

CITY OF
PORTSMOUTH
NEW HAMPSHIRE

MASTER PLAN



March 2005

Planning Board Adopted: March 24, 2005

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MASTER PLAN

March 2005

CITY OF PORTSMOUTH, N.H.

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ACKNOWLEDGEMENTS

The Citizens and Many Friends of Portsmouth

The Legion of Volunteers Comprising “Portsmouth Listens”

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CITY OF PORTSMOUTH, NEW HAMPSHIRE

PLANNING BOARD

ADOPTION RESOLUTION

PORTSMOUTH MASTER PLAN

- WHEREAS:** the Planning Board in cooperation with *Portsmouth Listens* sought public involvement in the Master Plan Planning Process by conducting a two phased study circle process that extended from January to February of 2003 and April to May of 2003.
- WHEREAS:** the Planning Board on June 19, 2003 adopted a Report titled: *Portsmouth Master Plan, City of Portsmouth, New Hampshire Existing Conditions and Trends*. Draft Report April of 2003.
- WHEREAS:** the Planning Board sought comment from the public on the Master Plan Planning Process by conducting a series of neighborhood meetings in June of 2003.
- WHEREAS:** the Planning Board sought the involvement of municipal boards and agencies in the Master Plan Planning Process by conducting a series of meetings during the summer and fall of 2003.
- WHEREAS:** the Planning Board in cooperation with *Portsmouth Listens* sought additional public involvement in the Master Plan Planning Process by conducting a third phase of the study circle process during the period from May to June of 2004.
- WHEREAS:** the Planning Board developed goals and policies for the Master Plan based on information provided by this public process in May of 2004.

WHEREAS: the Planning Board identified strategies and actions to implement the Master Plan during the period from January to February of 2005.

WHEREAS: the Planning Board on March 24, 2005 held a Public Hearing for purposes of receiving public comment on the *Portsmouth Master Plan City of Portsmouth, New Hampshire, Final Plan*. Plan dated February of 2005.

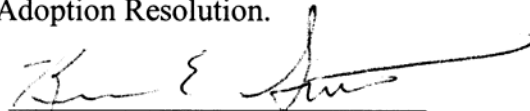
NOW THEREFORE BE IT RESOLVED ON THIS THE 24TH DAY OF MARCH 2005:

THAT the Planning Board adopts the following reports, plans, maps and accompanying documents so included therein:

1. Portsmouth Master Plan, *City of Portsmouth, New Hampshire, Existing Conditions and Trends*. July of 2003.
2. Portsmouth Master Plan, *City of Portsmouth, New Hampshire, Final Plan*. February of 2005.

THAT the Planning Board directs their publication for the use of and by the public following the correction of typographical errors and the addition of an Acknowledgement page and this Adoption Resolution.

FOR THE PLANNING BOARD:



Kenneth Smith, Chair

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NOTE: The Master Plan also includes supporting data and analysis contained in a separate document: *Existing Conditions and Trends*, City of Portsmouth, July 2003.

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INTRODUCTION

This document presents the core of Portsmouth's 2005 Master Plan, a set of goals, objectives and strategies that together describe a direction for the City over the next ten years. The Master Plan has been developed through extensive participation by the City's residents and public officials.

The Master Plan also includes supporting data and analysis contained in the *Existing Conditions and Trends* Report (available at the Planning Department, Portsmouth City Hall). This Report compiles current available data on the topics covered in the Master Plan; presents growth projections; and identifies key issues that the City should address in the coming years.

Additional documents that grew out of the public participation process (on file at the Planning Department, Portsmouth City Hall) include:

- The *Portsmouth Listens Phase I Report* presents the detailed findings of the 26 Study Circles that met during February and March 2003 to deliberate on the question, "How do we make Portsmouth the best place to live and work for everyone?" and includes a Summary Report providing an overview of the information coming out of the individual meetings.
- The *Portsmouth Listens Phase II Report* documents the results of the second round of Study Circles that convened in May and June 2003 to discuss several thematic areas that emerged during Phase I: Downtown; Building Community; History, Arts and Culture; Transportation; Natural Resources and Open Space; Housing; and Making the Rest of Portsmouth as Special as Downtown.
- The City's Cultural Plan, *Cultural Life and the Arts*, was adopted by the Planning Board in 2002 as an element of the City's Master Plan. Its key recommendations are incorporated in the "Cultural and Historic Resources and the Arts" element of this Master Plan; but the original report should be referenced for background information.

The Master Plan document consists of three parts. The first part, "A Vision for Portsmouth," presents a concise statement summarizing residents' aspirations for the City's future, arising out of the *Portsmouth Listens* project. The next section, "Priorities for Action," presents several major themes that arose from the public participation process and cross over the Master Plan's individual topic areas.

The third section presents goals, objectives, and strategies organized under ten headings: Land Use; Housing; Economic Development; Transportation; Community Facilities and Services; Natural Resources and Open Space; Natural Hazards and Emergency Management; Recreation; Cultural and Historic Resources; and Social Services. These goals, objectives, and strategies are the core of the Master Plan.

The last chapter of this document is the Implementation Program. This section organizes the Master Plan strategies by priority, assigns responsibilities for action, and sets timetables.

Finally, as indicated above, the *Existing Conditions and Trends* report is a separate companion document to the Master Plan, along with several other reports. The *Existing Conditions and Trends* report contains supporting data and analysis on topics covered in the Master Plan, presents growth projections, and identifies key future issues.

A VISION FOR PORTSMOUTH



In its very first discussions regarding preparation of a new City Master Plan, the Portsmouth Planning Board deliberated as to how best to involve the public in the planning process. Board members were aware that the community is keenly interested in being involved in shaping the future of the City, and is uniquely qualified to assist them in this challenging task. Having recently witnessed the successful use of the *Study Circles* approach to problem solving in addressing a variety of other City issues, the Board embraced this inclusive method at the outset of its effort.

During the spring and summer of 2003, *Portsmouth Listens* was convened as a joint effort by resident volunteers and City officials and staff to provide public input and guidance in the development of an updated Master Plan. Based on the Study Circle model, this was a two-part process that identified and prioritized key issues and then presented recommendations. In response to the question “How can we make Portsmouth the best place to live and work for everyone?” the Portsmouth Listens project offered the following vision for the City:

Portsmouth should be a livable, walkable city that preserves its history, lives in balance with its natural resources, protects its waterfront and views, provides a good climate for entrepreneurial opportunity, acts on its belief in socio-economic diversity through affordable housing and connects neighborhoods through multiple and innovative modes of transportation. Portsmouth should consciously support its local arts and culture and take steps to build community through citywide events, enhanced and beautified common living and recreating spaces and neighborhood connectedness. In these ways, Portsmouth will remain the most historic and most passionate city in New Hampshire.

In addition to the Study Circles, the Planning Board held 13 meetings with City boards, regional entities, neighborhoods, and private interest groups. Sentiments in these

What is a Study Circle?

A Study Circle is a group of 8 to 12 people from different backgrounds and viewpoints who meet several times to talk about an issue. In a study circle, everyone has an equal voice, and people try to understand each others' views. They do not have to agree with each other. The idea is to share concerns and look for ways to make things better. A facilitator helps the group focus on different views and makes sure the discussion goes well.

— Study Circles Resource Center

meetings generally echoed much of what is described above, with suggestions for specific actions that reflected the varieties of experience brought to bear on the City's physical, cultural, and social evolution. Also, students in the Middle School and High School provided input into the Master Plan through a new organization called "Teen City Group 20/20," and this group is interested in continuing to serve as a voice for youth on planning issues.

This vision statement sets an ambitious agenda for the community. It will guide all recommendations contained herein, but should also be used consistently to evaluate on-going municipal practices, emerging private developments, and the development of future policies that may arise from issues beyond the extent of this plan.

Clearly, this vision takes a long view into the future, and in so doing, it acknowledges the breadth of effort required for its ultimate achievement. Most importantly, the Master Plan can help bring the vision to fruition by applying it to specific goals, objectives, and actions.

PRIORITIES FOR ACTION



The public process has made clear that a select group of themes dominated people's interest when considering Portsmouth's future. These themes relate to the vitality of the downtown area, improvement of the quality of the City's major corridors, preserving the diversity of Portsmouth's people and economy, and sustaining the health of the natural environment within which we live, work, and play. There is wide understanding among City residents, business owners, and local leaders that action to address these issues is urgently needed in order to preserve the vibrant community that distinguishes Portsmouth.

Downtown Vitality

Portsmouth's downtown is widely recognized as the heart of the community, and its continued success is essential to the City's future livelihood. For this reason, participants in the master planning process highlighted downtown preservation and enhancement as one of the most important issues facing Portsmouth.

As with all vibrant downtowns, the built environment of Portsmouth's central business district contains a variety of attractive places for people to congregate and mingle, and provides opportunities for a range of activities. Arrangement of these places and activities in a dense, walkable pattern is the key to Portsmouth's downtown, and this blueprint should guide future land use planning principles.

Through considerable public discussion, a vision for the downtown's continued evolution emerged, including a few new core elements:

- Extension of mixed uses, pedestrian-friendly streets, and human-scaled architecture into the Northern Tier;
- Renewed support for a working waterfront and improved visual and physical connections to the water's edge;
- Additional housing on upper stories of buildings; and
- Improved transportation connections to areas beyond the downtown such as Islington Street, Market Street Extension, Pease, and Memorial Bridge.

Inherent to this vision are numerous enhancements to the downtown's existing urban fabric:

- Requiring ground floor uses to promote economic vitality (no residential use),
- Introducing landscape elements and pocket parks where appropriate;
- Fostering locally-owned and unique businesses; and
- Maintaining an adequate supply of convenient parking.

As one member of the public noted, because the City is already densely developed, the plan will need to offer “small, creative solutions.” With regard to downtown, this could not be truer – suggestions as detailed as “provide weatherproof graphic displays on the Riverwalk” were part of the Study Circle reports. Since downtown is exemplary of the City as a whole, goals and objectives related to downtown can be found throughout the Master Plan. The land use, economic development, housing, transportation, and historic resources sections will contain the majority of the recommendations for downtown.

Corridor Areas

If downtown is the heart of Portsmouth, the ways to, from, and around the City center are the arteries that ensure the community's overall health and livelihood by enabling the flow of people and goods throughout.

Master planning discussions repeatedly recognized that attractive, efficient, multipurpose routes are not only items for the City's future transportation agenda, but are equally important considerations when addressing Portsmouth's overall character. The built environment of these corridors has a significant effect on how residents, workers, and visitors perceive and move about the City. Key corridors such as Market Street Extension, Islington Street, Woodbury Avenue, Lafayette Road, the Route 1 Bypass, Greenland Road, and Maplewood Avenue are critical components of the landscape, and their design and function as places must be intimately tied to their design and function as transportation links.

*Roads no longer merely lead to places;
they are places.*

J.B. Jackson

The Study Circle that was charged with the task of *Making the Rest of Portsmouth as Special as Downtown* recognized that the character of Portsmouth's corridors stood in sharp contrast to the pedestrian-oriented, visually unified and beautiful downtown. While it might be argued that downtown's attractiveness is simply a pleasant result of its history, it is also important to recognize that municipal infrastructure planning and land use regulation have played roles in accommodating strip malls, and big box retail, while preventing or discouraging more traditional forms. In this regard, Portsmouth is like most communities across the country: the demands of the automobile and people's desire for convenient, unrestricted access to businesses and services have resulted in sprawling commercial areas that have eroded the distinctive character of our communities.

Clearly, the public's aspirations for its corridors contradicts what exists now, and dramatic changes would be needed to realize this broad vision; but small, incremental changes can contribute to positive change in the near term to build support for the long-term changes needed. Examples of these short-term

changes include landscaping along the streetscape within public and private spaces, signage to announce gateways to the City, and improved maintenance activities.

Prior to the start of the master planning process, the City was well on its way to exploring some related changes. Streetscape improvements are planned for the Islington Street Corridor, and the City has engaged a consultant to prepare a strategy for improved, unified signage throughout the City. In addition, planning has begun to examine opportunities to enhance Market Street as Portsmouth's premier gateway. Finally, a recent joint meeting of the Portsmouth and Newington Planning Boards revealed a mutual desire to collaborate in planning for shared transportation corridors such as Woodbury Avenue and Gosling Road. These efforts should continue, and be high priority.

The *Streetscape Improvement Plan* for the Islington corridor is a good example of the type of thinking that needs to be done for each of the City's primary arterials. Through a public process that considered a number of concepts and alternatives, the final plan illustrates a number of improvements that will forge a strong link between this major thoroughfare and downtown. In addition, it suggests regulatory strategies that would provide incentives to encourage development, signage and other improvements, that complement those typically found downtown. Since the City's corridors vary tremendously by function and location, each needs to be considered in this manner – with a vision developed for each, and a menu of both physical improvements and regulatory strategies assembled.

Supporting a Diverse Community

Portsmouth's most valuable resource, its people—the City's residents, business people, artists, property owners, and officials—are the core of a community that elicits extraordinary passion and commitment. Finding ways that the City can remain accessible to people from all backgrounds and incomes, and fostering new opportunities to connect, convene, and communicate are two overarching goals that help strengthen and build community.

Housing affordability tops the list of key issues that affect the City's ability to remain diverse. The prevalent observation is that artists and middle class households have an increasingly difficult time finding suitable housing, and are being forced to move out. Though solutions are neither obvious nor simple, master plan participants astutely identified this issue as a priority lest the City risk losing its essential character.

Intricately tied to the cost of housing, promoting a healthy tax base and providing opportunities for high quality economic development are critical to sustaining a diverse community. Portsmouth must continue its vigilance in identifying new sources of revenue to counter the rising costs of community services. In addition to supporting the tax base, Portsmouth's businesses provide jobs, offer goods and services, are gathering places and sources of recreation and entertainment, and generate much of the energy associated with

In the most general sense, community refers to the arena of collective experience and endeavor as this is shaped by communication and communion ...

The Encyclopedia of Urban Planning

It's simple: For many of us, 'community' is why we live here.

Portsmouth Listens

the City's vibrancy. Supporting businesses in Portsmouth supports the community as a whole.

Finally, there is an expressed desire for new and better methods to access all that Portsmouth has to offer. Whether through improved neighborhood sidewalks and increased handicapped access, a new and improved library, Internet sites that keep track of community events, or new places where people can gather, master plan participants issued a clear mandate to build community through information sharing and increased communication.

Resource Protection & Sustainability

Participants in the master planning process have issued a clarion call for Portsmouth's future development to be *sustainable* and *balanced*. Citizens made clear their preference for investing in long term solutions that will provide sound stewardship of the community over short-term fixes and temporary remedies. The term *sustainable development*, popularized following the 1992 United Nations Earth Summit, is broadly defined as: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable development is that which supports long-term economic vitality, ecologic integrity, and social equity. All three systems—the economy, the natural environment, and society—must be carefully nurtured to achieve a healthy, just, and efficient state.

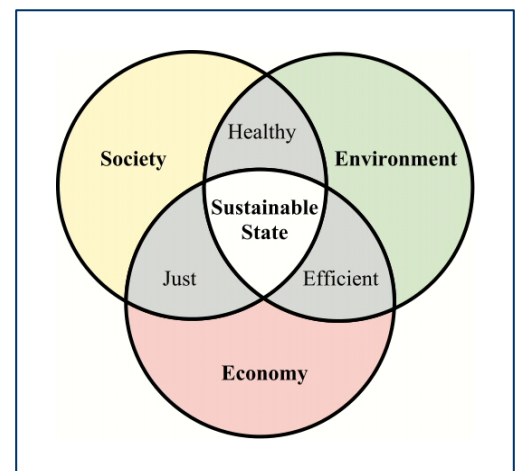
Men and nature must work hand in hand. The throwing out of balance of the resources of nature throws out of balance also the lives of men.

Franklin Delano Roosevelt

While the term "sustainability" is most often found at the forefront of discussions concerning natural resources, the theme of sustainability underlies all visions for Portsmouth's future. As the Natural Resource Study Circle noted, it is a framework that will "give us an opportunity to have a common language to talk across all disciplines, from business to education to civic society."

The Master Plan contains numerous applications of this theme:

- Promotion of the arts is vital to sustaining Portsmouth's distinct local economy.
- Avenues to better connect Pease to downtown should be made so that these vital areas can be mutually sustaining.
- Water and sewer policies and infrastructure should make use of best practices in environmental protection and provide incentives for conservation.
- Transportation policy should begin to shift its orientation from planning for single occupancy vehicles to focusing on more sustainable modes of transit.



- Historic resources should be preserved; one of the best ways of accomplishing this is to raise awareness of their value and meaning, and to integrate them more fully into everyday life.
- Recycling and rehabilitation of aging commercial plazas should be encouraged to increase pedestrian-friendliness and reduce land consumption outside existing centers.
- Protection of important open spaces will serve to conserve wildlife habitat, improve water quality, preserve natural beauty, and provide recreational opportunities.

