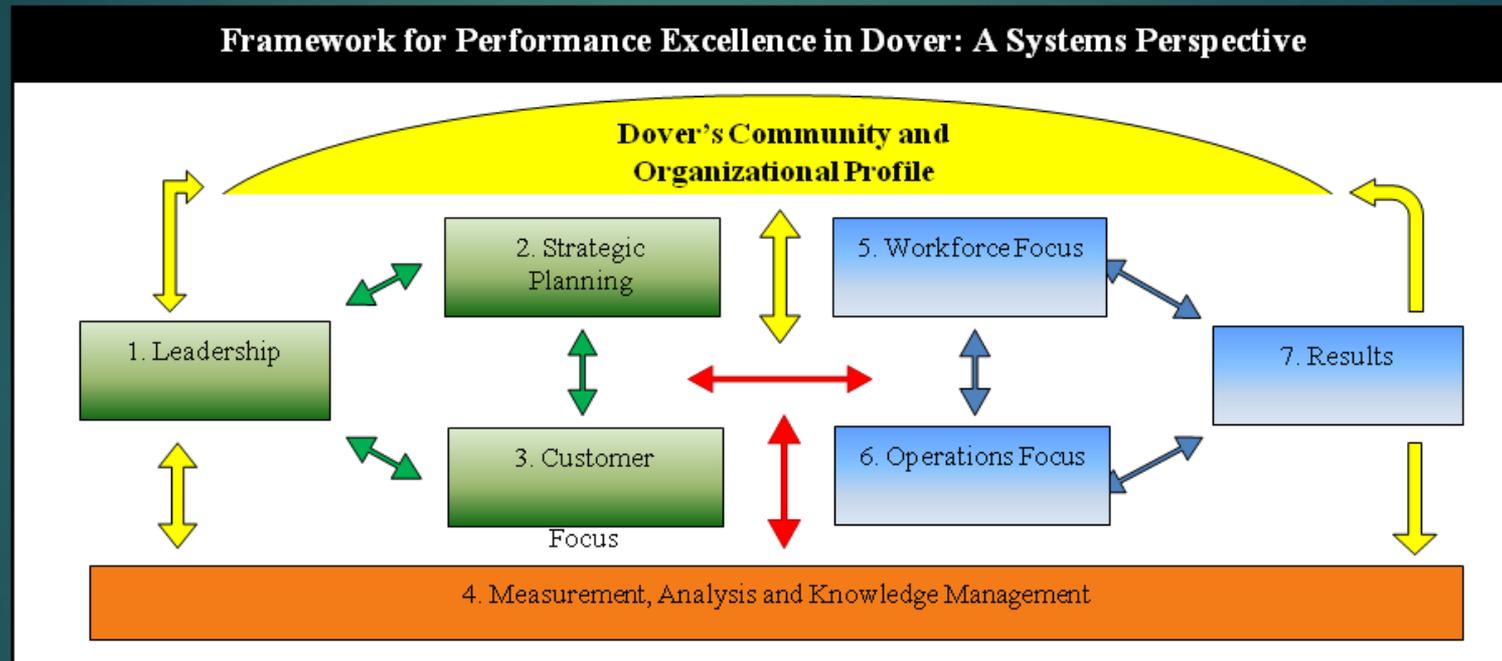




Strategic Planning Overview

CITY OF DOVER, NH
MARCH 15, 2017

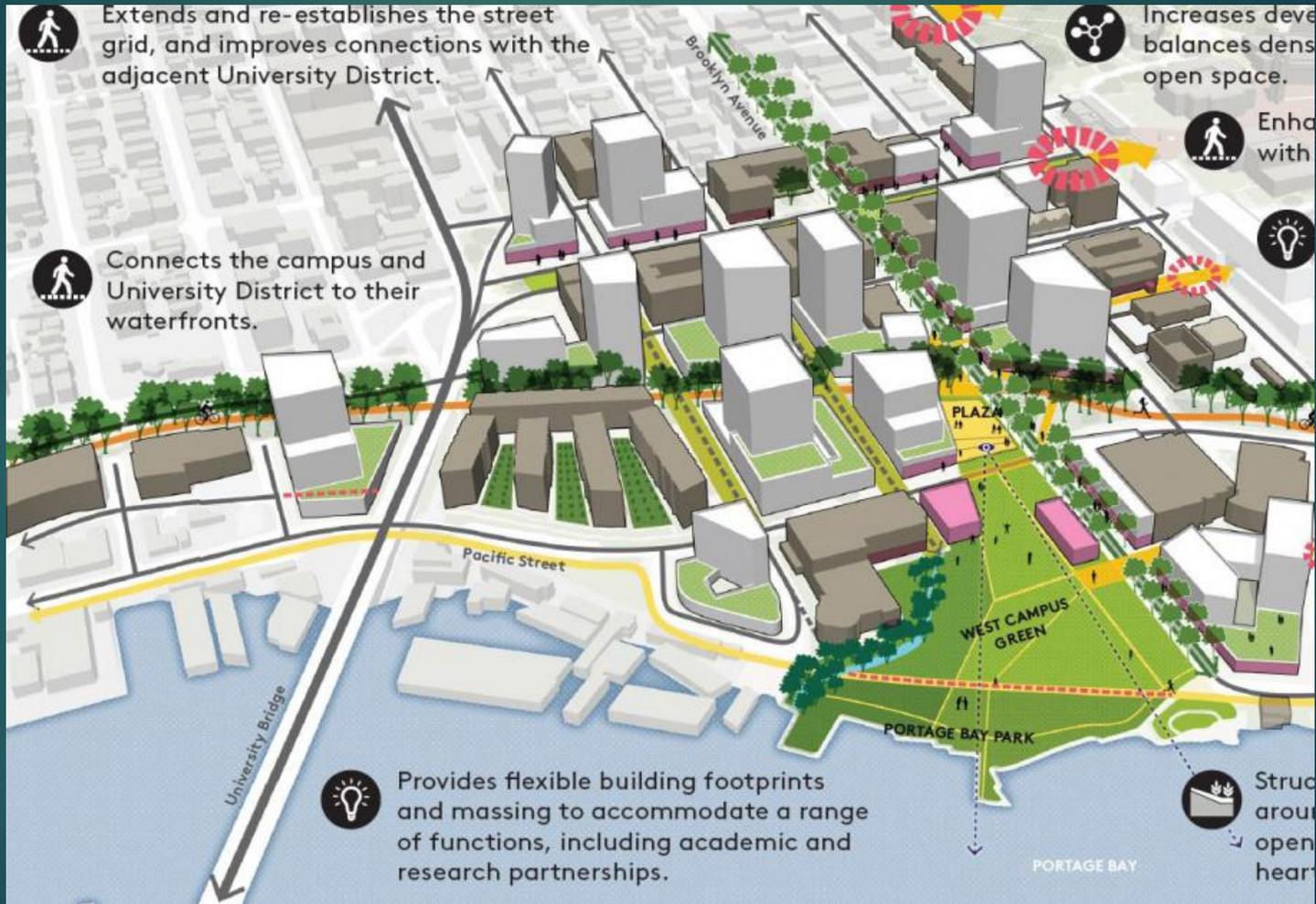
Why Dover Has a Strategic Plan



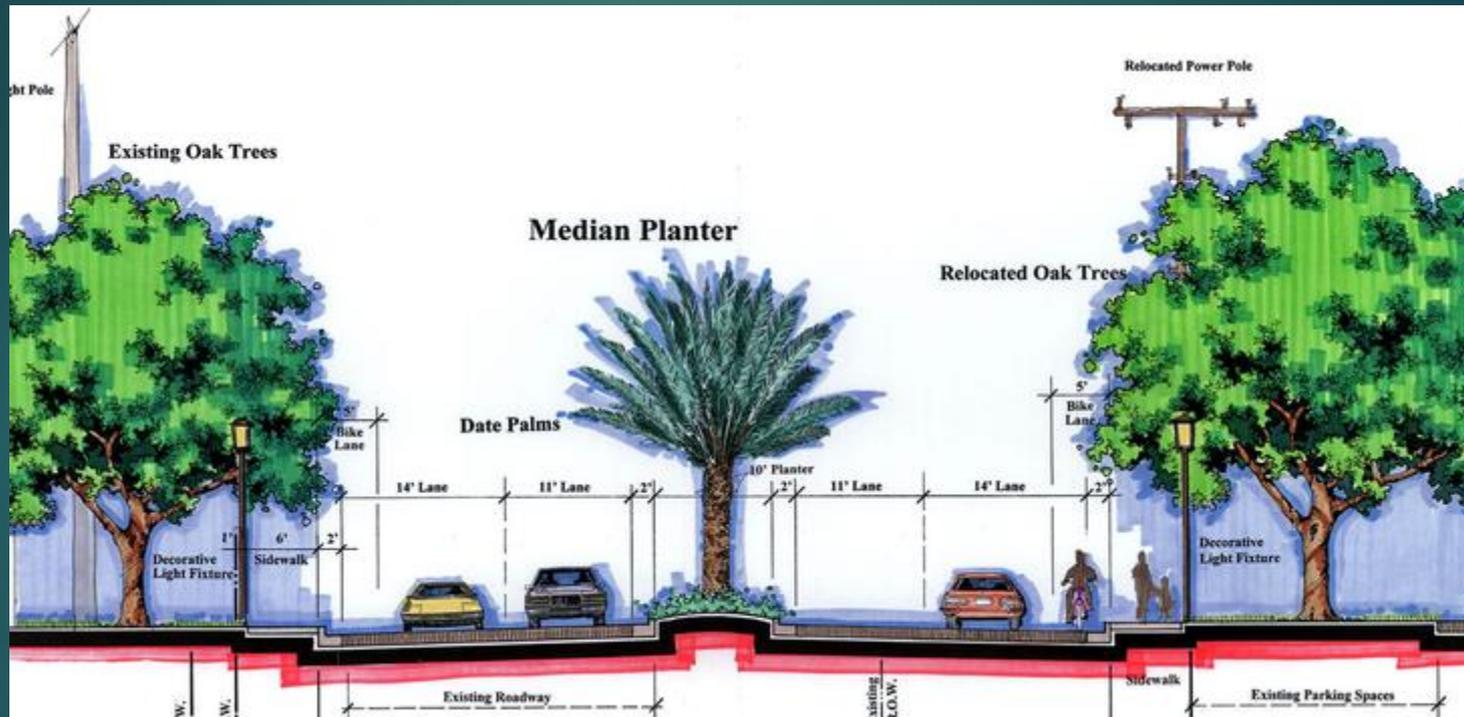
Master Plan 101



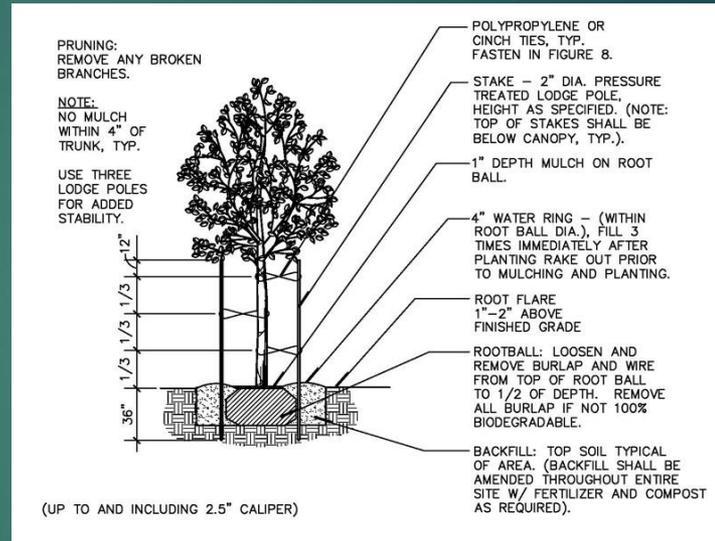
Master Plan 101



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 Energy and Planning and regional planning commission of updates.
- ▶ Public hearing are part of the adoption or amendment.

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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 (2016)
