



CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

2017 Update on Recommendations

Executive Summary

2009 - 2017 MASTER PLAN RECOMMENDATIONS

Executive Summary

Department of Planning and Community Development
City of Dover, New Hampshire
288 Central Avenue; Dover, NH 03820
Phone 603.516.6008 • Fax 603.516.6049

<http://www.dover.nh.gov/government/city-operations/planning/>

Facebook: <https://www.facebook.com/DoverNHPlanning>

Twitter: @DoverNHPlanning

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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.

Dover’s Master Plan has many chapters. In 2009, City staff oversaw the Community Facilities and Utilities chapter and contracted with a consultant, to complete the Recreation chapter. The Conservation and Open Space Chapter was updated in 2012. This was the culmination of the previous Master Plan cycle.

Continuing the evolution 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 dubbed “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.

As of March 2016 the Transportation Chapter is wrapping up, and we expect the new Stewardship Chapter will be completed in 2016. In 2015, the Land Use and data appendix were completed. In 2016 – 2017, staff will work with the Planning Board and consultants to develop a Community Facilities/Utilities Chapter, and a Coastal Management/Climate Adaptation Chapter.

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.

| | | | | | |
|---|--|--|---|--|--|
| 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 | Recreation Robert Carrier Ronald A. Cole Cova Greig Carrie Keech Jan Nedelka Diana Schuman Kirt Schuman Brian Wilson | Stewardship of Resources Robert Carrier Elizabeth Goldman Cora Quisumbing-King David Landry Otis Perry Alison Webb Lindsey Williams | Conservation & Open Space Thomas Fargo William Hunt Anne Kotlus Barbara Lehocky Lee Skinner Dorothy Wagner Samuel Chouinard |
|---|--|--|---|--|--|

This document contains the goals, and adoption date for each chapter and reviews progress to date.

The Status column uses the following terminology:

- Completed Year:** This indicates the year a recommendation was completed
- To Be Reviewed:** This recommendation has not been considered yet. (in blue)
- Not Recommended:** This recommendation was not recommended, the year and who decided not to pursue (in red)
- Year, Board:**
- 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

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 describe the Vision Statement in eight functional categories that are further detailed in:
3. Forty-nine vision Elements that explain 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 (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 |

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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 (2020) |
| 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 | To Be Reviewed |

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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| ED 1.4 | Identify sites and construct new business/industrial parks as market demand dictates. | Ongoing | DBIDA | Vision Action Bullet #12, page 5 | In Progress (2018) |

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 | To Be Reviewed |
| 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 | To Be Reviewed |
| H 1.3 | Develop educational material for advocacy about regional housing issues. | Short | Planning Department | Vision Action Bullet #2, page 4 | To Be Reviewed |
| 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 | In Progress (2017) |

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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |

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/Objective/Action | | Priority | Responsibility | Chapter Reference | Status |
|--------------------------|---|-----------|------------------------------------|-------------------|---------------------------|
| Connectivity 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 (2018) |
| 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. | On-going | 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 | On-going | Planning | Pg. 4 | Ongoing |

Recommendations and Implementation Plan –Transportation

| Goal/Objective/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. | On-going | Planning Board and Planning | Pg. 4 | To Be Reviewed |
| 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 | To Be Reviewed |
| Action C 2.2 | Install new, comfortable bus shelters to encourage more ridership. | Short | Planning and Community Services | Pg. 25-29 | To Be Reviewed |
| 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 Committee | Pg. 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 (2017) |
| Action C 3.2 | Seek opportunities to connect bicycle routes to the community trail. | Short | Planning | Pg. 23 | In Progress (2020) |

Recommendations and Implementation Plan –Transportation

| Goal/Objective/Action | | Priority | Responsibility | Chapter Reference | Status |
|-----------------------|--|----------|------------------------------------|-------------------|-----------------------|
| 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 | To Be Reviewed |

Traffic Calming (TC)

| Goal/Objective/Action | | Priority | Responsibility | Chapter Reference | Status |
|-----------------------------|--|-------------|---------------------------------|-------------------|---------------------------|
| Traffic Calming 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 (2020) |
| 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. | On-going | 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 | To Be Reviewed |
| 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. | In Progress | Planning | Pg. 5 | In Progress (2017) |
| Action TC 1.7 | Provide full accommodation in the design for the planned Dover Downtown trolley system including pullouts and integral bus shelter center. | In Progress | Planning and Community Services | Pg. 5 | To Be Reviewed |

Recommendations and Implementation Plan –Transportation

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|-----------------------|--|----------------|--|-----------|----------------|
| 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. | In Progress | Community Services | Pg. 5 | To Be Reviewed |
| Action TC 1.9 | City should pursue an easement from Hannaford’s to eliminate Merry Street. | To Be Reviewed | Community Services and Transportation Advisory Committee | Pg. 5 | To Be Reviewed |
| 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. | Immediate | 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. 34-35 | To Be Reviewed |
| 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 | To Be Reviewed |

Recommendations and Implementation Plan –Transportation

Technology (T)

| Goal/Objective/Action | Priority | Responsibility | Chapter Reference | Status | |
|------------------------|---|----------------|-------------------|------------|-----------------------|
| Technology 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). | Immediate | Planning | Pg. 35 | To Be Reviewed |
| Action T 1.2 | Prioritize and implement action items that result from the MITIP. | Immediate | 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. | On-going | Planning | Pg. 35 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 Department | 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 education. | 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 create a plan to monitor and improve them. | 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 so the 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 | To Be Reviewed |
| 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 | Planning Board | 15 | To Be Reviewed |

Recommendations and Implementation Plan –Stewardship of Resources

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|--------------------------------|---|---|---|---|---|---|---|---|---|------------|----------------|
| 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 Coordinator | 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 Department & SAU | 28,29 | To Be Reviewed |
| 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 | 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, | X | | | | X | X | M | Energy Commission | 32 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 |

