



CITY OF DOVER, NEW HAMPSHIRE MASTER PLAN

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2012 Visioning Chapter

August 23, 2012

Building Our Tomorrow

VISIONING CHAPTER – 2012

# Building Our Tomorrow

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**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/planhome.htm>

**Prepared By: Hawk Planning Resources LLC**

In Association With

Gerald Coogan, AICP, Planning & Development Consultant  
Raymond Gagnon, G2M Communications  
Bob White, RLA, ORW Landscape Architects & Planners  
Carolyn Radisch, AICP, ORW Landscape Architects & Planners  
Jeffrey Hyland, ASLA, Ironwood Design Group LLC  
M. Hunter Ulf, AIA, UK Architects, PC  
Stuart Arnett, Arnett Development Group, LLC

Community Visioning Chapter Steering Committee

Kirt Schuman - Chair (Planning Board Representative)  
Robert Carrier, Deputy Mayor (City Council Representative)  
Dana Lynch (Chamber Representative)  
Jack Mettee (DIBIDA Representative)  
Jan Nedelka  
Anne Ross  
Alison Webb



CITY OF DOVER

# CERTIFICATE OF ADOPTION

Agenda Item#: 4B

Adopting: Visioning Chapter of the Master Plan

WHEREAS: The Planning Board and Planning Department, have written and completed the Visioning chapter of the Master Plan in accordance with RSA 674:3, and

WHEREAS: A concerted effort was undertaken to include participation by the general public through the use neighborhood and city wide public meetings, an online survey; radio program participation; and the use of social media; and

WHEREAS: A formal public hearing on said Chapter, in accordance with RSA 675:6, was held before the Planning Board on July 24, 2012; and

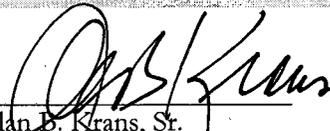
WHEREAS: The Dover Planning Board voted on August 28, 2012 to adopt the Visioning Chapter;

NOW, THEREFORE, BE IT RESOLVED BY DOVER PLANNING BOARD THAT:

1. The Visioning Chapter of the Master Plan is adopted and certified in accordance with RSA 674:4;
2. The Planning Board Chair is authorized to sign and label as "adopted" the final reproduced documents of said Chapter; and
3. The Planning Department is authorized to forward a certified copy of the adopted Chapter to the Office of Energy and Planning, as required by RSA 675:9.

## AUTHORIZATION

Approved as to Legal Form:

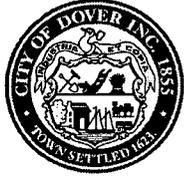
  
 Allan B. Krans, Sr.  
 General Legal Counsel

  
 Planning Board Chair

Date of Adoption: 8/28/12

Members in Favor: 8

Members Opposed: 0



**CITY OF DOVER**

# CERTIFICATE OF ADOPTION

**Agenda Item#: 4B**

Adopting: Visioning Chapter of the Master Plan

## BACKGROUND MATERIAL:

According to New Hampshire Planning and Land Use Regulation 674:2, the Master Plan is intended to clearly and practically propose the best and most appropriate future development of the City under the jurisdiction of the Planning Board, to aid the Board in designing ordinances, and to guide the Board in the performance of its other duties in a manner that achieves the principles of smart growth, sound planning and wise resource protection.

The Master Plan is a set of statements about land use and development principles for the municipality with accompanying maps, diagrams, charts and descriptions to give legal standing to the implementation of ordinance and other measures of the Planning Board. A Master Plan should lay out a physical plan which takes into account social and economic values describing how, why, when and where the community should build, rebuild and preserve. This physical plan should be comprehensive in nature, and have a long range vision – 10 years is the average. The master plan shall include, at a minimum, the following required sections:

- A vision section
- A land use section

The master plan may also include the following sections:

• A transportation section	• A cultural and historic resources section
• A community facilities section	• A regional concern section
• An economic development section	• A neighborhood plan section
• A natural resources section	• A community design section
• A natural hazards section	• A housing section
• A recreation section	• An implementation section
• A utility and public service section	• An energy section

Dover has completed Master Plan chapters in 1963, 1978, 1988, 1998, 2000, 2007, 2009 and 2011.

The Dover2023 project was conceived as a process to engage the public in developing a vision for the City. This process was overseen by a steering committee appointed by the Planning Board. This visioning chapter is intended to guide follow up chapters created through the Master Plan process. The Dover2023 process included three city wide meetings (March 10, May 1 and May 5), six neighborhood meetings (March 13, 14, 22, April 10, 12, and 16). A presentation of results was held on June 12, 2012 to the Planning Board and comments were welcome at Citizen's Forums on June 12, June 26, and August 28, 2012. A Public Hearing was held on July 24, 2012.

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Our thanks to the Greater Dover Chamber of Commerce and Kirt Schuman for providing many of the illustrative photographs included in this document.

# Executive Summary

*Dover residents pride themselves on being a family friendly community with a great downtown, jobs and quality of life. Money Magazine saw those same traits when it named Dover as one of the best small cities in which to live in the U.S.*

**W**hy undertake a visioning process? Every 5-10 years the City needs to take stock of where it is, where it has been, and where it wants to go.<sup>1</sup> The process of creating a community-wide vision offers an opportunity to step back from day-to-day issues, annual City budgets and the routine of daily life to think about the bigger, long-term picture. This chapter of the City's master plan captures that long term view and will serve as the foundation on which all of the remaining chapters of the master plan are built. The entire master plan is used to shape city and community policy decisions and is particularly useful in defining land use regulations and long term capital budgeting priorities.

This document is 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 400<sup>th</sup> 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:

**W**hen Dover celebrates its 400<sup>th</sup> anniversary in 2023 it will be a dynamic community with an outstanding quality of life because it has achieved the following interconnected characteristics:

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<sup>1</sup> New Hampshire law specifies that if a community desires to adopt zoning regulations, the planning board must first adopt the mandatory sections of the master plan (RSA 674:18). There are two mandatory sections that are specified: (a) a vision section that directs the other sections of the plan and contains "a set of statements which articulate the desires of the citizens affected by the master plan, not only for their locality but for the region and the whole state. It shall contain a set of guiding principles and priorities to implement that vision" (RSA 674:2), and (b) a land use section that serves as the foundation for all of the remaining sections. The law leaves it to the planning board to determine how the vision section is developed.

- ◆ *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.*

The Vision Themes & Elements are fully explained and illustrated in Section 6 and summarized below.

## **1 People & Community**

Dover residents enjoy the City's unique historic identity and small town feel, its livable neighborhoods and ability to easily gather and connect with each other, fostering a strong sense of community. They value the diversity in the ages, incomes and origins of its population and consider Dover a great place to live.

### **Vision Elements**

- 1.1 Preserving the city's small town and historic character, atmosphere and amenities.



- 1.2 Enhancing the strong “sense of community” which includes participation at events, community functions, volunteerism, working together, and a strong sense of social connectedness.



- 1.3 Growing a strong and active arts and cultural community that encourages participation in a wide variety of family friendly opportunities including museums, visual and performing arts venues and programs.
- 1.4 Protecting and reinforcing the livability of the city and its neighborhoods.
- 1.5 Promoting and supporting the city’s diversity of ages, incomes and origins.
- 1.6 Keeping Dover an affordable place to live.
- 1.7 Maintaining Dover’s state of the art medical facilities and its status as a regional medical center.
- 1.8 Facilitating a balanced supply of safe and attractive housing for individuals and families of all incomes.

## 2 Downtown

Dover residents and visitors enjoy and support the downtown as an attractive, vibrant focal point of the community where people readily gather and socialize. It is family friendly, pet friendly and walkable, with a diversity of locally owned retail, dining, entertainment, employment, and housing choices including lively arts and culture opportunities.

### Vision Elements

- 2.1 A vibrant and inviting family friendly, pet friendly, walkable focal point for the entire community.



The extension of the riverwalk and promenade behind the museum would add significantly to the visual strength of the downtown for recreation, cultural development, economic interest, and river corridor enhancement.

The last few hundred feet for the museum riverwalk to Washington Street would connect the river to public transit and the entire southern end of the downtown’s commercial core.

2.2 A diversity of family friendly and locally owned retail, dining, entertainment and employment businesses and lively arts and culture and recreation opportunities.

2.3 Active and fully utilized mills and downtown buildings.



2.4 An abundance of attractively landscaped islands, mini-parks, street trees, and park benches with a signature, high visibility public park that is the focal point of the downtown (e.g. Upper & Lower Squares, Henry Law Park).



2.5 Well maintained public amenities with well-developed wayfinding, public restrooms, doggy bag dispensers, underground utilities, excellent pedestrian, bicycle and handicapped accessibility.

2.6 Development of the waterfront in accordance with the approved Land Development Agreement and Waterfront Design Guidelines.



2.7 Stronger and enhanced historic character and architectural quality.

- 2.8 Vacant lots and surface parking are redeveloped with buildings that are consistent with the downtown’s historic architectural quality.



A selective expansion of the sidewalk at the Central Avenue bridge at the Cochecho River could allow for an enhanced riverwalk connection, a resting place for people on the main commercial street to engage with the river, and be a location for interpretive and wayfinding signage. Infill development to the north of TD Bank would better define the streetscape an expanded focal point park at the falls.

- 2.9 A well designed parking garage and system that is convenient and reinforces the architectural character of the downtown and incorporates ground floor retail uses.

## 3 Education

Education is a very important component of Dover’s future. The City’s excellent school system is strengthened through improvements to the educational infrastructure, programs, curriculum and extracurricular activities and support of highly valued teachers.

### Vision Elements

- 3.1 Providing excellent schools, infrastructure and infrastructure maintenance, curriculum and extracurricular offerings with supportive transportation.
- 3.2 A new or renovated high school that meets the needs of the entire community.
- 3.3 A quality education system that supports the community by attracting families and businesses.
- 3.4 The availability of pre-school through post-secondary and adult education, hybrid courses that cut across disciplines, online courses and alternative learning environments.
- 3.5 Schools that adapt and respond to social, economic and educational science change.

## 4 Municipal Government & School Services

Dover has very high quality and efficient municipal services with an affordable tax burden with responsive elected and appointed City officials who utilize

public-private partnerships wherever practical.

### **Vision Elements**

4.1 Use of cost effective management practices for energy efficiency and sustainability.



4.2 Efficient management practices are used to ensure that all City and school buildings, parks, roads, sidewalks, bicycle lanes/routes, landscaping, street trees and all infrastructure are very well maintained and managed based on adopted improvement plans for each.

4.3 Very safe and walkable neighborhoods with a low crime rate and flexible, well trained and equipped police and fire departments housed in appropriate facilities.

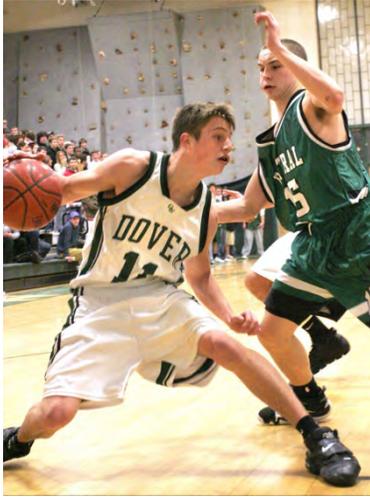


- 4.4 Maintaining the highest quality municipal and school services with an affordable tax burdens.
- 4.5 City and School buildings that generate a significant amount of their own energy.
- 4.6 Private sector resources and services are used wherever they can be more effective and efficient.

## 5 Open Space & Recreation

Open space and recreation facilities and programs serve the fitness and social interaction needs of the entire community, are well distributed, maintained, and accessible to everyone.

### Vision Elements



5.1 Open space and recreation facilities and programs that are well-located, well-maintained, pet friendly and serve the needs of the entire community.

5.2 A network of walking/bike trails that expands on the existing Community Trail and connects neighborhoods, downtown parks and open spaces.



5.3 Access to Dover's waterways is provided across the city for recreation, trailer and carry-in boat access. Boat, kayak and bike rentals are readily available.

5.4 Preserve natural resources: water, watershed, air, farmland (aquifer conservation and filtration), and a working waterfront.

## 6 Transportation

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.

### Vision Elements

6.1 A walkable community complemented by citywide pedestrian, bicycle and wheel chair accessible features using appropriate benches, signs, lighting, crosswalks and bicycle racks.



6.2 A public transit system that serves the entire community.

6.3 Traffic calming measures are implemented to manage speeds and “pass through” traffic in the downtown and neighborhoods.

6.4 Physical and directional signage improvements designed to facilitate legal, safe traffic flow for vehicles and pedestrians throughout the city.

## 7 Sustainability

Dover residents embrace the concept of sustainability whereby natural resources and manmade features are well managed and wisely used so that they will be available for future generations.

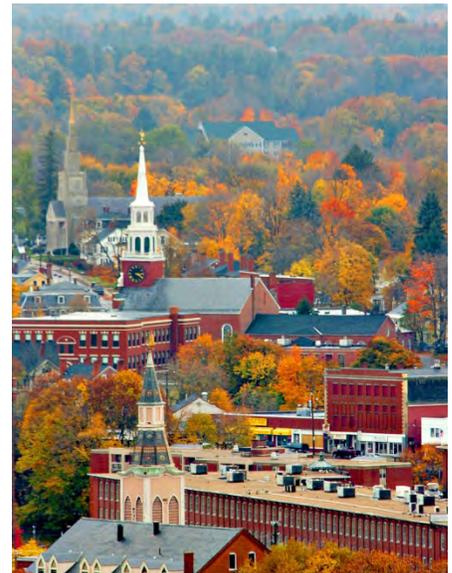
### Vision Elements

7.1 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.

7.2 Mixed use development wherever appropriate.

7.3 Planning and development regulations include architectural standards that preserve and safeguard the historic and architectural quality of Dover’s historic buildings, downtown and neighborhoods.

7.4 A Capital Improvement Program that guides the construction and



- 7.5 maintenance of community services and infrastructure.
- 7.5 Underground utilities in new construction wherever it is feasible.
- 7.6 Retention of the existing working farms and expansion of community gardens, the farmers’ market, and promotion of local food production.
- 7.7 Natural resources are preserved and protected including clean, swimmable water bodies, watersheds, air, farmland, aquifers and the working waterfront.
- 7.8 Promoting agriculture through school, teaching local sustainability, gardening clubs, creation of gardens in schools and on City-owned land.
- 7.9 Renewable energy resources are developed such as wind, solar, geothermal, hydropower and green roofs wherever practical and cost effective for governmental, residential and commercial users.
- 7.10 Encourage and support local display gardens and adopt-a-spots.

## 8 Economic Development

Dover is in the forefront of creative, innovative economic development that drives everything else in the community. The City’s strong economic base and low unemployment rate will continue to attract more business to the City, providing greater employment opportunities and higher wages.

### Vision Elements

- 8.1 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.
- 8.2 Opportunities for a variety of creative retail and restaurant businesses.
- 8.3 The development of new business parks consistent with the Dover 2023 vision.



Finally, Section 7 provides a detailed description of how each of the vision elements needs to be pursued in order for the Vision to be achieved by 2023. The entire Vision document is focused on ***Building Our Tomorrow!***

## Introduction

In the development of a new master plan, the visioning section is often the first section to be undertaken because it sets the broad policy direction for all of the subsequent components of the plan. Dover has elected to make the visioning effort a separate, stand-alone process for their new master plan. The benefit of this approach is that it places much more emphasis on community involvement and offers residents more time and opportunity to focus their attention on what they want the city to become in the future.

The five month process that was undertaken for this visioning effort intentionally placed no boundaries on what issues or ideas could be included in the discussion. The final result is a vision statement and vision elements that are far reaching and, in many cases, go beyond policies and actions that municipal government can accomplish. In that regard, this vision is truly a community vision and not just a city government vision. It establishes goals and objectives that can be embraced by the entire community to make the city an even more desirable place in coming decades.

## Community Facts

*Dover continues to grow and be a safe community in which to live and work*

In order to provide Dover 2023 participants with a foundation of community demographics and other trends - a snapshot of Dover was developed and presented at the first city-wide Forum. Key findings that were presented:

Figure 1: Based on U.S. Census data, Dover's population has shown steady growth throughout its history with the exception of the first half of the 20<sup>th</sup> century.

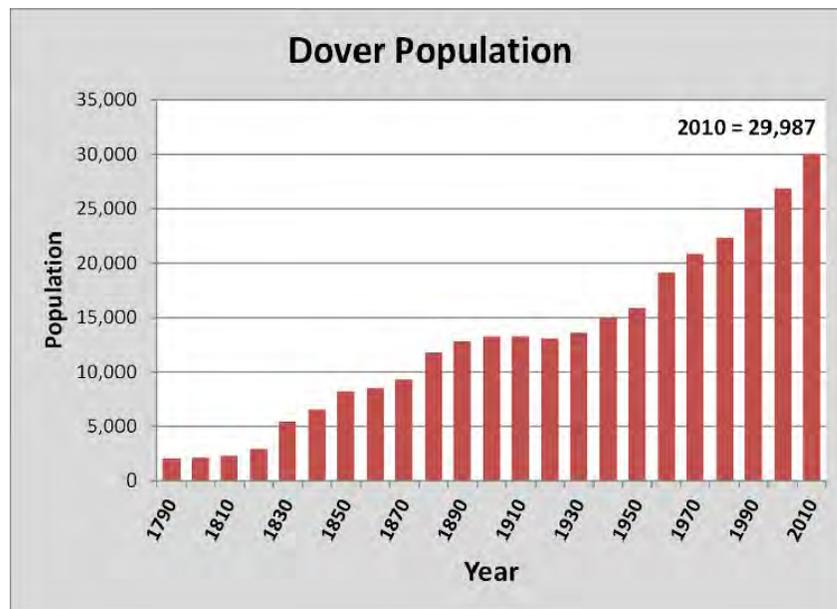


Figure 2: During the 2000-2010 decade, Dover was the fastest growing city in the state (11.5%) and currently ranks as the fifth largest community in New Hampshire

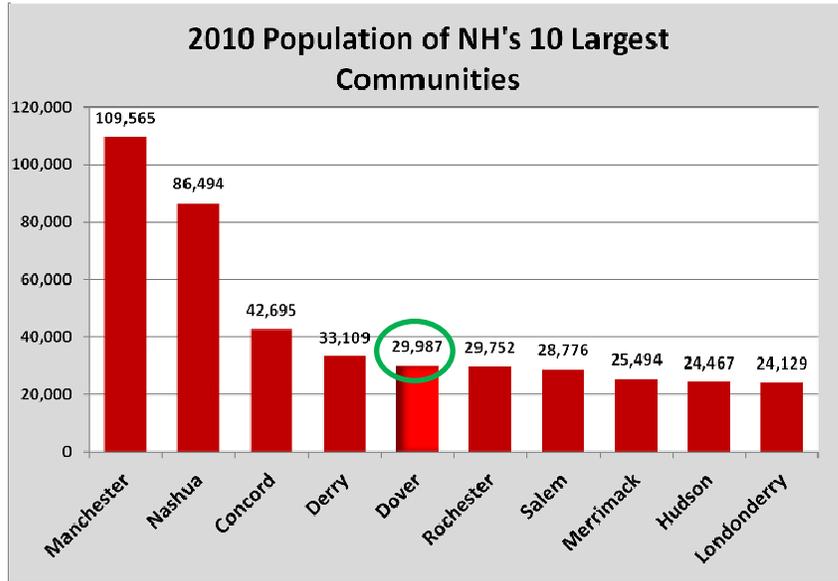


Figure 3: Dover's property crime rate is considerably lower than the national average and similar to that of the state

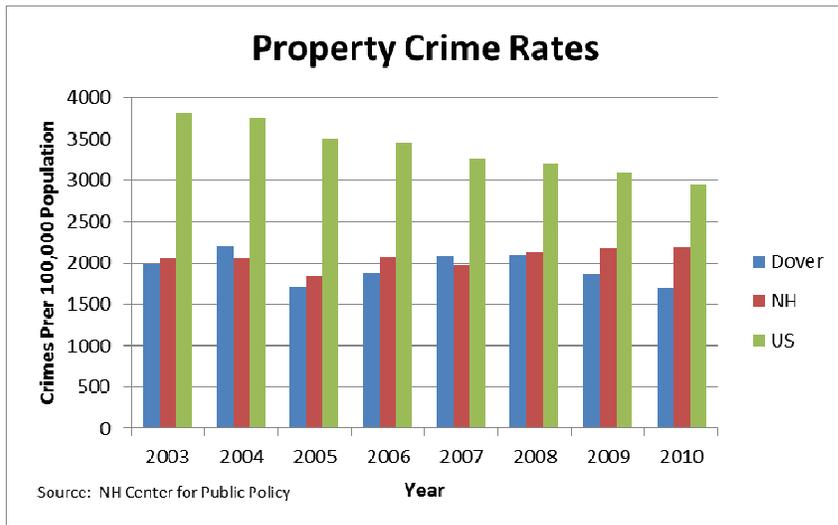


Figure 4: Violent crime rates are well below both the national and state averages indicating that Dover is a very safe community.