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GOALS, OBJECTIVES, AND STRATEGIES

The following pages present the goals, objectives, and strategies of the Master Plan organized in ten topical *elements*. The Master Plan's *goals* are overarching statements describing the general direction that the City wishes to pursue. The *objectives* define the City's positions on individual issues and can be used to guide public and private decision-making. Finally, the *strategies* are specific measures that the City will take to further the goals and objectives. For some of the strategies, more detailed action steps are described.

Although the Master Plan is organized in ten functional elements, it must be emphasized that the many strategies of the Plan are interrelated: for example, an individual strategy may be included in the Land Use chapter but also have implications for other elements such as housing, economic development, or natural resources. Consequently, cross-references to "Related Strategies" are included for many of the goals throughout the Master Plan. These cross-references point to strategies that support the particular goal statement but are most appropriately listed in other elements of the Plan.

The Master Plan has been developed with reference to other recent and ongoing City planning efforts. Two documents in particular have informed the preparation of the Master Plan. Many of the Plan's strategies are based on, or closely related to, the City's 2005-2010 Capital Improvement Plan. Such items are identified in the text with the following icon: "CIP". Similarly, a number of the Master Plan's goals, objectives, and strategies are based on the City's cultural plan, *Cultural Life and the Arts*, adopted by the Planning Board in 2002. Such items are identified in the text by the icon "CLA".

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LAND USE



According to New Hampshire state law, the land use chapter of any Master Plan is the one *upon which all the following sections shall be based*. Using the plan's overall vision as a guide, this element directs the size, shape, and location of future land uses, working within the context of existing land use.

Given that vacant developable land is scarce in Portsmouth, land use issues are concerned principally with preservation and redevelopment. There are many places in Portsmouth where recommendations focus primarily on maintaining existing conditions: examples include residential neighborhoods, the waterfront, and the downtown.

In contrast, public input revealed a strong desire for change in specific areas, particularly along transportation corridors, at the Northern Tier, and at Pease. One of the Phase II Study Circles considered *How to Make the Rest of Portsmouth as Special as the Downtown*. To a large extent, this theme sets the tone for future land use.

Goal LU-1

Maintain and enhance the downtown's historic role as a commercial, social, civic and cultural center.

Objectives

- *Dedicate street-level space in the downtown to retail and high-volume services uses, with residential and office uses in the upper stories.*
- *Promote downtown vitality by maintaining uses that ensure a balance of daytime and evening activity while preserving the quality of life for downtown residents.*
- *Redevelop the Northern Tier with mixed use, pedestrian-friendly development and integrate with the downtown.*
- *Achieve redevelopment of the McIntyre Federal Building site with uses that contribute to the tax base and the vitality of the downtown.*

- *Encourage downtown uses that provide activities for all ages.*
- *Use incentives and innovative zoning measures to encourage desired uses and achieve public benefits.*
- *Strengthen the downtown's visual and functional connections to the waterfront, recognizing that this relationship is fundamental to the downtown's history and character.*

Strategies

- LU-1.1 Amend the zoning ordinance to promote continuity of pedestrian-oriented uses in street level spaces in the CBD.*
- LU-1.2 Review the design standards in the Historic District Ordinance that address façade elements that promote vitality, such as building entries and display windows and revise as necessary to clarify.*
- LU-1.3 Consider zoning changes to allow/promote shared parking facilities for uses with complementary demands (e.g., residential and commercial).*
- LU-1.4 Consider zoning changes to encourage upper-story design that is compatible with existing building character.*
- LU-1.5 Integrate commercial uses into street frontage of off-street parking facilities in order to preserve continuity and vitality of the CBD.*
- LU-1.6 Review CBD zoning regulations to encourage placement of parking areas behind or beside buildings rather than between buildings and the street.*
- LU-1.7 Conduct a broad-based visioning process to guide redevelopment of the McIntyre Federal Building site and additional redevelopment opportunities.*
- LU-1.8 Restrict or prohibit drive-throughs in the CBD to improve pedestrian safety and maintain the quality of streetscapes.*
- LU-1.9 Provide zoning and other incentives in the downtown for developers to provide exhibit, rehearsal and performance spaces.*
- LU-1.10 Review and revise the sign regulations in the Central Business District to recognize the downtown's special character.*

Related Strategies:

- T-3.2 (public transit for evening events)*
- NR-4.4 (enforcement of noise ordinance)*

Goal LU-2

Redevelop commercial areas throughout the City in a manner comparable with the quality of site and building design that has occurred in the downtown core area.

Objectives

- *Encourage high-quality, mixed-use redevelopment along major corridors leading to the downtown.*
- *Implement design standards to promote high quality of development.*
- *Provide standards for consistent and attractive signage throughout the City*

Strategies

- LU-2.1 Implement the Streetscape Improvement Plan for the Islington Street corridor. (CIP)**
- LU-2.2 Strengthen site and building design standards and review processes and establish design standards for business areas outside designated historic districts.*
- Update the office/research district standards to address issues of massing and scale.
 - Identify appropriate review process for corridors and other business districts.
 - Develop site planning, building design, and sign standards to encourage commercial/retail franchise buildings to adopt higher-quality designs and respect for local context.
 - Review and strengthen regulations on drive-up and drive-through uses to address traffic management, queuing, safety, and pedestrian access.
- LU-2.3 Review zoning regulations in designated business districts and corridors and revise as appropriate to promote improvements in the streetscape, including encouraging the placement of parking areas behind or beside buildings rather than between buildings and the street.*
- LU-2.4 Review standards in the sign ordinance and revise to clarify and facilitate administration and enforcement. Consider design standards for specific areas.*

* The (CIP) symbol indicates that the strategy is included in the City's 2005-2010 Capital Improvement Plan.

Goal LU-3

Maximize the contribution of Pease International Tradeport to the community and local economy.

Objectives

- *Achieve higher value and more efficient land use at Pease.*
- *Strengthen the transportation connections between Pease and the rest of the City.*

Strategies

LU-3.1 Encourage the Pease Development Authority to consider regulatory changes to promote higher densities and a greater mix of non-residential uses in the Tradeport.

LU-3.2 Encourage shared parking and parking structures in the Tradeport to promote more efficient land use and transportation options.

Related Strategies:

T-3.6 (fixed route bus service)

T-7.3 (rail access to Pease)

Goal LU-4

Maintain the existing balance of places to work, live, recreate, and do business in the City through an appropriate mix of commercial and residential growth and redevelopment.

Objectives

- *Permit small scale commercial and service uses in appropriate locations in residential areas in order to promote neighborhood cohesiveness, reduce automobile usage, and encourage walking.*
- *Continue to encourage the development of live/work units in order to promote opportunities for entrepreneurs, including artists.*

Strategies

LU-4.1 Carry out a study to identify potential locations and appropriate uses, and accompanying development standards, for neighborhood commercial areas.

LU-4.2 Identify locations and conditions under which live/work units can be safely and appropriately allowed.

Related Strategies:

ED-5 (objective: affordable artists work spaces)

Goal LU-5

Transform the City's main transportation corridors by enhancing their appearance and encouraging a mix of uses to evolve in appropriate locations.

Objectives

- *Encourage nodal, mixed use (retail, commercial, residential) development and redevelopment at appropriate locations along major corridors to encourage transit usage and walking.*
- *Protect and beautify gateways into City.*

Strategies

LU-5.1 Carry out corridor studies for Woodbury Avenue, Lafayette Road, Route 1, and Route 1 Bypass.

- Corridor studies should address land use, urban design, vehicular, bicycle, transit and pedestrian circulation, and natural resources, and should consider opportunities for development and redevelopment that promote economic development and housing, and help build and strengthen community.
- Continue to seek public input from representatives of the business community, residents, and other major stakeholders.

LU-5.2 Designate locations along major corridors for redevelopment as mixed-use, transit-oriented development centers.

LU-5.3 Identify strategic locations for landscaping improvements along corridors to improve the aesthetics and increase pedestrian-friendliness of the corridors.

Related Strategies:

LU-2.1 (Islington Street Streetscape Improvement Plan)

T-2.5 (Islington Street corridor circulation and land use study)

Goal LU-6

Promote new development and redevelopment that supports the Master Plan vision.

Objectives

- *Encourage development that supports the revitalization of community centers and neighborhoods; and that reuses and rehabilitates existing infrastructure where appropriate rather than requiring new infrastructure.*
- *Encourage new development and redevelopment to incorporate public transportation and pedestrian access and mobility.*
- *Encourage new development and redevelopment to incorporate public access to amenities such as the waterfront and natural areas.*
- *Encourage placement of utilities underground.*
- *Promote new development and redevelopment that provide positive fiscal benefits to the City and minimize demands for new infrastructure and services.*

Strategies

- LU-6.1 Require new commercial development and redevelopment to provide direct and high quality pedestrian connections from street frontage to entrances.*
- LU-6.2 Revise subdivision regulations to require new commercial and residential development to contain a more interconnected street network to facilitate vehicular and non-vehicular movement to and through development.*
- LU-6.3 Revise site review regulations to allow for a fuller consideration of off-site and neighborhood impacts (e.g., traffic, stormwater, lighting).*
- LU-6.4 Continue to implement appropriate policies and mechanisms for private sector financing of capital improvements required to support new development and redevelopment.*
 - *Refine the impact fee ordinance.*
 - *Consider other options including tax increment financing and betterments.*
- LU-6.5 Consider fiscal impacts when reviewing proposals for zoning changes or zoning map updates.*
- LU-6.6 Promote continuity of waterfront access when reviewing proposals for new development or redevelopment along waterfronts.*
- LU-6.7 Work with developers to place utilities underground where appropriate.*

Related Strategies:

- H-2.1 (housing linkage)*
- FS-6.2 (stormwater management regulations)*
- FS-6.4 (stormwater enterprise fund)*
- ED-3 (goal: support working waterfront)*
- T-1.6 (update City's Street Standards)*

T-4.1 (sidewalk policies and standards)

T-4.6 (bicycle-friendly regulations)

NR-2 (goal: environmentally sound municipal policies and projects)

CH-1.3 (neighborhood overlay districts)

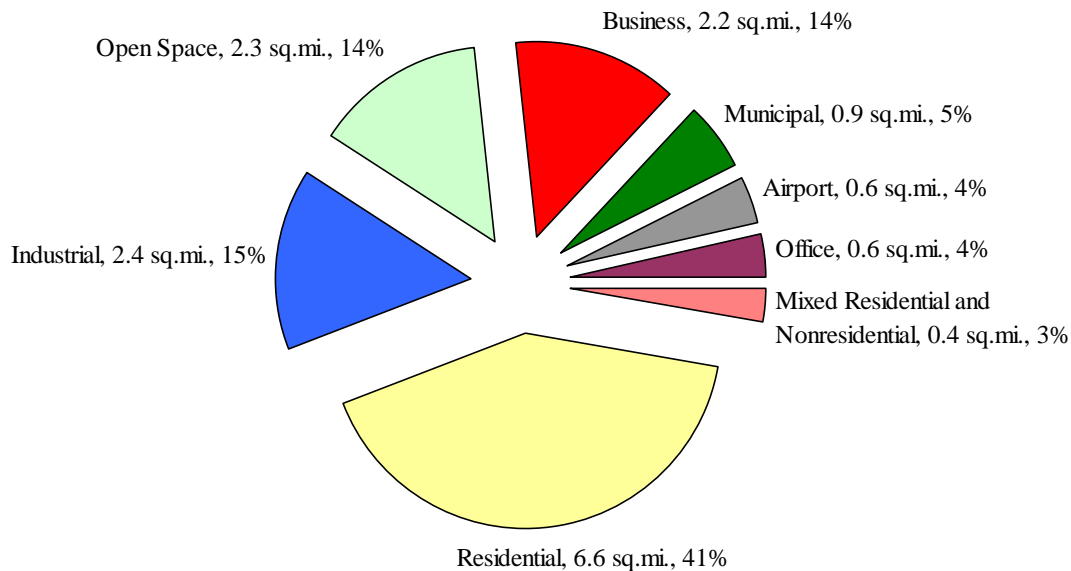
CH-2.4 (scenic road corridors)

Future Land Use Map

The Future Land Use Map (page 22) represents the City of Portsmouth's land use policies as applied to specific areas throughout the City. The base map displays generalized land use types based on the current (2004) zoning map, as follows:

Mapped Land Use Types	Zoning Districts Included
Residential – Low Density	Rural Single Residence A
Residential – Medium Density	Single Residence B
Residential – High Density	General Residence A & B Apartment Garden Apartment and Mobile Home
Mixed Residential and Nonresidential	Mixed Residential Office Mixed Residential Business Office Research/Mariner's Village
Business	Business General Business Waterfront Business Airport Business Commercial
Central Business	Central Business A Central Business B
Industrial	Industrial Waterfront Industrial Pease Industrial Airport Industrial
Office	Office Research
Open Space – Conservation	Natural Resource Protection
Municipal	Municipal

The following chart shows the distribution of land area in these land use categories (the three residential uses are combined in the chart, as are the two business categories).



Because Portsmouth's land use pattern is well established, with little remaining undeveloped land, the 2004 Future Land Use Map represents incremental change from existing land use policies rather than significant citywide policy changes. There are specific areas throughout the City where existing policies have been reassessed during the Master Plan process and determinations have been made that the policies should be either reaffirmed or altered. In some other areas, further study is needed to determine the most appropriate policies. On the Future Land Use Map, areas that have been identified for policy changes or further study have been outlined over the existing generalized zoning base map. The narrative following the Map describes the specific recommendation for each of these ten areas, which are keyed by number.

Specific Policy Issues in Citywide Context

While each issue or potential policy change must be evaluated with respect to its specific neighborhood conditions, they all should also be considered as part of broader planning policy questions. Two issues in particular are raised by the specific focus areas outlined on the Future Land Use Map and in the accompanying discussions: the impact of new multifamily housing development on the City's overall health and stability; and the need for review and refinement of the existing regulations concerning uses, development intensity, and site planning in several of the City's nonresidential zoning districts.

Multifamily Housing

Currently, multifamily dwellings (including both apartments and condominiums) constitute more than half of Portsmouth's housing stock, and half of the City's households are renters. Given Portsmouth's high housing costs, there is a continuing regional need for housing that is affordable to those working in local jobs ("workforce housing"). Several

of the zoning changes that have been proposed for consideration would make possible the construction of new multifamily housing, either in isolation or as part of mixed-use developments. If all these zoning changes were made, they could result in a large number of new dwelling units. However, without direct governmental participation in their development, there is no guarantee that any of these potential new units would be affordable, either initially or in the long term.

The potential for converting rental units to condominium ownership adds to these concerns about housing affordability and raises additional concerns about neighborhood quality and the City's tax base. These concerns are based on recent experience: the region experienced a boom in condominium development in the late 1980s, which was followed by a steep decline in condominium values in the early 1990s. If the City were to rezone some areas to permit a large increase in multifamily housing, the issue of long-term viability of condominiums could arise once again.

