stages; identified as an attainable priority
Bring together local developers to discuss their financial needs and building code restrictions with local employers (hospital, restaurants, retail, schools) sharing the housing needs and support service needs (medical, child care, transportation) required to attract employees.	4.12	Medium Term	Housing Commission	Provide “cooperative” housing development of affordable and workforce housing apartments and condominiums to allow employees to live near where they work, and support services are available and convenient to home and work.	In conceptual and feasibility stages; identified as an attainable priority

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Conduct a series of group discussions, round tables, think tanks with local professionals (local housing developers, landlords, property managers, assisted housing agencies, social service providers, municipal and county welfare officials) and seek their opinions on how best to deal with homelessness and how to best build quality affordable housing.	4.12	Immediate to Short Term, Ongoing	Planning Dept, Housing Commission, Housing Authority, CAPSC	Consider the advice of professionals dealing with housing concerns every day. Develop new relations and possibly create new partnerships.	In conceptual and feasibility stages; identified as an attainable priority
Hire a full-time, dedicated housing grant writer to secure funding for affordable housing development, supportive housing programs, and other housing-related initiatives in Dover, NH. A dedicated grant writer will enhance the city's ability to identify, apply for, and manage grants, ensuring sustainable financial support for critical housing projects.	4.12	Short-term (1 st year)	City Council/City Manager	<p>Increase Funding: Secure federal, state, and private grants to address Dover's housing needs.</p> <p>Support Housing Development: Provide financial resources for creating affordable and supportive housing.</p> <p>Streamline Grant Management: Ensure compliance with grant requirements and improve reporting efficiency.</p> <p>Enhance Collaboration: Work with city departments, nonprofits, and private developers to pursue funding opportunities.</p>	Planning staff now includes an Assistant City Planner specializing in housing and community development.