Recommendations and Implementation Plan –Stewardship of Resources

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|----|---|---|---|---|---|---|---|---|-------------------------------|--------|----------------|
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 |
| 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 | To Be Reviewed |

Recommendations and Implementation Plan –Stewardship of Resources

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|---------------------------|---|---|---|---|---|---|---|---|---------------------------------|--------|----------------|
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 32 | Review, and update where necessary, regulations to ensure environmental quality and historically appropriate building design. | X | X | X | | X | | M | Board & Conservation Commission | 16 | To Be Reviewed |

Recommendations and Implementation Plan –Stewardship of Resources

| | | | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|------------------------------------|--------|----------------|
| 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 | To Be Reviewed |
| 34 | Explore the creation of an ordinance to encourage use of renewable sources of energy. | X | | X | | X | | M | Planning Board | 34 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |

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 | To Be Reviewed |
| 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 Department | 15, 16 | To Be Reviewed |
| 46 | Create more extensions of the community trail into natural environments. | X | | | | X | X | H | Recreational Advisory Board | 29 | To Be Reviewed |

Recommendations and Implementation Plan –Stewardship of Resources

| | | | | | | | | | | | |
|----|---|---|---|---|----|---|---|---|------------------------------------|------------|----------------|
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 Department | 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 Department | 40, 41 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 | To Be Reviewed |
| 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 |

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 | 17 | Completed 2016 |
| 2 | Improve protection of Bouchard and Hughes Wellheads | Short | Planning Department Community Services Department | 17 | To Be Reviewed |
| 3 | Evaluate city-owned tracts for conservation value and permanent protection | Immediate | Conservation Commission | 18 | In Progress (2017) |
| 4 | Raise public awareness of accessible conservation lands | Immediate | Conservation Commission Planning Department | 18 | Ongoing |
| 5 | Re-invigorate the Conservation Commission | Ongoing | Conservation Commission | 18 | Completed 2014 |
| 6 | Re-invigorate the Open Lands Committee | Ongoing | Open Lands Committee | 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

OVERALL RECOMMENDATIONS

The recommendations stated here are all-encompassing ideas and impact/apply to all of Dover's parks, fields, and facilities.

- As mentioned earlier in this document, a void exists in the oversight of Dover's parks. It is recommended 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. In the case where it is not possible to add a position to the Recreation staff, Dover needs to identify a point person in the Recreation Department and re-organize that person's position roles and responsibilities to include park management. Among other responsibilities, this person would be required to meet with the Directors of Community Services and Recreation departments to improve communication between those departments and to ensure that the parks will receive the attention they require. The person should also meet with personnel from the Department of Planning and Community Development to discuss park projects being proposed and designed in the City. Having the right person in the right position will make meeting the challenge of responding to the recommendations made here, viable. Dover must be pro-active (not reactive) in its approach

To Be Reviewed

toward its parks, athletic fields and recreation facilities. In order to truly see change and progress, the existing Recreation Advisory Board should include (or expand to include) a sub-committee of members whose function would be to meet monthly with the City’s point person to assist the City in prioritizing and implementing the recommendations made in this document. Before major renovation of any park takes place, the neighborhood should be notified and a few public meetings held. This will enable the city to present the design plans and listen to the public’s input. This process will also communicate Dover’s commitment to maintain and increase the quality of life for its residents. Other products of implementing this recommendation will be a stronger relationship between the City and those utilizing the spaces, and significant sense of ownership by the neighborhood which would result in increased use and less vandalism. In addition to this interaction with the public, the City should also celebrate its success following each project by celebrating with Dover’s citizens with a ribbon cutting ceremony and promoting the accomplishment through their website and the local media.

- All efforts in implementing these recommendations and any work regarding maintenance and enhancement of Dover’s parks, fields, and facilities should be done by maximizing efficiency in labor efforts and use of finances. For example, before purchasing and installing trees at a specific park, review the recommendations for trees at other parks in the City, and if appropriate, consider purchasing and installing the additional trees at the same time potentially saving money on total plant cost, travel and installation time.
- Signage is needed at every park. The prototype sign planned for Hancock Park should be reviewed by the Recreation and Community Services departments and the Recreation Advisory Board as a potential template for all other parks ensuring that it contains the park name, hours accessible, and a number to call regarding questions and to report elements that need repair or any vandalism. The design should be easily recognizable, clear in message, and not prone to a style that may look dated in a few years.
- Healthy trees are essential to the aesthetic quality of a neighborhood, cleaning our breathable air, and providing much needed shade for people to enjoy. Respondents to the Speak Out Dover sessions completed in 2006 expressed the desire to see Dover do a better job in the preservation of existing trees and the planting of more trees. 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. Dover should restore the position of arborist it once had or invest in training existing personnel in this area. Not only do the park trees need attention but all street trees in the city. Pruning, inventory taken, and a strategy to replace and plant new ones are needed.

In Progress (2018)

Ongoing

Ongoing

- Implement the new policy regarding contributions toward recreation by developers. In October of 2008, the City formally adopted Recreation Impact Fees. The policy requires developers to pay an impact fee based on an “investment method”, based on Dover’s Capital Improvements Program, naming major capital projects planned for Dover’s recreational facilities in the coming years.

Ongoing

- 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. Networking with other communities that have done this in the past will assist Dover in knowing what has and has not worked for others.

Contacting professional organizations such as the American Planning Association (APA) will also be of great help and may be a means of discovering grants available to communities creating park and recreation opportunities. They can be contacted through their website at: www.planning.org . Another helpful organization is the New Hampshire Recreation & Parks Association (NHRPA). As current members of this organization, Dover should utilize their resources to the fullest extent. Their website is: www.nhrpa.com .

