Strategic Planning Overview

CITY OF DOVER, NH
MARCH 15, 2017
Why Dover Has a Strategic Plan

Framework for Performance Excellence in Dover: A Systems Perspective

1. Leadership
2. Strategic Planning
3. Customer Focus
5. Workforce Focus
6. Operations Focus
7. Results

Dover’s Community and Organizational Profile
Master Plan 101
Master Plan 101

Extends and re-establishes the street grid, and improves connections with the adjacent University District.

Connects the campus and University District to their waterfronts.

Provides flexible building footprints and massing to accommodate a range of functions, including academic and research partnerships.
Master Plan 101
Master Plan 101

- **D.B.H.**
  - Diameter Breast Height
  - 4-1/2 feet

- PRUNING:
  - REMOVE ANY BROKEN BRANCHES.

- NOTE:
  - NO MULCH WITHIN 4' OF TRUNK, TYP.
  - USE THREE LODGE POLES FOR ADDED STABILITY.

- POLYPROPYLENE OR CINCH TIES, TYP.
  - FASTEN IN FIGURE B.

- STAKE - 2' O.D. PRESSURE TREATED LODGE POLE.
  - HEIGHT AS SPECIFIED.
  - NOTE: TOP OF STAKE'S SHALL BE BELOW CANOPY, TYP.

- 4" DEPTH MULCH ON ROOT BALL.

- 4" WATER RING - (WITHIN ROOT BALL DIA.), FILL 3 TIMES IMMEDIATELY AFTER PLANTING. RAKE OUT PRIOR TO MULCHING AND PLANTING.

- ROOT FLARE
  - 1'-2" ABOVE FINISHED GRADE

- ROOTBALL: LOOSEN AND REMOVE BURLAP AND WIRE FROM TOP OF ROOT BALL TO 1/2 OF DEPTH. REMOVE ALL BURLAP IF NOT 100% BIODEGRADABLE.

- BACKFILL: TOP SOIL TYPICAL OF AREA. BACKFILL SHALL BE AMENDED THROUGHOUT ENTIRE SITE W/ FERTILIZER AND COMPOST AS REQUIRED.

(U.P. TO AND INCLUDING 2.5" CALiper)
Master Plan Adoption

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

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

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

In Place  To Be Completed  * = Required  Not Contemplated
## Public Involvement

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

Chair in bold
Do’s and Don’ts

A Master Plan is:
- The community’s vision
- A living/dynamic document
- A tool for managing growth
- A guide for capital spending
- The City’s strategic plan

A Master Plan is not:
- Regulations
- A static document
- A burden
- Funding
- A place holder
Executive Summary

Layout

- Introduction
- Recommendations
- Vision
- Land Use
- Transportation
- Stewardship of Resources
- Conservation and Open Space
- Recreation
- Community Facilities and Utilities
LAND USE ANALYSIS RECOMMENDATIONS
Adopted February 24, 2015

Themes and Vision:
Included in the 2012 Vision chapter was an implementation matrix suggesting how Vision elements should be reviewed by the community within the Land Use chapter of the Master Plan. This implementation matrix was used to frame the discussion of this chapter. To encourage neighborhoods to build a sense of community.

- Promoting and supporting the city’s diversity of ages, incomes and origins.
- Keeping Dover an affordable place to live.
- Maintaining Dover’s state of the art medical facilities and its status as a regional medical center.
- Facilitating a balanced supply of safe and attractive housing for individuals and families of all incomes.
- Downtown – A vibrant and inviting family friendly, pet friendly, walkable focal point for the entire community.
- Preserve natural resources: water, watershed, air, farmland (aquifer conservation and filtration), and a working waterfront.
- High quality, low impact growth and development that preserves the city’s more rural areas and focuses commercial activity in and around the urban core.
- Mixed use development wherever appropriate.
- Planning and development regulations include architectural standards that preserve and safeguard the historic and architectural quality of Dover’s historic buildings, downtown and neighborhoods.
- Underground utilities in new construction wherever it is feasible.
- Growing the leading edge and innovative economic base and continuing to provide more and better paying jobs including opportunities in the science, high tech and “green industry” fields.
- The development of new business parks consistent with the Dover 2023 vision.
CONSERVATION AND OPEN SPACE RECOMMENDATIONS

Adopted March 27, 2012

GOAL: PROTECT AND MANAGE DOVER’S VALUABLE OPEN SPACE RESOURCES.
Overall Goal: Protect and manage Dover’s valuable Open Space resources.

Objective 1: Identify and pursue permanent legal protection of key open space areas based upon a systematic inventory and evaluation of Dover’s natural resources.

Objective 2: Where possible, link open space areas and recreation facilities in an effort to establish an integrated network of resources.

Objective 3: Improve, protect and encourage public access to Dover’s natural resource areas.

Objective 4: Encourage all new developments to protect and where possible, enhance valuable natural and open space resources.

