



# Strategic Planning Overview

CITY OF DOVER, NH  
MARCH 6, 2019

- 1 Why?
- 2 Master Plan 101
- 3 Executive Summary
- 4 What's Next
- 5 Strategic Plan 101
- 6 Plan Summary
- 7 Actions to Date
- 8 Questions

# Why Dover Has a Strategic Plan

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

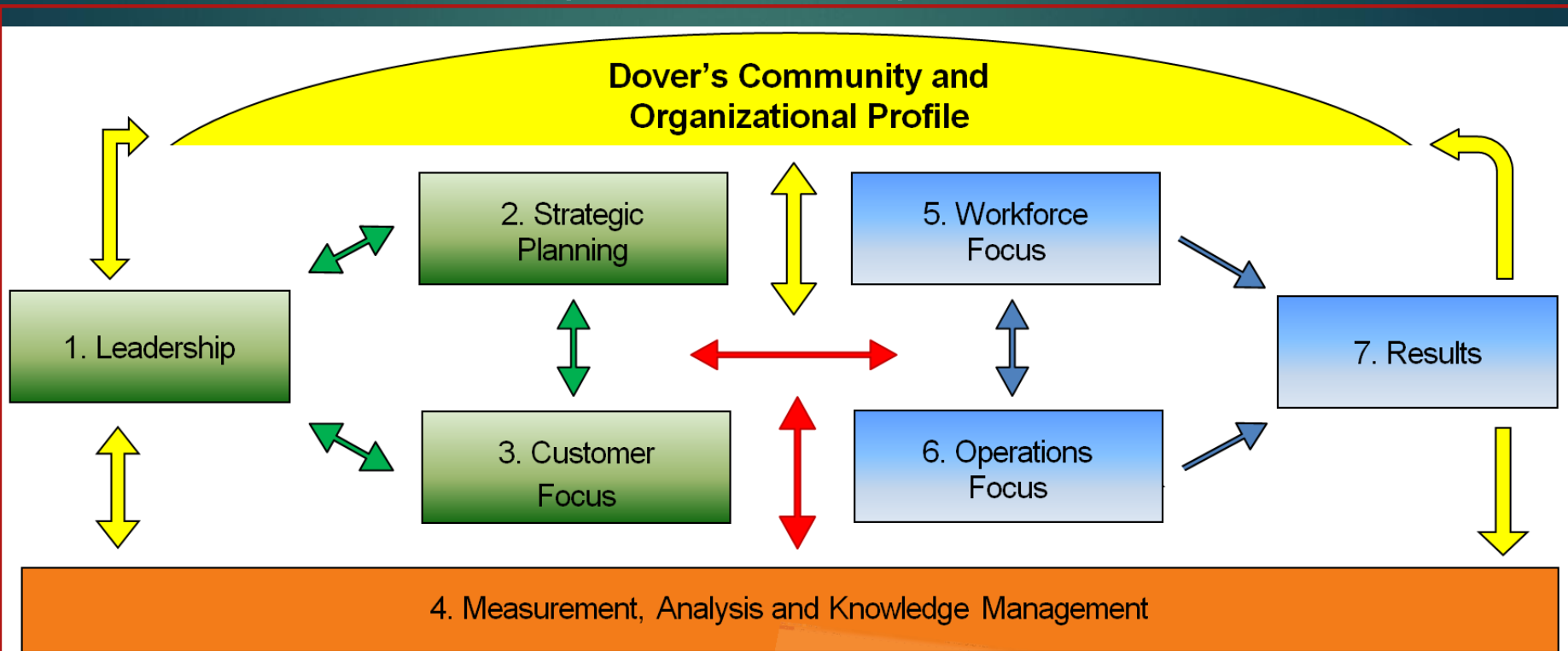
**Improve overall organizational performance and capabilities resulting in greater operational efficiencies**