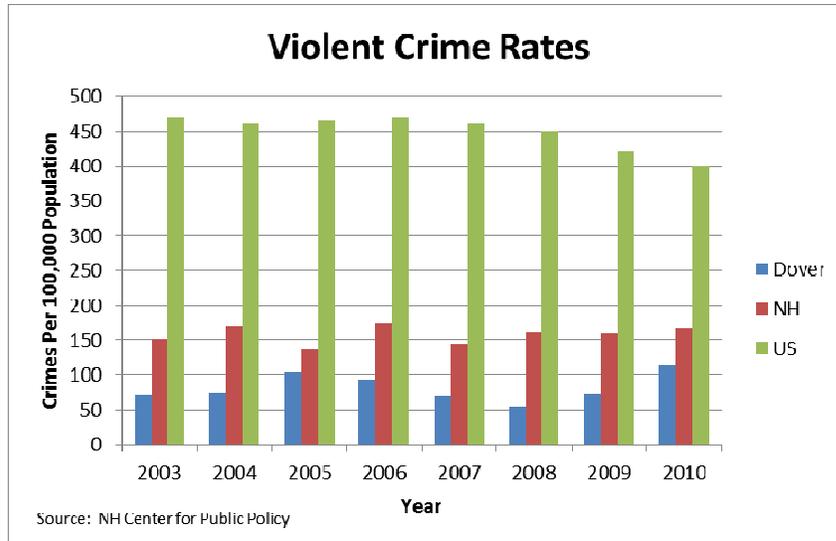


Figure 5: Median family income in Dover is the seventh highest in the state and is slightly higher than the state average.

<b>Median Family Income of Largest Towns and Cities</b>				
		<b>2010 Census Population</b>	<b>2010 Number of Families</b>	<b>2010 Median Family Income</b>
		(2010 Census Data)	(2005-2009 ACS estimates)	(2005-2009 ACS estimates)
<b>Rank</b>	<b>New Hampshire - total</b>	<b>1,316,470</b>	<b>339,894</b>	<b>\$75,552</b>
1	<b>Londonderry</b>	24,129	6,713	\$101,041
2	<b>Merrimack</b>	25,494	7,290	\$95,351
3	<b>Derry</b>	33,109	8,773	\$85,263
4	<b>Hudson</b>	24,467	6,605	\$85,059
5	<b>Nashua</b>	86,494	21,537	\$79,398
6	<b>Salem</b>	28,776	7,981	\$79,362
7	<b>Dover</b>	<b>29,987</b>	<b>6,821</b>	<b>\$77,542</b>
8	<b>Concord</b>	42,695	10,033	\$68,440
9	<b>Manchester</b>	109,565	25,779	\$63,202
10	<b>Rochester</b>	29,752	8,423	\$60,097

Compiled by NH OEP on 7/19/11 from 2005-2009 ACS estimates and 2010, 2000 and 1990 Census data

Figure 6: Over the past decade Dover's tax rate has experienced gradual changes

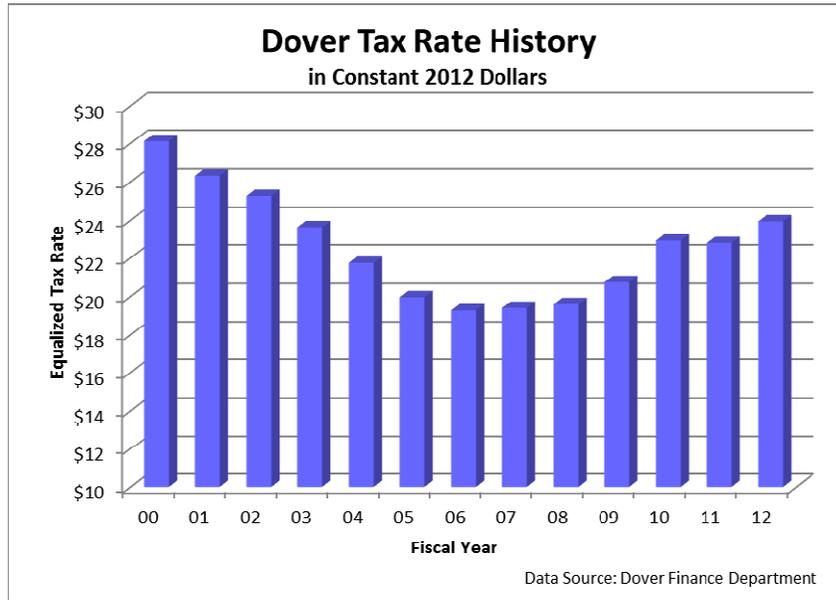
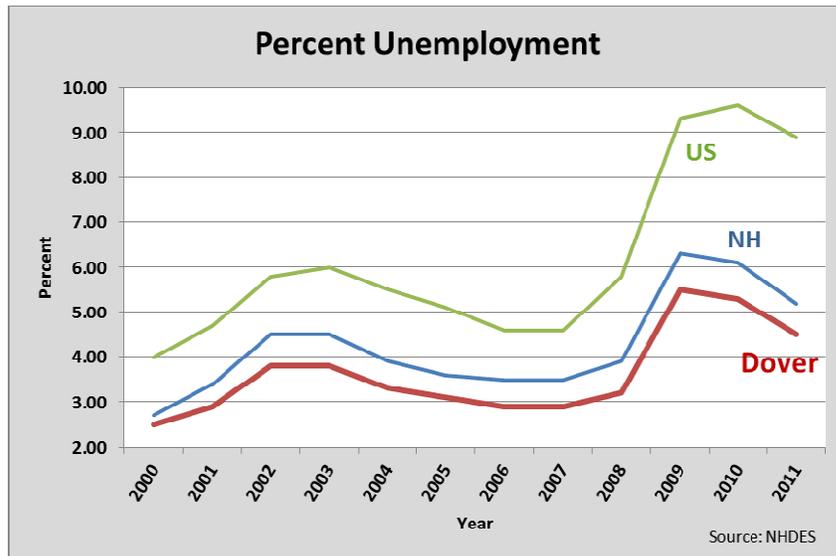


Figure 7: Even with the impacts of the recent recession, Dover's unemployment rate has remained below both the national and state averages for more than a decade.



*Visual indicators of progress and change in Dover over the past decade include the following images.*

Figure 8: Wentworth-Douglass Hospital opened in 1906 as a 30 bed hospital and faced Central Avenue as seen in this 1950's photo.



Figure 9: Since 1982 Wentworth-Douglass Hospital has undergone three major renovations including moving the main entrance to the rear of the building. The most recent 100,000 square foot addition to the south of the east section of the building provides for all patient rooms to be single occupancy.



Figure 10: The Weeks Traffic Circle was developed as part of the Spaulding Turnpike in 1954. It streamlined the intersections of Central Avenue, New Rochester Road, Old Rochester Road, Somersworth Road and High Street into one rotary with access to Exit 9 off the Turnpike.



Figure 11: In 1994 work began to create Weeks Crossing. This change was completed to encourage economic development on the Route 9 corridor as well as address vehicle capacity and efficiency issues that had arose over forty years of use. An entrance to Webb Place was also added.



Figure 12: In 1994 Liberty Mutual purchased 269 acres in Dover and created a 250,000 square foot building on its campus. In 2007 construction was completed on an additional 350,000 square foot LEED certified building. In total over 3,000 employees work at the Dover location, the most US employees outside of Boston.



Figure 13: In 2007 the City of Dover worked with the Children's Museum of New Hampshire to move into Dover's downtown. The museum rehabilitated the City's former recreation center into a 60,000 square foot plus museum with expanded cultural amenities.



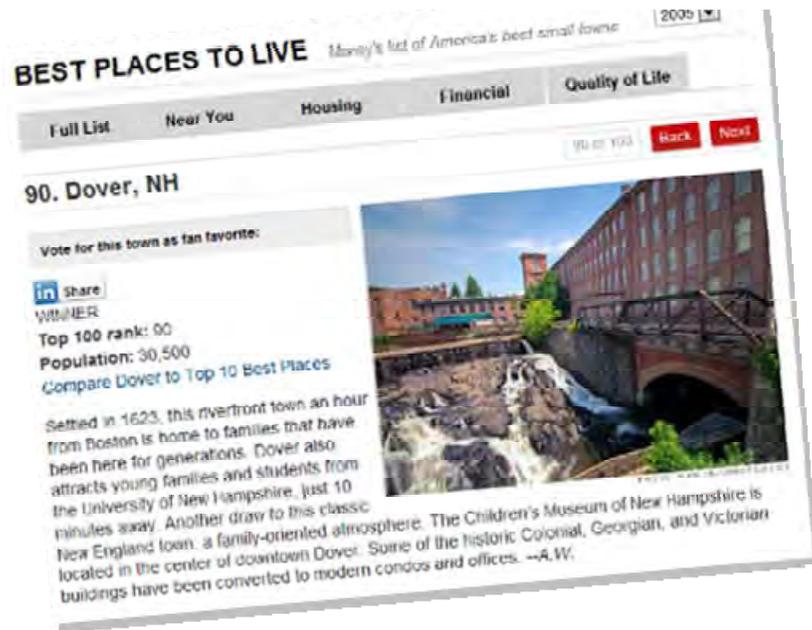
Figure 14: In 2001 the Downeaster began service in Northern New England from Boston to Portland. Dover is one of 10 stops along the line, and one of the few located in a downtown. Dover's ridership has continued to increase on a yearly basis, making the Downeaster a valued asset to the community.



Figure 15: The 2000 Transportation chapter of the Master Plan recommended developing a trail along former railroad lines that traverse Dover. In 2010 the City celebrated the opening of the urban section of the trail with a kiosk at the Transportation Center. The rural section of the trail parallels Sixth Street to Watson road. In total the trail is designed to be 7 miles long.



Figure 16: Dover regularly receives recognition as a great place to live and work



*The downtown and Millyard have become rejuvenated.*

Figure 17: Dover's Upper Square (also known as Franklin Square) has seen many changes in the past century. The traffic patterns as well as need to parking have altered the look and feel of this corridor designed for horses and trolley cars. In this image we see the Morrill block as it looked after being rebuilt after a fire.

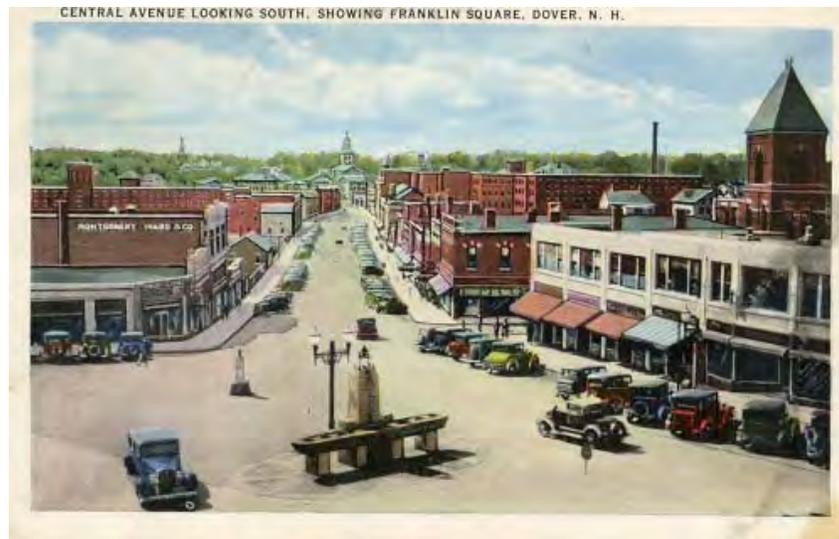


Figure 18: The Upper Square today hosts a green space around the former horse trough as well as modern parking and travel ways. Central Avenue and The Upper Square is the host to the City's Apple Harvest Day, held each year in October.



Figure 19: The Centrix Bank building constructed in 2010 replaced three derelict homes at the corner of Fifth Street and Central Avenue. This building represents an effort to reflect Dover's historic development patterns in the urban core, and provides a visual terminus for those traveling northbound on Central Avenue.





Figure 20: In 1987 the Morrill Block underwent a significant renovation to allow for increased residential units in Dover's downtown. The renovations also increased retail and office opportunities and provided a key to the vibrant location it is today.

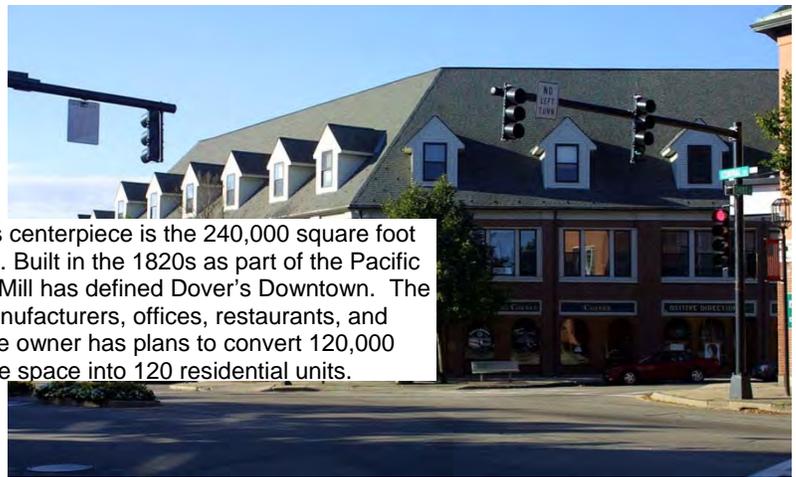


Figure 21: Dover's centerpiece is the 240,000 square foot Cocheco Millworks. Built in the 1820s as part of the Pacific Mills complex, the Mill has defined Dover's Downtown. The mill has hosted manufacturers, offices, restaurants, and retail. Currently the owner has plans to convert 120,000 square feet of office space into 120 residential units.



*There is growing pride and participation in community events*



Figure 22: Dover's residents and visitors convene to celebrate the beginning of fall every year at Apple Harvest Day. Begun in 1984 as a way to celebrate arts and crafts, this annual event draws over 35,000 visitors. Since its inception the festival has grown from one street block to four, plus carnival rides on Henry Law Park.

Figure 23: Every summer Dover residents meet on Friday nights to gather with friends, family and neighbor's to listen to music at the Rotary Bandshell in Henry Law Park. The Cochecho Arts Festival began in 1986 as a way to celebrate arts, culture and the community over the summer months. The festival begins on July 4<sup>th</sup> with a concert before the Community's fireworks display. The festival also includes Tuesday morning Children's Shows, Wednesday Farmers Market performances and the lunchtime music series on Thursdays.



## The Dover 2023 Visioning Process

*A comprehensive community outreach strategy was developed to ensure that a broad representation of residents would contribute to shaping the vision for Dover's future*

The purpose of the visioning process has been to involve the community and seek their input on what the future of Dover should be in the next 10-20 years. To accomplish this, a public engagement strategy was developed to reach out to the community through television, radio, print media, an interactive web site ([dover2023.com](http://dover2023.com)), and Facebook and Twitter sites. Two community-wide and six neighborhood based forums were held to encourage discussion and solicit the community's ideas for its future. An on-line survey was also conducted to provide another avenue for residents to share their views on the City's future. The results of these efforts were consolidated into the final Vision Statement which was then broken down into Vision Themes and Elements that became the foundation for an actionable implementation strategy.

### Citizens Steering Committee

In late 2011, the Dover Planning Board established a Citizens Steering Committee to oversee the creation of the Dover 2023 Vision, provide guidance on the process, review and refine draft materials and serve as a sounding board as the Dover Visioning process evolved. The seven-member committee consists of a cross-section of the community including elected officials, business people, and community volunteers. They are:

- Kirt Schuman, Steering Committee Chair, Planning Board member
- Robert Carrier, Deputy Mayor
- Dana Lynch, P.E., Dover Chamber of Commerce representative
- Jack Mettee, AICP, Dover Business and Industrial Development Authority representative
- Jan Nedelka, citizen representative
- Anne Ross, CPA, citizen representative
- Alison Webb, citizen representative

Over the course of the five-month visioning process, the Steering Committee worked collaboratively with the City planning staff and the consultant team to formulate the public participation process, to help facilitate the many visioning sessions, to review draft vision statements and to provide overall project guidance. One of the first tasks was to brainstorm and

select an appropriate name and logo that would closely relate to the unique character of Dover and be used throughout the process to provide an easily recognized and consistent project appearance. After much deliberation, the Committee arrived at: “Dover 2023 *Building Our Tomorrow*.” All visioning materials, documents, the website and announcements used the same name and logo which refers to what Dover should become by the 400<sup>th</sup> anniversary of its first settlement.

## Facilitator Training

One of the primary objectives of the large public input sessions was to ensure that everyone who attended would have an equal opportunity to share their ideas. The Steering Committee endorsed the recruitment and training of approximately two dozen individuals who could be relied on to provide impartial small group facilitation. The facilitators were trained in small group dynamic techniques to ensure that the group discussions stayed on topic and that everyone got equal time to speak. The facilitators were then asked to sign up to facilitate group sessions at the ten public sessions and approximately twenty small group discussions. The Steering Committee, City Staff and consultant teams are indebted to the facilitators who took time out of their busy schedules to make the small group sessions a success. Their even-handed support was crucial in shaping the central inputs to the Dover 2023 Vision. A list of the facilitators is included in Appendix A.

## Community Forum One: Dover Community Values



The Saturday March 10<sup>th</sup> Forum at the Dover Middle School began with two basic questions: “*What do you like about Dover?*” and “*What are Dover’s Biggest Challenges?*” The participants broke into four groups to share and discuss their responses to the questions. After all of the inputs had been transcribed onto flip charts each group used sticky dots to vote on the ideas that best represented what they like about Dover. The full input results are included in Appendix B and the consolidated results are presented in Section 4.



## Neighborhood “Vision” Sessions

Three separate neighborhood visioning sessions were held in March at each of the elementary schools. The basic question that each attendee was asked to answer was: *“What is your vision or dream for Dover in the next 10 to 20 years?”* Group discussions were used to clarify and consolidate the vision ideas which were then prioritized by each group. Results of these sessions are included in Appendix C and served as the basis for the development of the Dover 2023 Vision statement which is presented in Section 5.



## Neighborhood “Making It Happen” sessions

In a series of mid-April meetings, citizens were invited to the three neighborhood schools on separate dates to establish priorities for the vision statements that were developed during the March meetings. The groups discussed each vision element and rated their importance and ease of implementation, categorizing each vision element into box 1-4 in the following priority matrix. Box #4 is the highest priority and easiest to implement and box 1 is the lowest priority and most difficult to implement.



Importance & Implementability			
Ease of Implementing	Easy	2	4
	Difficult	1	3
		Low	High
		Importance	

For example, within the vision theme *People and Community*, the groups determined that “preserving the City’s small town and historic character” was high importance and easy to implement (category #4) but that “facilitating a balanced and adequate supply of safe and attractive housing for individuals and incomes” was low importance and difficult to implement

(category #1). Results of the group prioritization efforts are included in Appendix C and were used as an important determinant in shaping the implementation strategy discussed in Section 7.

## Community Forum Two: “Bringing It All Together”

The information discussed in the March (“*What do you like about Dover*” and “*Visioning*”) and April (“*Making it Happen*”) meetings was assembled the information into a draft Vision



statement. The eight themes included broad topics of: People & Community, Downtown, Education, Municipal Government & School Services, Open Space & Recreation, Transportation, Sustainability and Economic Development. Two additional community forums were held. A weekday morning session was held on May 1 at the Public Library and was targeted primarily at local business people who may not have been available for other sessions. A final community-wide forum was then held on Saturday May 5<sup>th</sup> at the Dover Middle School, interested citizens spent three hours reviewing and refining each Vision theme and element to ensure the statements included all the necessary topics and accurately reflected the intentions of prior discussion groups. The results of these discussions were used to finalize the Vision Statement (Section 5),

Vision Themes and Elements (Section 6) and the implementation strategy (Section 7).



## Community Survey

In order to reach out to a broader audience of residents who might not be as inclined to attend the public meetings, an on-line survey was developed and posted on the [Dover 2023.com](http://Dover2023.com) web site. Questions consisted of the most important issues facing Dover, the types of development the City should encourage/discourage, context sensitive development, Dover’s historic character, feelings about the 1995–2005 building boom, and Dover’s greatest strengths and challenges. Seventy percent of the seventy-five respondents thought Dover was “headed in the right direction.” The complete survey results can be found in Appendix E. The survey results were used to further reinforce and refine the inputs received during all of the public input sessions.

## Community Outreach

### Social Media

The intent of the Dover 2023 public engagement process was to use as many media outlets as possible to reach the Dover community. The [Dover 2023.com](http://Dover2023.com) web site was established to be the focal point of the internet based resources. All pertinent information, meeting announcement, meeting results and the on-line survey were posted on the site so that it was

accessible to anyone who wanted to keep up with events and issues as they unfolded. From the time the web site went live in February until the final public session on May 5, the web site attracted 1,281 unique users and views of nearly 20,000 individual web pages.



The Dover 2023 process also included the establishment of both a Facebook page ([facebook.com/pages/Dover-2023](https://facebook.com/pages/Dover-2023)) and Twitter site ([twitter.com/#!/dover2023](https://twitter.com/#!/dover2023)) which were used as a forum for discussion and a way to alert “friends” of upcoming meetings and document postings on the web page. The Twitter site had forty followers and the Facebook page had 58 people who “liked” the site.