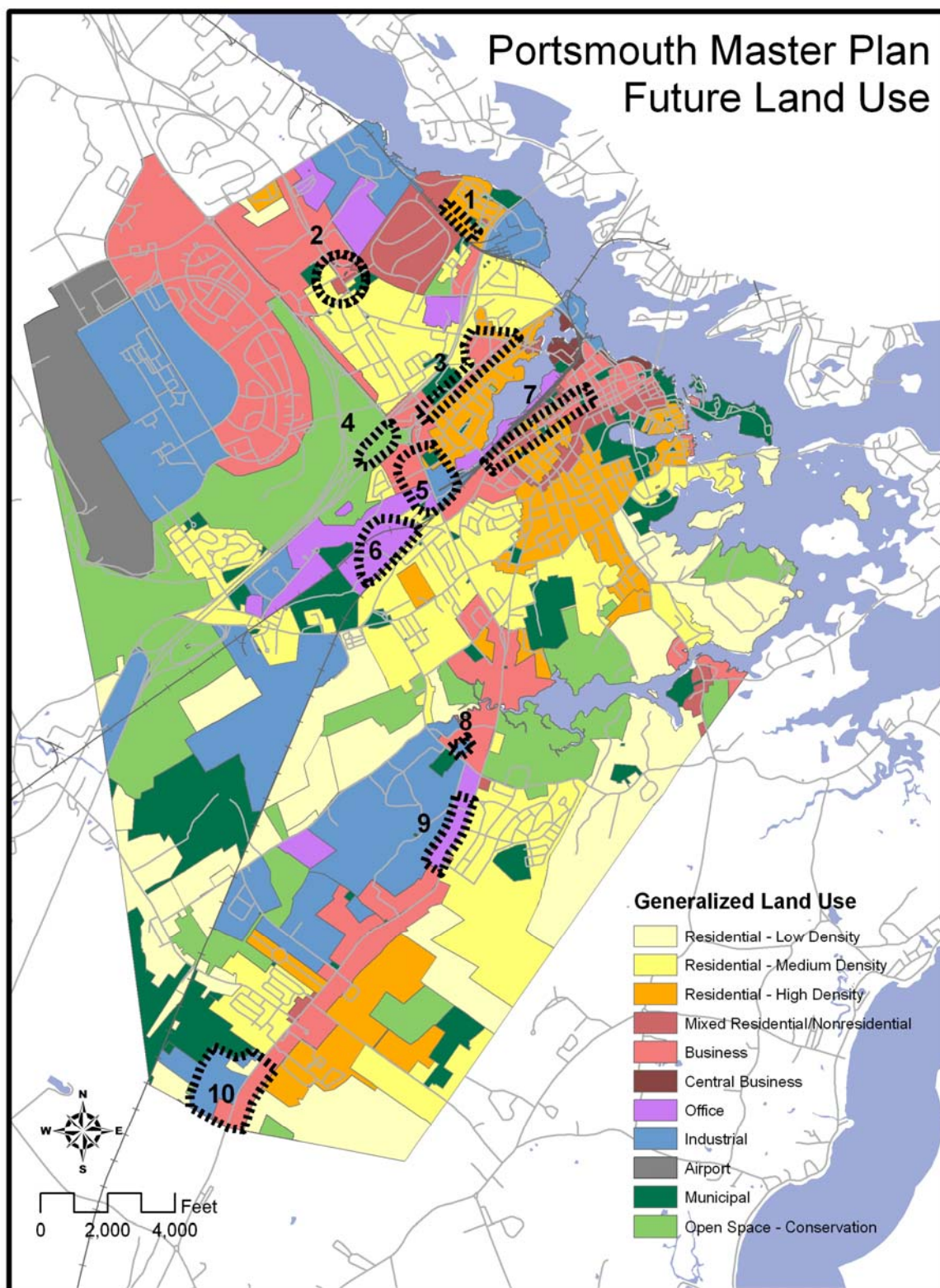
Thus, zoning changes by themselves will not address the housing affordability problem. The City should strive to ensure long-term affordability through controls on costs and tenure (i.e., rental vs. ownership of units). In the absence of rent control (which is not advocated here), the only means of controlling housing costs is through direct governmental involvement in the development, financing, or ownership of the housing units. The City has participated in affordable housing development in a number of ways, and will continue to do so where funding is available.

With respect to tenure controls, municipalities do not have the power under existing State statute to regulate the conversion of rental units to condominium ownership. Before contemplating zoning changes that would significantly expand the potential for multifamily housing development, the City should consider advocating for a change in State laws to allow local government control of condominium conversions.

Zoning District Regulations

During the Master Plan process, a number of proposals for zoning changes resulted from real or perceived problems with specific aspects of the regulations that applied within the existing zoning district. In each case, the proposed rezoning of a parcel from one district to another seemed to be the easiest solution to these problems; but cumulatively these individual cases highlighted underlying issues with the existing zoning regulations. In other cases, the proposed rezoning raised concerns because of the impacts that potential development could have (this was a particular concern with respect to proposals to expand the General Business district).

Therefore, concurrent with reviewing the zoning map, the City should undertake a review of the use, intensity, dimensional, and site planning regulations that apply to several of the City's nonresidential zoning districts. Districts that are of particular interest in this regard are the Office Research (use regulations and dimensional standards), General Business (site planning and dimensional standards), and Business districts (especially with respect to the allowed mix of residential and nonresidential uses).



Future Land Use Map Focus Areas

In addition to presenting generalized future land uses based on existing zoning district groupings, the Future Land Use Map on page 22 identifies ten areas throughout the City where proposals for zoning changes were made during the Master Plan process. Each of these areas is discussed below, with recommendations for further actions as appropriate.

Kearsarge Way

(see “1” on Future Land Use Map, page 22)

This site is adjacent to the Atlantic Heights neighborhood and the Portsmouth Housing Authority’s elderly housing apartments. These areas together are isolated from other surrounding areas by a rail line on the southwest and Interstate 95 on the southeast. The area is currently zoned General Residence B (GRB), which limits new residential densities to one dwelling per 5,000 square feet of lot area and no more than four dwellings per lot.

During the Master Plan process, a proposal was offered to rezone the site to permit multi-family “workforce housing” development. While residents in the Atlantic Heights neighborhood have expressed concern about the loss of open space and increased density that would result from development of this vacant parcel, moderate-density residential development may be consistent for this location. Further study (traffic, noise) and additional public input is needed.

LU-7.1 Conduct further review to determine if multi-family workforce housing is appropriate for the Kearsarge Way location.

Woodbury Avenue – Market Street Extension – Granite Street

(see “2” on Future Land Use Map, page 22)

The area around the intersections of Woodbury Avenue, Market Street Extension, Granite Street, and Portsmouth Boulevard is a complex mix of General Business, Mixed Residential Business, and Municipal zoning districts. Existing traffic congestion issues at the intersection of Woodbury Avenue and Market Street Extension have impeded redevelopment in this area. However, the construction of a new boulevard with a three-leg signalized intersection has changed traffic conditions and provides an opportunity to refocus the City’s attention on the Wentworth School property, which is under the jurisdiction of the School Department although it is no longer being used as a city elementary school (it is currently leased to Exchange City).

Appropriate zoning for this area will depend on the School Department’s long-range plans for the Wentworth School site. Should the School Department determine that the Wentworth School property is no longer required for school purposes, the site presents an opportunity for economic development and changing traffic patterns. Specifically, an extension of Granite Street to reconnect to Market Street Extension at the new signal could improve traffic conditions at the Woodbury/Market intersection. Converting the existing three-way signalized intersection to a four-way configuration would make the Wentworth School site valuable for commercial development in the event it is no longer needed by the School Department.

LU-7.2 Consider rezoning the Wentworth School site from Municipal to Business or Mixed Residential Business, to foster reuse for economic development purposes.

Route 1 Bypass, North of Traffic Circle

(see “3” on Future Land Use Map, page 22)

The stretch of Route 1 Bypass north of the Portsmouth Traffic Circle to the Sara Mildred Long Bridge consists of a mix of commercial uses, including several vehicle service businesses oriented to trucks using Interstate 95. This corridor separates the residential area on the southeast from neighborhoods to the northwest. Truck service operations are located close to residential neighborhoods. The current zoning along this segment of the Bypass includes:

- General Business immediately around the Traffic Circle;
- a narrow strip of Business on the southeast side of the roadway, from Stark Street to Maplewood Avenue;
- a deeper Business district on the northwest side of the road, from Myrtle Avenue to Maplewood Avenue (extending almost to Interstate 95);
- a Municipal district around the New Franklin School; and
- General Residence A and Single Residence B districts touching the Bypass at several locations on both sides of the roadway.

The State is beginning a study of the redesign alternatives for the Portsmouth Traffic Circle and connecting roadways (Route 1 Bypass, Route 16, and access ramp from Interstate 95) in order to address existing congestion and safety problems. A likely outcome of this study is a redesign that would facilitate movement between Routes 4 and 16 on the northwest and the Route 1 Bypass on the southeast, making the other movements secondary. This reconfiguration of the Traffic Circle may provide an opportunity to return the Bypass to more neighborhood-friendly uses and to upgrade this route as a gateway to the City. Local participants in the planning process are considering a range of strategies for redesigning the Bypass to function more as a local street or boulevard rather than as a regional highway. These strategies might include removal of median barriers and conversion of bridge crossings to at-grade intersections.

Proposed changes to the Portsmouth Traffic Circle will also impact land use planning to the south and east of the Traffic Circle (see items 4 and 5 below). The possibility of relocating truck service areas from the Bypass to the south of the Traffic Circle should be considered (see “Interstate 95 Ramp to Portsmouth Traffic Circle” below).

As part of the planning for the redesign of the Traffic Circle and the Route 1 Bypass, consideration should be given to zoning adjustments that will facilitate redevelopment, particularly in the area around Maplewood Ave., Cutts Ave., and Central Ave.

LU-7.3 Review zoning along the Route 1 Bypass between the Portsmouth Traffic Circle and Maplewood Avenue to promote redevelopment that will enhance and will be compatible with adjoining residential neighborhoods.

Interstate 95 Ramp to Portsmouth Traffic Circle

(see “4” on Future Land Use Map, page 22)

As noted above (see item 3), current planning for the reconfiguration of roadways in the area around the Portsmouth Traffic Circle envisions favoring the movement between Route 16 on the northwest and Route 1 Bypass on the southeast, possibly with a grade separated interchange. Such a change might involve installation of traffic signals at the end of the ramp from I-95 northbound, which currently provides a more or less free flow of traffic to the Route 1 Bypass. If this additional control were added, the City and State should consider the possibility of realigning the ramp to slow down traffic well before the reconstructed intersection of Route 1B and Route 16. Such a realignment might make land available for the vehicular service businesses that are currently on Route 1B north of the Traffic Circle.

The land on the northerly side of the ramp is currently publicly owned and zoned Natural Resource Protection, reflecting the presence of some wetlands in the area as well as the difficulty of providing access as the roadway system is currently configured. However, the planning for improvements to the Traffic Circle area should include consideration of the possibility of highway-oriented land uses, and appropriate rezoning if this is feasible.

LU-7.4 Consider options for reconfiguring the I-95 off-ramp to the Route 1 Bypass to accommodate highway-oriented uses, and appropriate rezoning to support such uses.

Route 1 Bypass, from Portsmouth Traffic Circle to Railroad Overpass

(see “5” on Future Land Use Map, page 22)

As on the other roadway legs that feed into the Portsmouth Traffic Circle, the segment of the Route 1 Bypass between the Traffic Circle and the railroad bridge will be impacted by future changes to the Traffic Circle. Current zoning along this segment includes:

- General Business on the southwesterly side from the Traffic Circle to Borthwick Avenue (including the Meadowbrook Motel), except for a very narrow strip of General Business right at the Circle;
- Office Research on the southwesterly side from Borthwick Avenue to the railroad overpass;
- General Business on the northeasterly side at the Traffic Circle;
- a small General Residence A district north of Cottage Street; and
- an Industrial district between Cottage Street and the railroad overpass (including the Coast Pontiac-Cadillac-GMC dealership).

During the Master Plan process, a request was made to rezone the Coast property from Industrial to General Business and to expand the zoning to include two or three additional lots on Cottage Street (currently zoned General Residence A). The purpose of the request was to acknowledge the existing use of the property as a motor vehicle dealership (a non-conforming use in the Industrial district) and to allow an expansion of the use to improve access from the Route 1 Bypass. Another speaker spoke against the expansion of this use into a residential area.

Because of the uncertainty concerning impending changes to the roadway system in this area, it will be important for the City to take a comprehensive look at zoning on this roadway segment in coordination with the State's roadway improvement plans. If a grade-separated solution is ultimately selected for the Traffic Circle area, this will have impacts on access to existing uses along the Route 1 Bypass at least back to the Borthwick Avenue intersection and perhaps further.

In addition, a proposal has been made to consider creating a new primary route between Route 33 and the downtown, linking Borthwick Avenue and Cate Street (see Strategy T-2.5). Implementing this proposed route would require the City to negotiate acquisition of a right-of-way over land that is currently in private ownership (Frank Jones Center and U-Haul); but doing so would make possible an alternate means of access into the Coast Pontiac property.

Based on the above considerations, it is important for the City to coordinate land use planning with both the ongoing planning of improvements to the Traffic Circle and the potential creation of a new local transportation route. It would therefore be inappropriate to consider piecemeal rezoning proposals along this segment of the Route 1 Bypass. Instead, the City should carry out a focused land use and transportation study of the Bypass as an adjunct to planning for the Traffic Circle.

LU-7.5 Review zoning for the Route 1 Bypass between the Portsmouth Traffic Circle and the railroad overpass in the context of improvements to the Traffic Circle and a potential new street link from Borthwick Avenue to Cate Street.

Islington Street – Railroad Corridor – Borthwick Avenue
(see "6" on Future Land Use Map, page 22)

This area is currently zoned for Office Research. It represents an extension of the OR district containing the hospital and related uses, and the City has maintained the OR zoning in order to accommodate future office campus growth. Office development on Borthwick Avenue is continuing, and this area continues to be a suitable site for such uses, provided that access across the rail lines is possible.

During the Master Plan process, a proposal was offered to rezone this area to Business in order to accommodate a proposed mixed-use development. The residential uses allowed in the Business district would be more economically advantageous to the property owners and would promote development of currently vacant parcels.

In response to this proposal, some important issues were raised regarding the impacts of recent and potential development on traffic conditions, wetlands, stormwater, drainage, and groundwater. Some residents suggested that recent development along Borthwick Avenue had impacted the hydrology of the surrounding area and led to increased storm flooding upstream. It appears that further study is needed in order to understand these issues.

Another important issue relates to the site's location between two railroad lines. This location may present the City's best opportunity for future development oriented to a new passenger rail station if passenger service is reintroduced, as supported in the Master Plan. In addition, the introduction of new residential development close to the rail lines could create obstacles to the expansion of rail service, because residents of this new

neighborhood could be opposed to such expansion. Thus, regardless of the environmental issues, it may be premature to change the zoning to allow residential development in this area until the City has a better sense of the future of railroad service along the two rail lines.

The fiscal impacts of alternative land uses should also be a consideration with respect to the zoning of this area. The City's previous Master Plan incorporated fiscal issues (property tax revenues vs. municipal service demands) as a basic consideration in land use planning, particularly with respect to the redevelopment of Pease, and fiscal impacts have continued to play an important role in evaluating zoning proposals over the past decade.

A strategic planning study should be undertaken to determine the most appropriate uses and densities of development in this area. The scope of work for such a study should include mapping existing development and natural features (soils, waterways, wetlands, floodplains, drainage patterns, wildlife habitat areas); analyzing the development potential of the remaining land in the OR district given existing regulations and environmental considerations; analyzing existing traffic patterns and estimating future traffic conditions based on growth scenarios; and assessing the likely fiscal impacts of development under current zoning as well as any proposed rezoning.

LU-7.6 Carry out a comprehensive planning study of the existing Office Research district located between Islington Street and Borthwick Avenue to determine the appropriate long-range policy and zoning for this area. The study should address the environmental carrying capacity of the site (including impacts on upstream flooding, wildlife habitat, and municipal water supplies), potential reactivation of passenger rail service, the potential for expansion of office campus development from Borthwick Avenue, and traffic circulation and access.

Islington Street, from Bartlett Street to Maplewood Avenue

(see "7" on Future Land Use Map, page 22)

Between Bartlett Street and Maplewood Avenue, Islington Street passes through several zoning districts:

- From Bartlett Street to Dover Street, the zoning is Business on the west and Mixed Residential Business on the east;
- For the next two blocks, from Dover Street to Cabot Street, both sides are zoned Mixed Residential Business;
- The next block, from Cabot Street to Rockingham Street, is zoned Apartments on both sides of the street;
- The rest of the corridor to Middle Street/Maplewood Avenue is zoned Central Business B, with the exception of Municipal districts in two locations (the park opposite the Rockingham/Cornwall Street block, and the Public Library at the corner of Middle Street).

This mix of zoning districts should be reviewed to ensure that it still makes sense in the context of current development trends. In particular, given the City's emphasis on

redevelopment in the core of the Central Business District and the expansion to the Northern Tier, the CBB spine may merit reconsideration. The northern portion of the Islington Street corridor appears to be transitioning away from business uses and toward residential conversions, and it may be appropriate to support this trend.

Related to this issue, a request was made during the Master Plan process for the Planning Board to consider rezoning two Islington Street parcels from Mixed Residential Business to the Apartments district which, as noted above, currently only includes one block in the corridor. The Planning Board determined that these parcels should not be considered for rezoning in isolation from the surrounding area, and that a possible solution might be to review the dimensional and intensity requirements of the MRB district rather than simply changing the zoning designation of these parcels.

LU-7.7 Review the zoning along Islington Street between Maplewood Avenue/Middle Street and Bartlett Street, and amend to support appropriate redevelopment.

Peverly Hill Road/Mirona Road

(see “8” on Future Land Use Map, page 22)

A small area along the northeasterly side of Peverly Hill Road, currently zoned Industrial, has been proposed for rezoning to General Business. The land surrounding this site on the same side of Peverly Hill Road is zoned General Business, while most of the land on the southwesterly side of the road is zoned Industrial (except for the Department of Public Works land directly opposite, which is zoned Municipal).

Based on the fact that the former Yoken’s property, adjacent to this site on the south and east, is about to be redeveloped for another use, the Planning Board determined that rezoning the site to General Business would be in keeping with the surrounding land uses and could facilitate consistent and coordinated land use patterns in the area. At the same time, the use regulations and site planning standards (setbacks, landscaping, signs, etc.) of the GB district should be reviewed in order to promote a higher quality of development along the City’s commercial corridors.

LU-7.8 Change the zoning on the northeasterly side of Peverly Hill Road from Industrial to General Business, in order to facilitate coordinated or complementary redevelopment of this site with the adjacent Yoken’s property; and review GB use and site planning regulations in order to promote improved development patterns.