**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

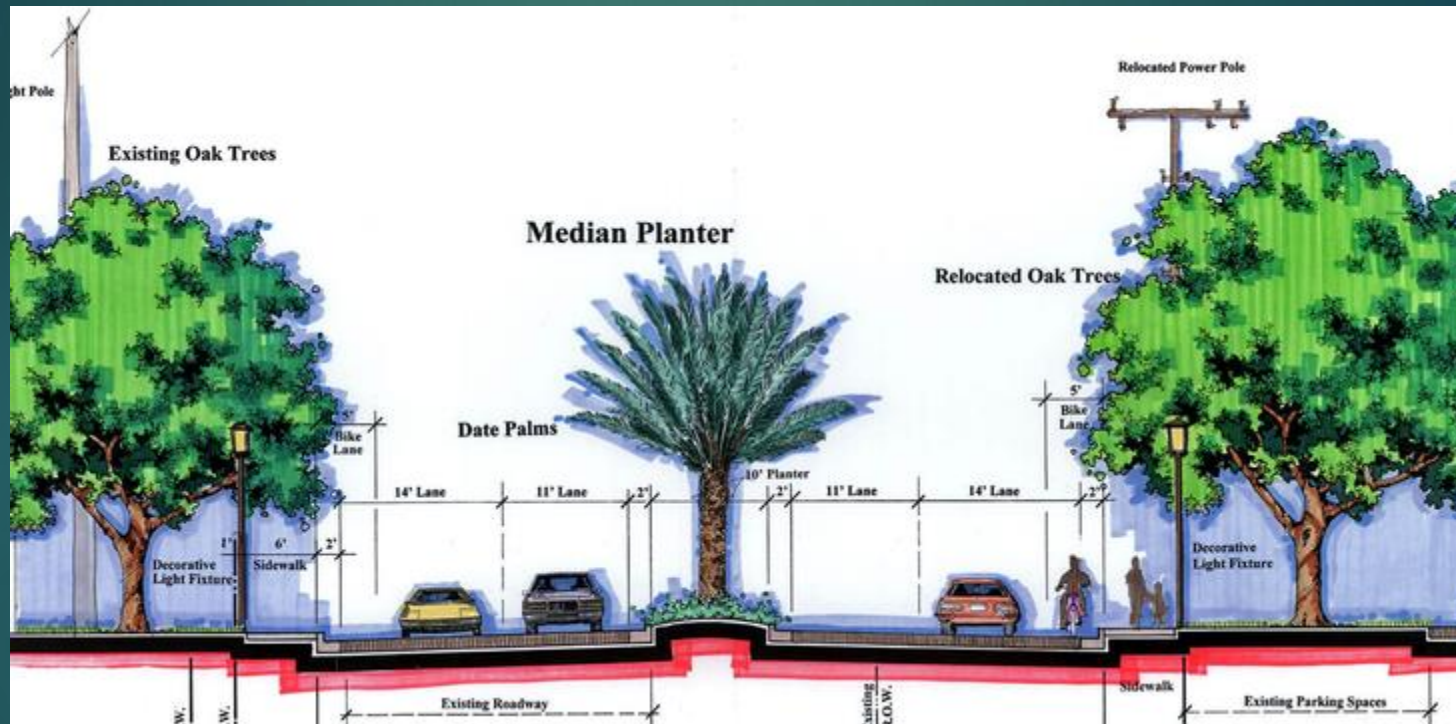
# Master Plan 101



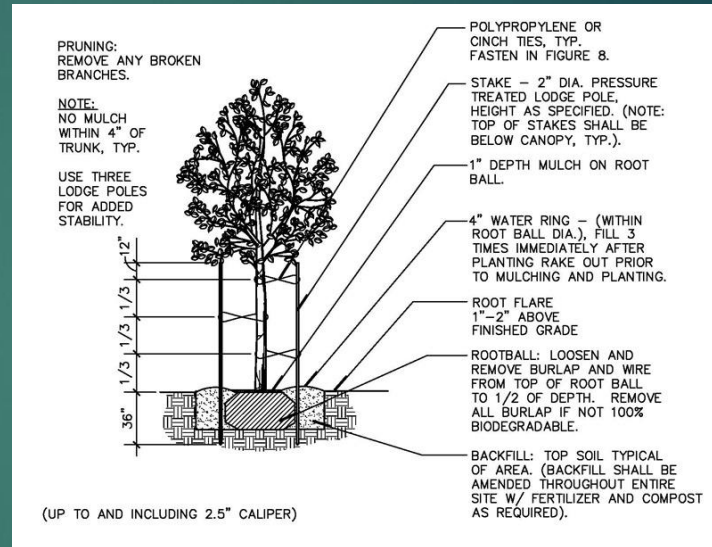
# Master Plan 101



# 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



<b>Visioning</b> Robert Carrier Dana Lynch Jack Mettee Jan Nedelka Anne Ross Kirt Schuman Alison Webb	<b>Land Use Analysis</b> Gina Cruikshank Robert Paolini Fergus Cullen Norm Fracassa Marcia Gasses Jerry Reese	<b>Transportation</b> Matt Hanson Dana Lynch Jon Niehof Moe Olivier Lee Skinner Eric Swanson Daniel Toland	<b>Stewardship of Resources</b> Robert Carrier Elizabeth Goldman Cora Quisumbing-King David Landry Otis Perry Alison Webb Lindsey Williams
<b>Climate Adaptation</b> Bill Baber Anna Boudreau Malone Cloitre Marcia Gasses Haley Harmon Jan Nedelka John Peterman Cora Quisumbing-King Tom Thompson	<b>Conservation &amp; Open Space</b> Thomas Fargo William Hunt Anne Kotlus Barbara Lehocky Lee Skinner Dorothy Wagner Samuel Chouinard	<b>Recreation</b> Robert Carrier Ronald A. Cole Cova Greig Carrie Keech Jan Nedelka Diana Schuman Kirt Schuman Brian Wilson	<b>Community Facilities and Utilities</b> 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 (2009)