Examples of possible groups who might be interested in assisting the City reach its goals are: designers, engineers, Rotary, youth groups, sports organizations, local businesses, and schools. Corporate and private donations are great opportunities for people to invest in the future of Dover and should also be pursued.

Ongoing

- An effort to retain existing volunteers and gather new people with a similar mindset should be put forth by the City. Volunteers play a significant role in the success of recreation programs and maintenance of parks and facilities. Examples include volunteers who coach sports teams, provide flowers for key downtown areas, and work on Dover Pride – Clean Up Day in the spring. The City should consider some key projects they will be focusing on in the coming year and plan projects for the spring clean-up day to engage residents in the project while giving a boost to the project process. The City should work with the Main Street program as Main Street coordinates the clean-up day each year and notifies all its members/volunteers in planning for this event. In doing this, the City will continue to promote its efforts, share its vision with its residents, and be effective with its resources.

MAINTAIN

When asked to list areas they would most like to see the City of Dover do a better job in the 2006 Speak Out Dover report, respondents mentioned maintenance and enhancement of green spaces. Some parks are no doubt maintained very well as mentioned by the public and seen as we inventoried Dover’s parks for this project. There are also some parks that are clearly an eyesore to the City. Focusing on the

details, especially downtown, will make a more favorable impression on Dover’s citizens and visitors alike.

Ongoing

To Be Reviewed

- 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.

- 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....

Ongoing

- Improve communication between Community Services and Recreation Department to better define and understand responsibilities for maintenance of particular parks and school athletic fields. Development of a comprehensive list of parks and their specific maintenance needs will help ensure the important details get taken care of. The list should also include who is responsible for the maintenance for each park and facility, dates maintenance was accomplished, and special events scheduled in the park and detailed maintenance to perform before the event.

Ongoing

- Annual pruning as necessary by trained city staff at all parks, athletic fields and facilities (see recommendation made earlier under Overall Recommendations)

Ongoing

- Take steps toward establishing public and private partnerships: such as with the public school system in maintaining the city’s parks and athletic fields.

Ongoing

- 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

- Review existing maintenance strategies and develop new ones if needed to increase efficiency. An example of this would be applying bark mulch to numerous parks in the same day or week versus multiple work orders over several weeks resulting in more travel time, added expense, and overall effort.

PROMOTE

Promotion of recreation programs and opportunities is essential in reaching your target audience and seeing your recreation efforts meet their potential. Many people we spoke with told us they were not aware of the various parks available or even the nearest park to their home. Dover has a great variety of both parks and recreation programs available to its citizens. The City really needs to work on promoting what it has available and where it is headed in the future. The many recreation programs offered by the City can be found in Appendix A. The following are key steps to take to see positive change in this important area.

Ongoing

- Develop and implement a comprehensive website for all recreation in Dover. Currently the Ice Arena is linked to the City of Dover website and all other recreation content is located on another completely different website – very disjointed. A new site modeled after the recommendations made later in this document will be an efficient use of funds, enabling staff to update information at any time, and laying the groundwork for users to register for programs in the future with possible online payment ability. The website should be a convenient one-stop site for residents and visitors alike to obtain information about Dover’s recreation opportunities. The site would also be a way for the Recreation Department to communicate achievements such as successful events, variety of programs offered, and newly renovated parks.

Ongoing

- Utilize cable channel 22 to publicize special events, programs, recreation activities, and opportunities for residents to help.

Ongoing

- Promote and publicize recreation programs and events through local newspapers and media. Another opportunity that may be very effective is having a booth at Apple Harvest Day to communicate its successes and what Dover has to offer through photos, and brochures. This could be a fun way to interact with the public and receive further input from them and may even lead to some key contacts to help the City with certain upcoming projects.

Ongoing

- Re-evaluate eliminating the Community Notes mailer. A majority of people responding to the questionnaire mentioned Community Notes being the primary way they receive information on recreation opportunities. Perhaps there could be a reformatting of the mailer to save on production and postage yet still get pertinent information to the public in a convenient way. Obtaining advertisers might also be a way to limit costs. There could be scaling down on the amount of information contained while directing people to the Recreation Center and City website. The development of a new website will quickly become the most used way people will get their recreation information.

ENHANCE

While Dover has a good variety of parks and facilities, some have deficiencies that need to be corrected. Once corrected by site-specific enhancements, the park or facility will become a high quality recreation spot for those who visit it now and in the years to come. Some enhancements are small in scale while others are larger renovations detailed in the individual park recommendations. Each type is important and need to be steadily accomplished.

In Progress (2018)

- Signage is needed at every park containing key information regarding the park, field, or facility (see comments in the overall recommendations above). In addition, every park and public/private partner area should have a phone number posted that users may call to report safety or maintenance issues for immediate response. In

most cases, this number should connect to a city employee, not a generic answering service.

Ongoing

- Increase the number of benches at most locations and tend to those in various stages of disrepair (see individual park needs). Consulting with key members of the Recreation Advisory Board, the City can determine the quantity of benches needed and placement locations within each park. It is recommended Dover investigate a type of bench other than the wood style currently existing in most parks. While benches are a glaring example, picnic tables and trash receptacles are in dire need of design review and updating. Reviewing reputable companies manufacturing streetscape and park amenities along with networking with other cities can provide durable and attractive options that will compliment the context of Dover’s character.

Ongoing

- Ensure a balance of age appropriate playground equipment at playgrounds that have or need more than one piece of equipment/apparatus (see individual park recommendations for suggested pieces).

Ongoing

- 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.

In Progress (2018)

- The idea of an artificial turf athletic field has been discussed on and off for a few years. Research should be done on the feasibility of constructing an artificial turf athletic field in Dover. Pros and cons need to be identified and discussed. Questions to be answered are what type of field (specific type of artificial turf surface), what size (what sports it would accommodate), and where it should be located. A desire to maintain the city’s current roster of fields to its highest level while wanting to find ways to save on maintenance and repair costs, investigating the viability of this type of field may be of interest to the city.