Lafayette Road (Route 1), opposite Elwyn Park

(see “9” on Future Land Use Map, page 22)

During the Master Plan process, a proposal was raised to rezone a strip of land along the westerly side of Lafayette Road, between Peverly Hill Road and West Road (two vacant parcels) from OR to General Business, which is the zoning to the north and south of the OR district.

Existing land uses in the OR district include a bank and government office building to the south, and office and retail uses to the north. While the land behind the OR district is zoned Industrial, the opposite side of the street is zoned Single Residence B and contains a stable, established neighborhood (Elwyn Park).

The OR district provides a good transition between the residential area to the east and the industrial park to the west. Permitting an expansion of general retail uses in this area would increase traffic, noise, and lighting impacts on the neighborhood, particularly during the evenings and on weekends. Office uses, in contrast, tend to operate during the normal work week and have less impact on residents. In addition, the visual character of office developments is more compatible with a residential neighborhood, as can be seen by comparing the office uses in the southerly portion of the district with the retail uses to the north.

That said, it may be important for the City to review the use and dimensional regulations that apply within the Office Research district to ensure that they do not unnecessarily restrict compatible uses (such as financial institutions). Also, it may be appropriate to rezone the Market Basket shopping center at the northerly end of the OR district to General Business district, reflecting the existing use and its location at the intersection of Lafayette Road and Peverly Hill Road.

LU-7.9 Maintain the existing Office Research zoning district opposite Elwyn Park (including the vacant lots opposite McKinley Road), and review OR zoning regulations, including permitted uses and dimensional requirements, to facilitate appropriate development in this district.

Lafayette Road (Route 1) near Rye Town Line

(see “10” on Future Land Use Map, page 22)

The Coach Road area, on the westerly side of Lafayette Road near the City’s southern boundary, is zoned Industrial. The I district extends from the Rye town line to a Natural Resource Protection district (which is a mitigation area for wetlands impacts elsewhere in the City), but is interrupted along the Lafayette Road frontage by a Single Residence A district to the north and a General Business district to the south. The easterly side of Lafayette Road in this area is a continuous strip of General Business from the Rye line north to West Road.

Only a small portion of the Industrial district has been developed for industrial uses, and the majority of the undeveloped land in the district consists of wetlands. During the Master Plan process a proposal was raised to rezone a parcel on the northerly edge of the district, winding between the NRP and SRA districts, from Industrial to General Business in order to allow construction of multi-family dwellings. The proposed zoning would be consistent with the zoning on the opposite side of Lafayette Road and with the actual use in the adjoining SRA district (the Wren’s Nest Village Inn).

As noted, the existing motel (with a restaurant) in the SRA district is not properly zoned, and significant environmental factors make conforming development within the Industrial district difficult. The City should therefore review the current zoning along Lafayette Road from the city limits to the Natural Resource Protection district. In this review, zoning on the east side of Route 1 should be taken into account in order to ensure that future development is compatible on both sides of the road.

LU-7.10 Review the zoning on Lafayette Road between the Rye town line and the NRP district, including areas now zoned GB, I, and SRA, and revise as needed for consistency with existing and desired uses.

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HOUSING



As the Seacoast region's urban center, Portsmouth has historically provided a range of housing options to serve the needs of a wide variety of households. Fully half of the City's housing stock is renter-occupied, compared to 35% in the metropolitan area (Primary Metropolitan Statistical Area or PMSA, NH portion) and only 25% in Rockingham County. With 12.5% of all households in the PMSA, Portsmouth hosts 16% of the region's rental households and 20% of the lowest-income renters. Portsmouth strives to be a community with a high quality housing supply that is diverse in type, ownership and affordability, thereby promoting a healthy demographic and economic diversity within the population and a balanced fiscal impact among residential areas.

Portsmouth is a regional job center within a high-cost housing market area in which the affordable housing supply is not keeping pace with economic growth. Portsmouth's jobs-to-housing balance has changed dramatically as a result of the conversion of Pease Air Force Base into the Pease International Tradeport, along with other changes in the local and regional economy. This shift has contributed to higher housing costs in the community and higher commuting costs for employees in local businesses.

Along with this transformation of the local economy, Portsmouth has become increasingly desirable as a place to live, attracting new and more affluent residents who are drawn by the amenities offered by the City and the Seacoast region. The combination of increased housing demand and limited supply has resulted in soaring housing costs. Compared to the surrounding region, Portsmouth is more expensive to live in by about 10% for homeowners and by 20% to 25% for renters. The increase in housing demand has implications not only for middle-income households but also for the City's business areas, where there is a demand for conversion of commercial space to residences.

While market-rate housing costs have increased, Portsmouth has continued to provide its "fair share" of housing for lower-income households. About 1,200 units of housing, or 31% of the assisted rental housing supply available in the NH portion of the PMSA, is located in Portsmouth. This does not include approximately 200 housing subsidy vouchers that are administered by the Portsmouth Housing Authority that enables low and moderate income renters to afford housing in the private market.

The City has taken an active leadership role in combining available resources to provide for affordable housing in Portsmouth. For example, recently the City worked with the Portsmouth Housing Authority to use historic preservation tax credits, low income housing tax credits, and other funding sources to redevelop the "1895 Building" adjacent to City Hall into 20 units of affordable senior housing. Portsmouth has a unique homeownership program that combines mortgage lender resources with CDBG funds and

support from the Portsmouth Housing Endowment Fund, to create incentives for low to moderate income first-time homebuyers to purchase a home. An ongoing program of low and no interest loans is available for rehabilitation of homes owned by qualified owners and to multifamily property with low to moderate income occupancy. CDBG grant funds are also made available by the City for financing accessibility improvements in the homes of persons with disabilities. In addition, the City provides incentive “affordable housing challenge grants” to non-profit organizations to encourage the development and preservation of affordable housing in Portsmouth.

The challenge for Portsmouth in coming years is to provide housing opportunities for its middle class, those who are being squeezed by rising housing costs but are not eligible for subsidized housing. Two groups in particular—the local workforce and artists—are important to Portsmouth’s continued diversity and economic vitality, but are being pressured as a result of the City’s desirability.

Given the City’s limited land supply, regional approaches will be needed to create an adequate housing supply for the workforce. Because Portsmouth commands high prices and rents in the marketplace, land use incentives alone will be insufficient to create and preserve housing that is affordable to many in the area labor force. Linkages and incentives should be developed that encourage local and regional housing production that keeps pace with the demands of job growth. Economic development and redevelopment in the City should not come at the expense of losses in the housing supply.

During the Master Plan process the question of developing housing at Pease was raised. However, this does not appear likely for several reasons: there is little remaining undeveloped land at the Tradeport; the Pease Development Authority’s mission and governing laws direct the Tradeport’s land to be used for economic development purposes; and there may be hazardous material contamination that would prevent the land from being used for residences. Thus, while the Master Plan recognizes the connection between the job creation at Pease and local and regional housing demands, it does not promote housing development at Pease as a major strategy for addressing housing needs.

In other commercial areas of the City, housing development can play an important role not only in increasing supply for moderate-income households but also in revitalizing these areas and enhancing the quality of life for Portsmouth residents. Major corridors such as Route 1 South (Lafayette Road) and the Route 1 Bypass provide opportunities for multifamily residential development either as single-use upgrading of substandard sites, or as part of mixed-use, transit-oriented developments.

Goal H-1

Maintain and expand the existing range of housing options in order to sustain neighborhoods and to accommodate households with varying needs.

Objectives

- *Maintain housing options that include a range of structure types, tenure types, and cost levels.*
- *Support the development of live/work housing for artists.*

- *Support creative options to meet changing housing needs.*
- *Establish partnerships with developers to build affordable housing for middle-income households.*
- *Promote downtown rental housing options on upper floors for small (one and two person) households.*
- *Enhance the ability of residents on a limited income (including seniors) to remain in Portsmouth.*

Strategies

- H-1.1 Consider an overlay district in residentially zoned areas that would promote housing affordable to households earning incomes in the middle ranges.*
- *Incorporate recommendations of corridor studies (LU-5.1)*
 - *Modify zoning to accommodate desired residential development*
- H-1.2 Promote the development of mixed-income multifamily housing at appropriate locations along major corridors.*
- *Modify zoning to accommodate desired residential development.*
- H-1.3 Explore the use of flexible zoning techniques to negotiate creative mixed use housing in association with commercial development and redevelopment.*
- H-1.4 Where opportunities arise, consider the use of inclusionary zoning¹ provisions to create mixed income housing.*
- H-1.5 Continue to work in partnership with housing agencies to apply subsidies (such as low income or historic preservation tax credits as used for the renovation of the 1895 Building) to support the development of workforce housing.*
- H-1.6 Continue to encourage the creation of small apartments in upper floors of downtown buildings.*
- H-1.7 Review existing regulations and development definitions affecting senior accessory apartments.*
- H-1.8 Continue City programs that provide incentives for low to moderate income first-time homebuyers to purchase homes in Portsmouth.*

Related Strategies:

LU-4.2 (live/work units)

LU-5.1 (corridor studies)

LU-5.2 (mixed-use development along corridors)

¹ “Inclusionary zoning” – see glossary.

Goal H-2

Provide housing opportunities for employees of local businesses.

Objectives

- *Link employment-based needs to workforce housing development.*
- *Establish partnerships with developers to increase workforce housing.*

Strategies

- H-2.1 Explore mechanisms to increase housing in proportion to newly generated demands through linkage provisions requiring development of workforce housing or contribution to an affordable housing fund.*
- H-2.2 Work with area businesses to evaluate the feasibility of employer-assisted housing programs, such as contributions to an affordable housing trust, donations of land for housing sites, provision of down payment assistance to employees, and other techniques.*
- H-2.3 Explore the potential for financial institutions to implement creative underwriting such as Location Efficient Mortgages that provide income “credit” on mortgage eligibility to households that live in proximity to work or transit, requiring less of their household income for transportation costs.*
- H-2.4 Encourage continuing discussion of the jobs-housing relationship and the wage-housing cost balance among area businesses and housing providers.*

Goal H-3

Achieve a coordinated and balanced regional approach to meeting shared housing needs.

Objectives

- *Support education and advocacy about regional housing issues.*
- *Promote creative regional solutions to housing development to keep pace with changes in population and job growth.*
- *Use the City’s resources to support regional affordable housing development.*

Strategies

- H-3.1 Participate in regional partnerships to inform community members about housing issues and to develop regional solutions.*
- H-3.2 Participate actively in the development and updating of the Regional Housing Need Assessments prepared by the Rockingham Planning Commission.*
- H-3.3 Support research by area housing agencies to study the feasibility of a regional housing trust fund to accept property, raise capital, and otherwise promote the development of affordable housing in the Portsmouth area.*

- H-3.4 Work with a multi-jurisdictional affordable housing developer such as The Housing Partnership to establish lower cost rental housing developments in abutting communities.*

Goal H-4

Preserve the City's affordable housing supply.

Objectives

- *Avoid net losses in the affordable housing stock from commercial redevelopment.*
- *Enable the continuity of low to moderate income occupancy within the assisted rental housing supply.*

Strategies

- H-4.1 Evaluate the potential for zoning ordinance provisions that support the preservation or replacement of affordable housing affected by redevelopment.*
- H-4.2 Work to preserve affordability in existing subsidized rental housing by monitoring the potential expiration of subsidy commitments and income or rent limitations in the developments. Assisted by agencies such as the Portsmouth Housing Authority and the New Hampshire Housing Finance Authority, work to facilitate agreements, incentives, or refinancing packages to preserve affordability in affected projects.*
- H-4.3 Continue the City's housing rehabilitation efforts using CDBG and other funds to improve housing stock serving low to moderate income homeowners and renters.*

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ECONOMIC DEVELOPMENT



Promoting economic development can be a fundamental means of ensuring the health and vitality of places by creating jobs, providing needed goods and services, contributing to municipal tax revenue, and generally supporting quality of life through prosperity. In addition, local businesses are often central to a community's social environment, and can play a large role in defining a community's identity.

Without question, Portsmouth enjoys a healthy economy, with a diversity of businesses meeting the needs of local residents. Moreover, with the growth of Pease as an industrial and business center over the past decade, Portsmouth has also become a major source of employment in the Seacoast region. While almost half of the City's working residents are employed locally, nearly 80 percent of the employees in Portsmouth businesses commute in from other communities.

Meanwhile, the historic downtown business district is both the heart of the community and a major draw for visitors from the region and beyond. Residents value the intimate scale and mix of uses in the downtown area, and would like to see its vibrant pedestrian-oriented environment replicated in the Northern Tier and other areas of the City.

Over 40 percent of the City's total valuation is attributable to non-residential uses, which softens the tax burden on home owners. However, not all of the potential benefit is captured by the City due to the exemption of Airport District properties from school taxation. In addition, in recent years the City's property tax rates have been impacted by the State's school funding formula and by the increasing amount of property owned by tax-exempt non-profit entities, and these impacts may continue to be felt in the future. Thus, there is a continuing need for growth in valuation that generates tax revenues that exceed service demands. The City also needs to closely monitor changes in the State's school funding formula with respect to potential adverse impacts on the local tax rate.

The central themes of this Plan's goals and objectives for economic development are to continue the progress of recent years, to employ creative efforts to ensure dynamic commercial centers in Portsmouth, to sustain the City's working waterfront, and to support arts and cultural activities as an especially desirable and distinctive component of Portsmouth's economy.

Goal ED-1

Maintain a balanced economy serving the commercial, service, financial, and employment needs of the community.

Objectives

- *Promote redevelopment of existing community shopping areas that upgrades the quality of development and increases the mix of uses.*
- *Support independent small businesses as a significant component of the City's overall business mix.*
- *Encourage the creation and growth of startup and early-stage businesses.*
- *Provide appropriate locations and spaces in the City for various stages of business growth and retention.*

Strategies

- ED-1.1 Promote redevelopment of existing retail and commercial areas into mixed-use retail/office and research & development/office/industrial centers through zoning and infrastructure planning.*
- Review existing district boundaries and zoning regulations for the General Business, Industrial, and Office Research zoning districts along Lafayette Road and Woodbury Avenue, and identify opportunities to modify zoning and circulation patterns so as to promote the development of more integrated centers.
 - Continue City policy of developing secondary roads paralleling Lafayette Road to serve new development (e.g., West Road), and adopt street design standards that maximize connectivity.
- ED-1.2 Support the “eCoast” initiative to promote the Seacoast area for entrepreneurial businesses.*
- ED-1.3 Identify locations for flexible, low-cost space for business startups (such as incubator spaces at Pease), and support their development through appropriate zoning.*
- Review local regulations to facilitate this strategy.
- ED-1.4 Identify appropriate development or redevelopment sites capable of supporting establishment or relocation of large corporations.*

Related Strategies:

- LU-2.2 (design standards and review)*
- LU-5.1 (corridor studies)*
- LU-5.2 (mixed-use centers)*
- LU-5.3 (landscaping)*
- LU-6.1 (pedestrian connections)*
- LU-6.2 (interconnected street network)*
- H-1.1 (housing overlay district)*

Goal ED-2

Maintain and enhance the vitality and attractiveness of the downtown (Central Business District), serving local needs as well as visitors.

Objectives

- *Maintain and enhance the mix of downtown businesses, including basic consumer goods and services in the downtown area.*
- *Promote an all-season downtown economy that attracts year-round visitors and customers.*
- *Maintain a strong housing component in the upper floors of downtown buildings.*
- *Encourage retail uses at the street level of downtown buildings.*
- *Maintain a balance between daytime and evening populations in the downtown.*
- *Increase access to the downtown waterfront.*
- *Support an active nightlife in the downtown while protecting residents from undue impacts.*

Strategies

ED-2.1 Support through zoning the creation of additional areas for outdoor sitting (both public and private) to enhance the liveliness of the downtown.

ED-2.2 Promote the establishment of retail, entertainment, and cultural uses in the existing central business district and in the Northern Tier.

*ED-2.3 Continue planning and implementation of the Riverwalk project. (CIP)**

ED-2.4 Make improvements to Ceres Street as a gateway to the Riverwalk project. (CIP)

Related Strategies:

LU-1.1 (street-level uses)

LU-1.2 (design standards)

LU-1.3 (shared parking)

LU-1.4 (compatible upper story design)

LU-1.5 (street frontage)

LU-1.7 (McIntyre Building redevelopment)

T-3.4 (rail stations with links to downtown)

T-6.1 through T-6.7 (downtown parking)

* The (CIP) symbol indicates that the strategy is included in the City's 2005-2010 Capital Improvement Plan.

Goal ED-3

Actively support all areas that comprise the City's water-dependent working waterfront.

Objectives

- *Support the New Hampshire Port Authority's efforts to promote the use of the Port as a working seaport.*
- *Evaluate the benefits of attracting passenger ships, excursion boats, and tall ships in conjunction with plans for the Riverwalk and other public waterfront facilities.*

Strategies

ED-3.1 Explore the possibility of assuming City control of the New Hampshire State Fishing Pier at Peirce Island to improve its utilization, should it become surplus property..