- ▶ 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 400<sup>th</sup> 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

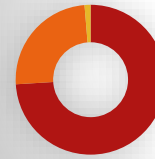
## Recommendations and Implementation Plan –Land Use Analysis

### Land Use

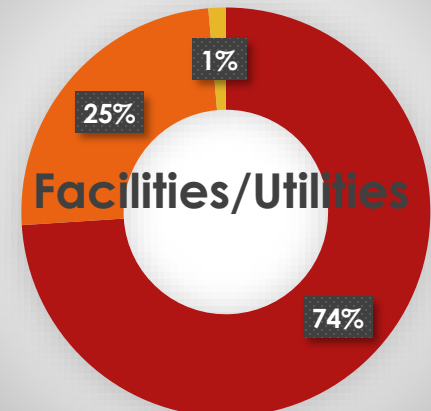
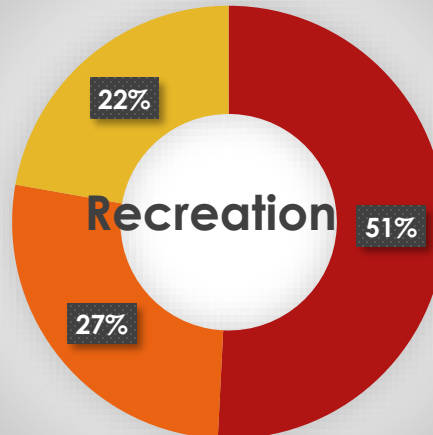
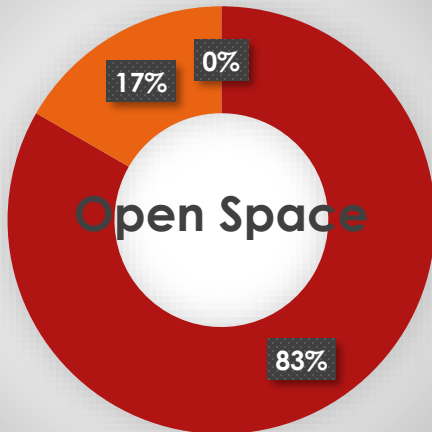
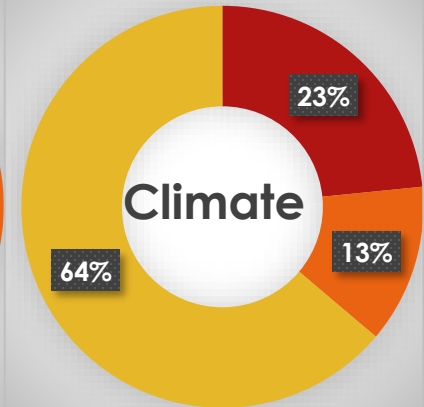
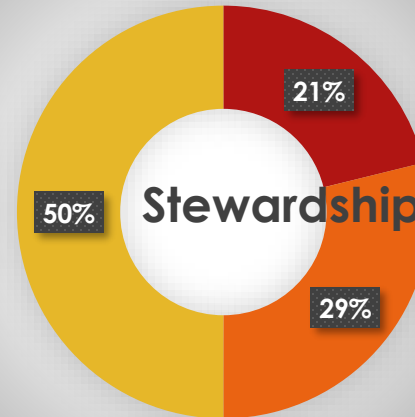
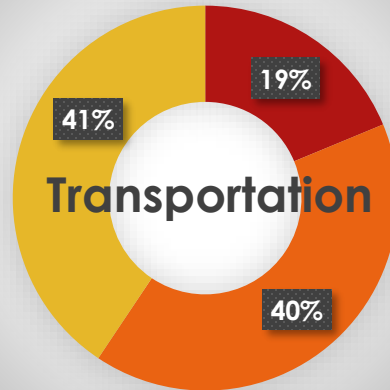
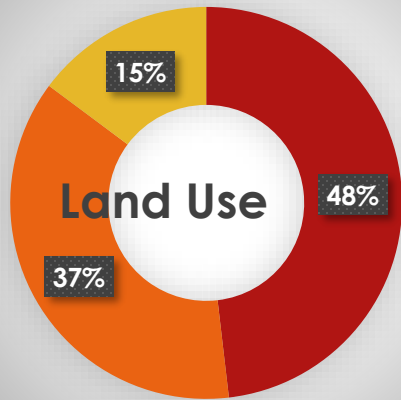
Goal/Action	Priority	Responsibility	Chapter Reference	Status
<b>Land Use Goal</b>	<i>Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover's historic urban and rural character.</i>			
<b>Objective LU 1</b>	Make Dover's 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 <b>In Progress (2021)</b>
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 <b>Ongoing</b>
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 <b>Ongoing</b>
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 <b>In Progress (2019)</b>
<b>Objective LU 2</b>	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 <b>Ongoing</b>
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 <b>Completed 2016</b>