### **Traditional Media**

More traditional media outlets were also used to spread the word about the Dover 2023 Visioning process and its results. Two Cable TV programs were produced and televised and there were two “open mike” programs on WTSN to make the public aware of the Dover 2023 effort and its progress. Fosters Daily Democrat and the Wire produced several news articles about upcoming Dover 2023 meetings as well as meeting results. Printed flyers were sent home with Dover High School students. E-mail blasts were sent from City Hall, the Chamber of Commerce, Dover Main Street, Rotary Club and others.

## Our Community Values

*Dover residents highly value their quality of life that includes good schools, safe neighborhoods, a responsive city government and a thriving downtown*

The first Dover 2023 Community Forum focused on articulating what residents felt were the City's greatest assets and what the community values most. This discussion was framed to get participants to begin thinking about why they live here, what they like and what challenges they foresee in making Dover an even better place in the future.

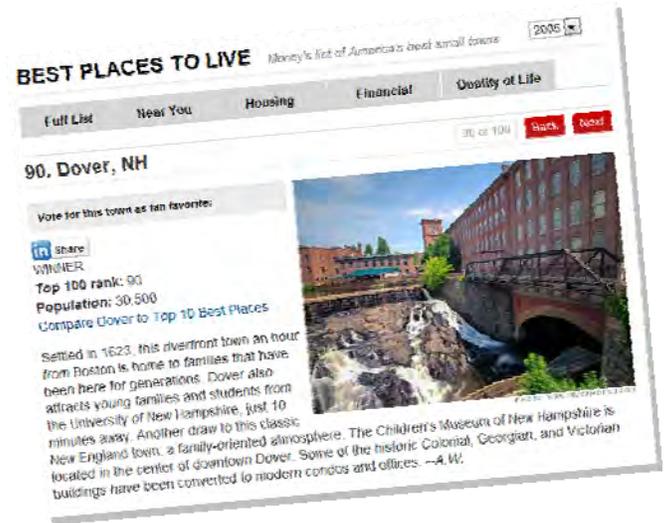
### ***What residents like about Dover:***

#### ◆ **Downtown**

- Visual character
- Dover history
- Historic character of the downtown
- Mixed use development
- Walkability
- Waterfront development
- Investment in downtown community space
- Excellent example of a NH Main Street community
- The Downeaster

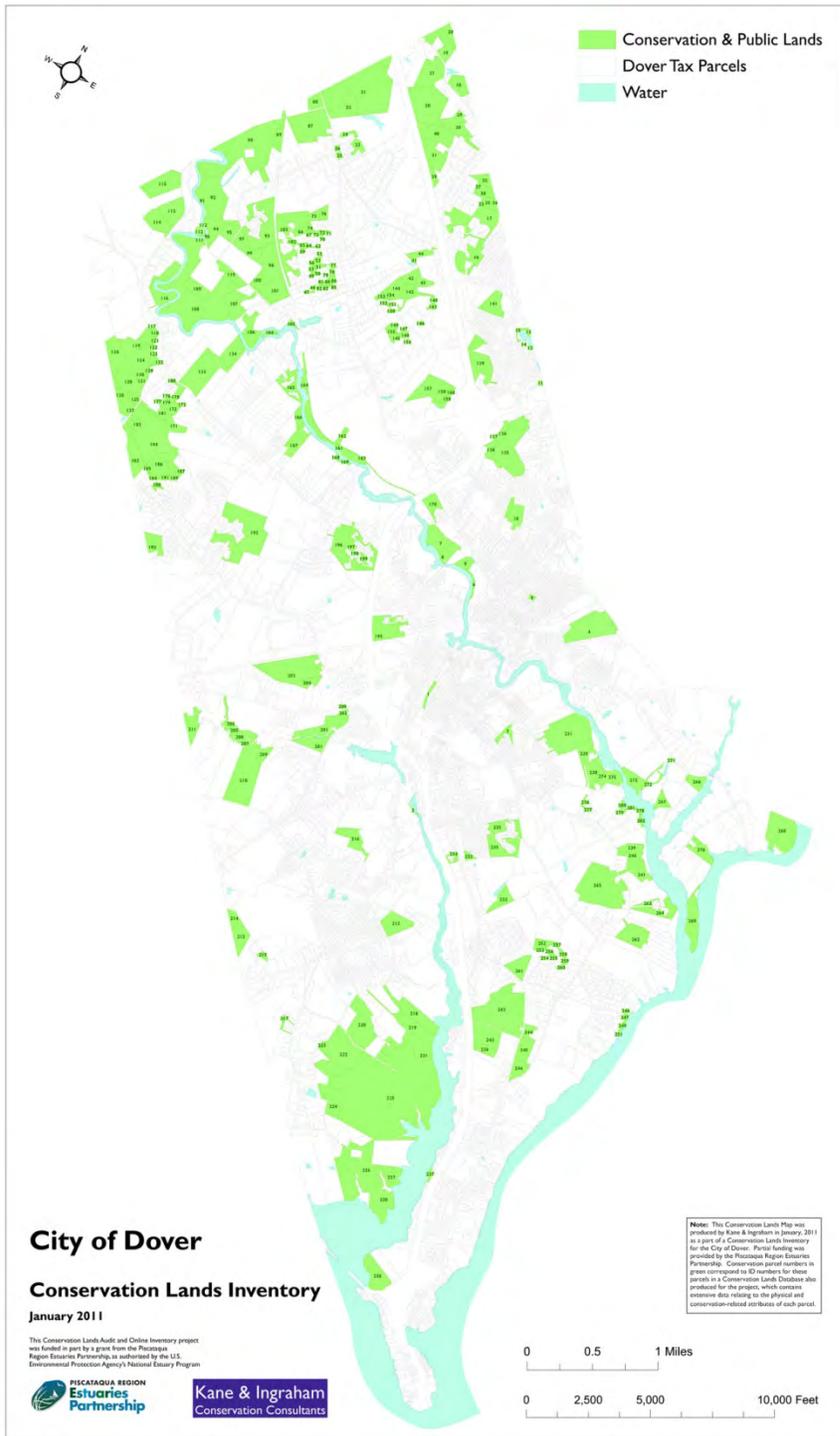


- ◆ **Community Character**
  - A positive spirit
  - Terrific family community
  - Rural New England character with small town feel
  - Great place to raise children
  - Positive trend in recent decades
  - Good variety and balance of life
  - “Right” size



- ◆ **Recreation and Open Space**
  - Great recreational opportunities
  - Recreation Department and its offerings
  - Open space and recreation
  - City of three rivers





- ◆ **Good Planning**
  - Good urban and rural balance
  - Land use with smart growth design and ratio of green space to buildings
  - Clear zoning and planned growth

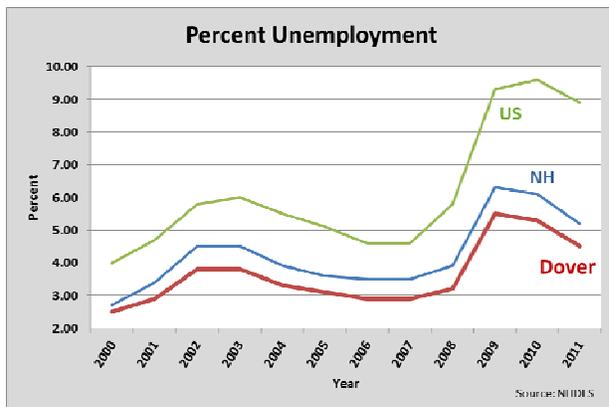
## Transportation

- Access to transportation with options for bus, rail and local trolleys
- New parking system
- Walkable community



## ◆ People & Community

- Community events with a family focus
- High quality leaders
- Strong volunteer spirit and quality of involved citizens
- Opportunities for youth engagement



## ◆ Economy

- Diversified economy and job base with a growing small business community
- Independently owned businesses
- Economic vitality

## ◆ Geographic Location

- Central location with access to UNH, airports, major metropolitan centers, mountains and the Seacoast

◆ **Public Safety**

- Strong effective and responsive safety services with a low crime rate



◆ **Education**

- Quality education system

◆ **Municipal Services**

- Dedication to continued community involvement
- City officials willing to listen and respond
- Library system
- “Big City” services
- Innovative recycling program with waste reduction





- ◆ **Other**
  - Retail
  - Arts & Entertainment
  - Health Care
  - Agriculture

*Dover's biggest challenges are:*

- ◆ **Downtown**
  - Maintain the character of the downtown while increasing parking
  - Develop the waterfront in a way that is consistent with the approved plan
  - Traffic
  - Through traffic volumes
  - Lack of parking
  - Diversity of downtown
  - Improved retail



- ◆ **Unique Character of Dover**
  - Additional opportunity for cultural activities
  - Keep Dover unique
  - Build on the City's identity

◆ **Planning & Development**

- Affordable housing options



Before and after images of The Housing Partnerships proposed mill conversion to workforce housing on Dover Street

- Maintaining positive progress
- Balance between open space and development
- Community planning for development
- Limitation on overdevelopment



◆ **Transportation**

- Traffic management
- Diversify and improve efficiency of roadway use
- Wheel chair accessibility
- Road improvements to accommodate walkers, runners and cyclists

◆ **Community Engagement**

- Improve community information resources to promote engagement
- Encourage the City's youth and education system to create innovative solutions
- Students to become more involved in community service and leadership opportunities



◆ **Economy**

- Sustainable economic development
- Additional employment opportunities
- Additional land for industrial and office uses



◆ **Education**

- Quality benefits of integrated education program
- Education funding
- Maintain quality of education

◆ **Municipal Services**

- Aging infrastructure such as drainage, roads, stormwater
- Committed to maintain long-term service needs
- Maintain or improve community service programs, efficiencies, consolidation and reorganization



- Review the tax cap as a viable option for community growth
- High property taxes
- Sustain program funding

◆ **Environmental Sustainability**

- Next steps for policies that promote environmental technologies
- Wise growth



Appendix B provides the full results of the March 10 Community Forum.

## Our Vision

*The community meetings generated a strong consensus for what Dover should become in the next decade*

*When Dover celebrates its 400<sup>th</sup> 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.*

# Vision Themes & Elements

*Community input resulted in forty-nine specific ideas that they wanted to see happen over the next decade to implement their vision for Dover's future*

The Dover 2023 Vision is further defined by eight, interrelated Vision Themes, each with a number of vision elements that provide guidance on how to make the themes become reality. The elements are prioritized in rank order – most important first.

## **1 People & Community**

Dover residents enjoy the City's unique historic identity and small town feel, its livable neighborhoods and ability to easily gather and connect with each other, fostering a strong sense of community. They value the diversity in the ages, incomes and origins of its population and consider Dover a great place to live.

- Vision Elements**
- 1.1 Preserving the city's small town and historic character, atmosphere and amenities.



- 1.2 Enhancing the strong “sense of community” which includes participation at events, community functions, volunteerism, working together, and a strong sense of social connectedness.

- 1.3 Growing a strong and active arts and cultural community that encourages participation in a wide variety of family friendly opportunities including museums, visual and performing arts venues and programs.



- 1.4 Protecting and reinforcing the livability of the city and its neighborhoods.
- 1.5 Promoting and supporting the city's diversity of ages, incomes and origins.
- 1.6 Keeping Dover an affordable place to live.



- 1.7 Maintaining Dover's state of the art medical facilities and its status as a regional medical center.

- 1.8 Facilitating a balanced supply of safe and attractive housing for individuals and families of all incomes.

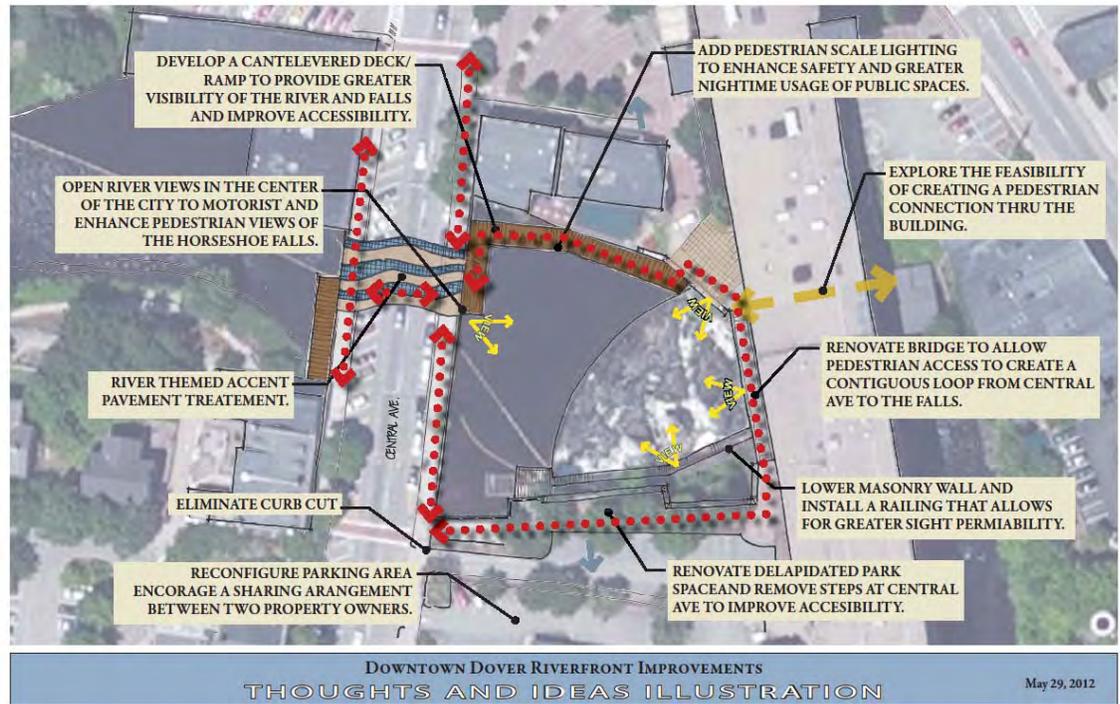
## 2 Downtown

Dover residents and visitors enjoy and support the downtown as an attractive, vibrant focal point of the community where people readily gather and socialize. It is family friendly, pet friendly and walkable, with a diversity of locally owned retail, dining, entertainment, employment, and housing choices including lively arts and culture opportunities.

## Vision Elements

- 2.1 A vibrant and inviting family friendly, pet friendly, walkable focal point for the entire community.

With careful planning and design, the Cochecho River and Falls should become the visual focal point or centerpiece of downtown Dover



- 2.2 A diversity of family friendly and locally owned retail, dining, entertainment and employment businesses and lively arts and culture and recreation opportunities.

- 2.3 Active and fully utilized mills and downtown buildings.



- 2.4 An abundance of attractively landscaped islands, mini-parks, street trees, and park benches with a signature, high visibility public park that is the focal point of the downtown (e.g. Upper & Lower Squares, Henry Law Park).



- The conversion of Central Avenue can offer several major benefits:
- 2 way traffic will double the exposure of businesses to through traffic in both directions
  - The elimination of the “passing” second lane will slow traffic to proper downtown speeds.
  - Traffic circulation will be simplified and tempered.
  - Pedestrian and landscaped areas can be expanded.
  - At the same time, proper attention to pedestrians will be important with enhanced crosswalks, better defined pedestrian spaces to complement the already excellent commercial uses in downtown Dover.



- 2.5 Well maintained public amenities with well-developed wayfinding, public restrooms, doggy bag dispensers, underground utilities, excellent pedestrian, bicycle and handicapped accessibility.

Plan view of landscaped and pedestrian enhanced Washington Street



Street view of the same Washington Street improvements

2.6 Development of the waterfront in accordance with the approved Land Development Agreement and Waterfront Design Guidelines.



2.7 Stronger and enhanced historic character and architectural quality.

- 2.8 Vacant lots and surface parking are redeveloped with buildings that are consistent with the downtown’s historic architectural quality.



A selective expansion of the sidewalk at the Central Avenue bridge at the Cochecho River could allow for an enhanced riverwalk connection, a resting place for people on the main commercial street to engage with the river, and be a location for interpretive and wayfinding signage. Infill development to the north of TD Bank would better define the streetscape an expanded focal point park at the falls.

- 2.9 A well designed parking garage and system that is convenient and reinforces the architectural character of the downtown and incorporates ground floor retail uses.

### 3 Education

Education is a very important component of Dover’s future. The City’s excellent school system is strengthened through improvements to the educational infrastructure, programs, curriculum and extracurricular activities and support of highly valued teachers.

#### Vision Elements

- 3.1 Providing excellent schools, infrastructure and infrastructure maintenance, curriculum and extracurricular offerings with supportive transportation.
- 3.2 A new or renovated high school that meets the needs of the entire community.
- 3.3 A quality education system that supports the



- community by attracting families and businesses.
- 3.4 The availability of pre-school through post-secondary and adult education, hybrid courses that cut across disciplines, online courses and alternative learning environments.
- 3.5 Schools that adapt and respond to social, economic and educational science change.

## 4 Municipal Government & School Services

Dover has very high quality and efficient municipal services with an affordable tax burden with responsive elected and appointed City officials who utilize public-private partnerships wherever practical.

### Vision Elements

4.1 Use of cost effective management practices for energy efficiency and sustainability.

4.2 Efficient management practices are used to ensure that all City and school buildings, parks, roads, sidewalks, bicycle lanes/routes, landscaping, street trees and all infrastructure are very well maintained and managed based on adopted improvement plans for each.



4.3 Very safe and walkable neighborhoods with a low crime rate and flexible, well trained and equipped police and fire departments housed in appropriate facilities.

4.4 Maintaining the highest quality municipal and school services with affordable tax burdens.

4.5 City and School buildings that generate a significant amount of their own energy.



4.6 Private sector resources and services are used wherever they can be more effective and efficient.

## 5 Open Space & Recreation

Open space and recreation facilities and programs serve the fitness and social interaction needs of the entire community, are well distributed, maintained, and accessible to everyone.

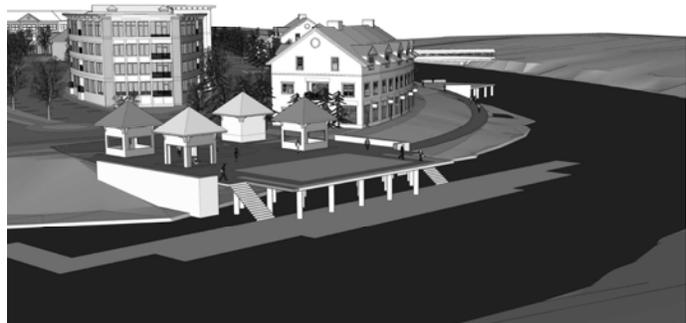
### Vision Elements

5.1 Open space and recreation facilities and programs that are well-located, well-maintained, pet friendly and serve the needs of the entire community.



5.2 A network of walking/bike trails that expands on the existing Community Trail and connects neighborhoods, downtown parks and open spaces.

5.3 Access to Dover's waterways is provided across the city for recreation, trailer and carry-in boat access. Boat, kayak and bike rentals are readily available.





- 5.4 Preserve natural resources: water, watershed, air, farmland (aquifer conservation and filtration), and a working waterfront.

## 6 Transportation

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.

### Vision Elements

- 6.1 A walkable community complemented by citywide pedestrian, bicycle and wheel chair accessible features using appropriate benches, signs, lighting, crosswalks and bicycle racks.



The vast sprawling commercial strip of Northern Central Avenue could become a more distinguished gateway to Dover with the roadway's transformation into a boulevard with selective locations for planted medians, street trees, sidewalks and bike lanes. The reconfiguration of the road to complete streets standards would allow for all multi modal uses and a much more attractive roadway.

- 6.2 A public transit system that serves the entire community.
- 6.3 Traffic calming measures are implemented to manage speeds and “pass through” traffic in the downtown and neighborhood



The above illustrates an example of using landscaped islands for traffic calming.

## Complete Streets: Integrating Vehicular, Pedestrian, Bicycle and Transit



*A Complete Street including accommodation for pedestrians, transit, bicycles, and cars within a limited right-of-way.*



The City of Dover has indicated an interest in Complete Streets as an approach to transportation design for more balanced roadway corridors particularly in the downtown. The following street design guidelines could address expanding transportation choices, safety, connectivity, aesthetics and the quality of experience of the city's street system. The guidelines also include a section on traffic calming design options for neighborhood streets.

Complete Street guidelines could address a city-wide hierarchy of streets including:

**Complete Streets:** Important gateway streets that accommodate all modes of travel (pedestrians, bicycles, transit, and automobiles).

**Transit Streets:** Streets which place a priority on the efficient facilitation of transit.

**Bicycle Streets:** Streets which place a priority on completing a network for bicyclists.

**Slow Streets:** Streets in the downtown with pedestrian priority and slower traffic speeds.

**Complete Streets** are the major corridors leading into and out of Dover. In their current condition, they are typically four-lane arterials dominated by automobile movement, often creating a hostile environment for pedestrians and bicyclists. Given the significance of these corridors in providing access into and through Dover, the goal of the Complete Street is to accommodate all modes as effectively as possible within the given curb-to-curb dimension.