ED-3.2 Provide docking facility for passenger vessels closer to the downtown.

Goal ED-4

Support the continued development and enhancement of Pease International Tradeport as a regional manufacturing, research and development, and transportation center.

Objectives

- *Encourage land use controls that accommodate and promote uses that generate high taxable property value for the City.*
- *Support the development of complementary uses within Pease where appropriate to reduce off-site traffic impacts, without undermining the vitality of the Central Business District and the City's major retail areas.*
- *Provide a high level of access to Pease for all available modes of transportation.*
- *Preserve transportation connections between Pease and deep-water sites on the Piscataqua River.*
- *Encourage uses that provide amenities and services convenient to employees within Pease.*

Strategies

Related Strategies:

LU-3.1 (Tradeport densities and uses)

Goal ED-5

Support the arts as a distinctive and significant component of the local and regional economy.

Objectives

- *Expand the supply of affordable living space and work space for the visual, cultural and performing arts.*
- *Expand the supply of exhibit, rehearsal and performance spaces.*

Strategies

ED-5.1 Support the use of historic house museums for arts and cultural activities.

ED-5.2 Explore the benefits of making the city a Certified Local Government to offer commercial historic property owners federal tax benefits.

Related Strategies:

LU-1.9 (zoning incentives for art spaces)

LU-4.2 (live/work spaces)

H-1.5 (workforce housing)

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TRANSPORTATION



Towards a Walkable Portsmouth

The transportation system is one of the most fundamental ways in which Portsmouth residents experience their community. The quality of that experience – whether commuting to work, searching for a downtown parking space, taking a family bike ride to a park, walking to the corner store, or using the Transportation Center (to be located adjacent to the High Hanover parking garage) – determines to a large degree their quality of life.

Throughout the Study Circle process, a strong recurring perception dominated the area of transportation – the belief by many participants that the transportation system is out of balance at the expense of community character and quality of life.

This manifested itself in comments that:

- Traffic volumes and speeds are too high through residential neighborhoods;
- Too much urban space is consumed by roads and parking; and
- The environmental and health impacts of automobile usage are high.

There was also the realization that:

- Radical change can not happen overnight, but through concerted effort over time;
- This problem is not unique to Portsmouth and will require regional cooperation to solve transportation problems;
- It will take a combination of public and private interests working together to effect positive change;
- Traffic congestion and traffic safety are real problems that need to be addressed, but not at the expense of efforts to increase the use of transit, bicycling and walking; and
- The automobile will remain the primary means of transportation by most people for some time to come.

In sum, people described the future they would like ... *A Walkable Portsmouth*.

Balance and Choice in the Transportation System

For people to *choose* to use alternative transportation over their automobiles, there must be viable alternatives to driving:

- Transit service must be reliable, convenient, and reasonably time and price competitive with automobile usage;
- Bicycle routes must be safe and direct with secure, convenient bicycle parking at destinations;
- Walking routes must be safe, direct, attractive and homes must be close to workplaces, shops and other destinations;
- Public streets must support a balanced variety of uses, including access to adjacent properties, streetscapes, street furniture, bicycle and pedestrian usage and traffic circulation, with the “balance” being different for different streets based on their function – current street standards should be re-evaluated to ensure they meet community goals;
- Land uses, public spaces and streetscapes must be human-scaled – balancing pedestrian-orientation with the necessity of automobile access.

More so for alternatives than for automobiles, the *quality* of the experience is why people will *choose* to walk, bike or take transit. General City policies (such as CIP spending, and parking pricing and supply) must be consistent and reflect the community’s expressed desires for a more balanced transportation system.

Transit in Transition

Recent success in Portsmouth shows that targeted bus transit improvements can stimulate significant increases in ridership. Since being reconfigured in the summer of 2003 to be more responsive to rider needs, ridership on the Portsmouth Trolley routes has more than doubled over the same time period in 2002. Other routes are also slated for upgrades and significant investments are being made to make transit use more convenient and comfortable. These changes include conversion of the High-Hanover Garage into a Multimodal Center and the creation of local transport centers – locations at major destinations along transit routes in Portsmouth such as larger employment centers (the hospital), shopping centers (Plaza 800), schools and other civic buildings (City Hall). The local transport centers would be inviting to transit users, possibly including bus shelters, benches, lighting, street crossings, bicycle parking, and telephones. These and other projects in the CIP will also help improve the image of transit. Efforts are underway to study the feasibility of passenger rail along the Hampton Branch.

There are many providers of transit services in Portsmouth, including COAST, Wildcat Transit, Portsmouth Housing Authority, Portsmouth School Department and human service agencies. It is essential that these services are well coordinated and/or integrated.

Parking

One of the most difficult and delicate issues facing downtowns in general today is parking. The supply, demand and pricing of parking are interrelated with issues of traffic and downtown vitality. If there is not enough parking supply, or parking prices are too high, development can be driven outside of downtowns along with downtown business customers. If supply is too high and prices are too low, downtown employees will be more likely to drive to work by themselves, and transit use by all but the transit

dependent (those that can't drive due to age, physical disability, or automobile ownership) will be discouraged. These effects in turn fuel traffic congestion while negatively impacting residential neighborhoods along commuter routes.

The dilemma is to find the right balance of parking supply, demand and pricing. The mix of parking between on-street and off-street parking and surface versus structured parking are important considerations. Location and accessibility of parking areas are also key.

The Master Plan study circles and public process consistently reinforced the premise that convenient parking should be provided to assure the economic vitality of the downtown while simultaneously reinforcing transit ridership, peripheral parking usage, pedestrian safety and sound transportation planning.

The City's parking policies should be reviewed to ensure that they support these objectives. For example, parking pricing policies can affect space use, choice of travel mode and trip making to help achieve such objectives as reduced traffic congestion, greater transit usage and ridesharing. Downtown parking should be fairly priced to reflect its value, location and convenience to the user.

The City's Parking Impact Fee, which requires developers to pay \$500 per parking space for their unmet off-street parking demand, should be adjusted to ensure that it is in balance with the public and private cost to provide off-street parking.

Parking zoning requirements and rates should be reviewed to ensure that they are consistent with the above objectives.

The need for Resident Permit Parking should also be reviewed to prevent downtown parking from encroaching into residential neighborhoods and to encourage use of peripheral parking lots or downtown structured parking.

Goal T-1

Create a more balanced transportation system in Portsmouth that supports broader community goals, economic vitality, and advances the quality of life.

Objectives

- *Ensure that all transportation projects in Portsmouth provide for full consideration of all modes (automobile, truck, bicycle, pedestrian, transit) in their design, as appropriate.*
- *Continue spending for all transportation modes in the City's Capital Improvement Program (CIP) and funding requests for State and Federal Transportation Funds.*
- *Improve public awareness of transportation options.*
- *Integrate the Transportation Goals, Objectives and Strategies with City Land Use and other policies, ordinances and standards.*

Strategies

- T-1.1 Provide subtotals for alternative modes and other transportation projects in the CIP to monitor spending across modes.*

T-1.2 Broaden the responsibilities and mandate of the City's Traffic and Safety Committee to include all travel modes.

- Create a charter for the Committee that broadens its previous responsibilities to include alternative modes.
- Rename the Traffic and Safety Committee the "Transportation Committee."
- Create seats on the Committee for representatives of bicycle interests, pedestrian interests, and transit interests.

T-1.3 Review the past effectiveness of ordinances and policies and their application in the development review process with regard to bicycle-pedestrian circulation and safety, and transit.

Issues to be considered include:

- Sidewalks and pedestrian circulation within and between residential and commercial development, and the quality of streetscapes and public spaces created along public streets.
- Bicycle facilities as part of roadway and site development projects and bicycle parking.
- Transit access to and within new development and redevelopment.

T-1.4 Undertake a public relations and marketing effort with other public and private partners (Seacoast MPO, Greater Portsmouth Transportation Management Association, large employers, etc.) to inform and motivate residents about transportation options to the automobile throughout the City.

T-1.5 Develop a comprehensive Traffic Review Policy for the City that establishes consistent criteria for the implementation of traffic calming programs in Portsmouth.

The policy should include:

- Eligibility for participation (such as type of issue, public support);
- Procedures and methods for documenting issues (traffic volumes, vehicle speeds, vehicle classification [auto, truck, RV, etc.], severity of safety/accident problems);
- Review of alternative measures applicable to address the issues or problems;
- Development of recommendations that directly address the documented issues;
- Outline of public participation methods to solicit input of the affected neighborhood(s) throughout the planning process and prior to implementation;
- Requirements for public acceptance prior to implementation; and
- Funding and implementation guidelines.

T-1.6 Update the City's Street Standards to reflect current design practices and conditions.

The standards should reflect unique requirements related to:

- Historic districts;
- Residential subdivisions;
- Roadway functional classification and design speed; and
- Commercial/industrial areas versus residential areas.

Goal T-2

Maintain and improve vehicular traffic safety and circulation throughout the City.

Objectives

- *Improve access between the Pease International Tradeport, the Portsmouth Transportation Center, the Downtown, and the High/Hanover Intermodal Center.*
- *Create improved primary access from Route 33 into the downtown that avoids or reduces impacts to neighborhoods.*
- *Actively manage through and local traffic to retain the quality of residential neighborhoods and manage access to businesses and services.*
- *Develop strategies to better use the underutilized capacity of the Route 1 Bypass north of the Portsmouth Circle.*
- *Reduce the number and severity of traffic crashes.*
- *Improve the safety of all transportation system users.*
- *Develop and implement City access management guidelines.*

Strategies

- T-2.1 Undertake a City-wide traffic circulation plan that also includes full consideration of other transportation modes (bicycle, pedestrian, bus transit). CIP **
- T-2.2 Work with the Rockingham Planning Commission to undertake a comprehensive regional truck routing study that identifies preferred through-truck routes through the City and to major destinations within the City from each major roadway access point. These preferred routes would supplement the roads from which through-trucks are currently banned or regulated.*
- T-2.3 Work with the Seacoast Metropolitan Planning Organization to annually compile and review with the City a list of High Crash Locations to prioritize actions to improve identified safety issues. These actions may include safety studies and funding projects to correct deficiencies.*

* The CIP symbol indicates that the strategy is included in the City's 2005-2010 Capital Improvement Plan.

- T-2.4 *Undertake a comprehensive review with the NHDOT and the Seacoast MPO of the role of limited access highways (Spaulding Turnpike, Route 1 Bypass) in Portsmouth and potential changes to beautify them and better integrate them into the community. (CIP)*
- T-2.5 *Undertake a comprehensive review of the Islington Street/Borthwick Avenue Corridor to enhance the connection between Route 33 and the downtown and to better integrate vehicular, bicycle, and pedestrian traffic and land use.*
- T-2.6 *Conduct a Wayfinding Study to determine preferred access routes to major destinations within Portsmouth. Develop a signage program to implement these routes. (CIP)*
- T-2.7 *Review the past effectiveness of ordinances and policy and their application with regard to street interconnections in residential subdivisions and inter-parcel connections between adjacent commercial developments.*
- T-2.8 *In conjunction with the Seacoast MPO, develop a systematic traffic congestion monitoring program for arterial roadways in Portsmouth.*

The monitoring program might include:

- Data collection (turning movements, travel-delay studies)
 - Congestion and delay monitoring and analysis
 - Follow-up actions such as further study and CIP projects.
- T-2.9 *Continue the systematic upgrade of traffic signal systems (replacement of equipment, coordination of signal systems) to make the most efficient use of roadway capacity such as Woodbury Avenue. (CIP)*
- T-2.10 *Ensure access management is a major consideration in all corridor studies and is incorporated into roadway construction projects, as appropriate.*

Related Strategies:

LU-5.1 (corridor studies)

LU-6.2 (street networks in residential areas)

Goal T-3

Create and promote alternatives to single-occupancy motor vehicles in the City.

Objectives

- *Enhance the efficiency and effectiveness of local and regional public transportation facilities and services.*
- *Make public transportation options comparable to single occupancy vehicle usage in terms of incremental cost and convenience.*

Strategies

T-3.1 Create a system of multimodal transportation centers that will facilitate use of public transit and other modes.

These opportunities include:

- Conversion of the High Hanover Parking Facility to a full service Transit Transfer/Multimodal Center. The facility will provide better coordination of transit services. (CIP)
- Evaluate feasibility of creating a multimodal transportation center in the Northern Tier for local and interlocal buses, tour buses, and Pease Tradeport shuttle. The center should provide convenient automobile, bicycle, transit and pedestrian access and supporting facilities.
- Creation of local transport centers with enhanced transit supporting infrastructure at major destinations (schools, shopping centers along transit routes, major employers) to encourage transit use.

T-3.2 Continue and promote expanded public transit options for evening activities and special events.

T-3.3 Consult regularly with potential public transportation user groups.

T-3.4 Work with the Seacoast MPO on studies to reintroduce passenger rail service to Portsmouth on the Hampton Branch or other viable routes such as the Rockingham Branch, and for the siting of passenger rail stations with links to the downtown (if not located downtown). (CIP)

T-3.5 Continue the City's participation with the Greater Portsmouth Transportation Management Association. Make the City Government a model for alternative commuting through employee incentives and policies to reduce single occupant automobile commuting. (CIP)

T-3.6 Continue and expand the enhancement of fixed route bus service (route frequency, bus routing, types of buses) to meet new demands and opportunities.

- This is exemplified by recent changes to the Lafayette Road and Pease Trolley and planned improvements to COAST Route 2. (CIP)

T-3.7 Promote the expansion of intercity bus service by private providers to better connect Portsmouth to other cities and major destinations such as Manchester Airport. (CIP)

T-3.8 Work with the NHDOT to preserve the utility of existing rail rights of way.

T-3.9 Conduct a study of all public transit services within the City to eliminate service redundancies, increase public transit ridership and improve overall efficiencies. (CIP)

- Include services provided by, and policies of, COAST, Wildcat Transit, Portsmouth Housing Authority, Portsmouth School Department and human service agencies.

Goal T-4

Provide for safe and convenient bicycle and pedestrian circulation throughout the City.

Objectives

- *Incorporate and formalize bicycle/pedestrian needs into city transportation planning, policies and ordinances.*
- *Provide safe and sufficient storage facilities for bicycles at public buildings facilities, parks, schools, parking garages and at major commercial centers as appropriate.*
- *Create a network of both shared and separated routes for safe cycling and walking.*
- *Provide sidewalks on public streets, where appropriate.*
- *In the downtown and other commercial centers with high pedestrian volumes, maintain sidewalk widths to balance pedestrian convenience and on-street parking needs.*
- *Increase public awareness and involvement in bicycle and pedestrian planning.*
- *Incorporate recommendations from state, regional, and local bike and pedestrian transportation plans.*
- *Develop and implement a bicycle route that connects the Downtown to Pease via the Rockingham Avenue bicycle bridge over the Spaulding Turnpike.*

Strategies

T-4.1 Review the current policies and standards regarding the requirement for sidewalks along public streets for new streets and for the addition of sidewalks along existing streets.

T-4.2 Develop a city-wide bicycle and pedestrian plan. (CIP)

The Plan should be fully integrated with traffic, roadway planning and transit by the City, Rockingham Planning Commission, and State; should be developed by an Advisory Committee; and should:

- identify bicycle and pedestrian needs and deficiencies,
- identify and prioritize facility improvements (on-road facilities, sidewalks, crosswalks, shared use paths and bicycle parking),
- develop bicycle and pedestrian facility guidelines/standards, including bicycle parking,
- develop standards for bicycle signage on roadways such as Share the Road,
- estimate implementation costs and identify funding sources, responsibilities and phasing.

T-4.3 Install additional bicycle parking in the downtown and study the feasibility of a Bike Station with secure bicycle parking and support facilities.

- T-4.4 Continue to seek funding for bicycle projects already designed.*
- Pursue federal funding through the reauthorized TEA-21 and Clean Air Act.
- T-4.5 Fully consider bicycle facilities in all roadway and bridge projects (resurfacing, retrofit, rehabilitation, reconstruction and replacement projects) including the Sagamore and Memorial Bridges and the Route 1 Bypass Bridge.*
- T-4.6 Review site plan, zoning and subdivision ordinances to make them more bicycle-friendly including bicycle parking requirements, roadway design standards, and easements/rights-of-way for bicycle and pathway projects.*
- T-4.7 Incorporate bicycle, pedestrian and transit accommodations into site planning standards.*
- Establish minimum standards for bicycle and pedestrian facilities.
 - Consider allowing partial credit for automobile parking requirements to encourage bicycle racks, showers, and lockers at worksites for walk and bike commuters.
 - Require off-street parking and circulation plans to consider accommodating bus stops, where appropriate, and the circulation requirements of transit vehicles.

Goal T-5

Ensure visual continuity and effectiveness of signs and street marking system.