# Actions to Date



- Acted upon
- In Progress
- To be reviewed



# Sample Recommendations

- ▶ Recreation
  - ▶ Review and repair the wall at the Fish Ladder Park
    - ▶ Completed, 2019
- ▶ Conservation/Open Space
  - ▶ Improve protection of Bouchard and Hughes Wellheads
    - ▶ Completed, 2018
- ▶ Community Facilities/Utilities
  - ▶ Renovate Dover High School and Career Technical Center
    - ▶ Completed, 2018

# Sample Recommendations

- ▶ Climate Adaptation
  - ▶ Use widely visible public spaces, such as Henry Law Park, as opportunities to provide education on climate change impacts (e.g. sea-level rise)
    - ▶ Completed, 2019
- ▶ Transportation
  - ▶ Prepare a Citywide bike plan that identifies existing gaps, and recommends routes
    - ▶ In Progress, 2019
- ▶ Stewardship
  - ▶ Explore the creation of an ordinance to encourage use of renewable sources of energy.
    - ▶ In Progress, 2019

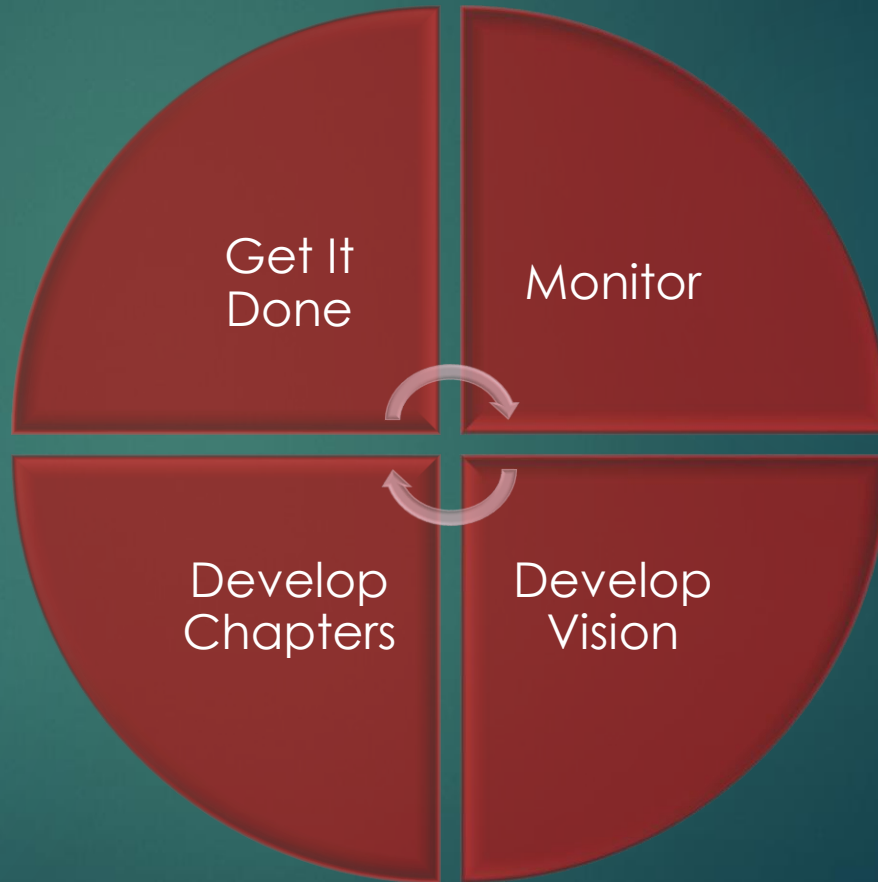
# Connections to Goals

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...**



# Next Steps



- Recreation – 2019
  1. Preserve and Promote a healthy and active Dover
  2. Enhancing Dover's quality of life
- Community Facilities/Utilities – 2019/2020
  1. Maintenance and Investment strategies
  2. Building and Infrastructure Needs
- Consolidated Plan – 2019/2020
  1. Review impediments to affordable housing
  2. Low mod Infrastructure Needs

# Operational Strategic Plans



All plans are located at: <http://bit.ly/2EXsZBQ>

# Strategic Plans 101

## ▶ What it is

- ▶ Systematic approach for prioritization of actions
- ▶ Data driven
- ▶ A guide for resource allocation
- ▶ A consistent guide

## ▶ What it is not

- ▶ A fortune teller