*The transformation of Central Avenue to a Complete Street could become a "signature" Boulevard or Main Street for Dover and serve as a model multi-modal street.*

Depending on the existing configuration of the street, conversion to a Complete Street may involve a reduction from four vehicle lanes to three lanes (a "Road Diet") while in other areas the conversion may be simpler, involving re-stripping vehicle lanes, adding bike lanes and making transit improvements. A sample of a "Road Diet" for Central Avenue is shown. In general the results of these roadway alterations result in: average speeds are reduced because passing is prevented, fewer accidents because conflicts are removed from left turns, air emissions are lowered, and there is an improved environment for bikes, pedestrians and transit.



The City of Dover's downtown should encourage a transition in street design to maximize on-street parking. The transition in street type should be made clear to motorists and bicyclists through visual cues including signage and pavement marking, and through streetscape design elements such as curb and sidewalk treatment, street lighting, furniture, planting patterns, and sidewalk patterns.



Complete Street Design Guidelines could also include *traffic calming designs* to reduce speed, improve safety, and enhance the livability of the street environment while still accommodating through traffic.





*Bicycle Street* designs can give bicycles priority treatment through street improvements intended to enhance bicycle convenience and safety. This is achieved through the marking of the pavement and an improved system of wayfinding signage oriented exclusively to bicyclists, to heighten the awareness of bicycling in general, and on these streets in particular.



The purpose of the *Transit Street* is to facilitate efficient transit movement through the city's core. The underlying goal is to give transit a "leg up" on other modes on designated streets, recognizing that time effective transit services pay off in ridership benefits.





This illustration demonstrates how raised crosswalks and median islands help moderate traffic speeds and improve pedestrian safety (above). Roundabouts significantly improve safety, slow vehicles down and add opportunities for neighborhood landscaping (left)

6.4 Physical and directional signage improvements designed to facilitate legal, safe traffic flow for vehicles and pedestrians throughout the city.

## 7 Sustainability

Dover residents embrace the concept of sustainability whereby natural resources and manmade features are well managed and wisely used so that they will be available for future generations.

### Vision Elements

- 7.1 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.
- 7.2 Mixed use development wherever appropriate.
- 7.3 Planning and development regulations include architectural standards that preserve and safeguard the historic and architectural quality of Dover's historic buildings, downtown and neighborhoods.
- 7.4 A Capital Improvement Program that guides the construction and maintenance of community services and infrastructure.
- 7.5 Underground utilities in new construction wherever it is feasible.





- 7.6 Retention of the existing working farms and expansion of community gardens, the farmers' market, and promotion of local food production.
- 7.7 Natural resources are preserved and protected including clean, swimmable water bodies, watersheds, air, farmland, aquifers and the working waterfront.

- 7.8 Promoting agriculture through school, teaching local sustainability, gardening clubs, creation of gardens in schools and on City-owned land.
- 7.9 Renewable energy resources are developed such as wind, solar, geothermal, hydropower and green roofs wherever practical and cost effective for governmental, residential and commercial users.
- 7.10 Encourage and support local display gardens and adopt-a-spots.



## **8 Economic Development**

Dover is in the forefront of creative, innovative economic development that drives everything else in the community. The City's strong economic base and low unemployment rate will continue to attract more business to the City, providing greater employment opportunities and higher wages.

### Vision Elements

- 8.1 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.
- 8.2 Opportunities for a variety of creative retail and restaurant businesses.
- 8.3 The development of new business parks consistent with the Dover 2023 vision.



Section  
7

## Making the Vision a Reality: Implementation

The Vision articulated in this document represents an enhancement and refinement of many of the ideas and dreams that the City has been pursuing in recent years. This section is intended to lay out a logical implementation strategy for all of the Vision Elements that have been developed through the Dover 2023 visioning process. The following Implementation Matrix provides more specific guidance as to how the city and other community interests should proceed to make the vision become a reality.

The best way to ensure that the vision is achieved is to task an existing entity or a new one to regularly review the progress on each vision element. This Vision Oversight Committee could coordinate with implementing agencies to assist them with problems or challenges that they are encountering. The Implementation Matrix should be periodically reviewed and priorities revised based on new information or current events. Linking the Implementation Matrix to the Capital Improvements Program would also ensure that major capital expenditures are considered in the context of the long term vision. Incorporating the Matrix into the City's operating procedures would provide some assurance that it is a living, working document. Most importantly, as Vision Elements are completed they can be checked off, providing a real measure of progress toward achieving the Dover 2023 Vision.

Following is the Implementation Matrix as recommended by the Steering Committee.

Dover 2023						6/29/2012
Implementation Matrix						
<b>Vision Themes and Elements</b>		<b>Priority</b>			<b>Recommended Action/Comments</b>	
<b>1.0 People &amp; Community</b>						
Dover residents enjoy the City's unique historic identity and small town feel, its livable neighborhoods and ability to easily gather and connect with each other, fostering a strong sense of community. They value the diversity in the ages, incomes and origins of its population and consider Dover a great place to live.						
<b>Vision Elements</b>						
1.1.	Preserving the city's small town and historic character, atmosphere and amenities.	High	Easy	Small town and historic character traits are investigated in the land use, historic preservation & quality of life sections of the master plan	Planning Board	
1.2.	Enhancing the strong "sense of community" which includes participation at events, community functions, volunteerism, working together, and a strong sense of social connectedness.	High	Difficult	Entire community works with their neighbors, socializing, helping to organize and participate in public events	Community and Community Groups	
1.3.	Growing a strong and active arts and cultural community that encourages participation in a wide variety of family friendly opportunities including museums, visual and performing arts venues and programs.	Low	Easy	Spaces and programs for arts and cultural programs and events are examined as part of the quality of life section of the master plan	Planning Board, Community Groups	
1.4.	Protecting and reinforcing the livability of the city and its neighborhoods.	High	Difficult	Maintain low crime rates, good schools, walkability and access to public recreation. Explore appropriate planning actions in the quality of life section of the master plan	All City Departments, City Council, Planning Board	
1.5.	Promoting and supporting the city's diversity of ages, incomes and origins.	High	Difficult	The land use and quality of life sections of the master plan should document that ample opportunities are made available for all ages, incomes, ethnic origins to live and work in Dover	Planning Board	
1.6.	Keeping Dover an affordable place to live.	High	Difficult	Maintain an adequate supply of reasonably priced housing; keep tax rates low; ensure an ample supply of well paying jobs. Include evaluation of these issues in the land use/housing section of master plan.	City Council (taxes); Dover Business Industrial Development Authority & Chamber of Commerce (jobs); Planning Board (housing)	
1.7.	Maintaining Dover's state of the art medical facilities and its status as a regional medical center.	Low	Easy	Maintain the viability of the Wenworth-Douglass hospital	Hospital	
1.8.	Facilitating a balanced supply of safe and attractive housing for individuals and families of all incomes	Low	Difficult	Evaluate the adequacy of zoning and land use opportunities for housing in the land use/housing section of the master plan. Provide code enforcement to ensure residential properties are safe and well maintained.	Planning Board, Code Enforcement	
<b>2.0 Downtown</b>						
Dover residents and visitors enjoy and support the downtown as an attractive, vibrant focal point of the community where people readily gather and socialize. It is family friendly, pet friendly and walkable, with a diversity of locally owned retail, dining, entertainment, employment, and housing choices including lively arts and culture opportunities.						
<b>Vision Elements</b>						
2.1.	A vibrant and inviting family friendly, pet friendly, walkable focal point for the entire community.	High	Easy	Explore development regulations that encourage a mix of retail, office, employment and residential uses that encourage full utilization of existing downtown buildings and vacant parcels in the land use section of the master plan. Seek ways to promote quality, historically appropriate building design, landscaping and property maintenance in the land use and historic preservation sections of the master plan.	Planning Board	
2.2.	A diversity of family friendly and locally owned retail, dining, entertainment and employment businesses and lively arts and culture and recreation opportunities.	High	Difficult	Cooperative partnership between City, Dover Main Street and private property owners to ensure a vibrant mix of land uses.	Dover Main Street, City (regulatory and economic promotion), Chamber of Commerce	

Vision Themes and Elements		Priority Difficulty Recommended Action/Comments			Lead Implementers
2.3.	Active and fully utilized mills and downtown buildings.	High	Difficult	See 2.1	Dover Main Street, City (regulatory and economic promotion), Chamber of Commerce
2.4.	An abundance of attractively landscaped islands, mini-parks, street trees, and park benches with a signature, high visibility public park that is the focal point of the downtown (e.g. Upper & Lower Squares, Henry Law Park).	High	Difficult	Develop a long range plan to beautify and maintain all spaces visible to the public as part of the community facilities section of the master plan	Planning Board, City Council, Capital Improvements Program
2.5.	Well maintained public amenities with well-developed wayfinding, public restrooms, doggy bag dispensers, underground utilities, excellent pedestrian, bicycle and handicapped accessibility.	High	Difficult	Develop a plan to ensure top quality City maintenance and improvement of public facilities and spaces.	City Council, Capital Improvements Planning.
2.6.	Development of the waterfront in accordance with the approved Land Development Agreement and Waterfront Design Guidelines.	High	Difficult	Ensure the full redevelopment of the waterfront in accordance with the recently approved plans	City Council, Planning Board
2.7.	Stronger and enhanced historic character and architectural quality.	Low	Difficult	See 2.1	Planning Board
2.8.	Vacant lots and surface parking are redeveloped with buildings that are consistent with the downtown's historic architectural quality.	Low	Difficult	Develop a detailed downtown revitalization plan as part of the land use section of the master plan	Planning Board, City Council, Parking Commission
2.9.	A well designed parking garage and system that is convenient and reinforces the architectural character of the downtown and incorporates ground floor retail uses.	High	Difficult	Monitor and evaluate the parking space and location needs for the entire downtown as part of the community facilities section of the master plan	City Council, Parking Commission
<b>3.0</b>	<b>Education</b> Education is a very important component of Dover's future. The City's excellent school system is strengthened through improvements to the educational infrastructure, programs, curriculum and extracurricular activities and support of highly valued teachers.				
<b>Vision Elements</b>					
3.1.	Providing excellent schools, infrastructure and infrastructure maintenance, curriculum and extracurricular offerings with supportive transportation.	High	Difficult	The City Council and School Board will be fully committed to ensuring that excellent school curricula, buildings and all supportive functions meet high standards and regularly adapt to social, economic and educational science changes.	School Board, City Council
3.2.	A new or renovated high school that meets the needs of the entire community.	High	Difficult	The School Board and administration will undertake a thorough study of the current high school facilities and determine whether renovations or a complete replacement are warranted.	School Board, City Council
3.3.	A quality education system that supports the community by attracting families and businesses.	High	Difficult	See 3.1	School Board
3.4.	The availability of pre-school through post-secondary and adult education, hybrid courses that cut across disciplines, online courses and alternative learning environments.	Low	Difficult	A collaborative study will be undertaken to research and consider implementing a full range of educational offerings to serve the needs of the entire Dover community.	School Board
3.5.	Schools that adapt and respond to social, economic and educational science change.			See 3.1	School Board
<b>4.0</b>	<b>Municipal Government &amp; School Services</b> Dover has very high quality and efficient municipal services with an affordable tax burden with responsive elected and appointed City officials who utilize public-private partnerships wherever practical.				
<b>Vision Elements</b>					
4.1.	Use of cost effective management practices for energy efficiency and sustainability.	High	Easy	Municipal and School facilities are evaluated for possible energy efficiency and sustainability improvements as part of the sustainability/community facilities section of the master plan. Sustainable management practices are pursued by all municipal employees.	Planning Board, City Council, School Board, Energy Commission
4.2.	Efficient management practices are used to ensure that all City and school buildings, parks, roads, sidewalks, bicycle lanes/routes, landscaping, street trees and all infrastructure are very well maintained and managed based on adopted improvement plans for each.	High	Easy	Municipal and School leaders are committed to develop metrics to monitor and continuously improve the quality and efficiency of all public services	City Council, School Board
4.3.	Very safe and walkable neighborhoods with a low crime rate and flexible, well trained and equipped police and fire departments housed in appropriate facilities.	High	Easy	The City Council continues to provide adequate operating and capital improvements funding to Police and Fire operations that are efficient and cost effective	City Council

Vision Themes and Elements		Priority Difficulty			Recommended Action/Comments		Lead Implementers	
4.4.	Maintaining the highest quality municipal and school services with an affordable tax burdens.	High	Difficult	High quality and cost effective municipal and school services are provided and continuous quality improvement efforts are pursued to ensure that all local government services meet the highest standards for quality and efficient use of funds.	School Board, City Council			
4.5.	City and School buildings that generate a significant amount of their own energy.	Low	Difficult	See 4.1	City Council, School Board, Energy Commission			
4.6.	Private sector resources and services are used wherever they can be more effective and efficient.			The City and School Department will develop collaborative working relationships with the private sector interests that are aligned with components of municipal and education services	School Board, City Council			
<b>5.0 Open Space &amp; Recreation</b>								
Open space and recreation facilities and programs serve the fitness and social interaction needs of the entire community, are well distributed, maintained, and accessible to everyone.								
<b>Vision Elements</b>								
5.1.	Open space and recreation facilities and programs that are well-located, well-maintained, pet friendly and serve the needs of the entire community.	High	Easy	The City will regularly monitor and update the recreation section of its master plan and adjust capital and operating budgets to be ensure that facilities and programs are keeping pace with the needs of the citizens and the geographic distribution of the population.	Planning Board, City Council, Recreation Advisory Commission			
5.2.	A network of walking/bike trails that expands on the existing Community Trail and connects neighborhoods, downtown parks and open spaces.	Low	Easy	The next Recreation master plan update will include a plan for expanding the Community Trail system to reach all areas of the city.	Planning Board, Recreation Advisory Commission			
5.3.	Access to Dover's waterways is provided across the city for recreation, trailer and carry-in boat access. Boat, kayak and bike rentals are readily available.	Low	Easy	The Recreation master plan should investigate funding to locate and establish and/or improve trailer and carry-in boat access at well defined locations to all of the City's major waterways.	Planning Board			
5.4.	Preserve natural resources: water, watershed, air, farmland (equifer conservation and filtration), and a working waterfront.			The natural resources section of the master plan should explore mechanisms to protect natural and water resources and farmlands, aquifers and downtown waterfront.	Planning Board, City Council			
<b>6.0 Transportation</b>								
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.								
<b>Vision Elements</b>								
6.1.	A walkable community complimented by citywide pedestrian, bicycle and wheel chair accessible features using appropriate benches, signs, lighting, crosswalks and bicycle racks.	High	Easy	As a component of the transportation section of the master plan a long term strategy should be developed to provide safe city-wide accessibility for motorists, pedestrians, bicyclists and people with mobility impairments along with adequate signage, lighting and other multi-modal amenities.	Planning Board			
6.2.	A public transit system that serves the entire community.	High	Easy	The transportation section of the master plan should examine existing public transit services to ensure that routes and schedules meet the needs of the entire community	City Council			
6.3.	Traffic calming measures are implemented to manage speeds and "pass through" traffic in the downtown and neighborhoods.	High	Easy	A city-wide traffic management plan should be developed as part of the transportation section of the master plan that seeks to direct traffic onto the most appropriate streets and ensure that appropriate traffic speeds are posted and enforced either through police enforcement or the implementation of traffic calming measures.	Planning Board, Transportation Advisory Commission			
6.4.	Physical and directional signage improvements designed to facilitate legal, safe traffic flow for vehicles and pedestrians throughout the city.	Low	Easy	In conjunction with 6.3, directional and regulatory signage needs to be reviewed to ensure that primary travel corridors are clearly delineated, major city destinations have ample directional signage and regulatory signs are located for optimal benefit.	Planning Board, City Council, Capital Improvements Program			
<b>7.0 Sustainability</b>								
Dover residents embrace the concept of sustainability whereby natural resources and manmade features are well managed and wisely used so that they will be available for future generations.								

Vision Themes and Elements		Priority Difficulty Recommended Action/Comments			Lead Implementers
Vision Elements					
7.1.	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.	High	Easy	The City's new master plan will explore various options (urban growth boundary, conservation easement acquisitions, density transfer credits, etc) for preserving remaining rural areas of the community and focusing the majority of future development in and near the downtown and existing built areas of the city.	Planning Board
7.2.	Mixed use development wherever appropriate.	High	Easy	As part of the land use section of the master plan a regulatory audit will be undertaken to fully examine the city's development regulations and identify where amendments are needed to promote a greater mix of land uses in appropriate areas of the city.	Planning Board
7.3.	Planning and development regulations include architectural standards that preserve and safeguard the historic and architectural quality of Dover's historic buildings, downtown and neighborhoods.	High	Easy	The land use and historic preservation sections of the master plan should examine ways to promote quality, historically appropriate building design and landscaping and top quality property maintenance (in conjunction with 2.1)	Planning Board
7.4.	A Capital Improvement Program that guides the construction and maintenance of community services and infrastructure.	High	Easy	The Capital Improvements Program will provide guidance to the City Council to ensure that cost effective, efficient project financing decisions are made that are consistent with the City's long term vision	City Council, Capital Improvements Program, Planning Board
7.5.	Underground utilities in new construction wherever it is feasible.	High	Difficult	The land use section of the master plan should include an assessment of the City's development regulations and road standards to determine under what circumstances utility wires should be constructed underground.	Planning Board
7.6.	Retention of the existing working farms and expansion of community gardens, the farmers' market, and promotion of local food production.	High	Difficult	In conjunction with 5.4, study the most feasible approaches to preserving and promoting local agricultural production possibly including the establishment of a City Agricultural Commission.	Planning Board, City Council
7.7.	Natural resources are preserved and protected including clean, swimmable water bodies, watersheds, air, farmland, aquifers and the working waterfront.	High	Difficult	See 5.4	Planning Board
7.8.	Promoting agriculture through school, teaching local sustainability, gardening clubs, creation of gardens in schools and on City-owned land.	High	Difficult	See 5.4	Planning Board, Energy Commission, Conservation Commission
7.9.	Renewable energy resources are developed such as wind, solar, geothermal, hydroponic and green roofs wherever practical for governmental, residential and commercial users.	Low	Easy	A sustainable energy and adaptation chapter of the master plan should be developed to research and implement ways to reduce the community's reliance on non-renewable energy sources and plan for the potential impacts of climate change.	Planning Board, Energy Commission
7.10.	Encourage and support local display gardens and adopt-a-spots.			In conjunction with 2.4, develop a public-private partnership to landscape and maintain public spaces throughout the community.	Planning Board
<b>8.0</b>	<b>Economic Development</b>				
	Dover is in the forefront of creative, innovative economic development that drives everything else in the community. The City's strong economic base and low unemployment rate will continue to attract more business to the City, providing greater employment opportunities and higher wages.				
	<b>Vision Elements</b>				
8.1.	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.	High	Difficult	As part of the economic development section of the master plan explore ways to continue to work closely with existing and potential new employers who will provide, stable, quality jobs to Dover area residents.	Planning Board, City Council, Dover Business Industrial Development Authority
8.2.	Opportunities for a variety of creative retail and restaurant businesses.	Low	Easy	Develop a close public-private partnership to recruit new and expanding creative retail and restaurant uses in the downtown and other commercial districts in the city.	Dover Business Industrial Development Authority, Chamber of Commerce, Dover Main Street
8.3.	The development of new business parks consistent with the Dover 2023 vision.	Low	Difficult	As part of the economic development section of the master plan, 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.	Planning Board

# Appendices

- Appendix A: Group Facilitators
- Appendix B: Results of March 10 Forum
- Appendix C: March Vision Results
- Appendix D: Vision Element Priorities
- Appendix E: On-Line Survey Results

## Appendix A

The Steering Committee, City Staff and Consultants would like to express our sincerest appreciation to the following individuals who willingly contributed their time to help make all of the community-wide and neighborhood small group discussions run smoothly, stay on task and ensure that every citizen who participated had an opportunity to express their ideas for Dover's future.

Norm Fracassa  
Marcia Gasses  
Elizabeth Goldman  
Michele Holt-Shannon

Bill Hunt  
Jeremiah LaRose  
Cora Quisumbing-King  
Jessica Skinner

## Appendix B: March 10 Meeting Results

Individual scores are the actual number of “sticky dot” votes cast and the category scores represent the total votes cast in that category.

<b>What Are Dover's Biggest Challenges?</b>				
Percent of All Scores			Category Score	Individual Score
<b>Downtown</b>				
23.76%	Keep the character of the downtown while increasing and improving parking infrastructure;		24	8
	Develop waterfront in the spirit of the original intent;			7
	Downtown traffic patterns and through traffic;			5
	Lack of parking;			1
	Lack of downtown parking;			1
	Create diverse downtown;			1
	Improved retail (daily purchase items) in downtown;			1
	Consistent planning in downtown design;			
	Slow traffic on Washington Street (lower);			
	Explore opportunities for underground parking;			
	Beautify, illuminate and clean up downtown;			
<b>Municipal Services</b>				
14.85%	Aging infrastructure such as drainage, roads, stormwater;		15	5
	Committed to maintain long-term service levels;			3
	Maintain or improve community service programs without adding financial burden on the residents;			2
	Efficiencies, consolidation and reorganization;			1
	Relook at the tax cap as viable option for community growth;			1
	High property taxes;			1
	Keep taxes from increasing;			1
	Sustain program funding;			1
	Reevaluate service priorities.			
	Budget constraints;			
	Tax structure and funding streams;			
	Financial stability to meet current needs and plan for the future;			
	Infrastructure needs driven by population growth;			
	Accommodation of an aging community;			
	Condition of the City roads;			
	Achieving minimum park maintenance;			
<b>Community Engagement</b>				
12.87%	Improve community information resources to promote engagement;		13	5
	Harness the city's youth and education system to create innovative solutions to community challenges;			4
	Students to become more involved in community service and leadership opportunities;			4
	Community involvement (starred);			
<b>Education</b>				
10.89%	Quantify the benefits of integrated education programming to community success;		11	4
	Educational funding;			4
	Maintain quality of education;			3
	Physical plans for the High School;			
	Affordable post high school education.			