In Progress (2018)

- An artificial turf field is appealing as it may: alleviate overuse of other natural grass fields, have higher up front construction costs but lower long term maintenance costs, be able to be used many more times each week than any natural grass field, save on maintenance costs related to the other fields.

RECOMMENDATIONS FOR THE RECREATION SECTION OF THE CITY OF DOVER WEBSITE

Following a thorough review of the existing recreation site for Dover, it is clear this is an area of need and a great opportunity as a new site would more easily accomplish other existing efforts currently made to communicate with the public. For many, it is often quicker to use a website to find information than it is to locate a phone number and make a call. A new site is attainable and should be the goal of Dover’s in the next twelve to twenty-four months.

Efforts related to this recommendation have begun and there are some excellent examples of effective city websites across America that Dover should learn from and even incorporate some useful elements into their site. Following analysis of over 25 various city websites, the consultant and sub-committee for this project have identified items commonly found on highly effective websites. A newly designed website is desperately needed for Dover.

Recommended elements include:

1. A clearly defined and clean layout
2. Use of complimentary colors
3. Photos of the parks, fields, and facilities during events and people using them
4. No information buried at end of pages (no long scrolls)
5. Clear Menu
6. Listing of all parks by type
7. Ability to search by park or by activity interest
8. Family/senior/toddler activity lists?
9. List of all recreation programs
10. Opportunity to register for recreation programs
11. Contact Us information (mail, phone, fax, email)
12. About Us (vision and mission)
13. One-stop site including everything related to recreation (no sub sites)
14. Balance on each page between photos and text/information
15. Link to “20 family friendly things to do in Dover” list and associated information
16. Links to pertinent organizations in Dover such as Chamber of Commerce
17. Upcoming events headlines happening in the recreation department
18. Calendar of events (date followed by event)
19. Reverse links from other organizations
20. A clear, easy to reach link from the City’s homepage
21. A section where individuals, organizations, or corporations can learn how they can invest in the City through donations of their funds or time toward recreation in Dover.

On the page listing all parks, have a general map of Dover with push pins locating each park within the city. Scrolling over a push pin could reveal the name of the park.

Each park name should be linked to its own page where the content has:

- Link for map to park
- Name and address of park
- Short description
- List of elements/amenities
- Hours open
- Contact number for questions
- Photos and captions
- List of planned events

- Where to park
- Things to do/see near park
- Notes regarding park (especially if a school park)

RECOMMENDATIONS ON PLAYGROUND QUALITY AND STANDARDS

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. Copies of the standard may be obtained by contacting ASTM directly.

- ASTM International
100 Barr Harbor Drive
PO Box C700
West Conshohocken, PA 19428-2959 USA
P: 610.832.9585
F: 610.832.9555
E: service@astm.org
W: www.astm.org

Listed below are recommended companies with excellent standing in their industry, providing high quality, long lasting playground equipment and first-rate customer service. It should be noted that Dover has used each of these companies in the past. Each company offers design assistance with very knowledgeable employees who can help the City plan for each of its needs. Local representatives and distributors are available by contacting each company. Catalogs and literature on each company containing the services and products they offer are being submitted to the City with this report.

- PLAYWORLD SYSTEMS
Recreation for Life
1000 Buffalo Road
Lewisburg, PA 17837-9795 USA
P: 800.233.8404
P: 570.522.9800
www.playworldsystems.com
- GAMETIME
PO Box 680121
Fort Payne, AL 35968
P: 800.235.2440
www.gametime.com
- LANDSCAPE STRUCTURES
601 7th Street South
PO Box 198

Delano, MN 55328-0198
P: 888.438.6574
P: 763.972.3391
www.playlsi.com

RECOMMENDATIONS FOR EACH PARK, ATHLETIC FIELD, AND FACILITY

POCKET PARKS

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. In addition to the wall inspection, the brick walkway needs to be assessed and repaired as there are dips in grades and missing bricks in the walk. There is a sinkhole that reappears after every strong rain in the depressed area; three years ago the walk surface was relatively level, but the Mother's Day floods cause permanent damage that requires more than just additional dirt.

The turf areas between the trees should be removed and replanted with soil, and flowers filling the areas. Signage communicating the purpose of the ladder and describing what fish use the ladder would be very informative to the visitors of this small but interesting park.

Immigrants Park

Continue the current landscape and trash maintenance being accomplished.

Tuttle Square Park

Continue the current landscape and trash maintenance being accomplished. Consistent weed removal in the stonedust path is needed. Inspection of gravel parking area needs to take place adding gravel, grading and compacting as needed for water runoff control.

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.

TOT-LOTS

Alden Woods Children's Playground

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.

Overlook Drive Children's Playground

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.

NEIGHBORHOOD PARKS

In Progress (2018)

Amanda Howard Park

The existing conditions indicate no maintenance for at least a year. A small park, it should remain clean and simple. 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.

In Progress (2017)

Applevale Park

Through direct interaction with the residents in the neighborhood surrounding Applevale Park, it appears that the park is currently utilized by its residents to walk and relax. The playground equipment is mostly used as a spot to congregate after dark. 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. Residents of the neighborhood should be asked what would make this park more usable. Perhaps a gravel walking path meandering along the park perimeter with a couple benches would be beneficial for those looking to walk for exercise and also for younger families wanting to walk their children in strollers or toddlers alongside. As with other parks, signage is needed as most people we spoke to and responded to the questionnaire do not know that this park exists or where it is located. 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.

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. Wood chips are needed under the swings. Additional loam, seed, and watering is needed in certain bare areas to prevent erosion and establish a consistent turf area as the grassy area is currently quite sparse. The walkway around the park needs additional material applied and re-graded.

