Master Planning Overview

CITY OF DOVER, NH
MARCH 2, 2022
Why Dover Has a Strategic Plan

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

Improve overall organizational performance and capabilities resulting in greater operational efficiencies

Reinforce organizational development and personal learning resulting in a culture of customer focused service, integrity, innovation, accountability and stewardship

Dover’s Strategic Management Goals
Why Dover Has a Strategic Plan

A Systems Perspective

Dover’s Community and Organizational Profile

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

Dover’s Framework For Performance Excellence
Master Plan 101
Master Plan 101
Master Plan 101
Master Plan 101
Master Plan Adoption

Planning Board Oversees

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

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

<table>
<thead>
<tr>
<th>Visioning</th>
<th>Land Use Analysis</th>
<th>Transportation</th>
<th>Stewardship of Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Carrier</td>
<td>Gina Cruikshank</td>
<td>Matt Hanson</td>
<td>Robert Carrier</td>
</tr>
<tr>
<td>Dana Lynch</td>
<td>Robert Paolini</td>
<td>Dana Lynch</td>
<td>Elizabeth Goldman</td>
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<td>Jack Mettee</td>
<td>Fergus Cullen</td>
<td>Jon Niehof</td>
<td>Cora Quisumbing-King</td>
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<td>Jan Nedelka</td>
<td>Norm Fracassa</td>
<td>Moe Olivier</td>
<td>David Landry</td>
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<td>Anne Ross</td>
<td>Marcia Gasses</td>
<td>Lee Skinner</td>
<td>Otis Perry</td>
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<tr>
<td>Kirt Schuman</td>
<td>Jerry Reese</td>
<td>Eric Swanson</td>
<td>Alison Webb</td>
</tr>
<tr>
<td>Alison Webb</td>
<td></td>
<td>Daniel Toland</td>
<td>Lindsey Williams</td>
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<table>
<thead>
<tr>
<th>Climate Adaptation</th>
<th>Conservation &amp; Open Space</th>
<th>Recreation</th>
<th>Community Facilities and Utilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Baber</td>
<td>Thomas Fargo</td>
<td>Pat Campbell</td>
<td>Donald Andolina</td>
</tr>
<tr>
<td>Anna Boudreau</td>
<td>William Hunt</td>
<td>Robert Carrier</td>
<td>Bill Boulanger</td>
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<tr>
<td>Malone Cloitre</td>
<td>Anne Kotlus</td>
<td>Gina Cruikshank</td>
<td>William Colbath</td>
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<td>Marcia Gasses</td>
<td>Barbara Lehocky</td>
<td>Linnea Nemeth</td>
<td>Tom Humphrey</td>
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<td>Haley Harmon</td>
<td>Lee Skinner</td>
<td>John O’Connor</td>
<td>David Landry</td>
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<td>Jan Nedelka</td>
<td>Dorothy Wagner</td>
<td>Tim Paiva</td>
<td>Paul Vlaisch</td>
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<td>John Peterman</td>
<td>Samuel Chouinard</td>
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<tr>
<td>Cora Quisumbing-King</td>
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<tr>
<td>Tom Thompson</td>
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Chapters Of a Master Plan

- Vision (2012)*
- Land Use (2015)*
- Community Facilities (2009)
- Utilities (2009)
- Recreation (2020)
- 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></td>
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<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>Vision Bullet #2, page 3</td>
<td></td>
<td></td>
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<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>
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<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>Vision Action Bullet #5, page 4</td>
<td></td>
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<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 #5, page 4</td>
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<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>
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</table>
Actions to Date

- **Land Use**
  - Acted upon: 85%
  - In Progress: 8%
  - To be reviewed: 7%

- **Transportation**
  - Acted upon: 44%
  - In Progress: 31%
  - To be reviewed: 25%

- **Stewardship**
  - Acted upon: 54%
  - In Progress: 14%
  - To be reviewed: 32%

- **Climate Adaptation**
  - Acted upon: 21%
  - In Progress: 54%
  - To be reviewed: 34%

- **Open Space**
  - Acted upon: 100%

- **Recreation**
  - Acted upon: 69%
  - In Progress: 19%
  - To be reviewed: 12%

- **Facilities & Utilities**
  - Acted upon: 83%
  - In Progress: 17%
  - To be reviewed: 0%
Climate Adaptation
Investigate the feasibility of implementing a food composting pilot program...
Completed, 2021
What We’ve Done

Land Use

Consider density bonus for small homes (below 1,000 square feet)....

Completed, 2018 revised in 2020 and 2021.
What We’ve Done

Recreation

Create and install signage at each City park that establishes a recognizable and consistent brand....