**What Are Dover's Biggest Challenges?**

**Percent of All Scores**

**Planning & Development**

10.89%	Affordable housing options (no homeless);
	Maintaining positive progress;
	Balance between open space and development (zoning);
	Community planning for development;
	Limiting overdevelopment;
	Managed population growth;
	EPA mandates;
	Over regulation;
	Maintain rural character / downtown agriculture;

**Environmental Sustainability**

8.91%	Sustainable land use planning (protect natural resources, minimize sprawl, rural character);
	Take next steps in policies that promote environmental technologies and wise growth building / development;
	Encourage sustainable practices (starred);

**Transportation**

7.92%	Traffic management (calming, congestion, lights, roundabouts);
	Diversify and improve efficiency of roadway use and alternative methods of citywide transportation;
	Wheel chair accessibility;
	Road repairs to accommodate walkers, runners and cyclists;
	Extend city trail system and connect with surrounding communities; also improve safety of the current trail system;

**Economy**

6.93%	Sustainable economic development ( green businesses, economic growth despite limited land, filling vacant business spaces);
	Jobs – land for industrial and office;
	Economic development.
	Attracting visitors;
	Dover based jobs;

**Unique Character of Dover**

2.97%	More opportunity for cultural activities;
	Keep Dover unique and build on our identity;
	Retain City character;

<b>What we like about Dover</b>				
Percent of All Scores			Category Score	Individual Score
<b>Downtown</b>				
18.85%	Visual character of downtown;		23	4
	Dover history;			4
	Historic character of the downtown;			3
	Mixed use downtown (business, residential and open space);			3
	Walk-ability of downtown;			3
	Working waterfront;			3
	Investment in downtown community space;			2
	Excellent example of NH Main Street community;			1
	Defined downtown;			
	Historical legacy of Dover;			
<b>Community Character</b>				
17.21%	Spirit of moving forward;		21	5
	Terrific family community;			4
	Rural New England character;			3
	Large community with small town feel;			2
	Great place to raise children;			2
	Positive trend over last few decades;			1
	Good variety, good balance on quality of life;			1
	Size – population best of both worlds – variety and community;			1
	Social media involvement;			1
	Growth energy – dynamic;			1
	Diverse aesthetics – architecture, landscape et cetera;			
<b>Recreation &amp; Open Space</b>				
8.20%	Great recreational opportunities and land use;		10	4
	Recreation Department and its offerings;			3
	Open space and recreation;			2
	City of 3 rivers – great potential with the best spawning for salmon in NE;			1
	Organized sports;			
	Natural recreation opportunities;			
	Henry Law park;			
<b>Good Planning</b>				
9.84%	Good urban and rural balance – preserve both and rural under threat;		12	5
	Good land use / smart growth design;			3
	Good ratio of green space to buildings;			2
	Clear zoning and planned growth;			1
	Potential smart growth & community infrastructure (people, buildings, land);			1
<b>Transportation</b>				
8.20%	Access to transportation; options for bus, rail and local trolleys;		10	5
	New parking system (fair and well-managed);			3
	The Downeaster train;			1
	Walkable community;			1
	Public transportation options;			

## What we like about Dover

Page 2

Percent of All Scores		Category Score	Individual Score
<b>People &amp; Community</b>			
8.20%	Community events – Apple harvest, family focus;	10	5
	High quality leaders;		2
	Strong volunteer spirit and quality of involved citizens;		2
	Opportunities for youth engagement;		1
	Friendliness;		
	Friendly community members;		
	A sense of community;		
	Amazing character of Dover’s natives;		
	Easy to become involved / welcoming community;		
<b>Economy</b>			
4.92%	Diversified economy and job base (growing small business community);	6	3
	Independently owned businesses;		3
	City leadership in economic development;		
	Dedicated small business owners		
<b>Geographic Location</b>			
5.74%	Central location access to cities, mountains, seacoast;	7	5
	Great central location for regional activities;		1
	Good location (UNH, airports, hospitals, mountains and seacoast);		1
<b>Public Safety</b>			
4.92%	Strong effective and responsive safety services / low crime rate;	6	3
	Low crime rate;		3
	Mounted police;		
<b>Education</b>			
4.92%	Great schools;	6	3
	Decent education system;		2
	School (high potential in region);		1
<b>Municipal Services</b>			
4.92%	Dedication to continued community improvement;	6	2
	City officials willing to listen / respond;		2
	Library system and big city services;		1
	Innovative recycling program / waste reduction;		1
	Human face on City government – responsiveness of all Departments;		
	Public services / programming;		
	Responsible & visionary community leadership under great pressure (financial / political);		
<b>Retail, Arts &amp; Entertainment</b>			
1.64%	Cultural resources / community events;	2	2
	Variety of dining, entertainment and retail options;		
	Proximity of shopping local – food entertainment and services;		
	Farmers’ markets;		
<b>Health Care</b>			
1.64%	Healthcare excellence;	2	2
<b>Agriculture</b>			
0.82%	Community garden;	1	1
	Friendly agriculture;		

## Appendix C: March Neighborhood Meeting Vision Results

“Votes” are the total “sticky dot” votes cast for each idea. Category totals are shown above the category name, both the number of votes cast in that category and as a percentage of all the votes cast for all categories

<b>Dover 2023</b>			
<b>Combined &amp; Categorized Visioning Results - All March Meetings</b>			
<b>Total Votes</b>		<b>58</b>	<b>51</b>
<b>Percent of Total</b>		<b>17.37%</b>	<b>15.27%</b>
<b>Downtown</b>	<b>Votes</b>	<b>Education</b>	<b>Votes</b>
<b>Visual &amp; Historic Character</b>		<b>Program &amp; Facilities</b>	
Preserving the historic character of downtown; maintain architectural consistency	6	Excellent schools, infrastructure, programming, curriculum, extra curricular	5
Underground power lines on Washington St. from post office to waterfront and all downtown	3	Education valued at all levels; investment in infrastructure; value participation	5
Promote Dover's history and unique character	1	Best education possible - attract businesses, buildings, tech, teachers	5
Rethink the lower square		Educational system and schools that puts families first	4
Enhancement of Mill Buildings		Strong, above median rated, state of the art education system	4
Underground parking	1	Post secondary, adult education, enrichment, career tech	3
Pedestrian downtown; removal of some streets	1	Access to education for all ages	3
World class Main Street Community: employ best practices		State of the art education programs	3
<b>Variety &amp; Vitality of Uses</b>		Decrease class size	2
Family friendly downtown with weekend entertainment	5	Improve education: extra-curricular programs/opportunities	2
Downtown filled w/ local businesses; variety shopping; no big box stores	5	Get extra-curricular programs more involved in regional competitions (such as FIRST, DI)	2
Better utilization of downtown; more residents downtown	3	Quality education system	2
More downtown goods & services	3	5th Grade back to elementary school	1
Richer mix of uses, greater density, parking structure, expansion of transit services	3	Numerous after school programs; goal to keep kids off streets	1
Greater mix and diversity of retail, dining, apartments, condos and amenities for all ages; all investment in downtown	3	Support "hybrid" courses; web classroom based; alternative learning environment	0
Community known for lively arts and culture; more shops; diversify	2	More community support of schools and budget	0
Re-use existing space (infill)	2	<b>Facilities</b>	
More owner-occupied housing in the downtown	1	Build new/renovate high school	4
Permanent public restrooms near Upper and Lower squares	1	New/renovated high school	3
<b>Waterfront</b>		Improve/update technology in schools	2
Waterfront development: do it/mixed use/green	4	Good facilities for schools	
Vibrant waterfront (development, water taxis, transportation, recreation, usable river)	3		
Thriving waterfront development	3		
Quality infill development, where current surface parking exists	3		
Waterfront more like the original plan; neighborhood w/ 3 BR apts and attractive	2		
<b>Open Space</b>			
Signature open space Downtown	2		
More benches around downtown with sponsorship programs to help cover costs	1		
More small green spaces downtown (corner parks)			

<b>Combined &amp; Categorized Visioning Results - All March Meetings</b>			
	47		44
	14.07%		13.17%
<b>Municipal Government &amp; Services</b>	<b>Votes</b>	<b>People &amp; Community</b>	<b>Votes</b>
<b>Efficiency &amp; Quality of Services</b>		<b>Diversity</b>	
Reasonable tax rate, increase revenue, public / private partnership	6	Age and income diversity	6
Lowest tax rate in region while providing all of our needs using best management practices	3	Balance needs of young and old residents	1
Remove the tax cap	2	Mutual respect for everyone	
Develop policies based on values w/ compliance of laws, safety, efficiency combined w/facts based on science using sound engineering	2	<b>Community Pride/Sense of Place</b>	
Fully implemented green initiative with city building efficiencies, alternative energy = 20% of supply	2	Improved sense of self identity / pride of place	5
City buildings fully maintained with maintenance plan in place	2	Improved neighborhoods in all of Dover; great place to live	4
Cost of community services study /Fiscal impact study for development	1	Small town feel and appeal	3
High quality community services - i.e. Recreation Dept.	0	Audio tour "Dover app" walk around town; biz directory, maps, parks, trails & history	2
Small sales tax		Dover viewed as a desirable destination	1
Public access TV		Distinct character that is Dover, NH	1
Amenities & enviable quality of life including culture, recreation, sports		Keep small town feel	
<b>Improved Infrastructure &amp; Buildings</b>		<b>Affordability</b>	
Replanting of trees: woodman tennis courts, playgrounds, McConnell Center, residential	4	Maintain community affordability throughout the city	4
Invest in infrastructure/ repair & upgrade/ sidewalks	4	<b>Community Participation</b>	
Roads/maintenance = smooth roads; pavement management plan	3	Increased participation at different events (parks, recreation, civic participation & volunteerism)	3
Free internet to all	2	Continued community functions (apple harvest, etc.)	2
Engineer roads for less runoff and easy access to utilities	2	Working together as a community	1
Focus on preventive maintenance of city infrastructure	1	Greater community involvement	1
New Library/better hours; bigger space; community event space	1	Community project to get engagement from all levels of community	1
Trash pick-up with compost	1	Better marketing of community events (use web site for promo/bigger bolder diversified/flyers at grocers	1
Library still open and growing strong	1	Engaging youth in productive activities	1
Clean up all over infrastructure		Maintain and grow volunteerism	1
Water treatment system that uses (re)constructed wetlands		Enhance interest in community	
Expand utilities city-wide		Increased volunteer opportunities in the community	0
Environmental stabilization: e.g. stormwater and wastewater regulations defined and resolved		Better family and little children friendly opportunities	0
<b>Public Health &amp; Safety</b>		Increase in community involvement; clean ups	
Public safety low crime	3	Greater discussion of community nonprofit banks	
Assure public safety; beat police; safe walkable community	3	Time banks to promote volunteerism	
Safe neighborhoods	2	Maintain and attract an abundance of talent and opportunity	
Effective crime prevention program & drug awareness for youth	1	Constructive, productive community debate	
Well distributed and fully staffed fire department	1	<b>Physical Resources</b>	
New police station		Expand range of restaurants throughout City	3
New Police station		Community aware of the City's assets (schools, parks, downtown)	2
		Facility like the Opera House in Rochester, NH	1

<b>Combined &amp; Categorized Visioning Results - All March Meetings</b>			
	<b>35</b>		<b>29</b>
	<b>10.48%</b>		<b>8.68%</b>
<b>Open Space / Recreation</b>	<b>Votes</b>	<b>Transportation</b>	<b>Votes</b>
<b>More/Better Facilities</b>		<b>Transportation Choices: Auto-Ped-Bike-Transit</b>	
Increased use of green space for parks, community spaces, walking	8	Excellent transportation system for people, bikes and vehicles	5
Access to recreational fields, areas and activities; adequate number of fields for youth and adults	3	Improved public transportation; alternative modes of transportation	3
Expand affordable recreation - kids/adults; keep skate park visible, improve pools, martial arts, ballroom dancing- diversity	3	Citywide pedestrian, bike oriented, wheel chair accessible community; (benches, signs, lighting, crosswalks, bike racks)	3
Maintain all Rec facilities on school grounds for general use of public	2	Improved walkability - year round/less car-centric	3
Telescope on Garrison Hill	2	Walkability	2
Secure more open lands / mixed use development	1	Walkable community with mass transit	2
Support of pool, recreation facilities, programs and library	1	Bicycle paths - comprehensive network in/out of town: east coast greenway, rail trail (combine with Rockingham); maintain and expand	1
Landscaping	1	Bike lanes in streets	1
More recreation programs and recreation facilities going strong	1	More times for the Downeaster	1
Better and more functional playgrounds; continue to review location		Well established safe routes to school system	
Newer, more playgrounds		More transportation alternatives	
<b>Accessibility &amp; Trails</b>		Free Downeaster passes for UNH and other students	
Walkable community, green space, trails	3	Traffic calming/ more pedestrian visibility	
Continue community trails; better / more bike paths and trails	3	Electric car charging station	
Connect the "Dover community trail"	1	Separate auto and bike traffic	
Continuous greenbelt thru Henry Law Park, Waterfront and Maglaras Park.	1	Bike lanes and paths	
Continue community trail		<b>Parking</b>	
<b>Water Access</b>		Parking garage	3
Boat launch at waterfront: trailer & carry-in	2	Build parking garage w/o taxpayer money	2
Vibrant waterfront maximizing recreational opportunities	1	Parking garage for visitors; whole day parking	1
Focus on falls and green use	1	NH Rt 108 into beltway; inner ped and bicycle friendly	
More accessible waterfront citywide	1	<b>Traffic Flow</b>	
Kayak and bike rental		Improved traffic flow / easy and fast access	1
		Smooth traffic flow through Central Ave.	1
		Reduce "pass through" traffic in downtown - improvements to bypass	
		reduce gridlock	

Combined & Categorized Visioning Results - All March Meetings			
	<b>18</b>		<b>18</b>
	5.39%		5.39%
Arts & Entertainment	Votes	Economic Development	Votes
Stronger arts and culture community	4	Growth in corporations and industry ; develop and complete Enterprise Park #2; more and better paying jobs	5
Museums and cultural activity	4	Community that provides opportunities for variety of businesses	3
More arts & culture opportunities/arts venue - indoor/outdoor	3	Viable job market; high tech and green industry	3
Active arts and cultural community; family friendly - restored Strand	3	Attract more businesses- not just downtown; broaden tax base	2
Work with local groups & schools to develop theater programs in summer at downtown stage	2	Variety of retail and local restaurants options to draw local residents	2
Aquarium - destination attraction	2	Bring more non-retail business like sci/tech	1
Attract artisan businesses	0	Improve/maintain/enlarge commerce	1
		Balance of economic development including public-private partnerships	1
		Thriving business community	

Combined & Categorized Visioning Results - All March Meetings			
	<b>14</b>		<b>9</b>
	4.19%		2.69%
Community Planning	Votes	Agriculture	Votes
<b>Historic &amp; Visual Character</b>		Working farms still in existence	3
Safeguards against changing the historical nature of Dover; arch guidelines for new construction	3	Larger farmers market - weekends downtown	2
Preserve historic district designation/ downtown character/design & planning standards	1	Expand agriculture to create more local food	2
Require new construction/redevelopment to place utilities underground	1	School gardening clubs - learning & create gardens at schools & around town	1
<b>Balance &amp; Manage Growth</b>		More community agriculture (use of Tuttle's, community gardens, Strand, music venues, etc.)	1
More comprehensive planning for growth and development; high quality;	2	Teaching local sustainability, aquaculture, advanced urban agriculture	
Encourage mixed use development	2	Farm Commissioner	
Better capital planning tools for community services	2		
Better balance between North and South sides of Dover (development wise)	2		
Keep balance of rural and suburban	1		
Constructive / productive community debate for new construction			
Growth management (i.e. population)			
Good planning & environmental balance			
Concentration of commercial space in/near urban core with less in outskirts			

Combined & Categorized Visioning Results - All March Meetings			
	4		4
	1.20%		1.20%
Natural Resources	Votes	Housing	Votes
Continued water resource conservation	4	Safe attractive housing for all	3
Ensuring clean water (swimmable rivers)		Greater supply of housing and more affordable housing for all citizens	1

Combined & Categorized Visioning Results - All March Meetings			
	3		0
	0.90%		0.00%
Energy & Sustainability	Votes	Health Care	Votes
Convert to wind, solar, hydropower for residential and commercial uses	3	State of the art medical facilities	
Green roofs		Regional medical center	

## Appendix D: Vision Elements & Priorities

The following eight themes are a result of the three March neighborhood sessions and a City Council visioning session. These themes are the ideas that Dover residents articulated as being the most important for shaping the City's future. The themes include 47 vision elements that identify important features of Dover's future vision.

### ***1. People & Community (including arts, entertainment, housing) 20%***

Dover residents enjoy the City's unique historic identity and small town feel, its livable neighborhoods and sense of community. They value the diversity in age and incomes of its population and consider Dover a great place to live.

#### **Vision Elements include:**

- ◆ 1a. Preserving the city's small town and historic character, atmosphere and amenities.
- ◆ 1b. Protecting and reinforcing the city's livable neighborhoods and the entire community as a great place to live.
- ◆ 1c. Maintaining the city's diversity of ages and incomes.
- ◆ 1d. Keeping Dover as an affordable place to live.
- ◆ 1e. Enhancing the strong "sense of community" which includes participation at events, community functions, volunteerism and working together.
- ◆ 1f. Growing the strong and active arts and cultural community that provides a wide variety of family friendly opportunities including museums, arts venues, theater programs and a destination attraction such as an aquarium.
- ◆ 1g. Providing an adequate supply of safe and attractive housing for individuals and families of all incomes.
- ◆ 1h. Maintaining Dover's state of the art medical facilities and its status as a regional medical center.

### ***2. Downtown 17%***

Dover residents and visitors enjoy and support the downtown as a vibrant focal point of the community that is family friendly and walkable, with a diversity of locally owned retail, dining, entertainment, employment and housing choices including lively arts and culture opportunities.

#### **Vision Elements include:**

- ◆ 2a. A vibrant family friendly, walkable focal point for the entire community.

- ◆ 2b. A diversity of family friendly and locally owned retail, dining, entertainment and employment businesses and lively arts and culture opportunities.
- ◆ 2c. A stronger and enhanced historic character and architectural quality.
- ◆ 2d. An abundance of landscaped islands, mini-parks, street trees, and park benches with a signature, high visibility public park that is the focal point of the downtown (e.g. Upper & Lower Squares, Henry Law Park).
- ◆ 2e. Well maintained public amenities with public restrooms, underground utilities, excellent pedestrian, bicycle and handicapped accessibility.
- ◆ 2f. Active and fully utilized mills and downtown buildings.
- ◆ 2g. Redeveloped vacant lots and surface parking lots consistent with downtown’s historic architectural quality.
- ◆ 2h. Development of the waterfront in accordance with the existing plan including a mix of uses, water access, recreation and well maintained open space, landscaping and public amenities.

### ***3. Education 15%***

Education is a very important component of Dover’s future. The City’s excellent school system is strengthened through improvements to the educational infrastructure, programs, curriculum and extracurricular activities.

**Vision Elements include:**

- ◆ 3a. Providing excellent schools, infrastructure, curriculum and extracurricular offerings.
- ◆ 3b. The availability of post-secondary and adult education, “hybrid” courses, online courses and alternative learning environments.
- ◆ 3c. A new or renovated high school.
- ◆ 3d. A quality education system that results in strong families and attracts businesses.

### ***4. Municipal Government & Services 14%***

Dover has very high quality and efficient municipal services with the lowest taxes in the area, avoiding the need for a tax cap, with responsive elected and appointed City officials, utilizing public-private partnerships wherever practical.

**Vision Elements include:**

- ◆ 4a. Maintaining the highest quality municipal services with the lowest taxes in the region.
- ◆ 4b. Well maintained City buildings, grounds and facilities resulting from adopted improvement plans.
- ◆ 4c. Use of the best management practices for energy efficiency and sustainability.
- ◆ 4d. City buildings that generate at least 20% of their own energy.

- ◆ 4e. Following best management practices that maintain City infrastructure including parks, pavement management, landscaping and street trees, sidewalks, bicycle lanes/routes, stormwater and wastewater systems.
- ◆ 4f. Very safe and walkable neighborhoods with a very low crime rate and well trained, equipped police and fire departments in appropriate facilities.

## ***5. Open Space & Recreation 10%***

Recreation facilities and programs serve the needs of the entire community, are well distributed, maintained, and accessible to everyone.