- ▶ Coastal Mgmt. (2017)
- ▶ Regional Concern
- ▶ Community Design
- ▶ Neighborhood Plan

In Place

To Be Completed

* = Required

Not Contemplated

Public Involvement



Visioning	Land Use Analysis	Transportation	Recreation	Stewardship	Conservation
Robert Carrier Dana Lynch Jack Mettee Jan Nedelka Anne Ross Kirt Schuman Alison Webb	Gina Cruikshank Fergus Cullen Norm Fracassa Marcia Gasses Robert Paolini Jerry Reese	Matt Hanson Dana Lynch Jon Niehof Moe Olivier Lee Skinner Eric Swanson Daniel Toland	Robert Carrier Ronald A. Cole Cova Greig Carrie Keech Jan Nedelka Diana Schuman Kirt Schuman Brian Wilson	Robert Carrier Elizabeth Goldman David Landry Otis Perry Cora Quisumbing- King Alison Webb Lindsey Williams	Samuel Chouinard Thomas Fargo William Hunt Anne Kotlus Barbara Lehocky Lee Skinner Dorothy Wagner

Chair in bold

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
- ▶ Recommendations
 - ▶ Vision
 - ▶ Land Use
 - ▶ Transportation
 - ▶ Stewardship of Resources
 - ▶ 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

CONSERVATION AND OPEN SPACE RECOMMENDATIONS

Adopted March 27, 2012

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

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.