Objective 5: Encourage public/private partnerships between the City and land protection groups such as state and federal agencies and private land trusts.
## Executive Summary

### Recommendations and Implementation Plan – Land Use Analysis

## Land Use

<table>
<thead>
<tr>
<th>Goal/Action</th>
<th>Priority</th>
<th>Responsibility</th>
<th>Chapter Reference</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Land Use Goal</strong> Build a sustainable community that allows for modest growth of residential, commercial and industrial development compatible with Dover’s historic urban and rural character.</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective LU 1</strong> 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.</td>
<td></td>
<td></td>
<td>Vision Bullet #2, page 3</td>
<td></td>
</tr>
<tr>
<td><strong>LU 1.1</strong> 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.</td>
<td>Short</td>
<td>Cochecho Waterfront Development Advisory Committee, DHA, City Council</td>
<td>Pages 24 &amp; 29</td>
<td>In Progress (2017)</td>
</tr>
<tr>
<td><strong>LU 1.2</strong> 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.</td>
<td>Immediate and ongoing</td>
<td>Planning Department</td>
<td>Vision Action Bullet #5, page 4</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>LU 1.3</strong> Forge public-private partnerships to redevelop vacant or underutilized city owned parcels</td>
<td>Immediate and ongoing</td>
<td>Planning Department</td>
<td>Vision Action Bullet #5, page 4</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>LU 1.4</strong> Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.</td>
<td>Short</td>
<td>Planning Board</td>
<td>Vision Action Bullet #9, page 5</td>
<td>To Be Reviewed</td>
</tr>
<tr>
<td><strong>Objective LU 2</strong> 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.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>LU 2.1</strong> Explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc.) for preserving the remaining rural areas of the community.</td>
<td>Short</td>
<td>Planning Board, Conservation Commission</td>
<td>Vision Action Bullet #7, page 4</td>
<td>To Be Reviewed</td>
</tr>
<tr>
<td><strong>LU 2.2</strong> 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.</td>
<td>Short</td>
<td>Planning Board, Conservation Commission</td>
<td>Page 26</td>
<td>Complete d 2016</td>
</tr>
</tbody>
</table>
## Executive Summary Elements

- **Completed Year:** This indicates the year a recommendation was completed.
- **To Be Reviewed:** This recommendation has not been considered yet. (in blue)
- **Not Recommended:** 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
Sample Recommendations

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

- **Land Use**
  - Revise regulations to ensure that low impact storm water facilities, natural resource protection, and other ecological approaches to land use change are required through development review.
    - Completed, 2016

- **Transportation**
  - Conduct a citywide existing conditions sidewalk inventory and establish a sidewalk asset management plan that will be used to set annual sidewalk budgets and set priorities for implementation into the CIP.
    - In Progress, 2018
## Connections to Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Vision</th>
<th>Land Use</th>
<th>Trans</th>
<th>Rec</th>
<th>Open Space</th>
<th>Com Facility</th>
<th>Stewardship</th>
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<tbody>
<tr>
<td>Citizen Engagement</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Economic Development</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Infrastructure</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Downtown Access</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
A City with an emerging urban vibrancy guided by a small town sense of community.

- When Dover celebrates its 400th anniversary in 2023 it will be a dynamic community with an outstanding quality of life because it has achieved the following interconnected characteristics:
Vision Elements

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

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

MP Years
1963,
1978,
1988,
1998,
2000,
2007,
2009,
2011,
2012,
2015,
2016,
2017
2018…

Get It Done
Monitor
Develop Chapter
Develop Vision
Next Steps

- Coastal Management – 2016/2017
  1. Climate Adaptation
  2. Coastal Management

- Community Facilities – 2017
  1. Maintenance and Investment strategies
  2. Building and Infrastructure Needs

- Recreation – 2018
  1. Preserve and Promote a healthy and active Dover
  2. Enhancing Dover’s quality of life
Dover’s Strategic Plan

At the Strategic Planners Planning Meeting

So—The agenda today is...

Wait... Before we set the agenda we need to determine our goals for this meeting.

First we should plan a strategy for strategically planning our planning process to determine our goals.

Before we set goals we need to map out our core strategy for determining them.
Strategic Plans 101

- **What it is**
  - Systematic approach for prioritization of actions
  - Data driven
  - A guide for resource allocation
  - A consistent guide

- **What it is not**
  - A fortune teller
  - A smooth, fill in the blank process
  - Automated management
  - A recitation of the Council goals and objectives, applied to your department.
  - A department’s operating procedures
Why Plan?

- Benefits
- Budget connection
- Consistency with Framework
Why Plan?

- Benefits
- Budget connection
- Consistency with Framework

Benefits

- Team Building
- Mission alignment
- Creative problem solving
- Employee attraction/evaluation
Why Plan?

- Benefits
- Budget connection
- Consistency with Framework

Budget Connection

- Resource allocation
- Supports requests
- Provides performance measures
Why Plan?

- Benefits
- Budget connection
- Consistency with Framework

Consistency with Framework

- Connections to Council goals
- Connections to expectations
- Connection to Master Plan
Framework of the Plan

Elements of the Plan

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

The Language of Planning – Focusing on Ends and Means
## Framework of the Plan

### Elements of the Plan
- Vision
- Mission
- Core Values
- Issues and Challenges
- Goals and Objectives
- Outcomes

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

Elements of the Plan

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

Core Values

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

Elements of the Plan
- Vision
- Mission
- Core Values
- Issues and Challenges
- Goals and Objectives
- Outcomes

Issues and Challenges
- Developed after conducting and Environmental Scan
- Strengths
- Weaknesses
- Opportunities
- Obstacles
Framework of the Plan

Elements of the Plan
- Vision
- Mission
- Core Values
- Issues and Challenges
- Goals and Objectives
- Outcomes

Goals and Objectives
- Goals are “To” be done
- Improve
- Decrease
- Maintain
- Objectives
  - SMART
    - *Specific* – a specific improvement.
    - *Assignable* – who will do it.
    - *Realistic* – achievable with our resources.
    - *Time-related* – ETA.
Framework of the Plan

Elements of the Plan
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Outcomes
- How we will achieve goals/objectives
  - To do list
## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures - Planning

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

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- Twitter: @DoverNHPPlanning
- WWW: http://1.usa.gov/1M63Xv3