### **Vision Elements include:**

- ◆ 5a. Recreation facilities and programs that are well located, maintained and serve the needs of the entire community.
- ◆ 5b. A network of walking/bike trails that expands on the existing Community Trail and connects neighborhoods, parks and open spaces.
- ◆ 5c. Access to Dover’s waterways is provided across the city for recreation, trailer and carry-in boat access. Boat, kayak and bike rentals are readily available.

## ***6. Transportation 9%***

Dover has an excellent transportation system for pedestrians, bicyclists, motor vehicles and a public transportation system that is continually improving.

### **Vision Elements include:**

- ◆ 6a. A walkable community complemented by citywide pedestrian, bicycle and wheel chair accessible features using appropriate benches, signs, lighting, crosswalks and bicycle racks.
- ◆ 6b. A well designed parking garage, concealed from public view (or underground).
- ◆ 6c. Improvements designed to facilitate traffic flow along Central Street, NH Route 108 and the downtown core.
- ◆ 6d. Traffic calming measures are implemented to reduce speeds and “pass through” traffic in the downtown and neighborhoods.

## ***7. Sustainability (including planning, agriculture, natural resources and energy sustainability) 9%***

Dover residents embrace the concept of sustainability whereby natural resources and manmade features are well managed and wisely used so that they will be available for future generations.

### **Vision Elements include:**

### *Community Planning*

- ◆ 7a. Planning and development regulations that safeguard the historic quality of Dover.
- ◆ 7b. Architectural standards that preserve historic buildings, districts and the downtown.
- ◆ 7c. Underground utilities in all new construction.
- ◆ 7d. High quality growth and development that preserves rural areas and encourages commercial activity in and around the urban core.
- ◆ 7e. Mixed use development wherever appropriate.
- ◆ 7f. A Capital Improvement Program that guides the construction of community services and infrastructure.

### *Agriculture*

- ◆ 7g. Retention of the existing working farms and expansion of the farmers' market, and agriculture in general, for local food production.
- ◆ 7h. Promoting agriculture through school gardening clubs, creation of gardens in schools and on City owned land and teaching local sustainability.

### *Natural Resources*

- ◆ 7i. Conserving water resources and ensuring clean, swimmable rivers.

### *Energy & Sustainability*

- ◆ 7j. Renewable energy resources that are developed using wind, solar, hydropower and green roofs wherever practical for residential and commercial properties.

## **8. *Economic Development 5%***

While the City has a strong economic base and low unemployment rate, more businesses will be attracted to the City, providing greater employment opportunities with higher wages.

### **Vision Elements include:**

- ◆ 8a. Growing the economic base and continuing to provide more and better paying jobs.
- ◆ 8b. The development and completion of Enterprise Park # 2 will advance this desire.
- ◆ 8c. Additional employment opportunities in the science, high tech and “green industry” fields.
- ◆ 8d. Opportunities for a variety of retail and restaurant businesses.

The following table displays the results of the priority ranking and degree of difficulty discussions that were undertaken during the April neighborhood meetings. The vision elements displayed on the four preceding pages were discussed individually by each breakout discussion group and agreement was reached on its level of importance and whether they felt it would be easy or hard to implement. Each vision element was then placed in one of the four cells (#1-4) as shown in the following graphic.

Scoring			
Ease of Implementing	Easy	2	4
	Hard	1	3
		Low	High
		Importance	

The Average score in the right column of the following scoring summary is the combined score of all of the group discussions.

Dover 2023									
Vision Themes and Elements - Priorities									
	April 10 at Woodman		April 12 at Garrison		April 16 Horne St			Average	
	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	Group 3		
<b>1. People &amp; Community</b>									
1a	4	3	4	4	4	4	4	3.86	
1b	1	3	4	3	4	4	3.5	3.21	
1c	4	4	3	1	3.5	3	4	3.21	
1d	3	3	3	3	3.5	3	3	3.07	
1e	3.5	4	3	2	4	4	4	3.50	
1f	4	4	3	1	1	3	1	2.43	
1g	4	3	1	1	1	3	2	2.14	
1h	1	4	2	2	2	4	2	2.43	
<b>2. Downtown</b>									
2a	4	4	4	4	4	3	4	3.86	
2b	4	4	4	4	3	3	4	3.71	
2c	2	4	1	1	4	3	2	2.43	
2d	3	4	4	2	1.5	4	4	3.21	
2e	4#	3	4#	1	4#	3	3	3.14	
2f	4	3	3	3	4	3	3	3.29	
2g	3.5	3	1	3	2	1	2	2.21	
2h	1	3	4	3	3	4#	3	3.00	
<b>3. Education</b>									
3a	3	3	3	3	3	3	3	3.00	
3b	2	4	2	1	1	3	4	2.43	
3c	3	3	3	3	3	3	3	3.00	
3d	0	4	3	3	3	3	3	2.71	



## Appendix E: Dover 2023 On-Line Survey Results

The following tables display the raw results of an on-line survey that was conducted through the Dover2023.com web site. A total of 76 responses were received.

1. Please rank these 10 important issues that Dover will be facing over the next 20 years. (Rank 1 through 10 with 10 being the most important item)											Total	Rank
selecting the option. Bottom number is the number of votes multiplied by the ranking (1-10)= total score.	Prioritized Score											
	10	9	8	7	6	5	4	3	2	1	Score	
Education (K-12)	28	16	8	4	3	3	5	2	4	2		
	280	144	64	28	18	15	20	6	8	2	585	#1
A Safe Community	13	16	13	6	6	2	2	6	5	6		
	130	144	104	42	36	10	8	18	10	6	508	#2
An Accessible and Vibrant Downtown	16	9	8	7	12	6	4	5	5	3		
	160	81	64	49	72	30	16	15	10	3	500	#3
Physical Public Infrastructure (Bldgs, Streets, Utilities, Schools, etc)	3	10	13	12	7	8	8	7	4	3		
	30	90	104	84	42	40	32	21	8	3	454	#4
Arts, Culture, Entertainment, Recreational Opportunities	1	8	10	12	10	12	9	9	3	1		
	10	72	80	84	60	60	36	27	6	1	436	#5
Employment Opportunities	4	7	5	10	8	15	10	7	8	1		
	40	63	40	70	48	75	40	21	16	1	414	#6
Preservation of 'Small Town' Character	4	2	8	14	8	3	8	6	9	13		
	40	18	64	98	48	15	32	18	18	13	364	#7
Transportation (mix of pedestrian access, public transit, ample parking, traffic	2	5	5	5	6	12	13	11	6	10		
	20	45	40	35	36	60	52	33	12	10	343	#8
Access to Shopping and Services	3	1	3	0	9	10	12	12	14	11		
	30	9	24	0	54	50	48	36	28	11	290	#9
Variety of Housing Types (rental, owned, assisted living)	1	1	2	5	6	4	4	10	17	25		
	10	9	16	35	36	20	16	30	34	25	231	#10

2. Please identify the types of development you'd most like to ENCOURAGE in Dover.				
	Number of Responses	Response Ratio	Rank	
Public Park Lands	55	73.3%	1	
Public Recreation Facilities	48	64.0%	2	
Arts and Cultural Facilities	44	58.6%	3	
Traditional Neighborhood Development	33	44.0%	4	
Mixed Uses (projects combining two or more uses)	32	42.6%	5	
Restaurants	27	36.0%	6	
Specialty Retail	26	34.6%	7	
Everyday Retail	18	24.0%		
Transit Oriented Development	17	22.6%	8	
Single Family Detached Housing	16	21.3%	9	
Tourist Attractions	13	17.3%		
Single Family Attached Housing	12	16.0%		
Industrial	12	16.0%		
Residential Rental (1 to 6 units)	8	10.6%		
Office Space	6	8.0%		
Age Restricted Housing	4	5.3%		
Residential Rental (Larger Complexes)	3	4.0%		
Hotel and Lodging	2	2.6%		
Luxury Rentals	2	2.6%		
<b>Total</b>	<b>75</b>	<b>100.0%</b>		

3. Please identify the types of development you'd most like to DISCOURAGE in			
	Number of Respon se(s)	Respon se Ratio	
Residential Rental (Larger Complexes)	48	68.5%	
Age Restricted Housing	32	45.7%	1
Industrial	30	42.8%	2
Hotel and Lodging	30	42.8%	3
Residential Rental (1 to 6 units)	28	40.0%	3
Luxury Rentals	28	40.0%	4
Tourist Attractions	18	25.7%	4
Office Space	16	22.8%	
Single Family Attached Housing	15	21.4%	
Transit Oriented Development	13	18.5%	
Everyday Retail	11	15.7%	
Specialty Retail	5	7.1%	
Traditional Neighborhood Development	5	7.1%	
Mixed Uses (projects combining two or more uses)	4	5.7%	
Single Family Detached Housing	3	4.2%	
Restaurants	3	4.2%	
Arts and Cultural Facilities	2	2.8%	
Public Park Lands	0	0.0%	
Public Recreation Facilities	0	0.0%	
<b>Total</b>	<b>70</b>	<b>100.0%</b>	

4. A fundamental concept of Dover's land use regulations is that new projects need to be context sensitive. This means that when projects are reviewed they are analyzed against the neighborhood and evaluated as to whether the new development would be compatible with the surrounding existing development. (Please choose one)			
	Number of Respon se(s)	Respon se Ratio	
I agree that new development should be in context with	63	82.8%	
I disagree that new development should be in context	2	2.6%	
I don't know enough about this topic to express an	10	13.1%	
No Responses	1	1.3%	
<b>Total</b>	<b>76</b>	<b>100%</b>	
5. There has been frequent conversation regarding Dover's 'historic character' as it relates to the architecture of new development. (Please choose one)			
	Number of Respon se(s)	Respon se Ratio	
New development should reflect the existing	52	68.4%	
New development should be allowed to evolve past the	17	22.3%	
I don't know enough about this topic to express an	6	7.8%	
No Responses	1	1.3%	
<b>Total</b>	<b>76</b>	<b>100%</b>	

6. Remember your experience during Dover's last building boom (1995-2005). What were your feelings about construction at that time?		
	Number of Responses	Response Ratio
Very concerned - there was too much development	21	27.6%
Development activity was a nuisance but I could live	9	11.8%
The development activity did not bother me	21	27.6%
I wasn't here at that time	24	31.5%
No Responses	1	1.3%
<b>Total</b>	<b>76</b>	<b>100%</b>

7. In general, do you think things in the Dover area are headed in the right direction or wrong direction?		
	Number of Responses	Response Ratio
Right Direction	53	69.7%
Wrong Direction	20	26.3%
No Responses	3	3.9%
<b>Total</b>	<b>76</b>	<b>100%</b>

8. How is Dover doing in respect to the issues below?							
Issue	Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Well	Well	Neutral	Poor	Very Poor	Total Score
A Safe Community		10	44	16	3	2	
	score	50	176	48	6	2	282
Access to Shopping and Services		6	47	14	7	1	
	score	30	188	42	14	1	275
An Accessible Vibrant Downtown		5	45	17	6	2	
	score	25	180	51	12	2	270
Preservation of 'Small Town' Character		1	42	22	8	2	
	score	5	168	66	16	2	257
Variety of Housing Types (rental, owned, assisted living)		1	35	32	4	0	
	score	5	140	96	8	0	249
Arts, Culture, Entertainment, Recreational Opportunities		1	29	32	11	2	
	score	5	116	96	22	2	241
Transportation (mix of pedestrian access, public transit, ample parking, traffic)		1	24	40	5	5	
	score	5	96	120	10	5	236
Employment Opportunities		3	15	46	9	1	
	score	15	60	138	18	1	232
Education (K-12)		1	19	30	22	3	
	score	5	76	90	44	3	218
Physical Public Infrastructure (Blds, Streets, Utilities, Schools, etc)		1	13	32	24	3	
	score	5	52	96	48	3	204

**9. What do you think Dover's greatest strengths will be in 10 years? - Responses**

Answer
Hopefully, it will be further developed and enhanced to become a model by which other similar sized small cities in New England can cast their own vision.
Location, recreational land use, diversity of housing
If the braying of "no taxes!" can be considered a strength, I suppose that would be it. I wish it were instead it's schools, parks, open areas and civic buildings, but right now all I ever hear is taxes, taxes, taxes. We're turning into Barrington, for God's sake!
A strong quality of life where variety in housing types, employment and industry are encouraged, centered on a vibrant and historic downtown.
I have a hard time visualizing strengths with the current style of city growth and development. Our greatest strength is in the residents to create change and a sense of community through education, arts, recreation and housing.
I HOPE our greatest strengths are in education and a vibrant, engaged community
If Dover continues to focus on the downtown, the residents and providing a safe environment, that could be it's greatest strengths. The Children's Museum brings people to the area, as well as different restaurants like Silver Moon Creperie and The Farm. We don't need additional fast food places or run down facilities.
lots to offer in a small town feel
A strong community of concerned citizens
Access for corporations to expand with location, transportation near Boston, Portland
Hopefully a vibrant community
I hope we continue to embrace education and maintain progressive policies like whole day kindergarten. I'm particularly concerned about high school and investing in upgrading that facility to better serve students growing up in a high tech era Good planning today will make Dover a great place to live in and commute from. Downtown will draw tourists to shops, restaurants and attractions.
I think Dover's greatest strength is it's community. I don't think that will be any different ten years from now.
We will have some of the best schools in the state. I believe we have a nice, clean downtown with a historic feel and the Henry Law Park area is used well for social and cultural events (though this could be used for more town related events - maybe an old home day?) I WOULD LIKE to see more designated recreational areas for outdoor recreation.
This depends entirely on the direction the city takes. Ideally, more development should focus on white-collar office space and industry (expand the tax base without adding kids to the schools), and less on giant residential complexes that are going to overburden the school system that is already stretched way too thin.
I am encouraged by the interest in public transportation. However, I think sustainability covers more areas, including energy, food, and housing. I do hope that efforts continue in this direction, as it could make Dover a leader in that area.
Sense of community and community sponsored events.
Its people- we need to educate our children to be good leaders for tomorrow. Excellent education is a key for low crime, future employment, and growing a community that we will make us proud.
Architecture, restaurants, public space/parks, schools (k-12) - we need a NEW high school, construction of a NEW sports complex (multiple indoor use: baseball, soccer, etc.)
The people
I HOPE it will be the schools, public spaces, and public transportation - a good place for people of varied ages and income levels to live and raise families. Vibrant, useful downtown core with accessible open space, limited sprawl, ecological sensitivity, a viable place to live without a car. Hope to see more community space, indoor and out.
If we come together as a town, more community outings (ie. Apple Harvest ect) The community would be getting together. We could have a really strong community
To be a community which people from inside and outside the community want to spend a night on the town at a restaurant, walking the river or enjoying the entertainment. Having a vibrant city with many people around and a good looking traditional city.
I am hoping the waterfront development creates a place people want to come to for dining/shopping etc.
Open spaces - set aside more open spaces that can never be developed.
Old town feel and great schools with teachers that are appreciated!
Good schools, assuming education is not allowed to deteriorate in quality.
Small-town atmosphere, but will we be able to retain that as the city grows.
I believe Dover's greatest strengths will be an efficient community that has utilized sustainable means to create a town that emulates its strength in infrastructure, education and recreation as well as in economic stability. Dover will be the example for NH city modernization without ruining the historic small town appeal.

## #9 Continued

<p>We have a great layout to be stronger in diverse employment and tax revenue with existing facilities and land plots with easy turnpike access. Downtown is also set up well to allow for growth with lots of mixed use buildings replacing surface lots. We are set up to continue a growth in population rich in cultural and social diversity.</p>
<p>If the core downtown can be protected from fringe malls and other mega-retail on the outskirts, there is a chance that the downtown center can retain a unique identity.</p>
<p>walkability of downtown, water access</p>
<p>Dover's diversity is it's biggest strength. Diversity in ethnic, socioeconomic, and educational backgrounds of residents, which I find very healthy for our culture, economy, and schools. You can live an urban life or a very rural one in the same city.</p>
<p>Hopefully, it will be the community coming together to make Dover it's own unique city with many cultural additions, a strong education for our children and maintaining the historical character that makes Dover...Dover.</p>
<p>Volunteers - make a much bigger impact on community than people realize. Vibrant city core reflective of detailed planning now for the future. Walkability for residents &amp; visitors along the river, shops, or community trail - so much is readily accessible. Historic character - history, buildings, river - it all should be protected and emphasized.</p>
<p>I believe Dover COULD be one of the best cities in the state! It has a lot going for it! A historical downtown and waterfront access. These are strengths we already have and should build upon in the next ten years and beyond. How about luxury apartments/condos above small businesses in our historic buildings and restaurants along the water.</p>
<p>Keeping the small town concept where people feel safe to walk and bicycle around town. To have areas of shopping and cultural entertainment closed off to motor vehicles....A "Peoples Market". I think providing this type of uniqueness will give us a reputation as a community worth living in as well as visiting.</p>
<p>A vibrant alternative to the more expensive Portsmouth. A cross section of employment opportunities. A bustling downtown, recreation opportunities &amp; a rich arts &amp; culture environment; all make for a higher quality of life.It is important to be a diverse community both socio- economic as well as racially.</p>
<p>Historic Downtown, train access to Maine and Mass, good grid network in the downtown, recreation and park facilities.</p>
<p>Dover should have its own unique identity that both reflects the seacoast of which it is part while maintaining our own individualism.</p>
<p>Small city revitalization. People living downtown and walking/biking to resources. Access to rail services, waterways, interstates. Close distances to food sources. Diversity and availability of work force.</p>
<p>It's heading in the right direction</p>
<p>Hopefully a nice and safe downtown with lots to do, parks, shopping, etc.</p>
<p>I see Dover as a symbol for the future development of towns and cities in New Hampshire will have to modernize themselves for the 21st century. A focal point of environmental preservation and appreciation that makes New Hampshire iconic, along with development that ensures the city's success for itself and its citizens.</p>
<p>Busing transportation</p>
<p>Connecting the culture of the community with small business development.</p>
<p>Affordable friendly place to live</p>
<p>Not sure.....hopefully education and employment.</p>

**10. What do you think Dover's greatest challenges will be in 10 years? - Responses**

Answer	
	<p>Mustering the courage to step forward and fund critical infrastructure to ensure success, like structured parking facilities.</p> <p>Historically, planting and nurturing the seeds for success has not been easy. The recommendations of the Rizzo Plan remain on the shelf.</p> <p>"Courage is simply the willingness to be afraid and act anyway" (R. Anthony)</p>
	Maintaining infrastructure, maintaining quality schools
	Quieting the greed heads who care only about money and not community.
	Waterfront development that is mixed use; strong educational system, infrastructure improvements, and access to healthcare and quality of life.
	Gentrification- because of the neighborhoods being planned & built now. Creating a bland style but pushing out older residents and creating a larger gap between rich & poor, causing conflict.
	Education- because of cuts happening now.
	Loss of identity, character and unique feel- because of new houses, neighborhoods and buildings being created.
	Dealing with an aging infrastructure and citizens who don't want to invest in our shared community assets.
	Dover needs to take the educational system very seriously. These children represent our future. We are continuing to provide sub-par education for them and consistently take away funds from the public education system and put it towards other items. We need to get rid of the damaging No Child Left Behind act and seriously think about this.
	maintaining Dover with the current tax cap. if school budgets are cut and education is compromised, you will find many families leaving and new families looking elsewhere to live
	To not raise taxes so much that young families and retired citizens cannot afford to move to or stay in Dover.
	the downtown development
	Funding the schools properly
	The over population of our city and the affects on our schools. There is a lot of developments with new homes which brings families which adds to the public schools increasing class size.
	-dealing with the water treatment facility.
	-investing in education in order to maintain families in the community. People (including my family) will look to move if the looming budget crunch takes out things like full day kindergarten and bus transport for high school students. Those cuts send the wrong message
	Poor leadership today will weaken our schools and education for the children in town, leaving them ill prepared to move our community forward. Without enough effort at recruiting new industry to come to town, those children that do go on to good wage employment will have to find it elsewhere. Traffic and transportation issues will be an issue.
	Staying small.
	Crime. Thankfully much of the crime around here seems to be petty and/or drug related, but I would like to feel a bit more safe. The police and fire department have been AMAZING in any dealings I have had with them, but I feel that controlling the crime is an ongoing challenge.
	If we head the way we are headed, with heavy residential development and the tax cap preventing the school system from growing as it needs to, we are going to have rapidly deteriorating schools, which will make Dover a far less appealing place to live.
	Dover needs to do a better job of balancing industry, commercial, residential, and recreation
	apathy. In my brief tenure in Dover (~3 years), there seems to be a lot of complaining, without a lot of action. I think that there needs to be community involvement, from the ground up (not seeming forced from the "government"), to obtain a sense of pride and ownership by the citizens.
	There is no shopping in downtown dover, you can't just walk around window shopping. This will attract more crowds.
	Balancing the needs of the community in such difficult economic times.
	Since we have been given such a good reating as a great place to live, growth will also be a challenge.
	Schools - all (except middle school) need major infrastructure work. New high school is absolutely needed.
	Not turning it nto a concrete jungle.
	Maintaining and improving the schools; resisting development pressure on open space (no more McMansions please!); providing non-car transportation that is effective and convenient; remaining a real downtown rather than a cute tourist boutique in a historical setting; repurposing historical structures (mills etc.) for new uses.
	Coming together as a community, more local jobs for the town people!
	To keep increasing the charm of downtown and not having the proper resources such as land or buildings to carry out all the plans. Obviously money is a challenge too, you never know what the economy will be like.
	I think providing education excellence will be a challenge.
	Fighting off the "no taxes" idiots.