Completed, 2021
What We’ve Done

Transportation
Establish a wayfinding and signage program...
Completed, 2021
What We’ve Done

Community Facilities and Utilities
Replace the substandard Facilities, grounds and cemetery building within Pine Hill Cemetery...
Completed, 2020
What We’ve Done

**Stewardship of Resources**
Investigate the creation of a Stormwater utility…
Completed, 2021/2022

**Climate Adaptation**
Provide information about vectors and vector borne illnesses to the public…
Completed, 2020/2021/2022

**Recreation**
Address safety concerns along the Community Trail…
Completed, 2021/2022
In progress
Recommendations

Transportation

Prepare a Citywide bike plan that identifies existing gaps
Evaluate and implement bike routes via formal lanes or sharrows.

Stewardship

Create more extension of the community trail info natural environments

Climate Adaptation

Explore the feasibility of solar panels on city owned buildings
## Connections to Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Vision</th>
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<th>Facilities &amp; Utilities</th>
<th>Stewardship of Resources</th>
<th>Climate Adaptation</th>
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<td>Infrastructure</td>
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<td>Education/Municipal Collaboration</td>
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Next Steps

MP Years
Next Steps

- Community Facilities/Utilities – 2022
  1. Maintenance and Investment strategies
  2. Building and Infrastructure Needs

- Start Cycle Over with Vision
AFFORDABLE HOUSING STRATEGIES

- Background
- What drives costs
- What Dover Does
- Recent Strategies
- What Dover May Do
- What Else?
- Why Do Anything?
Housing Background

- Trends
- Post 2008 Recession
- Market Driven
- Demand increases
- Vacancy Rates
- Demographics

### State Building Permits

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<tr>
<th></th>
<th>Single</th>
<th>Two/Three</th>
<th>5+</th>
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<td>Dover</td>
<td>33</td>
<td>56</td>
<td>30</td>
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<td>Rochester</td>
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<td>11</td>
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<td>Somersworth</td>
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<td>6</td>
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<td>3</td>
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<td>County</td>
<td>209</td>
<td>80</td>
<td>74</td>
<td>30</td>
<td>393</td>
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</table>
Housing Background

- **Rentals**
  - 30 listed 2 b-room units
  - 12 Actually available
  - 3 under $1,450
  - Average price is $1,600
  - HUD Fair Rate is $1,350

- **Sale**
  - 51 SF homes listed
  - 12 Actually available
  - 3 under 350K
  - 5 over 600K

<table>
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<tr>
<th>YEAR STRUCTURE BUILT</th>
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<tbody>
<tr>
<td>Decade</td>
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<td>2010 to 2019</td>
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<td>2000 to 2009</td>
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<td>1990 to 1999</td>
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<td>1980 to 1989</td>
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<td>1970 to 1979</td>
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<td>1960 to 1969</td>
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<td>1950 to 1959</td>
</tr>
<tr>
<td>1940 to 1949</td>
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<tr>
<td>Prior to 1939</td>
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| Total | 14,919 |


What drives home costs?
What Dover Does:

Density

- Multi-family housing in over half of the area of Dover
- Manufactured housing in most residential areas
- A variety of densities throughout the City
  - 1 unit per 2K to 1 unit per 40K
- Rooming houses in certain zones.

Use

- Mixed Uses in commercial zones
- Mixed Use Overlay
- Accessory Dwelling Units
- Customary Home Occupations
- Home Sharing, including sober living and group care
- Infill Development
- Adaptive Reuse/Conversion
- Encourage development by transit
What Dover Does:

Density Changes

- No density calculation required downtown since 2010
- Low density to be created (1 unit/2000 sf of commercial built) in industrial zones
- Through TDR we allow density increase that is by unit and not just by unit size
- Allow building height increases if the resulting units are rent restricted
- No density if you rent restrict to HUD limits
What Dover Does:

Density Changes

- Gateway district now offers range of density (2K – 4K sf per unit vs 5K)
What Dover Does:

Recent Changes

- Allow non-conforming lots to be developed if house size is restricted
- Allow more than one ADU, if rent restricted
- Allow conversion of any SF home to two-family
  - Remove restriction in place (pre-1964)
- Remove ZBA criteria for 3/4 family, if rent restricted
- Greater collaboration with Dover Housing regarding HUD units and Housing Choice Vouchers
What Dover Does:

- Allow two family by right in R-12 and R-20 residential districts
- Must look like SF home from the street
What Else:

Non Land Use policy areas:

- Identify public land to make available to a developer with intent for affordable housing to be constructed.
- Identify that if the City has parcels, which it takes for tax deed, when it sells the parcel, that the units go to low/mod buyers/users.
- Provide CDBG Grants to landlords who have not updated property with the requirement that they keep rents level for a period after the improvements are made.
- Continue to review options for using and expanding 79E in including option for Housing Opportunity Zones.
- Housing Trust Fund to create affordable housing.
Why Do Anything?

It Promotes
- Healthy Living
- Community Building
- The Environment
- Economic Development
- Diversity, of thought and action

Master Plan Connection
- Recommends 1,000 sf and smaller units
- Encourages diversity of housing
- Encourages walkable/livable community
- Encourages aging in place