Strategic Planning Overview

Why?
Master Plan 101
Executive Summary
What’s Next
Strategic Plan 101
Plan Summary
Actions to Date
Questions
Why Dover Has a Strategic Plan

Dover's Strategic Management Goals

- Deliver ever-improving value for customers resulting in greater respect and confidence in our local government
- Improve overall organizational performance and capabilities resulting in greater operational efficiencies
- Reinforce organizational development and personal learning resulting in a culture of customer focused service, integrity, innovation, accountability and stewardship
Dover’s Framework For Performance Excellence

A Systems Perspective

Why Dover Has a Strategic Plan

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
Master Plan 101
Master Plan 101

PRUNING: REMOVE ANY BROKEN BRANCHES.

NOTE: NO MULCH WITHIN 4' OF TRUNK, TYP.

USE THREE LODGE POLES FOR ADDED STABILITY.

POLYPROPYLENE OR ONE-TIES, TYP.

FASTEN IN FIGURE B.

STAKE – 3" O.D. PRESSURE TREATED LODGE POLE

HEIGHT AS SPECIFIED. (NOTE: TOP OF STAKES SHALL BE

BELOW CANOPY, TYP.).

1" 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).

(UP TO AND INCLUDING 2.5" CAUPER)
Master Plan Adoption

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

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

- **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

- **Stewardship of Resources**
  - Robert Carrier
  - Elizabeth Goldman
  - Cora Quisumbing-King
  - David Landry
  - Otis Perry
  - Alison Webb
  - Lindsey Williams

- **Climate Adaptation**
  - Bill Baber
  - Anna Boudreau
  - Malone Cloitre
  - Marcia Gasses
  - Haley Harmon
  - Jan Nedelka
  - John Peterman
  - Cora Quisumbing-King
  - Tom Thompson

- **Conservation & Open Space**
  - Thomas Fargo
  - William Hunt
  - Anne Kotlus
  - Barbara Lehocky
  - Lee Skinner
  - Dorothy Wagner
  - Samuel Chouinard

- **Recreation**
  - Pat Campbell
  - Robert Carrier
  - Gina Cruikshank
  - Linnea Nemeth
  - John O’Connor
  - Tim Paiva

- **Community Facilities and Utilities**
  - Donald Andolina
  - Bill Boulanger
  - William Colbath
  - Tom Humphrey
  - David Landry
  - Paul Vlaisch
Chapters Of a Master Plan

- Vision (2012)*
- Land Use (2015)*
- Community Facilities (2009)
- Utilities (2009)
- Recreation (2009)
- Natural Resources (2017)
- Housing (2015)
- Transportation (2016)

- Implementation (Ongoing)
- Historic Resources (2017)
- Natural Hazards (2017)
- Cultural Resources (2017)
- Energy (2017)
- Coastal Mgmt. (2018)
- Regional Concern
- Community Design
- Neighborhood Plan

In Place * = Required

All Chapters are located at: https://bit.ly/2EDtEFF
Visioning

A City with an emerging urban vibrancy guided by a small town sense of community.

- When Dover celebrates its 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.
Do’s and Don’ts

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

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

Layout

- Introduction
- Vision
- Recommendations
  - Land Use
  - Transportation
  - Stewardship of Resources
  - Climate Adaptation
  - Conservation and Open Space
  - Recreation
  - Community Facilities and Utilities
Themes and Vision:
Included in the 2012 Vision chapter was an implementation matrix suggesting how Vision elements should be reviewed by the community within the Land Use chapter of the Master Plan. This implementation matrix was used to frame the discussion of this chapter. To encourage neighborhoods to build a sense of community.

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

## Recommendations and Implementation Plan – Land Use Analysis

### Land Use

<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>Land Use Goal</td>
<td>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>
<td>Vision Bullet #2, page 3</td>
<td></td>
</tr>
<tr>
<td>Objective LU 1</td>
<td>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></td>
</tr>
<tr>
<td>LU 1.1</td>
<td>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>
</tr>
<tr>
<td>LU 1.2</td>
<td>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>
</tr>
<tr>
<td>LU 1.3</td>
<td>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>
</tr>
<tr>
<td>LU 1.4</td>
<td>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 #5, page 4</td>
</tr>
<tr>
<td>Objective LU 2</td>
<td>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>Vision Action Bullet #5, page 4</td>
<td></td>
</tr>
<tr>
<td>LU 2.1</td>
<td>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>
</tr>
<tr>
<td>LU 2.2</td>
<td>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>
</tr>
</tbody>
</table>
Sample Recommendations