## #10 Continued

Balancing development and maintaining a small town feel. Encouraging environmentally friendly developments and renovations.
Changing the old ways of thinking to the understanding that some change is good!
Available land on which to build. Illegal drug activity. Maintaining infrastructure. Maintaining high quality education in the public schools. Keeping budgets within tax cap restraints, and the potential adverse consequences. Retaining top-notch teachers. Political infighting. A willingness to allow the city to change.
Dover's greatest challenges will be educational effectiveness as well as conscious growth and development in relation to the environment. Dover does not have funding for proper skills and education to be reached Dover continues to build sprawling neighborhood developments that have become an eye sore and have taken away from its natural beauty
I think among the challenges we face will be promoting growth while maintaining the things we love about living and playing here. Fostering support for a collective vision with current residents while attracting the cultural, ethnic, and social diversity that were hallmarks of Dover 100 years ago. Promoting pride in the city may quell crime too.
Dover can easily succumb to the urban sprawl spreading east from Portsmouth and lose its identity. Attempts to control development pressure will conflict with property rights. Reconstruction of the Sullivan bridge will increase development pressure. Dover can easily become a bedroom community for Portsmouth or even Boston and have no identity
We need to "go green" not just 2 save a tree but to stay economically viable when cheap "light sweet crude" production declines. We should have solar panels on all city building and get hydro power from the cocheco river. Solar light poles, community and roof top gardens at schools. Electric cars for trolleys, city vehicles. tax breaks 2 push green
Funding city services (schools, library, roads, fire, police) at the same quality level to keep up with growth. I am most fearful of too much growth leading to overcrowded schools and class sizes that are just too big.
Downtown infill - the plan and effort to attract residents and businesses into existing buildings in downtown. Funding of maintenance in all areas of our city. Controlled growth - moving forward while maintaining Dover's historic character. The way things are funded right now I don't believe our schools will be a strength although they should.
Controlling Growth-----Dover does not need anymore growth
Properly maintaining our infrastructure so as not to impair the ecological jewel we have in Great Bay and connecting river systems.
Convincing people in town that we have to invest in our community to achieve the above results. Our quality of life is the number one reason people come here. This has to be a vibrant place to live or people will not move here, business will not want to re-locate, expand or invest and our tax base will be hurt by that.
Re-purposing residential development away from cul-du-sac spec development. Re-purposing auto-oriented commercial development by Weeks Crossing. Lack of investment in schools as well as transportation infrastructure for any other mode other than individual cars.
continuing to grow in a way that adequately provides for all age demographics.
Resisting the temptation of overbuilding. Concentrating on needs of aging population. Limiting impervious surface. Enforcing land use codes. Adapting to changing climate and managing storm water. Gradually updating infrastructures by forming public/private partnerships.
affordable housing accessible to affordable, reliable transportation job growth and development infrastructure
dover needs to do more with keeping some of the open spaces in town,
Getting rid of the large truck traffic --dump trucks, semi's, etc.-- that currently spoils the pleasantness of downtown. Find a way to divert all except local delivery trucks. And Silver St., arguably the most beautiful, historic street in the city, should NOT be a "truck route." If you want to make Dover an attractive destination city, find a way.
I think that Dover's greatest challenges will be competing to be on top in New Hampshire; without a firm vision of thought out development and action it could surely be outshined by more coastal towns that gain more popularity.
Keeping trees from being slaughtered.
keeping out box stores and chains.
Keep from developing the types of things which people notice in a negative way when visiting, such as graffiti and other anti-social action
Finances!the people making decisions forget that there is not an endless supply of money! Priorities please...no more bridges to nowhere and mounted patrols and school additions with empty rooms.Instead line the roads and foot patrols downtown.

11. What are the most important features of your ideal Dover in 10-20 years? - Responses	
Answer	
A very vibrant downtown core.	
Iconic public spaces, architecture, streetscapes and businesses.	
Implementation of the Rizzo Traffic plan that eliminate one way flow through the heart of the city.	
Elimination of surface parking lots with infill development which increases density.	
Interconnected pedestrian and transit facilities.	
Dover should be an attractive place for families to live and a desirable place for families to visit. It should be welcoming to all ages and a broad range of incomes.	
More open spaces, places reserved from development. A better job of those places that are already developed. Better schools, libraries, civic and municipal buildings, staff and resources.	
walkable downtown, with two way traffic flow, and a roundabout located at Washington and Central Avenue.	
Safe and family oriented community with a variety of outdoor and well as cultural activities	
Strong community vibe & connections through education, arts, recreation, and housing. It's important to maintain the character of our town, if we continue to build cookie cutter homes in crowded neighborhoods then we look just like neighboring towns. We must strive for a diverse community in as many ways as possible to keep the character of Dover.	
Stong schools	
walkable community	
vibrant downtown	
planned and contextualized development	
I think Dover should be focusing on education. It should be considered one of the better schools on the seacoast instead of one of the worse. Perhaps limiting attendance from outside students - who don't have the grades to go to better schools such as Coe Brown, more anti drug education from the beginning. Better, more experienced teachers, etc.	
strong education system, maintaining the downtown shops and development of the waterfront area. upgrading Henry Law Park to add more playground equipment and utilizing this space more for public events.	
Tastefully developing the waterfront	
Good school system	
Enough businesses so that families are not bearing the tax burden	
To improve the standards of our fine city, to make it a place where my children may want to live.	
A strong school system which will make a strong community	
That it looks a lot like what we see today. I love Dover. I just want to see schools continuing to improve, some attention to Henry Law Park and the awesome trail along the river/abandoned train tracks. Keep our staple businesses like WDH, Liberty Mutual, and keep our staple shops downtown like Harvey's, Nicoles', Noggin Factory, Children's Museum.	
The ability for various generations to work at good wage jobs locally. An efficient, low-cost, high quality k-8 education for the children. A clean, safe and vibrant downtown. Many transportation options, including a network of cycling and walking trails. An efficient, open and accessible progressive government. A great volunteer community.	
Education, a strong community, a beautiful small city that has a lot to offer for all it's citizens.	
Increased industrial employment opportunities (which will hopefully offset some of the tax burden on residents - even though I rent.) There would be indoor and outdoor recreation opportunities for residents. We would maintain a nice variety of businesses and restaurants in the downtown area. We would also have schools among the best in the state.	

## #11 continued

1. A school system that focuses more on teaching science as inquiry starting at a young age, to keep students interested in learning. Too many kids are turned off by how schools currently teach, which results in high schools needing to babysit disinterested students, increasing the cost of education.
2. More high-tech sector jobs.
Preserving it's open space/farmland. I think it's critical for residents of Dover to have access and the ability to obtain local food.
More usable downtown area.
Excellent education and educational facilities Access to cultural and educational activities, and the arts Vibrant downtown Safe community Feeling of community
New High school - building and campus. Construction of indoor sports complex so Dover residents don't have to pay for and commute into other towns' indoor facilities. Clean up parts of downtown - clean up multi-family housing.
To draw in new business to Dover you have to want to attract people to want to live, shop and work in Dover to do this you need to have good schools. If you have poor schools people are going to find good schools somewhere else and that is where they are going to spend their money!
Low crime, quality education with music and sports provided and keeping downtown viable to the population
Good schools; walkable; family-friendly; ability to shop locally for basic needs and services; friendly to non-car transportation; strong public culture and facilities (library, parks, programs, spaces for citizen projects); affordable; no more sprawl....
The ROADS! Dover's road seem to be getting worse and worse every year, we are a great town. People should want to come here. Not go around it because of the roads! Something needs to be done, instead of putting ridiculous money into things the city is only getting to make it attractable. THIS SHOULD BE ONE OF THEM!
Vibrant, entertaining, charming city to take a stroll in, eat, shop enjoy outdoor and indoor entertainment and utilize all it has to offer.
Great education, safe streets.
Schools that are supported by the community. That more money would go towards improving Dover schools.
Lots of open, green spaces. Arts and good schools. Municipal buildings, libraries and the like NOT falling apart.
Public clean-up, increased owner-occupied areas, vibrant downtown.
Great schools and welcoming downtown.
Completion of the entire Rotary Walking Trail.
Good schools.
Attraction and retention of businesses that are compatible with the community.
Maintenance of infrastructure.
Good fire and police departments.
Efficient, innovative infrastructure and transportation. Environmental stewardship and recreational opportunities. Education system.
In 10 yrs I see the riverfront developed with the proposed mixed use, historically sensitive buildings proposed now. The downtown infill will be complete because there will be a parking garage freeing us of the necessary surface lots. The underdeveloped Knox Marsh and Sixth St properties will have industrial and office space for better tax revenue.
Retain a community identity. Retain open space. Encourage redevelopment of vibrant neighborhoods with mixed retail & residential within walking neighborhoods
sustainability

#11 continued

I would like to keep the small town feel. I don't want to have any big industrial or corporate buildings in the downtown area. I think that they would take away from Dover's charm.
Accessible, safe, vibrant downtown!
Educating our children is the most important. Also, to not overpopulate our town & school system by building on every inch of space Dover has. Some of the recent developments are hideous and have homes on top of each other. Just too many contractors trying to make the most that they can without regard for the integrity of the community.
Controlled, quality growth with a mixture of residential and businesses. High-end shops with unique goods Well maintained parks and infrastructure. Great schools. Low crime - excellent police and fire safety. Tree lined streets with quality lighting. Improved neighborhoods everywhere - higher quality of life. High community involvement.
I would like to see a vibrant, accessible, and reputable downtown with efficient use of space; classic style architecture; preservation of the historic district; independent main street businesses; a renowned arts scene; a good theatre; quality public transportation; and outside town, less development and more conservation and agricultural land.
An atmosphere devoted to small local merchants and farmers. A model city concerned with promoting pedestrian and bicycle safe and healthy travel throughout our community.
An art & culture venue, beautiful parks & recreation opportunities, particularly around the river. A more vibrant & bustling downtown. Our history. A parking solution - combining retail, restaurant & recreation so that it becomes a place to be besides just a place to park your car.
It must be walkable, and must be bikeable. Older unconnected developments get bike/ped connections to remake a grid which allows bike and walking trips to be faster and easier. Limiting streets to through traffic only for bikes/peds/transit not for cars. Reduction in parking lots in the downtown with new mixed use development.
we should focus our energies on what makes us unique. things like our lower square shopping, mills, riverfront, and rotary half-shell are all tremendous amenities that are dover specific. finding a way to allow for mixed uses of space downtown while leavening some of the traffic flow seems crucial to dover's future development. this is a great home
Dover has maintained it historic character and historic structures. The downtown is vital and fed by mixed uses of a scale compatible with its character. Public transportation is green and used by everyone. Infrastructures are being gradually updated.
it would be nice if some sort of arts theater opens in the strand
something opening at tutles
more open spaces
keeping small town charm
Again, a city with no through large truck traffic downtown, lots of retail shops and restaurants, mixed use, especially in the old mill buildings, more "pocket parks." Walking police patrols to insure safety for residents and the increased amount of visitors.
I see Dover as being a very green, sustainable and recreational city with a large focus on small ,businesses rather than large box stores. Innovation needs to be brought to New Hampshire, and I believe that Dover at the mouth of the Seacoast is the best place to begin that movement!
Revitalization of older buildings & keeping their beauty... No one seems to have money to refurbish their homes. I'm seeing empty houses that are deteriorating.
A vibrant small business, a healthy and diverse culture, preserved green space
Downtown livability.
A small town feel where people can work and play safely and afford!

The following correspondence was received in March:

Parker, Christopher G.

**From:** Thom Hindle (thomphoto@comcast.net)  
**Sent:** Thursday, March 15, 2012 9:22 AM  
**To:** Parker, Christopher G.  
**Subject:** City Growth  
**Attachments:** DOVER in 2023.doc

CHRIS... I was unable to attend the group session on Dover in 2023. I have attached a comment/my thoughts about growth and some immediate needs in regard to developing our downtown "retail" that I believe is a major component necessary for everything else to work... especially the idea of increasing in-town residential. We have the resources of the Main Street program and Chamber with their memberships of local business and retail along with the city departments to create a campaign designed to attract unique "retail" to Central Ave. Work with current landlords and encourage or offer incentives to rent street level space to small shop/gallery owners instead of professional or business related like insurance and real-estate offices. I am not a downtown planner... but I do think that we have a unique corridor for traffic with Main Street / Chestnut Street / Washington Street and Central Ave creating a loop that provides visibility and walk-ability for any business established in this area... plus a transportation center bringing visitors by train or bus. We need to create an identity and a desire for people to visit and spend time shopping and eating in our downtown.

It was mentioned at the Chamber forum that one advantage of moving to Dover is the closeness to "shopping centers/malls" (not downtown)... has anyone ever done a study on how many people working at Liberty or Measured Progress, the mill complex or any other large employer actually live, shop and pay taxes in Dover. ??? How many city employees LIVE in Dover.??? You were the only one to mention the "need" to preserve the "downtown" and the "rural" charm of Dover. We have a large population of 50 and older folks soon to retire. Will they be able to afford to live in Dover with the increase demands on services and schools? Recent real-estate sales promote the Dover point area as being higher in property values because of the proximity to Portsmouth and the malls. Does that mean those folks tend to travel south to shop and eat in restaurants.??

Just some thoughts from one of those older "boomers"

Thanks / Thom

#### DOVER in 2023

Some thoughts on where should Dover be headed are as follows:

Having a banner across Central Square that reads "**FASTEST GROWING COMMUNITY IN THE SEACOAST**" is not what people are looking for when making a move to New England and New Hampshire. People move here to get away from larger community issues like crime and high taxes. They move here looking for the rural charm and slower pace that was once typical New England. Smaller communities where "everyone knows your name" When you go into a coffee shop or market you will always be greeted with hi... how are you doing. Meet friends at the Post Office or on the street. Events like art shows and music festivals where people can meet with friends and be a part of the community. Dover does have much of that charm...at the moment. However, we are getting close to losing those qualities. Central Avenue around 3:00 in the afternoon is like Rt 3 heading for Cape Cod on a summer weekend. The north-end / Weeks Crossing is more like Rt. 1 Saugus, Mass. Our fields are being developed with large houses that are not in character with New England...typical South West/ West Coast architecture where all you see is a three car garage when looking from the street. Even after spending millions on schools we can not keep up and still hear of over-crowding and appeals from the School Board for more money. Demands on Police and Fire...more staff and more facilities needed...more sewer and water treatment needs. Growth is necessary for survival...but I think we have done our job and now need to slow down and take a look at who we are as a city. I left New Jersey because of "sprawl" one strip mall after another. You did not know when you left one township for another. We decided to return to Dover and raise our son and get involved in the community. What concerns me is seeing everything that we moved away from now coming to Dover.

We as a community have addressed the in-town residential concepts with upper floors in the downtown core currently being developed and have been doing this for several years. We are also attempting to address the in-town parking issues and we have had success with industrial growth and currently looking at another industrial development in the near future. We need to realize that bringing companies like Liberty to Dover creates many jobs...but not necessarily for Dover residents. People from around the Seacoast come to work and go home but the residents of Dover pay for road upkeep, public safety issues and demands on water/sewer. I realize their presence helps the tax base... but I have been paying taxes here for over 35 years and never had a year where I was asked to pay less than a previous year. Taxes are going up, water/sewer fees are going up and I realize this may never change...I am just saying that again maybe it is time to slow the growth and focus on what we have and take a look at the downtown element. We want to attract residential to the downtown...retail is a major component of that concept. **TO LIVE AND SHOP DOWNTOWN REQUIRES PLACES TO SHOP.**

I grew up in Dover and remember in the 1950s-60s when Dover was a major retail area with local residents coming from Rochester and Somersworth to shop. You could walk from the City Hall area up to the railroad tracks and saw nothing but retail shops on both sides of Central Ave and on side streets. Even Washington Street from Chestnut to

Central Square had retail. Clothing, jewelry, candy, drug stores, hardware, small markets, ...only Ade, Janetos, Ross Furniture and a shoe repair remain from that era. From the 1860s to around the 1960s street level was retail, second floors saw lawyers, tailors, accountants, insurance/real-estate offices and upper levels residential. Today the downtown has more of the second floor trade on the street level and hardly any retail. Most of the current retail customers are destination customers coming to shop at Jewelry Creations or Nicoles for a gift...Harveys for a coffee. There are not enough shops to make a visitor want to walk around and shop in other stores...especially in the winter months when they have to walk several blocks to get from one retail shop to another. Over the years we have lost buildings that once housed retail like the corner of Orchard. Six retail shops and a dozen businesses within that structure have been replaced with a parking lot. As nice as the courtyard is that space removed several established stores. The Baldface Books/Merchants Bank building on the corner of Third Street is half the size it once was...extending up to the tracks with retail and down Third to what was Depot Square with retail. I realize that the shopping mall movement in the early 1970s changed the landscape of many downtowns. Several years ago when we decided to become a "Main Street" community, it was understood that this program would work to re-develop the retail community in the downtown. I believe we have fewer retail establishments now than when that program was established here in Dover. I place no fault on any one person...how much can a part-time director accomplish when that person has to spend most of the time fund-raising for the program. AND the Chamber concentrates on growing out of town members when maybe a little more effort trying to attract "retail" to Dover's downtown core would be beneficial. AND more important would be a challenge for city hall to come up with creative ways to offer landlords in the downtown some incentive to rent that first floor space to a retail business and not a lawyer, insurance or real-estate office. We have an ideal layout having a central corridor running through the downtown...we have a large mill property that could also offer first level space to retail shops, galleries, antique shops (remember when we had six in Dover) and boutiques...right off Central Avenue and the court yard. The Colony Mill in Keene is an excellent example of space use.

The city currently attracts visitors. The Children's Museum brings thousands of young families to Dover. The Woodman Institute Museum last year brought visitors from over a dozen foreign countries and folks from 42 states to Dover. Recreation programs bring families that quite often stay for a weekend event. We have quality restaurants in town that these visitors can go for lunch or a meal...again it is the lack of unique "retail" that is needed to keep those folks here longer or even make Dover a destination for more than the museums, pottery or a free concert in the park.

These comments are not intended to put blame on anyone or any organization or the city...we have done a great job of getting the "growth" that may have been needed...however...as I write these comments, we are loosing more downtown retail. Two long established businesses have recently closed their doors and another may be forced to leave the downtown...FOR RENT signs are posted along Washington Street. We will never be a Portsmouth and should not even try...however; we should have the ability with co-operation and incentives to attract some of that "uniqueness" to Central

Avenue. With more retail shops the downtown could be open for business when those weekend visitors come to visit...maybe see evening hours for the convenience of those working all day or visiting over night...maybe once again we could become a shopping destination and not just a corridor for people driving through on there way out of town.

Thom Hindle  
I am commenting as a Dover resident/ business owner...having been involved with downtown retail since the 1970s and served on numerous tourism committees for as many years.

The following correspondence was received and sent in July:

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**Corwin, Timothy**

-----Original Message-----

From: Parker, Christopher G.  
Sent: Tuesday, July 31, 2012 11:45 AM  
To: 'Michael S Briggs'  
Cc: Carrier, Robert; Schuman, Kirt  
Subject: RE: Dover 2023

I'll look into the school question, because you are correct that at a elementary school level we certainly are seeing escalating enrollment which will bring capacity questions.

Regarding the volunteerism with the parks I think the Deputy Mayor will second my enthusiasm for the idea. In 2010/2011 we had great success with redeveloping and updating Park St Park. A majority of the work involved from design to implementation was based on the great support we received from the Park St community. I hope that we can use that as a model in the future for how we can all come together to rehab the park and the attitude about the park. In this case we have seen a good level of post development awareness for illicit activity, which has made the park, and I hope neighborhood a better place.

Chris

Christopher G. Parker, AICP  
Director of Planning and Community Development City of Dover, NH  
288 Central Avenue  
Dover, NH 03820-4369  
e: c.parker@dover.nh.gov  
p: 603.516.6008 f: 603.516.6049

Dover: First in New Hampshire, First with you!  
www.dover.nh.gov  
http://dovernhplanning.tumblr.com/  
Facebook: www.facebook.com/pages/Dover-NH/City-of-Dover-NH-Planning/446789895351  
Twitter: @DoverNHPlanning

-----Original Message-----

From: Michael S Briggs [mailto:msbriggs@albert1.unh.edu]  
Sent: Tuesday, July 31, 2012 9:54 AM  
To: Parker, Christopher G.  
Cc: Carrier, Robert; Schuman, Kirt  
Subject: RE: Dover 2023

Thanks for the prompt feedback Chris.

That's an interesting point about the need for a reason to justify a limit on residential growth. Would the capacity of the schools be an adequate reason? For example, from what I have read, Dover middle school was designed with a capacity of 1,000 students, but enrollment is already over that (at 1,062 according to online numbers).