Morningside Park

This park is a vast open-space park and should remain that way, being available for multiple recreation activities. The face-in parking on the grass along the street works well but there should be a wood guardrail installed (similar to the one at Woodman Park) to prohibit cars from entering the park and as a safety measure for children in the park. A couple openings in the guardrail would enable access for all and a metal gate for maintenance vehicles installed as part of the project. The tether ball pole should be removed and the slide, swings, and playground equipment all need to be replaced with updated versions. When choosing new playground apparatus consideration to different age appropriate structures should be given. A larger picnic structure is needed to replace the older, inadequate shelter currently on site. The best location should also be reviewed by park personnel and the Recreation Advisory Board.

Park Street Park

A park in the middle of a densely populated neighborhood, it has tremendous potential. The areas of chain link fence along Park Street and East Concord Street should be removed and replaced with a 4' high black aluminum fence. Gated entrances should remain from both streets. This will remove the feeling of a

Completed 2011

penitentiary and present a welcoming appearance to the park while still providing security. All benches in this park need to be replaced as all are either broken or placed in poor locations. The shelter needs a new coat of paint and the gravel trail around the perimeter needs to be renovated, removing weeds and grass beginning to invade the area and additional gravel installed, graded, and compacted. A basketball court can be strategically located in this park and more shade trees would make this a very attractive park and impact this neighborhood in a very positive way.

Spruce Lane

This park needs signage (as mentioned for all the parks) so people will know it's a public space that can be utilized. At the moment, it appears to be private land. City Council designation is needed and recommended to identify this as a city park. There are portions of the park that need additional soil and grading to fill low areas (mainly around the back perimeter of the park). Selective pruning around the perimeter is also considered necessary.

As curbing and sidewalks are discussed for Spruce Lane, consideration should also be given to providing a few parking spaces parallel to the park as there is currently no specific place for visitors to park. Signage should communicate parking is only for park visitors and no overnight parking is allowed.

Though this is considered a “neighborhood park” and not a “community park”, this park may be considered a possible location for a dog-park. Located on a cross street between Back River Road and Route 108, it is accessible and not situated among a densely populated neighborhood like some other neighborhood parks. As mentioned earlier in Overall Recommendations, research should be done first including holding some neighborhood meetings to discuss the idea with area residents.

COMMUNITY PARKS

Bellamy Park

The park is in desperate need of basic maintenance. The trash containers were overflowing during our visit and trash was strewn throughout the park including bikes and tires in the river. 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. Some Tee Boxes on the disc golf course were missing or broken. A more durable product is needed. Recycled plastic materials (like those used in playgrounds) might be a good option. 3"x3" posts could be engraved with the Tee number and set in the ground 2-3' to prevent removal or vandalism. Some of the recommended playground equipment companies listed in this document might even be of assistance. The existing recreation building currently used for Camp Fun N Sun is underutilized. Using this building to its fullest potential is recommended and possibilities include using it for senior programs and partnering with the school system in providing outdoor education programs.

In Progress (2018)

City of Dover Community Trail

It is hoped that the Recreation Advisory Board would bring this facility under their wing, possible naming a community trail sub-committee to see this project through to completion. The committee would also be able to 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.

In Progress (2019)

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.

Dover Skatepark

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. There were a few responses to the questionnaire identifying specific people interested in helping design a new skate park who have experience in this area. Their comments, names and contact numbers can be found in the appendix sections. If this current space falls under the trust of Henry Law Park it can be considered for a new extension of the park.

In Progress (2019)

Garrison Hill Park

This park has the most appalling conditions considering the extent it is marketed to residents and visitors alike. 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. Electrical power is available, and the video may be transmitted wirelessly. Regular maintenance is needed including trash removal. Signage affixed to trees should be removed and posted nearer the parking area in a more attractive manner. Like the Shaws Lane sledding area, many people don't know this facility is a great location for sledding in the winter. It should be promoted much more and have clearer signage indicating the specific areas to sled and snowboard.

In Progress (2018)

Guppey 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. There is confusion among people whether Guppey Park is just the softball field and not realizing the Jenny Thompson Pool and Dover Ice Arena are located at Guppey park because of the way they are referenced (ie. "Meet me at the Jenny Thompson Pool"). Renaming it will promote it for what it is – a sports complex meeting many recreation opportunities for residents as well as visitors from outside Dover who play softball, swim, or skate.

In addition to these recommendations for Guppey Park, please refer to specific recommendations made for the Jenny Thompson Pool, Dover Ice Arena, and Softball Field under "City Athletic Fields" and City Recreational Facilities".

In Progress (2017)

Henry Law Park

We recommend a complete redesign of this park and construction alongside the completion of reconstructing Henry Law Avenue. The most used park in Dover and home to most special events, it is a true jewel in the city and really needs upgrading in the areas of shade trees, walkways, parking, lighting, bike racks, trash receptacles, dog waste systems, and benches. The opportunity for a water play feature should be researched and considered. If this park and its walkways are well lighted, it will see public use after dark by those shopping and eating downtown. Combined with what should be lighted walkways in Maglaras Park and Waterfront Park at Dover Landing, this will provide a great place for the many people desiring to exercise after work while enjoying the many views along the water Dover provides.

The playground in front of the indoor pool has seen vastly increased usage since the Cochecho Arts Festival moved its performances to the Rotary Gardens and Pavilion. The opening of the Children’s Museum of New Hampshire in the Butterfield Building has attracted even more use of this playground. It 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.