- ▶ A smooth, fill in the blank process
- ▶ Automated management
- ▶ A recitation of the Council goals and objectives, applied to departments.
- ▶ A department's operating procedures



# Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

# Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

## Benefits

- ▶ Team Building
- ▶ Mission alignment
- ▶ Creative problem solving
- ▶ Employee attraction/evaluation

# Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

## Budget Connection

- ▶ Resource allocation
- ▶ Supports requests
- ▶ Provides performance measures

# Why Plan?

- ▶ Benefits
- ▶ Budget connection
- ▶ Consistency with Framework

## Consistency with Framework

- ▶ Connections to Council goals
- ▶ Connections to expectations
- ▶ Connection to Master Plan

# Framework of the Plan

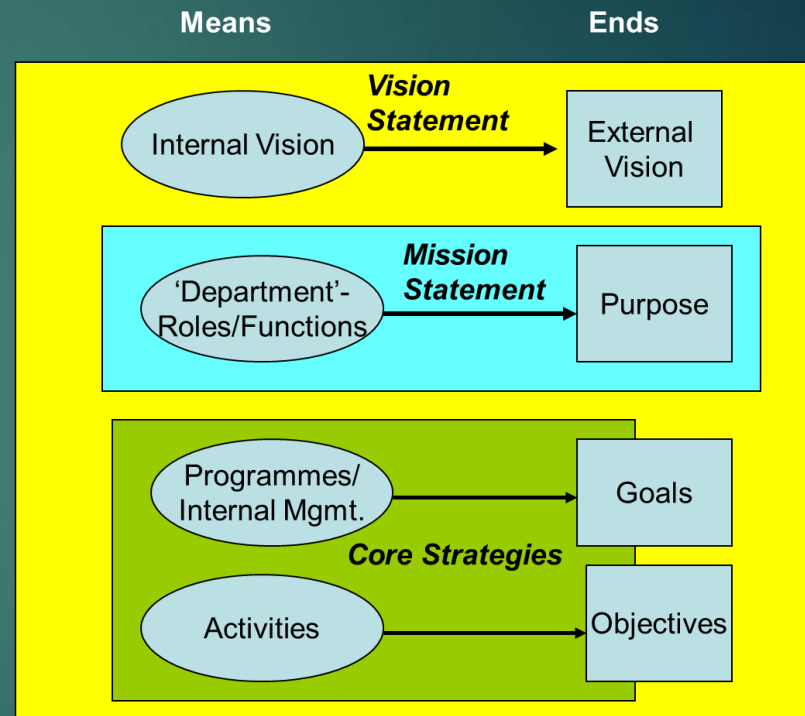
## Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

Values

and

Beliefs



The Language of Planning – Focusing on Ends and Means

# Framework of the Plan

## Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

## Vision and Mission

- ▶ Why, How, What
- ▶ *“To be a city with an emerging urban vibrancy guided by a small town sense of community”*
- ▶ *“To provide affordable, high quality municipal services and responsive accessible local governance ensuring all persons the opportunity to enjoy contributing to and being part of the Dover community.”*

# Framework of the Plan

## Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

## Core Values

- ▶ How staff treat each other and stakeholders
- ▶ If a “customer” described your department, they’d use the following adjectives....
- ▶ The City’s are?