- Recreation
  - Review and repair the wall at the Fish Ladder Park
    - Completed, 2019

- Conservation/Open Space
  - Improve protection of Bouchard and Hughes Wellheads
    - Completed, 2018

- Community Facilities/Utilities
  - Renovate Dover High School and Career Technical Center
    - Completed, 2018
Sample Recommendations

- **Climate Adaptation**
  - Use widely visible public spaces, such as Henry Law Park, as opportunities to provide education on climate change impacts (e.g. sea-level rise)
  - Completed, 2019

- **Transportation**
  - Prepare a Citywide bike plan that identifies existing gaps, and recommends routes
  - In Progress, 2020

- **Stewardship**
  - Explore the creation of an ordinance to encourage use of renewable sources of energy.
  - In Progress, 2020
Sample Recommendations

- **Land Use**
  - Adopt regulations including architectural and landscape design standards to ensure quality, historically appropriate building design.
    - Completed, 2019

- **Stewardship**
  - Implement the use of tools that improve analysis and reporting of data gathered from energy audits and assessments for all municipal buildings, operations, and vehicles.
    - In Progress, 2020

- **Transportation**
  - 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.
    - Completed, 2019
## Connections to Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Vision</th>
<th>Land Use</th>
<th>Transportation</th>
<th>Recreation</th>
<th>Open Space</th>
<th>Facilities &amp; Utilities</th>
<th>Stewardship of Resources</th>
<th>Climate Adaptation</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>
<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>
<td>X</td>
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<tr>
<td>Health and Safety</td>
<td>X</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>Education/Municipal Collaboration</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Next Steps

MP Years
- 1963,
- 1978,
- 1988,
- 1998,
- 2000,
- 2007,
- 2009,
- 2011,
- 2012,
- 2015,
- 2016,
- 2017,
- 2018,
- 2019
- 2020...

Get It Done
Monitor
Develop Chapters
Develop Vision
Next Steps

- **Recreation – 2019/2020**
  1. Preserve and Promote a healthy and active Dover
  2. Enhancing Dover’s quality of life

- **Consolidated Plan – 2019/2020**
  1. Review impediments to affordable housing
  2. Low mod Infrastructure Needs

- **Community Facilities/Utilities – 2020**
  1. Maintenance and Investment strategies
  2. Building and Infrastructure Needs

- **Open Space and Preservation - 2021**
Operational Strategic Plans

All plans are located at: http://bit.ly/2EXsZBQ
Strategic Plans 101

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

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

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

Benefits
- 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.
    - Measurable – indicator of success.
    - Assignable – who will do it.
    - Realistic – achievable within our resources.
    - Time-related – ETA.
Framework of the Plan

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

Outcomes
- How we will achieve goals/objectives
  - To do list
- Integration into employee evaluations and City Manager’s Report
<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>Goal A: Public Information, Outreach, and Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective A.1: The Department is a center of planning excellence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action A.1.1: Expand outreach via listening tours to interact with neighborhoods and stakeholders</td>
<td>Short</td>
<td>Planners</td>
<td>5 &amp; 8</td>
</tr>
<tr>
<td>Action A.1.2: Substantially expand educational and training resources and communicate the benefits of employing best planning practices, models, and tools</td>
<td>Medium</td>
<td>ACM</td>
<td>5</td>
</tr>
<tr>
<td>Action A.1.3: Educate and give the public opportunities for feedback regarding the service the department provides.</td>
<td>Ongoing</td>
<td>Planners</td>
<td>2 &amp; 5</td>
</tr>
<tr>
<td>Action A.1.4: Explore mechanisms by which department communicates with a focus on enhancing our ability to reach out through customer friendly methods.</td>
<td>Short</td>
<td>Planners</td>
<td>5</td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Detailed report of listening tours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</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>Objective Outcome Measure</td>
<td>Publish and distribute a department newsletter on a periodic basis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Annually, update City Council on Master Plan activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective Outcome Measure</td>
<td>Updated and consistent use of traditional and modern media, and a visible presence at community events</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Actions to Date