Joe Parks Riverwalk and Gardens

Dedicated in honor of Joe Parks in June 2008, this portion of the Cochecho Riverwalk is maintained by volunteers through the Adopt-a-spot program of Dover Main Street. 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 Hill Memorial Park

Park signage at the entrance on Long Hill Road is much needed. The substantial green space in the back of the park should be considered during any discussions for future additional athletic fields needed in the city as the space can accommodate multiple fields and additional parking with an extension to the entry road. With the increase in residential development over the past ten years in the north end of Dover, this park may have the potential to meet the needs of the people living in this area with its opportunity for expansion. Trees in this park need to be selectively pruned, removing dead limbs. Damaged sections of wood guardrail need to be replaced where needed.

Completed 2010

One of the responses received from the public was a desire to see a designated dog park where owners can bring their pets to roam free and get exercise. While creating completely new parks in the city is not recommended at this time, this park can be enhanced with minimal investment (fence installation in the area beyond the basketball court) to include an element not currently existing among Dover’s parks. A dog park should consist of adequate fencing around the perimeter to contain dogs and provide them a safe place to run free with owner supervision. A dog waste bag system should be installed and clear signage designating it Dover’s dog park.

In Progress (2022)

Maglaras Park

In 2004, the City of Dover began a process of creating a master plan for this park. Completed in 2006, the consulting company, Kaestle Boos Associates, developed an overall improvement plan to guide potential renovations, expansion, and new construction in the park. There is limited use of the park by the public in its existing state. Kaestle Boos details their recommendations in the executive summary of their report.

The development of this park is not high on the priority list of this chapter update when compared to the maintenance, promotion, and enhancement needs of the other existing parks in the city. With the further dredging of the Cochecho River taking place and anticipated development along the Cochecho River, this park would benefit from a slower approach, taking time over the next 5-10 years to re-assess the needs of Dover recreation before moving forward. A review of the Kaestle Boos plan, both in regards to the specified elements and the scope, is needed as recreation needs and desires of the city may now differ from the plan. The fact remains that this property is an excellent resource Dover to be developed in the future, maybe with some of the elements only on a smaller scale.

We recommend further analysis of the recommendations, specifically related to the baseball field and the location of the primary entrance to the park. Concerns related to possible excessive programming taking place in relation to the newly planned waterfront multi-use development and the proximity to the neighborhoods located off Henry Law Avenue exist. A baseball team along the lines of the Cape Cod League where fans sit on large grass areas instead of larger grandstands may work better and maintain a rural/laid back style of ballpark and facility. Is there a demand for a Cape Cod competition level field? This question, and others, needs to be asked before moving ahead with substantial financial investments. Investigation into any interest from private athletic organizations should happen first instead of building something and then searching for a public/private partnership.

Access to the existing private little league ballfields is shared with the entrance to the park and perhaps a public/private partnership can be established to share some common facilities such as parking or restrooms.

Rotary Gardens and Pavilion at Henry Law Park

Maintained by Dover Rotary, this park is in very good shape. 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. Permanent erosion control should be accomplished during the planned redesign and construction of Henry Law Avenue consisting of granite curbing and proper water runoff control.

Waterfront Park at Dover Landing

There are no recommendations for this park at the time of this update. 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.

In Progress (2018)

Completed 2010

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. A licensed arborist should be consulted along with the Department of Environmental Services regarding what to do or not to do to the many trees (more than a hundred) that have died all along the shoreline as a result of this neglected problem. Dead limbs and trees are now beginning to fall along the path and parking areas as a result of action not taken. Full access to the trail is still not possible as large portions of the path are still under water. Trash and debris are becoming more and more visible throughout the once beautiful, nature site as it depicts a neglected park.

In Progress (2013)

Improved signage along the trail such as how far hikers are from the other end and “no skidding” for bikers would really enhance the trail. Additional signage communicating “tread lightly”, “leave only footprints”, “please keep nature clean – remove all trash” should be posted on the trail. Annual maintenance of leaf litter on the trail in conjunction with additional compacted gravel, will ensure proper drainage and trail longevity. Regular mowing of the grassy overlook will result in more frequent picnic use of this park.

SCHOOL PARKS AND FIELDS

Dover High School

There are no recommendations for enhancement but a pro-active relationship between the City and the schools should be established/strengthened to share use of the athletic fields to help balance field usage and enabling maintenance to be accomplished on fields in need of repair on a regular basis.

Dover Middle School

There are no recommendations for enhancement but a pro-active relationship between the City and the schools should be established/strengthened to share use of the athletic fields to help balance field usage and enabling maintenance to be accomplished on fields in need of repair on a regular basis.

Garrison Elementary School

The tennis courts, baseball fields, and playground area are a nice compliment to the Shaws Lane athletic fields across the street; but there are some needed repairs to make it a safe place for all. Soil erosion in various locations threaten to do further damage, specifically around the tennis courts risking larger problems to the courts themselves. This should be repaired with compacted gravel and then soil added and hydroseeded. The benches also need repair or replacement.

Home Street School

Horne Street Park has been upgraded since the 2000 update with an improved baseball field and playground area with updated apparatus. The park still has some items needing attention for it to be complete. 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. Some general tree pruning in the park will eliminate hazardous situations and promote health in the mature trees on the site. The tennis courts need some minor repair of cracks before it becomes a larger and more expensive issue to fix. The future of the

basketball courts area needs to be determined as the existing courts are decrepit. It appears the courts were at one time designated for public in-line skating but looks as if it hasn't been maintained for some time now and is a liability.

Woodman Park School

This park is in great shape as major elements (baseball field, track, playground, and tennis courts) have been recently updated. 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. A wood guardrail, also mentioned at Morningside Park, should be installed in front of the tennis courts. Regular maintenance of the wood chips at the playground and quickly removing graffiti from the equipment are needed. Loam and hydroseed are needed to stabilize the slope and prevent further rapid erosion along the side of the tennis courts. Damage to the newly surfaced tennis courts is imminent without prompt attention. Benches and shade trees (strategically placed near the basketball and tennis courts) would really complete this attractive multi-use park.