Executive Summary

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 (2017)
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 To Be Reviewed
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 To Be Reviewed
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

Executive Summary Elements

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

Sample Recommendations

- ▶ Recreation
 - ▶ A Dog Park should be constructed
 - ▶ Completed, 2010
- ▶ Conservation/Open Space
 - ▶ Raise awareness of accessible conservation lands
 - ▶ Ongoing
- ▶ Community Facilities/Utilities
 - ▶ Construct a Police Facility in conjunction with a parking garage downtown
 - ▶ Completed, 2016/2017

Sample Recommendations

- ▶ Land Use
 - ▶ 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.
 - ▶ Completed, 2016
- ▶ Transportation
 - ▶ 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.
 - ▶ In Progress, 2018

Connections to Goals

Goal	Vision	Land Use	Trans	Rec	Open Space	Com Facility	Stewardship
Citizen Engagement	X	X	X	X	X	X	X
Economic Development	X	X	X	X	X	X	X
Infrastructure	X	X	X	X		X	X
Downtown Access	X	X	X			X	X

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:

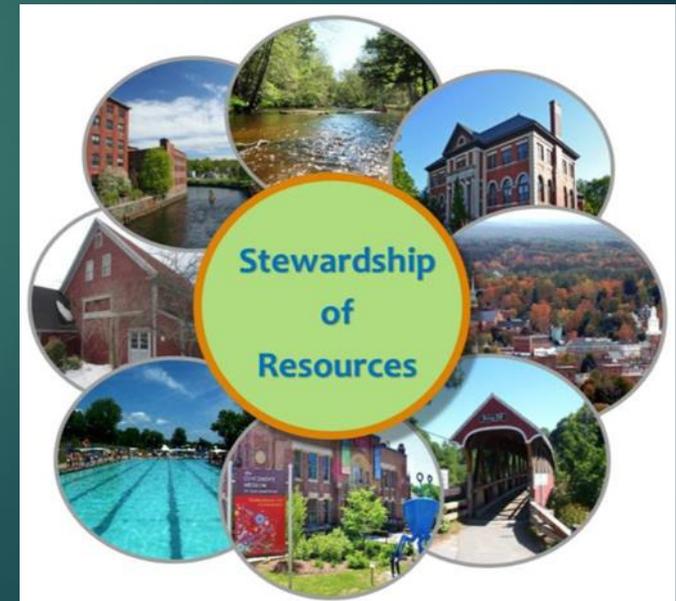
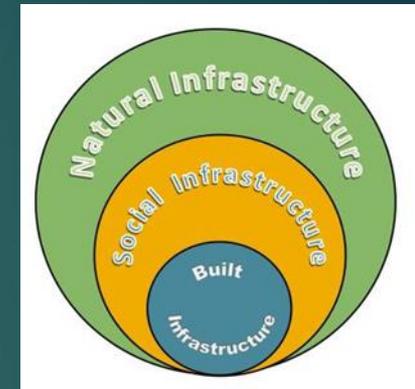
Vision Elements



- ▶ 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.