# Framework of the Plan

## Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

## Issues and Challenges

- ▶ Developed after conducting and Environmental Scan
  - ▶ Strengths
  - ▶ Weaknesses
  - ▶ Opportunities
  - ▶ Obstacles



# Framework of the Plan

## Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

## Goals and Objectives

- ▶ Goals are “To” be done
  - ▶ Improve
  - ▶ Decrease
  - ▶ Maintain
- ▶ Objectives
  - ▶ SMART

- *Specific* – a specific improvement.
- *Measurable* – indicator of success.
- *Assignable* – who will do it.
- *Realistic* – achievable with our resources.
- *Time-related* – ETA.

# Framework of the Plan

## Elements of the Plan

- ▶ Vision
- ▶ Mission
- ▶ Core Values
- ▶ Issues and Challenges
- ▶ Goals and Objectives
- ▶ Outcomes

## Outcomes

- ▶ How we will achieve goals/objectives
  - ▶ To do list
- ▶ Integration into employee evaluations and City Manager's Report

# Action Plans

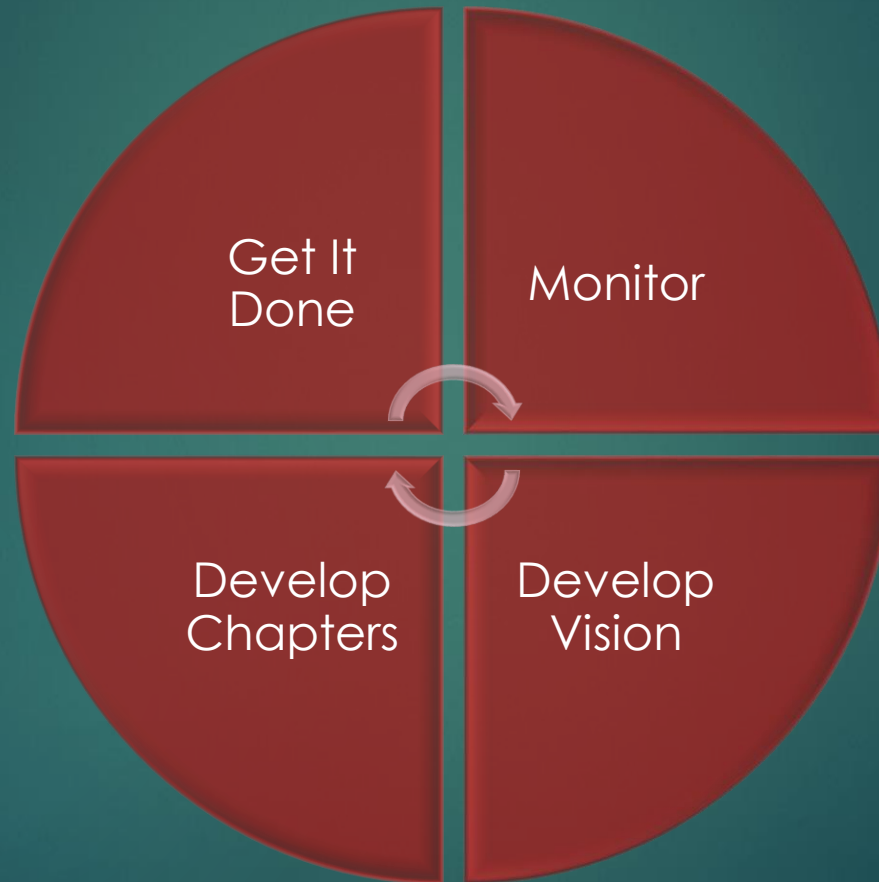
## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures - Planning