CITY ATHLETIC FIELDS

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 is well used by those who know. 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. A sign should also communicate to users to bring their own plastic bags. Interviews with those who use the trail clearly indicated they prefer the trail to be gravel as an alternative for those who don't like to run on an asphalt surface. The trail needs basic maintenance of additional gravel to prevent weeds from taking over. Loam and hydroseed are needed to match the asphalt grade surrounding the concession facility. The grass in this area is rather sparse and needs to withstand heavy use.

Softball Field at Guppey Park

This softball field is the only adult softball field in the city. While one field is adequate for Dover's usage, the 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. A set of swings and one apparatus for children 5-12 years old surrounded by wood chips would be a welcome amenity to this site. The playground area should be designed to be placed in an area not interfering with the softball game – possibly located behind and off to the side of the backstop area. Clear signage is also needed to maintain safety at this park. To set a standard for positive conduct at the park, a "rules of conduct" notice should be visible at the ballfield and communicated to all participating teams and leagues. Riverside Park in Rochester is an example of a well utilized facility where teams, as part of the agreement for use of the field, help in the regular maintenance of the field and clean up trash each week.

Adult softball in Dover should be better promoted and expanded with the possible result being a league of different divisions based on level of ability.

Sullivan Field and Playground

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. Loam and seed are needed on the sparse grass area next to the concession stand. The existing wood rail fence in the playground needs minor repair and should be extended another seven sections or roughly 56’ along the woodland border and a shelter installed in the sand area of the playground for parents to be shielded from the sun and to socialize with other parents at the playground or ball field.

CITY RECREATION FACILITIES

Dover Ice Arena

In Progress (2017)

There are no recommendations on the interior of the building at this time; however, an unsafe pedestrian area exists at the northeast corner of the facility. Eliminating the first parking space located between the building and the Birch tree and replacing with a raised walkway paved with asphalt and bordered by granite curbing is needed to provide a safe public access flow from the parking area and the satellite parking lot.

Dover Indoor Pool

In Progress (2022)

This facility is in very good condition and well used by the public. Some interviewed during this project indicated it is a valued spot to exercise and swim indoors for those who cannot be exposed to the sun for an extended period of time. 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.

Jenny Thompson Outdoor Pool

Installation of a toddler focused playground apparatus near the existing shelter is recommended. This will serve the purpose of younger siblings being able to explore and play while their older siblings are swimming at a meet. It will also be utilized during open swim times throughout the summer by the many children and families who utilize the facility.

The 1988 and 2000 master plans recommended investigating the feasibility of enclosing Jenny Thompson Pool. Constructing a removable or supported structure to allow open-air swimming in the summer season was mentioned in past discussions. Research should again be done to determine the viability of this idea. Though enclosing this pool might be seen as enhancing an existing park/facility, the costs associated with the engineering, construction, and followed by the ongoing maintenance and additional staffing make this project seem excessive when many of the City’s other parks have needs as mentioned in this section.

The potential closing of the indoor pool to help fund this is unwarranted since the indoor pool currently exists, is well utilized, and has had financial investments made toward significant renovations in the last ten years.

A study showing demand for this substantial renovation by the residents of Dover as well as from private athletic organizations should be well established along with estimated usage before expending recreation funds on a project this size. Demand needs to be established beyond just peak hours (as there may be many hours where the facility is sparsely used) to justify the maintenance and staffing costs. A public/private partnership may be needed for this project to be achievable. Interaction with the public in updating this chapter did not seem to indicate a strong desire to make this pool usable all year. Though an indoor pool of this size would be a nice feature, if it came at the expense of the many other recreation needs that exist, it would not be a wise use of funds.

The current bathhouse at the pool will be replaced with a newer, much improved, changing facility. Thought should be given to its specific placement and possible renovations to the recreation facility in the future.

While volleyball may not be the most popular recreation or the one in highest demand, Dover has an existing sand volleyball court located on this site. The City should consider maintaining the existing court which may only need defined edges, additional sand, and a new net to make this usable once again.

Recreation Department Facilities at McConnell Center

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. The large lawn area in front needs overseeding in the fall to establish a durable lawn area and thus encourage viable use by the public. The planting of additional shade trees around the perimeter would enhance the area and define the space. This lawn area could be used for outdoor activities by all who use the McConnell Center and can be an attractive location for art shows/festivals like the village green is used in North Scituate, Rhode Island.

Senior Center at McConnell Center

There are no recommendations at this time aside from the clearer signage mentioned for the McConnell Center.

STATE PARK

Hilton State Park

Following the redesign of the Little Bay Bridge, a review of the park by the City of Dover and the State of New Hampshire should take place to maximize the potential of this park as many questionnaire respondents mentioned the positive qualities and desire to use this park.

PRIVATE FIELDS AND FACILITIES

Beckwith Ballfields

There are no current recommendations regarding these privately owned facilities.

Cochecho Country Club

There are no current recommendations regarding these privately owned facilities.

Dover Little League Ballfields

There are no current recommendations regarding these privately owned facilities.

Portsmouth Christian Academy

Explore possible opportunities to share use of the school's athletic fields.

Saint Thomas Aquinas High School

Explore possible opportunities to share use of the school's athletic fields.

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.

Fire and Rescue Service Recommendations

Ongoing

1. Seek to achieve personnel levels based upon the standards established by the City/County Managers Association in its Managing Fire Services publication.
2. Acquire emergency generators for all emergency shelters that do not currently have such equipment.
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.

In Progress (2016)

Completed 2015

Police Department Recommendations

Completed 2016

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.
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.

Ongoing

Completed 2011

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.

Completed 2010

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.