I'm not opposed to residential growth per se - my concern is that it seems like the schools are not going to be able to keep pace with growth due to a combination of the schools already being at capacity, and no funds being available for expansion or new construction - as well as the school budget being limited in its ability to grow to handle new students. For building or maintaining parks - whether places with specific intended purposes like playgrounds, or just open-areas - does the city look much to residents to help out? I'm

not sure how much that is done, but using resident volunteers for labor (which many of us would be happy to do occasionally) could help with the cost of setting up or at least maintaining some of the recreational facilities.

Thanks again,

Mike

--

-----  
Michael S. Briggs, PhD  
UNH Physics Department  
(603) 862-2828  
-----

On Mon, 30 Jul 2012, Parker, Christopher G. wrote:

> Mr. Briggs  
>  
> Thanks for the well thought out and interesting email. I think you are  
> correct in stating that the tax cap and impact it has on Dover is a  
> larger issue, and the steering committee thought that while it was  
> appropriate for the visioning document to discuss affordability, we  
> stayed away from the cap itself. I also think you are correct that the  
> overall desire to have successful schools is important to the  
> community, and it is represented in the visioning elements as a vital component.  
>  
> Thank you for also bringing the idea of a limit on residential growth  
> to the table. Due to our strong desire to protect property rights in  
> this state, a growth moratorium or building permit rationing is very  
> tough to put in place. It has to be based upon a deficiency in capital  
> infrastructure, such as an under capacity sewage plant or roadways or  
> something of that nature. The big AND that is associated with that, is  
> that the community has to identify how it is going to address that  
> deficiency and deal with it. So, if we say there is an under capacity  
> sewage plant (which we don't have), we'd have to ID the cost of  
> upgrades and then make them in a timely manner.  
>  
> That said, we currently are working to quantify the residential vs  
> non-residential growth that has occurred in Dover over the past ten  
> years. I know last year it was staggering how much more  
> non-residential space was approved, over 100K square feet of  
> non-residential vs approximately 20 residential lots. Much of Dover's  
> land is zoned residential compared to non-residential and we have  
> looked to adjust that over the last decade to enhance the diversity of  
> the tax base. I agree with you that we need to be moving towards  
> increasing our non-residentially zoned land, and that is one reason we  
> have allowed more mixed use in areas of Dover to try and help that  
> transition. I'd be happy to discuss this in more detail with you and  
> can show you the background data if you're interested.  
>  
> Thanks for the plug for Maglaras Park. I oversee the Capital  
> Improvement's Program and have worked to make sure that some portions,  
> if not all of the work laid out in the Maglaras Park plan are  
> incorporated into the CIP. The vision is to create easy linkages  
> between the three parks, HLP, MP and the waterfront. It has so much

> potential and will be a great resource to residents.  
>  
> Again, I appreciate the email and the time you took to send it in.  
> Kirt and I will bring it forward to the committee and if you want to  
> discuss anything further, please don't hesitate to contact me.  
>  
> BTW, I graduated from DHS in 93, so I am presuming we might have  
> overlapped a bit.  
>  
> Chris  
>  
> Christopher G. Parker, AICP  
> Director of Planning and Community Development City of Dover, NH  
> 288 Central Avenue  
> Dover, NH 03820-4109  
> e: c-parker@dover.nh.gov  
> o: 603.516.6008 f: 603.516.6049  
>  
> Dover: First in New Hampshire. First with you!  
> www.dover-nh.gov  
> http://dovernhplanning.tumblr.com/  
> Facebook:  
> www.facebook.com/pages/Dover-NH/City-of-Dover-NH-Planning/446789895351  
> Twitter: @DoverNHPlanning

>  
> -----Original Message-----  
> From: Michael S Briggs [mailto:msbriggs@alberti.unh.edu]  
> Sent: Monday, July 30, 2012 1: 52 PM  
> To: Parker, Christopher G.  
> CC: Carrier, Robert; Schuman, Kimberly  
> Subject: Dover 2023

>  
> Chris, Kirt, and Robert,  
> Since I very recently had a Community Commentary published in  
> Foster's (today actually), I am emailing my thoughts on the Dover 2023  
> project instead of submitting them to Foster's, since they might not  
> print another one by me for a while (I may send something in just to  
> see though).  
> Overall, I like the vision laid out in the Dover 2023 document  
> online. I had a couple of (hopefully quick) comments though.  
>  
> I graduated from Dover High school ~20 years ago, and have been  
> to  
> 48 of the 50 states in my life, and ultimately went on to get a PhD in  
> Physics. A primary reason I chose to settle in Dover was that it seems  
> like a great place to raise a family, and I felt like the school  
> system was a very strong one when I was a student (my family moved to  
> Dover when I started high school).  
> However, the direction that Dover has been heading in the past  
> few years has me concerned, and has me and my wife discussing whether  
> or not we want to stay in Dover and raise our kids here. Our primary  
> concern is that the school system seems like it can only go downhill.  
> Unfortunately, most of the other families that I know with young  
> children in Dover are similarly considering moving, primarily because  
> of concern for the future of the school system.

3

>  
> The drop in students being sent to Dover schools from  
> neighboring towns is just the start of what is likely going to be a  
> big problem for Dover. As the school system begins to be seen as a  
> weakness, property values will plummet (see Rochester), tax revenue  
> will fall, leading to more and more problems.

>  
> Dover's budget was out of control under the former city  
> manager, who gave absurd contracts to department heads - and that  
> unfortunately (but understandably) lead the residents to support a tax  
> cap to constrain city spending. The problem is that uncontrollable  
> external costs (fuel, health care, special education enrollments and  
> expenses) will increase for the school system faster than the tax cap  
> allows the school's total budget to increase - which will ultimately  
> mean that vital services are gradually whittled away.

> This is really a bigger issue than the 2023 project can  
> undertake  
> - but my main point is that improving the schools (or at the very  
> least stopping the continual decline that has begun) is vitally  
> important for Dover, and many residents are very concerned about the  
> direction they are currently going.

>  
> Related to that, Dover needs to do a better job of balancing  
> its tax base. The rate of residential development seems to have  
> significantly outpaced commercial and industrial development, creating  
> a problem for the city. Residential development adds more to the cost  
> of services required, particularly by increasing enrollment at the  
> schools - and balance of tax revenue from businesses is needed to  
> allow the schools to grow to meet the growing population without overburdening residents.  
> I'd like to see Dover consider putting in place some form of  
> annual limit on residential growth, perhaps based on the amount of  
> industrial and commercial growth in the previous year.

>  
> Lastly, it would be great to see Dover follow through on the  
> plans for Maglaras Park, expanding and improving it, and connecting it  
> to Henry Law Park and the Waterfront Development.

>  
> I also want to say that I appreciate the work you have all put  
> into this. Dover has an extremely vocal minority who strongly opposes  
> virtually anything the city does, and who appears to think the word  
> "community" is synonymous with "socialism".

> Thank you,  
> Mike Briggs

> --

> -----  
> Michael S. Briggs, PhD  
> UNH Physics Department  
> (603) 862-2828  
> -----

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The following editorial appeared in the July 26 Foster's Daily Democrat:

Untitled <http://feditext.aff.publicis.com/apps/pbcs.dll/article?AID=/201207>

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Article published Jul 26, 2012

### Visioning critics are challenged

What is your vision of the Garrison City come the year 2023, the community's 400th anniversary?

At first blush, this seems like a pretty innocuous question. Such is not the case, however, as Dover planning officials have found while trying to finalize a draft portion of the city's master plan update. The results come from a "Building Our Tomorrow" initiative known as Dover 2023.

Actually, it's not so much the question that has critics fired up as it is what planning officials have culled from community meetings that seems to be the burr under the saddle.

Take, for example, the comments of resident Mary Hebbard as reported in Foster's Daily Democrat on Wednesday. Hebbard, who has spoken out against the Dover 2023 process repeatedly, said "Dover 2023 is not unique to Dover because it didn't involve ordinary citizens ... It was not reflective of the public body of this community."

Hebbard and others argue planners cherry picked comments offered at visioning sessions. They also contend that where planners did properly represent input, this was because special interests showed up to dominate these meetings.

The editorial board here at Foster's Daily Democrat is not about to pretend to have been a fly on the wall at every visioning meeting. So it is not possible to offer first-hand testimony under oath.

We can, however, offer comment.

When our editorial board met with visioning officials earlier this year, concern was expressed that there was no new citywide survey to reach out to those whose eyes glaze over at words like visioning. Our concern was based on a belief that the average citizen generally doesn't voluntarily engage in these types of planning sessions. Not to criticize, but some who read our words here are most likely asking, what they heck is "visioning" anyway.

For the record, visioning is considered a first step in a goal-setting or planning process. Visioning provides a sense of direction for the long term — the means to the future, to borrow a phrase.

In Dover's case, visioning is being used to update the city's master plan, a plan required under state law. That master plan, in turn, serves as the basis for community development

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and zoning.

Despite our entreaties, however, we were told by planners there wasn't the money to do a new citywide survey and that one done awhile back would do — one that had not yet grown moss on its backside.

Fast forward to recent hearings, like the one at which Hebbard spoke, and Foster's finds our words of caution coming home to roost.

This is not to argue planners were going to make everyone happy with the final product. Hebbard and others appear to speak for a faction of Dover residents that rarely — if every — seems satisfied with the actions of city officials.

This is not say they don't have valid concerns. Asking residents what they would like to see in Dover come 2023 is a bit like asking a child what he or she wants for Christmas, as if money to buy this or that grows on trees.

That said, the editorial board here at Foster's Daily Democrat would like to make Hebbard and other critics an offer — a challenge, if you will.

Tell our readers — your neighbors and city officials — of your differing vision for Dover in 2023 Anno Domini. Foster's is prepared to run a series of such community commentaries (750 words or less). Send them to [letters@fosters.com](mailto:letters@fosters.com) under the subject line "Visioning."

The current visioning draft is available at [www.dover.nh.gov](http://www.dover.nh.gov) under the "View Current City Reports" tab.

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The following letter to the editor appeared in the July 28 Foster's Daily Democrat:

### **A visioning offer**

To the editor: On Thursday, Foster's ran an editorial regarding the recent Dover 2023 project. Foster's ended the editorial with a challenge for those who believe that the vision is incomplete. Foster's challenged them to submit thoughts on what is missing from the draft visioning chapter. On behalf of the visioning project, we'd like to thank Foster's for this challenge and endorse it.

The Dover 2023 project and Dover's Master Plan in general, is an important part of the community planning process for our community. From the very start we have wanted as much input as possible. We value every community member's thoughts and priorities for their vision of the future of Dover. We'd love to see what people submit to Fosters and then look to incorporate it into the visioning chapter.

Echoing Foster's challenge, we'll take whatever is submitted by Aug. 14, distribute it to the Master Plan Steering Committee and have a subsequent meeting to look at ways these new vision elements can be incorporated into the work the community has already completed. This new draft will be presented to the Planning Board for it to review and consider.

So, bring on the vision elements. What did we miss over the course of eight community sessions? As we said from the start, think big and think far and wide. No vision is too grandiose, nor too small. If you think your idea will lead to a better future, we encourage you to submit it. Want more preservation of land? Want less? Should Dover continue the path laid out in the 2007 Land Use Master Plan, or reverse course? Be specific and help us build a better tomorrow.

The current draft version of the Vision Chapter is available at:

<http://www.dover.nh.gov/reports/Dover%20Vision%20Report%206-29-12%20Full%20Report.pdf>

Kirt Schuman  
Planning Board Representative and Chair of Master Plan Steering Committee

Christopher Parker  
City of Dover, Director of Planning and Community Development

The following editorial appeared in the August 4 Foster's Daily Democrat:

Untitled

<http://www.fosters.com/apps/pbcs.dll/article?AID=20120805/GJ00>

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Article published Aug 5, 2012

## Standing still is not an option for the Garrison City

*"Why undertake a visioning process? Every 5-10 years the city needs to take stock of where it is, where it has been, and where it wants to go."*

Ever watch paint dry? Or grass grow? Not very exciting prospects. But once finished that new coat of paint can brighten a room. And that green lawn can certainly strike pride in a homeowner who has labored diligently. And both create added value.

Such is the case with something called "visioning."

Visioning, as defined above, is the process of drawing together the collective wants and desires of Dover residents with an eye toward the future. The process has been under way for many months as city fathers and mothers update the city of Dover's master plan. In the process of abiding by state laws which require the update, planners have fittingly pegged the project to the city's 400th anniversary — titled Dover 2023: Building Our Tomorrow.

While the editorial board here at Foster's can greatly appreciate the need for Dover to fulfill its legal obligations, the more important point of the exercise is to plan for the city's future development. Unfortunately, there are some in the city who appear to be sabotaging that effort.

For those whose roots in the Garrison City go back the longest, there have been some hard lessons learned — lessons being ignored by critics.

As the 1960s approached, the mills that once formed the foundation for the city's prosperity were becoming vacant, little was done with an eye toward replacing lost jobs. The result became a weakened city center that no longer bustled with shoppers.

Then came the Miracle Mile on Dover's North End which drew shoppers away, followed by the Newington Mall ... and downtown Dover nearly died. Meanwhile the city depended on one industrial park and one major employer — Davidson Rubber — to replace the jobs lost as the mills closed.

Then there was urban renewal that left portions of downtown Dover looking like craters on the moon. Luckily, this devastation woke city leaders to the notion that it was sink-or-swim time for the once proud Garrison City.

This brief journey through a small portion of Dover's sorry past is not to criticize anyone

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who championed the city back then. Other Seacoast communities needed similar wake-up calls. Most notable was Portsmouth, where the reaction to the false promise of urban renewal led to a historical Renaissance in the form of Strawberry Banke and vibrant downtown. Many credit this turn with making the city the vacation and shopping destination that it is today — a grand hub of activity.

In Newmarket, civic leaders were awoken to their town's plight as the last large tenants of the downtown mills left town as the 20th century came to a close. Today, the town overlooked by Zion Hill is experiencing a rebirth.

This is not to suggest that such revivals have gone off without a hitch. It is to argue that cities and towns which put their stock in the status quo are only fooling themselves.

Such could be the case in Dover, as critics assail the visioning process as unrepresentative. But unrepresentative of what?

In an earlier editorial, we challenged those dissatisfied with the process to speak up through the pages of this newspaper. City planners have even offered to include such opinions in their report. Suffice it to say, as of this writing our cup does not runneth over.

We can only speculate on why, but a recent conversation with one of the discontented talked of protecting his own oyster. To paraphrase: It's my retirement that concerns me.

By contrast, visioning and planning for the future is a group activity aimed at all facets of the city. It requires those involved to look beyond themselves for the greater good of the city in years to come.

Past generations of Dover residents have paid a dear price for their failure to plan ahead. Thankfully, over the past two decades or so city leaders have made great strides in making up for past sins.

As a result, Dover has been listed in Money magazine's Top 100 Places to Live and has been chosen as insurance giant Liberty Mutual's second home, among other honors. None of this has happened by accident. It has taken planning and commitment.

For those who have not yet offer constructive criticism of the visioning process, Foster's has until Aug. 14 to publish your comments so they can be distributed to the Master Plan Steering Committee. They can be sent to [letters@fosters.com](mailto:letters@fosters.com)

On the web:

<http://www.ci.dover.nh.us/reports/Dover%20Vision%20Report%206-7-12.pdf>

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The following letter to the editor appeared in the August 14 Foster's Daily Democrat:

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Article published Aug 14, 2012

### Dover's master plan: some suggestions

It's clear Dover's Planning Board, and those involved in the Dover 2023 process, were very thoughtful. We're thankful for their great concern for detail. However, it should not be accepted as is.

It is not what is missing from Dover's Master Plan, but a few things that are included, that should cause much concern. The problem is not the process, nor the people, but some things that foul the product.

Particularly disturbing is the Vision Statement's (Section 5) "Enhanced environmental quality and sustainability are actively pursued and inherent in all the City's activities". What about replacing "sustainability" with "Private Property Rights, with increasing revenue-generating lands ..."?

"Sustainability," (para 4.1, 7 and elsewhere) should be stricken from the document, and Dover's website. Dover's website defines sustainability as "Balancing the values of environmental stewardship, social responsibility and economic vitality to meet our present needs while ensuring the ability of future generations to meet their needs." Dover was a member of ICLEI (International Council for Local Environmental Initiatives), whose sole purpose seems to be implementing the U.N.'s Agenda 21 (Socialism through local Planning). Socialism doesn't believe in Private Property is sustainable (U.N.-Rio Conf, 1992). Socialism believes you should be living next to the train tracks in high-rise public housing. Is that what social responsibility means?

Sustainability, therefore as defined, is the opposite of Property Rights and Human Rights, which reduces Dover's power to tax.

How do "Schools adapt and respond to social, economic & educational science change." (para 3.5)? This should be simplified so the average person can understand it. Would schools still teach the basics? It sounds like a lot of curriculum changes, resulting in less teaching.

"Affordable tax burden" (para 4) Really? How about replacing with "a tax cap"? Our Tax Cap is a definite, but those other words could mean anything to anyone.

"City officials who utilize public-private partnerships wherever practical" (para 4) is potentially dangerous, easily leading to bad decisions and preferential treatment, in many cases, for those private partners, and lesser treatment for existing businesses and property owners.

In para 4.4, strike the word "an" (a minor typo).

In para 4.5, does "City and school buildings that generate a significant amount of their own

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energy" mean passive solar (e.g., windows placed to capture sunlight)? Active solar (e.g. panels)? Since energy efficiency is covered in para. 4.1, this paragraph is superfluous.

Para 6.3 "Traffic calming in downtown and neighborhoods." sounds like too much planning, for expensive infrastructure improvements. Traffic is pretty calm when heavy. When traffic is light, people need to slow down. I suggest "Traffic Calming" be defined as "a 20 mph Speed Zone downtown, with strong enforcement", which will keep people honest, or generate lots of speeding tickets, at little cost to the taxpayers. "Traffic calming" using asphalt and concrete will cost a ton of money.

Paragraph 7 defines sustainability a different way. Why? Also, I don't think gardening should be part of the school curriculum, nor "creation of gardens in schools" (para 7.8). See how "sustainability" can creep into curriculum?

"Renewable energy sources are developed ... wherever practical ..." (para 7.9) should be left to private industry, not government. Change sentence to "Renewable energy sources are used wherever cost-effective."

On a minor note, dashes need to be used more, e.g. "locally-owned" (paragraph 2), "state-of-the-art" (para 1.7), and "well-maintained" (2.5).

David Martin  
Write-In Candidate  
State Representative  
Ward 4  
Dover

*(Editor's note: In response to criticisms made earlier at public hearings, Foster's Daily Democrat offered to publish constructive criticisms of the draft master plan/visioning report. Subsequently, Dover city officials offered to include any such commentaries in their report. The preceding commentary is the only one received by the Aug. 14 deadline.)*

[http://www.fosters.com/apps/pbcs.dll/article?AID=/20120814/GJOPINION\\_0102/708149...](http://www.fosters.com/apps/pbcs.dll/article?AID=/20120814/GJOPINION_0102/708149...) 8/23/2012

## Appendix F: Definitions

### *Affordable Housing*

Affordable housing means a housing cost that does not exceed 30% of a household's gross income.

### *Form Based Code*

The Form Based Code (FBC) is a method of regulating land use which places more emphasis on community character and the impact development has on the public realm than traditional zoning does. A guiding principal behind the development of a FBC is to place a higher value on the form of the building than the function or use of the property.

### *Infill development*

Infill development is the development of vacant, partially developed or underutilized parcels which are surrounded by or in close proximity to areas that are substantially or fully developed.

### *Livability*

Livability is the sum of the factors that add up to a community's quality of life—including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities.

### *Mixed use development*

Mixed use development is the development of a tract of land or building or structure with two or more different uses such as but not limited to residential, office, retail, public, or entertainment, in a compact urban form which may be integrated in one or more buildings.

### *Public-private partnership*

A public-private partnership is a contractual agreement between a public agency and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

### *Renewable energy*

Renewable energy means any energy resource that is naturally regenerated over a short time scale and derived directly from the sun (such as thermal, photochemical, and photoelectric), indirectly from the sun (such as wind, hydropower, and photosynthetic energy stored in wood), or from other natural movements and mechanisms of the environment (such as geothermal and tidal energy). Renewable energy does not include energy resources derived from fossil fuels, waste products from fossil sources, or waste products from inorganic sources.

### *Smart growth*

Smart growth is development that enhances existing communities, that is compatible with the natural environment, and that uses tax dollars efficiently while attracting private investment.

### *Social connectedness*

Social connectedness refers to an individual's engagement in an interactive web of key relationships within communities that have particular physical and social structures that are affected by broad economic and political forces.

### *Sustainability*

Balancing the values of environmental stewardship, social responsibility and economic vitality to meet our present needs while ensuring the ability of future generations to meet their needs.

### *Sustainable Development*

Sustainable development is that which maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.

### *Traffic Calming*

Traffic calming is the use of techniques intended to reduce the negative impacts of motor vehicles on neighborhoods by reducing vehicle speeds and by providing safe spaces for pedestrians and cyclists. It includes integration of four areas: Engineering, Enforcement, Education, and Enhancement.

### *Walkability*

Walkability means the extent to which the built environment is friendly to the presence of people walking, living, shopping, visiting, enjoying or spending time in an area.

### *Wayfinding*

Wayfinding means using landmarks, signage, pathways and environmental cues to help first-time and infrequent visitors navigate and experience a site without confusion.