Objectives

- *Provide effective signage and directionals on primary transportation routes.*
- *Coordinate more effectively public sector and private/non-profit sector signage programs related to major destinations and cultural/historic destinations.*

Strategies

- T-5.1 Conduct a Wayfinding Study to determine priority access routes to major destinations within Portsmouth from the Interstate System and arterial roadways. (CIP)*
- T-5.2 Develop a signage program to implement these routes.*
- T-5.3 Implement a Gateway Signage program which includes welcome signs, landscaping, and other design treatments at primary gateways to the community.*
- T-5.4 Commit CIP funds to on-going program support (maintenance, expansion, management).*
- T-5.5 Develop policies and procedures to coordinate public sector and private/nonprofit sector signage programs within the public right of way.*

Goal T-6

Develop a downtown parking system that provides adequate, safe, and convenient parking facilities to support downtown vitality and broader community goals.

Objectives

- *Provide safe, cost-effective and convenient parking facilities in the downtown.*
- *Ensure parking garages are designed appropriately for the area's historic context.*
- *Develop parking strategies that complement traffic management goals to reduce congestion and improve air quality.*
- *Balance parking supply, demand and price to sustain downtown economic vitality.*
- *Provide alternatives to driving into and parking in the downtown.*
- *Provide convenient, frequent bus service to the downtown that complements parking strategies.*

Strategies

- T-6.1 Regularly monitor the inventory and turnover of public and private downtown parking, the number of residential housing units, the square footage of commercial buildings, and assess vacancy rates in order to monitor parking supply and demand.*
- T-6.2 Enhance (supply, aesthetics, infrastructure) parking facilities on the periphery of the downtown with high frequency public transit.*
- T-6.3 Work with the RPC, NHDOT and MPO to implement the system of planned satellite Park and Ride lots (outside of Portsmouth) and Commuter Express Buses to intercept commuters bound for Portsmouth to mitigate traffic and improve air quality. (CIP)*
- T-6.4 Consider the recommended upgrade of the Worth Lot from surface lot to parking garage. Revisit the need for the project in 2006. (CIP)*
- T-6.5 Identify and expand shared parking opportunities between land uses (such as currently provided by the City and the St. Johns' Masonic Parking Lot) to use the current supply efficiently and reduce demand for additional downtown parking. (CIP)*
- T-6.6 Periodically review the current amount and appropriateness of the parking impact fee (intermodal transportation credit) that developers pay in lieu of providing parking downtown. The review will assess when the rates need to be changed to bring them up to date and in line with the public and private cost to provide off-street parking.*
- T-6.7 Consider implementing Resident Permit Parking to prevent downtown parking from encroaching into residential neighborhoods and encourage use of peripheral parking lots or downtown structured parking.*

T-6.8 Review the existing off-street parking requirements for new development and parking generation rates in the zoning ordinance.

T-6.9 Review the current pricing structure of public on and off-street parking.

T-6.10 Review new technology to more cost-effectively and conveniently collect parking payments for on-street and off-street parking.

Related Strategies:

LU-1.5 (off-street parking facilities)

LU-1.6 (parking behind buildings)

Goal T-7

Develop Pease Airport to meet the long range goals of the Tradeport, the City, the region and the State.

Objectives

- *Ensure that the operational (hours of operation, type of aircraft) and functional characteristics (Air National Guard, passenger, cargo) of the Airport are consistent with the Tradeport, the City, local, regional and statewide needs and goals.*

Strategies

T-7.1 Participate in a strategic planning process with the Tradeport that reviews the mission of the Airport and considers alternatives to current operations, functions, and management structure.

T-7.2 Evaluate parking policies on the Pease Tradeport including the potential for improved shared parking and consolidation of parking areas.

T-7.3 Preserve rail access to the Pease Tradeport.

Goal T-8

Continue to meet Portsmouth's long-term transportation infrastructure needs.

Objectives

- *Communicate high priority transportation infrastructure needs and fiscal constraints to the NHDOT, Rockingham Planning Commission, Seacoast MPO, and City residents and business community.*
- *Continue existing partnerships with public funding agencies and expand funding partnerships with the private sector.*

Strategies

T-8.1 Maintain funding in the CIP to ensure adequate preservation of roadway pavement, bridge and sidewalk conditions throughout the City and transit vehicle maintenance/replacement. (CIP)

T-8.2 Work with the NHDOT to identify and prioritize major infrastructure needs:

- *Roadway-rail grade crossings*

- *Roadway-rail grade separated crossings (Maplewood Avenue, Route 16, etc.)*
- *Rehabilitation/replacement of the Sagamore and Memorial Bridges (CIP)*
- *General Sullivan Bridge*
- *Portsmouth Traffic Circle*

Goal T-9

Maintain the viability of the Port of Portsmouth to meet the freight transportation needs of the City and Region.

Objectives

- *Maintain compatibility of the Port with the adjacent downtown.*
- *Increase rail access to the Port.*
- *Provide for rail needs for industrial users along the Piscataqua River.*

Strategies

- T-9.1 Implement the recommendations of the Port Master Plan.*
- T-9.2 Identify additional ways to facilitate usage of the Port.*
- T-9.3 Review current zoning and other City policies to ensure that operation of the Port remains viable.*
- T-9.4 Maintain and improve intermodal freight connections between the Port, Tradeport, and the region.*

COMMUNITY FACILITIES AND SERVICES



Discussions throughout the Master Plan effort revealed an appreciation for the quality and breadth of services that the City is able to provide residents, coupled with a strong desire for the City to work aggressively to better connect people with existing resources. The City is regarded as having an inherent ability to organize and inform the public, and residents favor the City increasing its role as a sponsor of community venues, a clearinghouse of resources, and an essential provider of basic human services.

The City is expected to lead the community with a clear commitment to sustainability, as reflected in its facilities and services. Long-term investments in infrastructure are preferred over short-term remedies, while citizens embrace a common-sense approach to balance preservation, reuse, and responsible maintenance of the City's investments.

As revealed in the Existing Conditions analysis, the City faces several significant challenges with regard to its aging infrastructure: the current Water, 201 Facilities, CSO Long Term Control, and School Facilities Plans have identified recommended improvements whose costs will stretch Capital Improvement budgets for the foreseeable future. In addition, demand for enhanced services and public facilities amid an environment that offers very few available sites for development, has created pressure to optimize the reuse or redevelopment of underutilized existing facilities. Balancing community needs with available sites and funding is an on-going struggle, and regular communication with the public will be essential to establishing consensus-based priorities and satisfactory results.

The City plans mentioned above address specific needs and recommended improvements for various community facilities and services. Major initiatives from these reports that have strong ties to land use and other core areas of the Master Plan are included herein. The goals and objectives of this Plan are meant to enhance, not replace, the recommendations of other City reports and plans.

Goal FS-1

Provide efficient and responsive government services through effective and regular public outreach and communication.

Objectives

- *Build community through information, access, and facilitation.*
- *Provide neighborhood representation in planning for public facilities.*

Strategies

FS-1.1 Continue to provide community information on a regular basis in a variety of media formats.

FS-1.2 Annually assess and report on progress on Master Plan implementation and update residents on major City initiatives.

Related Strategies:

T-1.4 (public relations and marketing)

NR-5.2 (public education about conservation)

FS-8.3 (public education about recycling)

Goal FS-2

Ensure that the City's public safety facilities and equipment enable prompt, professional responses to the community's needs.

Objectives

- *Provide fire facilities and equipment that are well-maintained and up-to-date.*
- *Provide police facilities and equipment that are well-maintained and up-to-date.*

Strategies

FS-2.1 Address capital improvement needs of the Fire Department, including feasibility studies and potential replacement of Station #2 and #3, and repairs to the exterior envelope of the Central Station. (CIP)

FS-2.2 Complete renovation of the Police Department's Indoor Training Range.

Goal FS-3

Continue to provide quality facilities that promote excellence in public education.

Objectives

- *Design and construct facility improvements to meet programmatic needs.*
- *Keep elementary class size small, and create comparable learning environments at all three elementary schools.*
- *Continue the integration of our schools with the greater community.*

Strategies

- FS-3.1 Complete an assessment of the Middle School to determine its adequacy for future needs consistent with educational programming, and complete renovation/new construction project. (CIP)*
- FS-3.2 Conduct an engineering and educational space needs review for the three elementary schools and implement recommended improvements. (CIP)*
- FS-3.3 Continue to expand inter-generational learning, shared resources and programs, and self-directed learning in a modern, convenient manner.*

Goal FS-4

Provide the community with a public library that meets its needs for reading, information, culture, activities, and self-directed learning in a modern, convenient manner.

Objectives

- *Enhance the operational capacity of library services by providing a modern facility that meets current standards for accessibility, programming, and level of service.*
- *Evaluate the performance of all library services and collections.*
- *Improve staff efficiency.*

Strategies

- FS-4.1 Design and construct a new library building that meets community needs and supports best practices.*
- FS-4.2 Evaluate community needs, compare services/collections against findings, and assign resources accordingly.*

Goal FS-5

Provide drinking water that meets federal and state regulatory requirements and serves the needs of Portsmouth's residents and businesses.

Objectives

- *Protect and improve the quality and supply of the City's groundwater and surface water sources.*
- *Maintain and upgrade water distribution and treatment systems to meet current and future domestic, commercial, and fire protection needs.*

Strategies

- FS-5.1 Protect reservoir watershed areas and wellhead zones of contribution through land acquisition, regulation, and other available means as appropriate.*
- Support efforts of regional agencies to acquire and protect land.
- FS-5.2 Identify, acquire, permit, and implement additional water sources to ensure adequate supply for current and future needs. (CIP)*
- FS-5.3 Promote water conservation and increase public awareness of best practices in watershed management near the Bellamy Reservoir.*
- FS-5.4 Implement recommendations made in Phases 1 and 2 of the Water System Master Plan. (CIP)*
- Develop a Source Water Management Plan.
 - Upgrade pumping system capacity.
 - Carry out Bellamy Dam improvements.
 - Improve the distribution system efficiency, including the Greenland Pressure Zone.
 - Upgrade and/or replace the Madbury Treatment Facility.

Related Strategies:

- NR-2.3 (water conservation)*
- NR-3.1 (wetland regulations)*
- NR-3.4 (minimize runoff)*
- NR-5.2, 5.5 (public education about conservation)*

Goal FS-6

Protect the region's water resources through effective collection and treatment of wastewater and stormwater.

Objectives

- *Operate and maintain the City's wastewater treatment facilities and expand and upgrade as needed to comply with regulatory requirements and to accommodate growth.*
- *Require stormwater management techniques to control the quantity and quality of stormwater runoff.*
- *Minimize impacts to the City's waterways from combined sewer overflow.*
- *Participate in regional approaches to wastewater treatment and disposal.*

Strategies

FS-6.1 Continue to implement Phase II and Phase III of the Sewerage Improvement Program. (CIP)

- Implement a series of projects to reduce inflow and infiltration.
- Upgrade pump stations and rehabilitate sewers.
- Make recommended improvements to the Peirce Island Wastewater Treatment Plant.

FS-6.2 Review site review regulations with respect to stormwater management and upgrade to current best practices.

FS-6.3 Implement the Combined Sewer Overflow Long Term Control Plan (LTCP). (CIP)

FS-6.4 Consider implementing a stormwater enterprise fund to provide for and fund the construction, operation, improvement, and maintenance of stormwater facilities.

FS-6.5 Participate in regional outflow study.

Related Strategies:

NR-3.3 (design of stormwater management systems)

Goal FS-7

Assess appropriate redevelopment options for vacant and underutilized City-owned buildings and parcels.

Objectives

- *Identify a preferred scenario for redevelopment of the Lafayette School.*
- *Plan for reuse of the current Portsmouth Public Library building.*
- *Plan for reuse of the former landfill on Jones Avenue.*

- *Evaluate appropriate uses for other space, buildings, and sites that may support identified community needs.*

Strategies

- FS-7.1 Conduct planning for the reuse of public facilities, with input from stakeholders and the general public as appropriate.*

Goal FS-8

Provide solid waste and hazardous waste services in order to protect public health and comply with federal, state and local regulations in pursuit of a clean environment.

Objectives

- *Enhance solid waste management programs and facilities.*
- *Continue public education about waste disposal issues, environmental impacts, and recycling.*
- *Continue the initiative to reduce disposal costs and economize on waste collection and disposal operations.*

Strategies

- FS-8.1 Increase diversion rates of recycling and hazardous waste options for all City departments and neighborhoods.*
- FS-8.2 Improve efficiency of recycling collection methods.*
- FS-8.3 Publicize to the community the City's solid waste program and services and provide guidance on proper hazardous waste disposal methods.*
- FS-8.4 Acquire property adjacent to DPW or applicable site to expand and develop an appropriate recycling center.*

Goal FS-9

Continue to upgrade public works facilities to accommodate service demands and changes in technology.

Objectives

- *Provide fleet maintenance to meet industry standards.*
- *Investigate available technologies for alternative fuels.*

Strategies

- FS-9.1 Consider feasibility of conversion of City vehicles to alternative fuels and the associated impacts to operations and facilities.*
- FS-9.2 Expand vehicle storage and administrative areas.*
- FS-9.3 Enhance the fleet maintenance facility and incorporate spray booth technology.*

NATURAL RESOURCES AND OPEN SPACE



Portsmouth's natural resources have helped to create a distinctive landscape and a richness of culture that makes the City an attractive and interesting place to live and visit. Protection of these natural resources ensures a healthy environment that can provide safe drinking water, clean air, and outdoor recreation opportunities and sustain healthy wildlife habitats and populations. Land use decisions that consider the community's natural constraints and opportunities will work to protect and preserve surface and groundwater resources, reduce air and noise pollution, limit erosion, moderate temperatures, and protect places of natural beauty and critical environmental concern.

The City has been gathering data on its natural resources to help guide land use planning policies and practices. Notably, its detailed wetlands mapping and comprehensive geographic information system are invaluable tools that are beginning to play critical roles in development discussions. In March 2003 the City completed a comprehensive wetland identification and assessment project. Additional information on water quality and air pollution is available to help identify potential threats to the public's health and welfare. This knowledge about the region's natural systems should be used in conjunction with additional natural resource inventories to develop a prioritized open space protection and management policy, allowing the City to be proactive in land protection efforts. The City should pursue funding mechanisms that would enable more immediate action as land conservation opportunities become available.

Because natural systems do not adhere to political boundaries, natural resource protection is best achieved through regional collaboration. This approach emphasizes connections between natural habitat areas and corridors, through the study and collection of inventory information for unique sites of special importance such as vernal pools and endangered or rare habitats and species. This work will often reach beyond municipal limits. Some of the best regional management models are based on watershed boundaries, and plans such as the past Berry's Brook Watershed Management Plan and the ongoing Hodgson Brook Watershed Restoration Plan should guide Portsmouth's natural resource strategies. Site-specific work on sensitive areas such as the North Mill Pond and the Great Bog should continue to complement a comprehensive conservation strategy. Some of the City's recent major open space protection efforts including the purchase of land in the Great Bog and land along Sagamore Creek will help further regional objectives.

Similarly, it is important for the City and the Pease Development Authority to cooperate on natural resource protection issues. Occupying 16 percent of Portsmouth's land area, the Pease International Tradeport includes a number of important habitat types (such as an endangered plant species) as well as environmental challenges, yet it is not subject to the City's land use regulations. In addition, the Newington portion of the Tradeport

includes portions of the Great Bay National Wildlife Refuge. Wetlands systems, including the upper reaches of Hodgson Brook, also cross through the site, and an important aquifer underlies the Tradeport in Portsmouth and Newington. Prior air base operations resulted in extensive contamination of groundwater and stream systems in both the Great Bay and Hodgson Brook watersheds. Because land use and other activities at the Tradeport have downstream impacts, the City should continue to encourage the PDA to adopt environmental protection measures that are consistent with the standards that apply elsewhere in Portsmouth.

In many cases, open space protection can be a reactive measure, mobilizing community funding to preserve the “last wetland” or “last farm.” This method not only can be costly, but also can result in disconnected fragments of conservation land. Establishing criteria to prioritize open space parcels for protection would help the City and regional conservation partners be strategic about which lands to acquire. Such a strategy can focus on developing a network of large connected parcels of open space which have higher ecological value (“green infrastructure”^{*}).

Public input throughout the Master Planning process has indicated strong support for the development of a City-wide sustainability policy that would balance a healthy environment with economic development and social equity. The environmental components of such a policy should include guidelines for improving energy efficiency of City buildings and vehicles, integrating sustainable energy where appropriate, reducing water consumption, reducing waste and increasing recycling, encouraging natural landscaping techniques, identifying and protecting critical ecological areas, and incorporating techniques that limit noise and air pollution.

Goal NR-1

Develop and promote an approach to natural resource protection and planning that is based on watershed boundaries, wildlife habitat areas, and open space corridors.