School Recommendations

The School Board should work cooperatively with the City Council to fund the Capital Improvement Program to provide for these renovation projects:

Completed 2012

- Renovate Horne Street School no later than 2010

In Progress (2018)

- Renovate Garrison Elementary School no later than 2012

In Progress (2018)

- Renovate Dover High School and Career Technical Center no later than 2015

The intent is to completely renovate each building and replace electrical, plumbing, windows and flooring/abatement wherever necessary.

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.

Library Recommendations

Building

Completed 2011 (partially)

- The library is generally in good condition, with several recent improvements. Nevertheless, major deficiencies include the following priority areas:
 - A century-old slate roof in need of significant repair.
 - Several areas of interior ceiling and woodwork damage caused by water continuously leaking through the roof.
 - Crowded Parking Lot: as McConnell Center agencies' programs have grown, and library usage has increased, from 9-2 on weekdays, it is often difficult to find a parking spot in the Library Parking Lot. This has led to numerous and often daily patron complaints.
- Other plant concerns include the following:

In Progress (2017)

- Lack of central air conditioning in the pre-1988 portion of the building.

Ongoing

- Exterior brick requires repointing in several areas.

Space Needs

To Be Reviewed

The Space Needs Assessment quantifies the additional square foot needs of key identified areas where the library is currently providing services.

- Expanded seating areas for patrons, especially for laptop users accessing the Wi-Fi network and for Internet users (average of 82 users per day, each for 90-minute spans) seeking time on the library’s public workstations. There are often waiting lines for Internet use. There is no room to increase the number of public workstations available despite growing public demand.
- Additional stack ranges to address existing space shortages in Children’s, Periodicals and Special Collection areas.
- Increased Media shelving for ever expanding circulating audio-visual materials (DVD and CD collections).
- Additional Public Meeting areas. (In 2008, the library held 547 public meetings in its three meeting rooms).

One possible solution to these and other space needs (without expanding the size of the current library building through a costly addition) would involve a shared-use collaborative effort between the library and the McConnell Center. Physically linking the public library to the McConnell Center next door via a glass-enclosed bridge or walkway at each building’s 2nd floor level would be beneficial and efficient for both buildings.

City Hall Recommendations

In Progress (2018)

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.

To Be Reviewed

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.

In Progress (2017)

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.

Completed 2016

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.

Ongoing

- 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.

McConnell Center Recommendations

Ongoing

- 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.

To Be Reviewed

- 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

In Progress (2018)

- 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.

Completed 2015

- The roof sections on the building should be replaced as soon as deemed necessary according to the selected bid received from the roofing contractor

Community Services Department Recommendations

Waste Management

To Be Reviewed

- 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.

Completed 2010

- 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.

To Be Reviewed

- The *Integrated Waste Management Plan* should be updated every five years, with special attention paid to the life expectancy of the Turnkey Landfill.

Ongoing

- Continue to increase the varieties of recyclable material accepted at the recycling center.

Ongoing

- Improve on the city-wide recycling rate of 52% by finding more ways of making recycling easier.

To Be Reviewed

- Find a suitable location in the city to compost residential yard waste and chip brush.

Completed 2013

Fleet Services

- Update existing fleet management software with a more current version.

Ongoing

2. Maintain a consistent and appropriate level of vehicle replacement funds.

Ongoing

3. Initiate fuel savings measures with economical, fuel efficient vehicles.

Ongoing

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.

In Progress (2017)

5. Institute a City-wide idling policy for all City vehicles and personnel.

Facilities Grounds, and Cemeteries

Ongoing

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.

In Progress (2018)

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.

In Progress (2019)

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.

In Progress (2017)

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.

Ongoing

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.

Water System

In Progress (2019)

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

Ongoing

| | |
|---------------------------|---|
| Ongoing | 2. Improve security of the water system against potential intruders and threats. |
| Ongoing | 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 | 4. Upgrade on the hydraulics' program, the current program is a dos base, and needs to be a windows base software |
| Ongoing | 5. Continue with replacement of mains due to maintenance issue or potential looping or prior to or injunction with road projects |
| Completed 2013 | 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. |
| In Progress (2019) | 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. |
| In Progress (2019) | 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. |
| In Progress (2019) | 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. |
| Ongoing | 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 | 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. |
| Ongoing | 12. Obtain State certification of all employees of the division. |
| | Sewer System |
| Ongoing | 1. Upgrade sewer mains based on their rating set fourth in the GIS database. |

Ongoing

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

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.

Ongoing

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

5. Address the sewer maintenance preventative maintenance program requirements for cleaning and TV inspection, and the staff to conduct the maintenance activity.

To Be Reviewed

6. Obtain software to assist staff on addressing capacity problems in the system.

Ongoing

7. Continue with illicit removal program.

Ongoing

8. Obtain State certification.

Storm Water System

To Be Reviewed

1. Inventory and grade each storm water pipe in the system, with the analysis concentrating in the downtown core areas.

Completed (2012)

2. Include in the CIP process to purchase a rubber tire excavator to clean swales, ditch lines, and retention ponds.

Not recommended, 2010, City Council

3. Include in the next budget cycle to include three additional staff for maintenance activities for the storm water utility

Ongoing

4. Continue educating City staff and management, local Board and Commission members, and City Council members

Ongoing

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.

To Be Reviewed

6. Staff will need to update the City’s Storm Water Management Plan in order to conform to the new EPA regulation requirements.

Ongoing

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.

**Not recommended,
2011, City Council**

Ongoing

Completed (2014)

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.
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.
10. Implement recommendations of the Berry Brook Watershed Management Plan.

Private Utility Recommendations

Ongoing

Completed (2013)

Ongoing

In Progress (2017)

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.
2. The City should request that Unutil Corporation provide more detailed information on the existing gas system to assist the City in its design and planning efforts.
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.
4. The City should develop a comprehensive right-of-way management ordinance as it relates to the location and licensing of utility placement in the City rights-of-way.