<table>
<thead>
<tr>
<th>Objective A</th>
<th>Customer Focused</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Issue</th>
<th>Status</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1.1</td>
<td>Enhance the effectiveness of GIS to support mapping and geographic analysis needs, create better linkages between property records and electronic documents in Town for public access and use</td>
<td>Short</td>
<td>Finance</td>
<td>5 &amp; 7</td>
<td>Ongoing</td>
<td>7%</td>
</tr>
<tr>
<td>A.1.2</td>
<td>Educate community users on the availability of the web map (e.g., press releases, presentations, resources on handouts, etc.)</td>
<td>Ongoing</td>
<td>Department</td>
<td>5, 6 &amp; 7</td>
<td>Ongoing</td>
<td>6%</td>
</tr>
<tr>
<td>A.1.3</td>
<td>Support implementation of efforts to enhance document retention and application records/searches</td>
<td>Ongoing</td>
<td>Department, IT</td>
<td>1, 5 &amp; 6</td>
<td>Ongoing</td>
<td>9%</td>
</tr>
</tbody>
</table>

**Objective Outcome Measure**
- Updated map of projects the day after an Agenda is completed (Priority of 2015): 0%
- Development of outreach materials & guide for finding information regarding land use online: In progress as part of engagement guide, 5%
- Planned implementation of connecting documents in Town with MapGeo for public use: Large project, impacted by scanning documents into Town, which is ongoing, 15%

<table>
<thead>
<tr>
<th>Objective B</th>
<th>Product and Process</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Issue</th>
<th>Status</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.1.1</td>
<td>Undertake a comprehensive review of existing procedures and practices for improvement in efficiency and effectiveness</td>
<td>Short</td>
<td>Finance</td>
<td>All</td>
<td>SOP Review completed</td>
<td>50%</td>
</tr>
<tr>
<td>B.1.2</td>
<td>Capture the availability and strength of digital map products and data for decision-making processes</td>
<td>Short</td>
<td>ACP/ZA</td>
<td>1, 2, 4 &amp; 5</td>
<td>Reviewed themes, updated zoning</td>
<td>69%</td>
</tr>
<tr>
<td>B.1.3</td>
<td>Implement a program to scan, archive, and catalog old file to ensure thousands of old file and planning cases are much more secure, accessible, and organized</td>
<td>Ongoing</td>
<td>ACP/ZA, IT</td>
<td>1, 5 &amp; 6</td>
<td>Reviewed and worked with IT on themes</td>
<td>90%</td>
</tr>
<tr>
<td>B.1.4</td>
<td>Through effective communication efforts continually works to make the planning department more accessible and transparent to the public</td>
<td>Ongoing</td>
<td>Department, IT</td>
<td>1, 3, 4, 5 &amp; 6</td>
<td>Maps scanned and uploaded, reports have been identified for scanning</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Objective Outcome Measure**
- Development of publically accessible SOPs within Development Handbook | SOP Review completed | 50% |
- Update themed maps available for use and review | Reviewed themes, updated zoning | 69% |
- Update of MapGeo to include new themes and functions | Reviewed and worked with IT on themes | 90% |
- All reports, and applications from 1996 forward are online in a logical and accessible manner | Maps scanned and uploaded, reports have been identified for scanning | 65% |

**Objective B.2**
- Continue to explore the use of new information technologies and services to enhance operational efficiencies as they evolve and become available | Reviewed and assisted IT in developing RFP, reviewed results and working on recommendation | 92% |

**Objective Outcome Measure**
- Use of full service ePermitting software, whether stand alone or integration of VueWorks by department | Revised use of shared car and determined no need for vehicle | 100% |
- Adoption and implementation of relevant technology | Revised use of shared car and determined no need for vehicle | 100% |
- A vehicle has been purchased, or assigned | Revised use of shared car and determined no need for vehicle | 100% |
- Files are stored by Parcel ID and not by year | Completed October 2019 | 100% |
What’s Next?

- Get It Done
- Monitor
- Develop Chapters
- Develop Vision
Christopher G. Parker, AICP
c.parker@dover.nh.gov

- Facebook: www.facebook.com/DoverNHPlanning
- Twitter: @DoverNHPlanning
- WWW: http://1.usa.gov/1M63Xv3