Stewardship Chapter

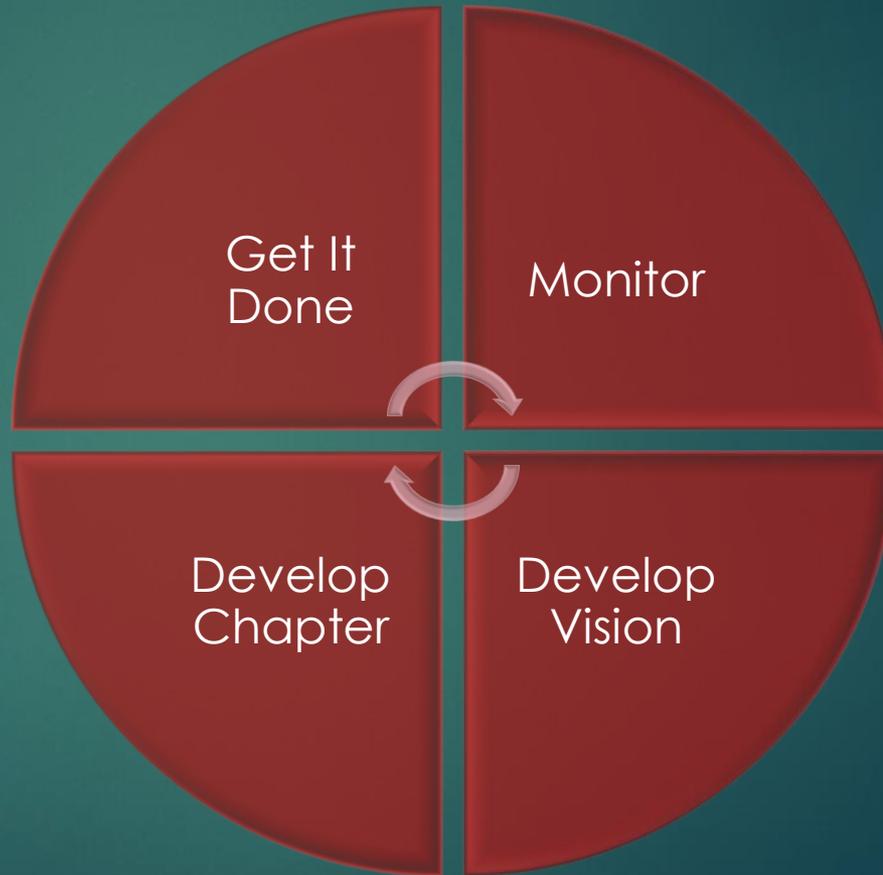
- Focus Area for the Chapter 2016/17
 1. Natural Resources
 2. Cultural and Historic Resources
 3. Social Capital
 4. Energy Resources
 5. Natural Hazards
 6. Coastal Management



Next Steps

MP Years

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



Next Steps



- Coastal Management – 2016/2017
 1. Climate Adaptation
 2. Coastal Management
- Community Facilities – 2017
 1. Maintenance and Investment strategies
 2. Building and Infrastructure Needs
- Recreation – 2018
 1. Preserve and Promote a healthy and active Dover
 2. Enhancing Dover's quality of life

Dover's Strategic Plan



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 your department.
- ▶ 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

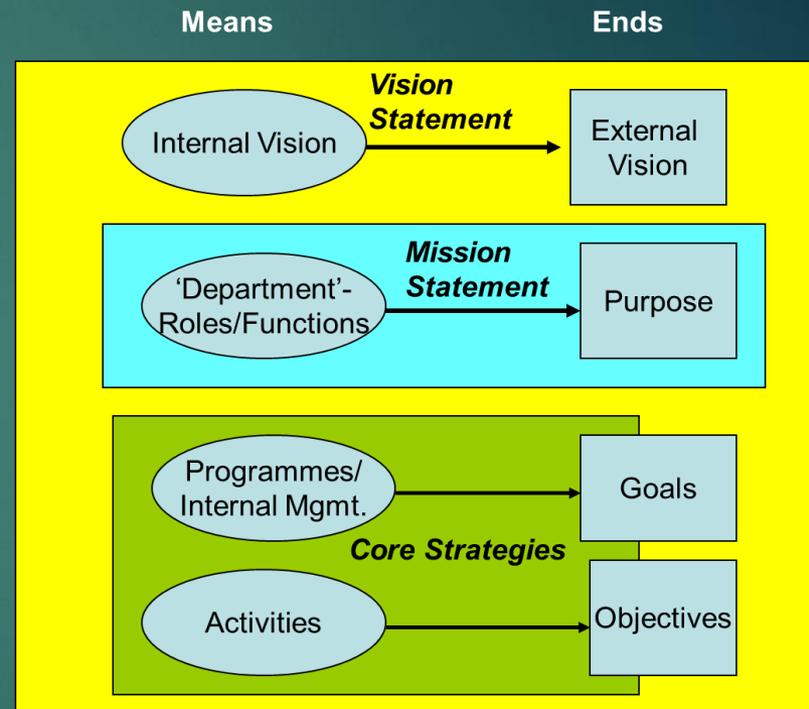
Elements of the Plan

- ▶ 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
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- ▶ 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
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- ▶ Goals and Objectives
- ▶ Outcomes

Outcomes

- ▶ How we will achieve goals/objectives
 - ▶ To do list

Framework of the Plan

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.			



Questions

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- Blog: <http://dovernplanning.tumblr.com/>
- Facebook: www.facebook.com/DoverNHPLanning
- Twitter: @DoverNHPlanning
- WWW: <http://1.usa.gov/1M63Xv3>