Objectives

- *Inventory existing conservation lands and monitor conditions on an ongoing basis.*
- *Cooperate with neighboring communities and the Pease Development Authority to develop and implement watershed management plans.*
- *Direct new growth to areas that are already developed and where adequate infrastructure for growth is in place.*
- *Preserve and restore identified critical habitats and enhance wildlife corridors.*
- *Maintain and manage public open space and conservation lands for appropriate levels of use and access.*

^{*} The Green Infrastructure Working Group (a coalition of nonprofit organizations and local, state and federal governments) defines *green infrastructure* as “a strategically planned and managed network of wilderness, parks, greenways, conservation easements, and working lands with conservation value. This network supports native species, maintains natural ecological processes, sustains air and water resources, and contributes to the health and quality of life for America’s communities and people.”

Strategies

NR-1.1 Create an Open Space Plan that prioritizes parcels for acquisition and preservation, assesses the most appropriate uses for City-owned parcels, and explores greenway linkage opportunities between these parcels.

- Improve the current system for inventorying existing open space lands.
- Explore opportunities to protect land adjacent to existing open space parcels to create a connected network of greenways.
- Review open space reports and plans from regional land trusts and planning agencies to prioritize lands for protection.
- Consider adopting the “green infrastructure” concept as a component of open space planning and site plan review.

NR-1.2 Expand the use of innovative financing tools to facilitate open-space acquisition and management.

- Explore alternative funding mechanisms such as an open space bond issue, regular CIP funding, and/or facilitating voluntary taxpayer contributions to augment the City’s Conservation Fund.
- Continue to partner with regional land trusts and explore partnerships with other organizations to accomplish land conservation projects.
- Consider establishing a policy or procedure that would encourage new developments to provide open space in exchange for special permits and/or other zoning concessions.

NR-1.3 Establish an acceptable use policy for conservation lands to guide public access and management planning.

- Budget funds for care and upkeep of City conservation lands.
- Develop a stewardship program for City conservation land.
- Assess the recreational use potential of open spaces.
- Improve access and parking to areas where increased public use is appropriate and limit public access to sensitive habitat areas.
- Increase informational and directional signage at appropriate conservation lands.
- Revise definition of “access” in City ordinance to limit vehicular entry onto conservation properties.
- Partner with volunteer organizations (e.g. “Adopt-A-Trail” groups) to implement trail care and maintenance.

NR-1.4 Implement the recommendations of the Hodgson Brook Watershed Restoration plan where appropriate to work towards water quality improvement and habitat protection in the Hodgson Brook Watershed.

Goal NR-2

Incorporate sound environmental practices into all municipal policies and projects.

Objectives

- *Develop and adopt an environmental policy to guide City projects and operations in order to achieve City-wide goals of improving and sustaining environmental quality.*
- *Improve communication and coordination among City Boards and Departments on decisions and practices that protect and improve natural resources.*

Strategies

- NR-2.1 Develop an urban forestry management plan for the protection and care of existing trees, native vegetation and woodlands, and the identification of areas for new plantings.*
- NR-2.2 Incorporate appropriate construction standards for public and private buildings and facilities that seek to improve energy efficiency, use alternatives to fossil fuels, reduce noise and light pollution, incorporate natural landscaping practices, or preserve open spaces.*
- NR-2.3 Identify goals for reducing water consumption, limiting waste production, improving energy efficiency, reducing fossil fuel consumption, implementing natural landscaping techniques, and improving workplace air quality.*
 - Provide guidance for municipal departments and facilities on methods and techniques for incorporating environmental practices into municipal projects.
 - Assess maintenance practices on City streets to reduce environmental degradation.
- NR-2.4 Designate a representative from the Planning Board to attend Conservation Commission meetings to increase communication, improve decision-making processes, and streamline permitting.*
 - Adjust timing of Board meetings (allowing for two weeks between sessions) to allow information to be forwarded (through representative and meeting minutes).

Related Strategies:

FS-8.1 (recycling and hazardous waste disposal and collection)

Goal NR-3

Maintain and improve the quality of wetland and waterfront areas.

Objectives

- *Protect significant wetlands.*
- *Assess need for mitigation and restoration to offset development impacts on all wetlands.*
- *Achieve a high level of wetlands protection at the Pease International Tradeport consistent with the City's regulations.*
- *Restore or protect natural tidal flow in estuaries where feasible and appropriate.*
- *Reduce non-point source pollution.*
- *Continue and expand efforts to improve water quality and cleanup of the North and South Mill Ponds.*

Strategies

NR-3.1 Revise and update City wetlands regulations and enforcement procedures.

- Designate prime wetlands.
- Work within City wetlands ordinance to protect prime wetlands without reducing existing areas of protected buffer.
- Improve monitoring, reporting, and enforcement of existing wetland protections.
- Develop a standard for development that achieves the “least impact to wetlands.”
- Educate applicants on buffer purpose, design, and maintenance.
- Continue to require the use of, at minimum, best management practices.

NR-3.2 Develop a wetlands protection action plan.

- Target significant connected wetland areas: Berry's Brook wetland system north and south of Lang Road, southeastern end of the Great Bog above Banfield Road and railroad, the Sagamore Creek wetland system near US Route 1 bridge.
- Communicate regularly with owners of highly-valued wetlands to optimize acquisition planning.

NR-3.3 Require the design of stormwater management systems to maximize habitat value.

NR-3.4 Minimize runoff by clustering development on the least porous soils and using infiltration devices and permeable pavements.

NR-3.5 Limit impervious surfaces and add green spaces.

NR-3.6 Evaluate and take steps to restore salt marshes where appropriate.

- NR-3.7 Continue efforts to achieve a wetland protection ordinance at Pease consistent with the City's regulations.*

Goal NR-4

Control noise, air and light pollution.

Objectives

- *Adopt development and road standards that help reduce noise and light pollution.*
- *Achieve reductions in consumption of fossil fuels and control emissions to improve air quality.*

Strategies

- NR-4.1 Incorporate noise barriers where warranted as part of major road construction projects.*
- NR-4.2 Develop design standards for outdoor lighting that minimize night-time glare.*
- NR-4.3 Promote the use of low-emission vehicles within the City, as alternatives to conventional gas-powered vehicles.*
- *Continue to apply for funding to invest in alternative fuel vehicles for municipal use and public transit.*
- NR-4.4 Strengthen enforcement of the existing noise ordinance, particularly in the downtown.*

Goal NR-5

Increase public education and awareness of natural resources and conservation practices.

Objectives

- *Educate residents, landowners, and City officials about practices that protect and restore environmental quality.*

Strategies

- NR-5.1 Cultivate relationships with schools to educate the school community about natural resources and engage children in conservation projects, and involve school students in public awareness campaigns.*
- NR-5.2 Work with the media to disseminate information on City policies and projects related to natural resource protection and environmental sustainability.*
- NR-5.3 Provide training to all City board members on the City's environmental regulations, conservation practices and policies.*
- NR-5.4 Publicize and recognize private and public development projects in the City that incorporate exceptional best management practices for natural resource protection.*

NR-5.5 Publicize public access areas to City open space lands through maps and the City's web site.

NR-5.6 Carry out public education efforts to reduce the misuse and overuse of pesticides, herbicides, and fertilizers.

Related Strategies:

FS-1.1 (community information)

FS-8.3 (public education about recycling)

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NATURAL HAZARDS, EMERGENCY MANAGEMENT, AND RECOVERY PLANNING



Comprehensive emergency preparedness and management planning has taken on substantially new meaning since the September 11, 2001, terrorist attacks. Portsmouth's Emergency Management Plan (EMP) was updated in 2003, yet required additional revision to include risk assessment and response scenarios for potential terrorism. The City has received a grant and is in the process of drafting a new EMP including an All-Hazard Operation Plan and Anti-Terrorism Index.

Goal EM-1

Update the City's Emergency Management Plan to reflect the realistic assessment of potential natural,² technological,³ and terrorism⁴ risks in light of present conditions.

Objectives

- *Incorporate State and Federal guidelines for all-hazards planning into the 2003 Emergency Management Plan with a new section focusing on terrorist-related responses.*
- *Using historic records, existing flood hazard mapping (including Flood Insurance Rate Maps (FIRMs)), and the City's GIS, perform a risk analysis and vulnerability assessment for flood hazard areas.*

Strategies

- EM-1.1 Conduct an analysis of likely natural and technological hazards by risk level and geographic areas.*
- EM-1.2 Revise response scenarios pursuant to risk level assessments and geographic conditions; update existing mutual aid agreements to include newly-identified elements.*
- EM-1.3 Participate in the regional emergency water interconnections feasibility study to evaluate the impediments to short-term emergency interconnections to improve water system security.*

² *Natural hazards* include "hurricanes, tornados, storms, floods, tidal waves, tsunamis, high or wind-driven waters, volcanic eruptions, earthquakes, snowstorms, wildfires, droughts, landslides, and mudslides" (Jim Schwab et als, *Planning for Post-Disaster Recovery and Reconstruction*, Federal Emergency Management Agency [FEMA] and American Planning Association [Planning Advisory Report No. 483/484], 1998, page 328).

³ *Technological hazards* "refers to the origins of incidents that can arise from human activities such as the manufacture, transportation, storage and use of hazardous materials" (*Integrating Manmade Hazards Into Mitigation Planning*, Federal Emergency Management Agency, Version 2.0, September 2003, page v). These hazardous materials include "such substances as radioactive materials, chemicals, explosives, flammables, agricultural pesticides, herbicides and disease agents; oil spills on land, coastal waters or inland water systems; and debris from space" (Public & Private Businesses Inc., FEMA Glossary, <http://www.ppbi.org/fema.htm>). FEMA considers technological emergencies to be accidental events with unintended consequences, as distinguished from terrorism (see below).

⁴ *Terrorism* refers to intentional and malicious acts involving "the use of Weapons of Mass Destruction (WMD), including biological, chemical, nuclear, and radiological weapons; arson, incendiary, explosive, and armed attacks; industrial sabotage and intentional hazardous materials releases; and 'cyber-terrorism.'" (*Integrating Manmade Hazards Into Mitigation Planning*, page v).

Goal EM-2

Update the Emergency Management Plan to address long-range planning for recovery, including damage assessment, stabilization of structures, and rehabilitation.

Objectives

- *Develop long-range recovery plans to address natural, technological, and terrorism hazards.*

Strategies

EM-2.1 Obtain resources necessary to carry out post-emergency damage assessments, and to address damage through such measures as stabilization and rehabilitation.

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RECREATION



Portsmouth provides a range of parks, playgrounds, and other recreational facilities. Residents can benefit from a variety of recreational activities and programs, and visitors appreciate how Portsmouth's green areas enhance the built environment of this historic city. As development pressure increases, it will be important to maintain an adequate level of recreation facilities and services to serve the City's population.

The City has made substantial upgrades to almost all parks and playgrounds over the last several years. In addition, the City has created a new adult recreation facility and expanded recreational programs for all ages. Besides individual parks and fields scattered throughout Portsmouth's neighborhoods, there is increasing interest in trails and paths that connect different areas of the City. Such connections serve multiple benefits by providing recreational areas for walking, jogging, biking, and rollerblading as well as making the City more accessible for bicyclists and pedestrians. Some trail and path initiatives that the City is pursuing include completion of the Piscataqua Riverwalk along a portion of the Bow Street waterfront, development of trails and overlooks at Peirce Island, and long range planning for a North Mill Pond pedestrian and bike pathway.

Goal R-1

Provide quality public recreation facilities and programs that are accessible to all.

Objectives

- *Expand capacity and improve existing parks, athletic fields, and other facilities to meet demand for recreational services.*
- *Develop new parks, athletic fields, and other appropriate facilities at available sites around the City.*
- *Expand and strengthen recreational department and school athletic partnership.*

Strategies

R-1.1 *Fund and support ongoing implementation of the Peirce Island Master Plan.*

(CIP)

R-1.2 *Develop and expand recreational areas at North and South Mill Ponds.*

- Continue efforts to approve a water-side park and construction of a pedestrian and bike pathway around North Mill Pond. (CIP)
- Assess opportunities for public access along the shoreline around the South Mill Pond.

R-1.3 Identify and secure long-term leases at sites at Pease International Tradeport suitable for recreation.

R-1.4 Convert former stump dump to recreational use. (CIP)

R-1.5 Identify available land for expansion of existing recreation facilities and for development of additional facilities to serve school and broader community needs.

- Consider replacement or rehabilitation of Connie Bean Center to provide additional space for youth programs.
- Provide additional facilities for competition softball fields, dedicated soccer fields, outdoor lighted basketball courts, lacrosse fields, and indoor ice rink.
- Consider possible location for regional multi-use recreation facility maintained jointly with neighboring communities.

R-1.6 Pursue opportunities to create and enhance neighborhood parks and green spaces.

- Continue public-private partnership effort to develop park at Ledgewood Manor apartments.
- Create pocket parks at vacant or underutilized lots.

Related Strategies:

NR-1.1 (Open Space Plan)

NR-1.3 (acceptable use policy)

Goal R-2

Maintain and enhance public recreation areas for the enjoyment of all users.

Objectives

- *Provide recreational opportunities and access for all ages and capability levels.*
- *Improve accessibility for users with differing abilities.*

Strategies

R-2.1 Expand programs and activities suitable for seniors and teens.

- Consult with teen groups and seek their input regarding their specific interests.

R-2.2 Upgrade and enhance parks, playgrounds, athletic fields, trails and other recreational facilities, including compliance with Americans with Disabilities Act (ADA) standards.

CULTURAL AND HISTORIC RESOURCES AND THE ARTS



Cultural and historic resources are those aspects of the environment that reflect the activities and contributions of the human inhabitants of a community or region. They include many elements: historic districts, buildings and structures; scenic roads and landscapes; important institutions; landmarks; urban streetscapes; and similar elements. Together with an area's natural resources, these cultural and historic resources define the area's unique or special character.

Portsmouth has made special efforts to recognize and preserve its historic core, which has contributed to its recent economic success. Residents and visitors appreciate the City's historic character and the comfortable pedestrian scale of the downtown area; and changes and alterations to the historic fabric are carefully monitored and reviewed by the Historic District Commission.

In addition to these physical records of human activity, Portsmouth's special character is also linked to the ongoing artistic endeavors of its residents. In 2002 the City adopted a Cultural Plan, *Community Life and the Arts (CLA)*, as an element of the Master Plan. Goals and objectives from the CLA that have strong ties to land use and/or public facilities are included in this Plan and noted; the complete CLA is included in the Appendix. One of the CLA's top recommendations – to create an Arts and Culture Agency – was accomplished in 2003 with the formation of Art-Speak, a quasi-public organization. Art-Speak's mission is to implement the CLA, and, as a result, many of the recommended strategies included in this Plan feature Art-Speak as the lead responsible party. The goals of the Cultural Plan continue to inform the City's planning process, and the Cultural Plan should be consulted for action ideas.

Goal CH-1

Identify and preserve buildings, streetscapes, and open spaces that contribute to the unique character and cultural assets of Portsmouth. CLA + **

Objectives

- Engage the community in preservation and cultural issues. CLA
- Commit to preserve the City's cultural assets. CLA

** Items marked "CLA" are drawn from *Cultural Life and the Arts*. "CLA +" indicates that the item as included here is slightly modified from the original.

- *Design streetscapes that reflect Portsmouth's history while serving current needs.*
- *Discourage teardowns for larger, new construction to preserve neighborhood character.*
- *In addition to buildings and streetscapes, protect other historic resources such as cemeteries and archaeological resources.*

Strategies

- CH-1.1 Strengthen the City's role in protecting historic resources, and bearing responsibility for preservation planning efforts.*
- CH-1.2 Develop a Historic Preservation Plan for the entire City that prioritizes issues of inventory, regulatory protection, and identified structures under threat of neglect.*
- Inventory buildings and open spaces that define the unique character and culture of Portsmouth. **CLA**
 - Assess historic district potential of particular neighborhoods such as Atlantic Heights.
 - Continue to enforce the demolition delay ordinance for areas outside the Historic District. Target to identified historic buildings.
 - Examine the boundaries of the Historic District and assess the need for adjustment/expansion.
- CH-1.3 Consider the creation of neighborhood overlay districts to protect the character of the City's neighborhoods. **CLA***
- CH-1.4 Increase public awareness of the Historic District and appropriate treatments of historic structures.*
- Make district criteria clearer and more understandable to the general public.
 - Publish illustrated guidelines for the district and distribute to property owners.
- CH-1.5 Encourage the HDC to work with City officials to develop a post-approval inspection process to ensure adherence to HDC approvals, and to assist the Commission in evaluating and enhancing its decision-making.*

Goal CH-2

Preserve and enhance the City's neighborhoods and cultural landscapes.