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	Public Information, Outreach, and Engagement			
Objective A.1	The Department is a center of planning excellence			
Action A.1.1	Expand outreach via listening tours to interact with neighborhoods and stakeholders	Short	Planners	5 & 8
Action A.1.2	Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools	Medium	ACM	5
Action A.1.3	Educate and give the public opportunities for feedback regarding the service the department provides.	Ongoing	Planners	2 & 5
Action A.1.4	Explore mechanisms by which department communicates with a focus on enhancing our ability to reach out through customer friendly methods.	Short	Planners	5
Objective Outcome Measure	Detailed report of listening tours			
Objective Outcome Measure	At least six times a year present to a community group how land use planning adds value to the community or respond to specific issues			
Objective Outcome Measure	Publish and e distribute a department newsletter on a periodic basis.			
Objective Outcome Measure	Annually, update City Council on Master Plan activities			
Objective Outcome Measure	Updated and consistent use of traditional and modern media, and a visible presence at community events.			

# Actions to Date

Goal A: Public Information, Outreach, and Engagement		Timeline	Responsibility	Issue	Status	Progress
<b>Objective A.1</b>	<b>Enhance the effectiveness of GIS to support mapping and geographic analysis needs, create better linkages between property records and electronic documents in Treno for public access and use</b>					40%
<b>Action A.1.1</b>	Expand outreach via listening tours to interact with neighborhoods and stakeholders	Short	Planners	5 & 8		
<b>Action A.1.2</b>	Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools	Medium	ACM	5		
<b>Action A.1.3</b>	Educate and give the public opportunities for feedback regarding the service the department provides.	Ongoing	Planners	2 & 5		
<b>Action A.1.4</b>	Explore mechanisms by which department communicates with a focus on enhancing our ability to reach out through customer friendly methods.	Short	Planners	5		
<b>Objective Outcome Measure</b>	<b>Detailed report of listening tours</b>				Priority of 2018	0%
<b>Objective Outcome Measure</b>	<b>At least six times a year present to a community group how land use planning adds value to the community or respond to specific issues</b>				Chamber X 4, Rotary, Saco Economic Dev., UNH X 3	100%
<b>Objective Outcome Measure</b>	<b>Publish and e distribute a department newsletter on a periodic basis.</b>				Priority of 2018	0%
<b>Objective Outcome Measure</b>	<b>Annually, update City Council on Master Plan activities</b>				In March	100%
<b>Objective Outcome Measure</b>	<b>Updated and consistent use of traditional and modern media, and a visible presence at community events.</b>				Developed PR Schedule and assigned topics to staff. Working with MG to complete.	20%
<b>Objective A.2</b>	<b>The Department will enhance and expand its ability to provide timely and useful information for decision-making.</b>					25%
<b>Action A.2.1</b>	Undertake a comprehensive review of existing procedures and practices for improvement in effectiveness and efficiency	Short	Planners	All		
<b>Action A.2.2</b>	Improve the availability and timeliness of digital map products and data for decision making processes	Short	ACP/ZA	1, 2, 4 & 5		
<b>Action A.2.3</b>	Explore the development of potential new interactive themes and functions for external users of MapGeo	Ongoing	ACP/ZA, IT	1, 5 & 6		
<b>Action A.2.4</b>	Implement a program to scan, archive and catalog old files to insure thousands of old files and planning cases are much more secure, accessible and organized.	Ongoing	Department, IT	1, 2, 4, 5 & 6		
<b>Action A.2.5</b>	Through effective communication efforts continually work to make the planning department more accessible and transparent to the public.	Ongoing	Department	1, 2, 4, 5 & 6		
<b>Objective Outcome Measure</b>	<b>Development of publically accessible SOPs within Development Handbook</b>				Processes reviewed. SOP underway	33%
<b>Objective Outcome Measure</b>	<b>Update themed maps available for use and review</b>				Reviewed themes, updated zoning	33%
<b>Objective Outcome Measure</b>	<b>Update of MapGeo to include new themes and functions</b>				Under review	5%
<b>Objective Outcome Measure</b>	<b>All reports, and applications from 1990 forward are online in a logical and accessible manner, and all maps in the department are scanned and available.</b>				Underway. Scanning old maps and identifying reports. Estimate will take 2 years to	10%

# What's Next?





## Questions

Christopher G. Parker, AICP  
[c.parker@dover.nh.gov](mailto:c.parker@dover.nh.gov)

- Blog: <http://dovern planning.tumblr.com/>
- Facebook: [www.facebook.com/DoverNHPlanning](http://www.facebook.com/DoverNHPlanning)
- Twitter: @DoverNHPlanning
- WWW: <http://1.usa.gov/1M63Xv3>