Objectives

- *Preserve scenic views to the waterfront.*

Strategies

- CH-2.1 Increase public art through a local "1% for the Arts" program which would dedicate a portion of construction costs for new and substantially-renovated public buildings towards the production of public art.*
- CH-2.2 Identify and plan landscape/streetscape improvements in conjunction with existing street improvement projects for historic "common squares" in Portsmouth (e.g., Court & State, State & Middle – "Haymarket Square", State & Pleasant, Congress/Islington/Middle, and entrance to Memorial Bridge).*
- CH-2.3 Inventory, photograph and map existing waterway and mill pond views that should be preserved, and incorporate this information into Historic District guidelines and/or a scenic view corridor overlay district.*
- CH-2.4 Consider protection of scenic road corridors.*
- CH-2.5 Strengthen neighborhood identity through cultural programming.*

Goal CH-3

Expand and support spaces for cultural activities and events, including affordable space for artists, and venues and space for performances, exhibitions, meetings, storage, rehearsal, and education. CLA

Objectives

- *Create new and support existing partnerships to develop space for cultural uses.* CLA
- *Extend public properties for cultural uses.* CLA
- *Support the provision of affordable living and working space for artists.* CLA

Strategies

- CH-3.1 Consider arts and culture uses to be a part of redevelopment of the Lafayette School.*
- CH-3.2 Incorporate public art and community space into the redevelopment of the site of the Federal Building.*
- CH-3.3 Explore the possibility of making neighborhood school space available to artists for practice, performance and/or work space (despite the obvious drawback of being transient space).*

Related Strategies

LU-4.2 (live/work units)

H-1.5 (workforce housing)

ED-5.1 (use of historic homes)

Goal CH-4

Engage young people in arts and cultural opportunities in all aspects of their lives, including educational, recreational, and social settings. CLA

Objectives

- *Within the schools, provide facilities and programs for students to take an active part in culture.* CLA
- *Outside of the schools, encourage the development of cultural programs and facilities with a focus on youth and families.* CLA

Strategies

CH-4.1 Encourage and support the goals of historic and cultural organizations (such as Art-Speak) to solicit input and involvement from all levels of the community.

Goal CH-5

Engage businesses with the arts and cultural community. CLA

Objectives

- *Create opportunities for collaboration between the cultural and business communities.* CLA
- *Recognize and celebrate successful business/arts partnerships that promote the community.* CLA

Goal CH-6

Market Portsmouth as a business and cultural destination. CLA

Objectives

- *Promote Portsmouth's culture to local and regional citizens and tourists.* CLA
- *Continue to collect and update information regarding the cultural community's impact on the economic vitality of Portsmouth; use it to promote Portsmouth and the region.* CLA
- *Promote arts, cultural events, and historical sites and coordinate programming to ensure consistent visitation throughout the year.*
- *Continue to promote communication, cooperation, and coordination between cultural and historic groups and events.*

Strategies

- CH-6.1 Encourage historic and cultural groups to organize biannual or quarterly meetings between downtown businesses and historic property stewards to raise awareness of events and identify opportunities for collaboration.*
- CH-6.2 Introduce new City leaders and elected officials to existing resources through "familiarization tours."*
- CH-6.3 Continue to provide information regarding cultural and artistic venues through various media.*

Goal CH-7

Support Art-Speak through grants and provision of overhead until the organization attains self-sufficiency.

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SOCIAL SERVICES



Portsmouth agencies provide a wide variety of social services to address issues of community health care, child care, homelessness, elder care, substance abuse, domestic violence, and mental illness. As with other elements of the Master Plan, there is a common recommendation for existing resources to be better-publicized for those in need of services, and for funding to be available for critical needs.

Goal SS-1

Ensure that Portsmouth continues to meet social service needs.

Objectives

- *Identify and track demand for services across providers, noting particular geographic trends and/or needs.*
- *Support programs and facilities that provide affordable child care and elder care.*
- *Identify gaps in the provision of needed social services.*
- *Support the connection of social service agencies and providers with their clients via transportation services and facilities.*
- *Work on integrated regional solutions to service needs, encouraging the sharing of resources and the reduction of service duplication.*

Strategies

- SS-1.1 Evaluate shortcomings in referral network, identify ways to improve access to social service providers and to keep information current, and provide assistance in implementing improvements.*
- SS-1.2 Use available grant funding sources to expand affordable child care and elder care for residents who earn low and moderate incomes.*
- SS-1.3 Continue to support local funding for social service providers.*
- SS-1.4 Address the critical shortage in child care facilities by offering zoning incentives (by right development, flexible parking requirements, flexibility in dimensional regulations) to encourage the development of new facilities.*
- SS-1.5 Support Coast and other public and non-profit services to provide transportation to and from work for low and moderate income residents.*

Goal SS-2

Foster a strong network among social service providers to publicize and improve access to all services.

Objectives

- *Educate civic leaders, volunteers, and staff about the services provided by local social service agencies.*
- *Support new ways to share information and build relationships between service providers.*
- *Maintain up-to-date information regarding the social services available to the City's residents.*

Strategies

- SS-2.1 Educate board members and city staff as needed regarding social service resources and needs.*
- SS-2.2 Provide social service information on the City's web site and link directly to agency information.*
- SS-2.3 Continue to support the efforts of networks such as the Continuum of Care and the Community Resource Network, which offer collaborative information sharing meetings on a regular basis.*
- SS-2.4 Consider the need for an ombudsman or referral clearinghouse for social service providers in Portsmouth and its region.*

IMPLEMENTATION PLAN

The collective input and energy of the many City residents, staff, and officials who developed the City's new Master Plan are reflected in the ambitious agenda set forth in this chapter. Ensuring that the Plan's extensive recommendations and vision are carried out will require vigilant attention, long-term commitment, and strong public-private partnerships.

Imagination is the beginning of creation. You imagine what you desire, you will what you imagine, and at last you create what you will.

George Bernard Shaw

In addition to its large volume of recommendations, this plan is likewise distinct in its degree of public ownership. Although legally and procedurally a Planning Board document, the Portsmouth community can lay claim to its spirit. The Planning Board will use the document to guide its decisions as a matter of course, but ensuring the Plan's continuity as a "living document" will be, ultimately, the entire community's responsibility. The avenues open to participation are as numerous as the strategies themselves – volunteering on City boards and commissions, running for election, initiating public-private partnerships, donating funds to a project, participating in public meetings, sponsoring community gatherings, and lending time and expertise where warranted are but a few examples.

Action Table

As a means of organizing implementation efforts, this element is focused on a stand-alone table of strategies, accompanied by further detailed actions (where applicable), assignments of responsibility, and additional notes indicating the status, funding, or any other information that may be relevant to the task. This table may be used as a checklist of sorts, an easy to use reference for monitoring progress on the plan.

Some items contained in the Plan will be directly implemented through the Planning Board – as a public entity, its meetings are all open to the public, agendas and minutes are catalogued on the City's web site, and the Board's deliberations are frequently covered by the local press. As a result, progress on items for which the Board is responsible can be easily tracked by interested parties.


Items beyond the Planning Board's jurisdiction will likely be pursued through a variety of channels which are also open to the public. In many instances, progress may be linked to obtaining funding for a project, and venues such as the City Council's annual budget deliberations, the creation of the Capital Improvement Plan (CIP), the forming of public-private partnerships, and a variety of grant making opportunities can all be places where Master Plan strategies are realized.

Priorities

As public discussion on the Master Plan took place, a number of priorities clearly emerged. These are summarized in the "Priorities for Action" section of the Plan.

Many of the Plan's recommendations will be pursued in the near term as part of a zoning ordinance revisions project. Budgeted as part of the draft 2006-2011 CIP, the strategies

which have a zoning component (distributed through all elements of the plan) will be addressed as part of this project. For quick reference, these items are labeled “Zoning Revisions,” in the “Status/Notes” column.

Several of the recommendations are noted as on-going efforts. These include multi-year projects that are underway (e.g. sewerage improvement program), policies regularly promoted by the City (e.g. downtown mixed use), and some recent initiatives begun since the start of the Master Plan process. Those which are already under the Capital Improvement Plan (CIP) funding process are noted with the symbol .

Annual reporting on the progress of Master Plan Implementation is recommended in Strategy FS-1.2.

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LAND USE				
LU-1.1	Amend the zoning ordinance to promote continuity of pedestrian-oriented uses in street level spaces in the CBD.	<ul style="list-style-type: none"> ◆ Completed 	Planning Department Planning Board City Council	Completed.
LU-1.2	Review the design standards in the Historic District Ordinance that address façade elements that promote vitality, such as building entries and display windows and revise as necessary to clarify.	<ul style="list-style-type: none"> ◆ Review existing standards and identify short-comings (PB, HDC) ◆ Revise as necessary (HDC) ◆ Adopt revised ordinance (CC) 	Planning Department Historic District Commission City Council	Zoning Revisions
LU-1.3	Consider zoning changes to allow/promote shared parking facilities for uses with complementary demands (e.g., residential and commercial).	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-1.4	Consider zoning changes to encourage upper-story design that is compatible with existing building character.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-1.5	Integrate commercial uses into street frontage of off-street parking facilities in order to preserve continuity and vitality of the CBD.	<ul style="list-style-type: none"> ◆ When designing new City facilities, consider commercial uses at frontage. ◆ Encourage private parking structures to incorporate commercial uses into frontage. (PB, HDC) 	Parking & Transportation Planning Board Historic District Commission	Ongoing
LU-1.6	Review CBD zoning regulations to encourage placement of parking areas behind or beside buildings rather than between buildings and the street.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-1.7	Conduct a broad-based visioning process to guide redevelopment of the McIntyre Federal Building site and additional redevelopment opportunities.	<ul style="list-style-type: none"> ◆ Obtain site control (CM, CC) ◆ Hire consultant (PD, CD) ◆ Conduct visioning ◆ Prepare redevelopment plan ◆ Solicit proposals 	City Manager City Council Planning & Community Development	
LU-1.8	Restrict or prohibit drive-throughs in the CBD to improve pedestrian safety and maintain the quality of streetscapes.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-1.9	Provide zoning and other incentives in the downtown for developers to provide exhibit, rehearsal and performance spaces.	<ul style="list-style-type: none"> ◆ Identify appropriate zoning incentives (PD) ◆ Recommend zoning change(s) (PB) ◆ Adopt zoning amendment(s) (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-1.10	Review and revise the sign regulations in the Central Business District to recognize the downtown's special character.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-2.1	Implement the Streetscape Improvement Plan for the Islington Street corridor.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department Parking & Transportation Division DPW	CIP

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-2.2	Strengthen site and building design standards and review processes and establish design standards for business areas outside designated historic districts.	<ul style="list-style-type: none"> ◆ Update the office/research district standards to address issues of massing and scale. (PD, PB) ◆ Identify appropriate review process for corridors and other business districts. (PD, PB) ◆ Develop site planning, building design, and sign standards to encourage commercial/retail franchise buildings to adopt higher-quality designs and respect for local context. (PD, PB) <ul style="list-style-type: none"> ○ Request funding and hire consultant to assist in developing standards (PD) ◆ Review and strengthen regulations on drive-up and drive-through uses to address traffic management, queuing, safety, and pedestrian access. (PD, PB) 	Planning Department Planning Board City Council	Zoning Revisions
LU-2.3	Review zoning regulations in designated business districts and corridors and revise as appropriate to promote improvements in the streetscape, including encouraging the placement of parking areas behind or beside buildings rather than between buildings and the street.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-2.4	Review standards in the sign ordinance and revise to clarify and facilitate administration and enforcement. Consider design standards for specific areas.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
LU-3.1	Encourage the Pease Development Authority to consider regulatory changes to promote higher densities and a greater mix of non-residential uses in the Tradeport.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department Planning Board	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-3.2	Encourage shared parking and parking structures in the Tradeport to promote more efficient land use and transportation options.	♦ [same as strategy]	Planning Department Planning Board	Ongoing
LU-4.1	Carry out a study to identify potential locations and appropriate uses, and accompanying development standards, for neighborhood commercial areas.	<ul style="list-style-type: none"> ♦ Prepare scope of work and estimate cost for study or determine if possible to complete in-house. ♦ Hire consultant or assign task to staff. ♦ Perform study. Implement recommendations, make zoning changes. 	Planning Department Planning Board	
LU-4.2	Identify locations and conditions under which live/work units can be safely and appropriately allowed.	<ul style="list-style-type: none"> ♦ Evaluate successful live/work units to determine essential elements that contribute to their success. ♦ Identify appropriate locations and conditions. ♦ Amend zoning ordinance to accommodate additional live/work units. 	Planning Department Planning Board	
LU-5.1	<p>Carry out corridor studies for Woodbury Avenue, Lafayette Road, Route 1, and Route 1 Bypass.</p> <p>Corridor studies should address land use, urban design, vehicular, bicycle, transit and pedestrian circulation, and natural resources, and should consider opportunities for development and redevelopment that promote economic development and housing, and help build and strengthen community.</p>	<ul style="list-style-type: none"> ♦ Prepare scope of work (PD) ♦ Engage consultant or assign to staff (PD) ♦ Continue to seek public input from representatives of the business community, residents, and other major stakeholders. 	Planning Department Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-5.2	Designate locations along major corridors for redevelopment as mixed-use, transit-oriented development centers.	<ul style="list-style-type: none"> ◆ Incorporate recommendations of corridor studies (LU-5.1) ◆ Amend zoning as recommended 	Planning Department Planning Board Parking & Transportation Seacoast MPO	Zoning Revisions
LU-5.3	Identify strategic locations for landscaping improvements along corridors to improve the aesthetics and increase pedestrian-friendliness of the corridors.	<ul style="list-style-type: none"> ◆ Incorporate recommendations of corridor studies (LU-5.1) ◆ Add corridor improvements to CIP 	Planning Department Planning Board	Ongoing
LU-6.1	Require new commercial development and redevelopment to provide direct and high quality pedestrian connections from street frontage to entrances.	<ul style="list-style-type: none"> ◆ Examine site plan regulations and recommend changes as needed 	Planning Department Planning Board	Zoning Revisions
LU-6.2	Revise subdivision regulations to require new commercial and residential development to contain a more interconnected street network to facilitate vehicular and non-vehicular movement to and through development.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department Planning Board	Zoning Revisions
LU-6.3	Revise site review regulations to allow for a fuller consideration of off-site and neighborhood impacts (e.g., traffic, stormwater, lighting).	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department Planning Board	Zoning Revisions
LU-6.4	Continue to implement appropriate policies and mechanisms for private sector financing of capital improvements required to support new development and redevelopment.	<ul style="list-style-type: none"> ◆ Refine the impact fee ordinance. ◆ Consider other options including tax increment financing and betterments. 	Planning Department Planning Board	Ongoing
LU-6.5	Consider fiscal impacts when reviewing proposals for zoning changes or zoning map updates.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Board	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-6.6	Promote continuity of waterfront access when reviewing proposals for new development or redevelopment along waterfronts.	♦ [same as strategy]	Planning Department Planning Board Historic District Commission Conservation Commission	Ongoing
LU-6.7	Work with developers to place utilities underground where appropriate.	♦ [same as strategy]	Planning Department Planning Board DPW	Ongoing
LU-7.1	Conduct further review to determine if multi-family workforce housing is appropriate for the Kearsarge Way location.	♦ [same as strategy]	Planning Department Planning Board City Council	
LU-7.2	Consider rezoning the Wentworth School site from Municipal to Business or Mixed Residential Business, to foster reuse for economic development purposes.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions
LU-7.3	Review zoning along the Route 1 Bypass between the Portsmouth Traffic Circle and Maplewood Avenue to promote redevelopment that will enhance and will be compatible with adjoining residential neighborhoods.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions
LU-7.4	Consider options for reconfiguring the I-95 off-ramp to the Route 1 Bypass to accommodate highway-oriented uses, and appropriate rezoning to support such uses.	♦ [same as strategy]	Planning Department Planning Board City Council	
LU-7.5	Review zoning for the Route 1 Bypass between the Portsmouth Traffic Circle and the railroad overpass in the context of improvements to the Traffic Circle and a potential new street link from Borthwick Avenue to Cate Street.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-7.6	Carry out a comprehensive planning study of the existing Office Research district located between Islington Street and Borthwick Avenue to determine the appropriate long-range policy and zoning for this area. The study should address the environmental carrying capacity of the site (including impacts on upstream flooding, wildlife habitat, and municipal water supplies), potential reactivation of passenger rail service, the potential for expansion of office campus development from Borthwick Avenue, and traffic circulation and access.	♦ [same as strategy]	Planning Department Planning Board City Council	
LU-7.7	Review the zoning along Islington Street between Maplewood Avenue/Middle Street and Bartlett Street, and amend to support appropriate redevelopment.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions
LU-7.8	Change the zoning on the northeasterly side of Peverly Hill Road from Industrial to General Business, in order to facilitate coordinated or complementary redevelopment of this site with the adjacent Yoken's property; and review GB use and site planning regulations in order to promote improved development patterns.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions
LU-7.9	Maintain the existing Office Research zoning district opposite Elwyn Park (including the vacant lots opposite McKinley Road), and review OR zoning regulations, including permitted uses and dimensional requirements, to facilitate appropriate development in this district.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
LU-7.10	Review the zoning on Lafayette Road between the Rye town line and the NRP district, including areas now zoned GB, I, and SRA, and revise as needed for consistency with existing and desired uses.	♦ [same as strategy]	Planning Department Planning Board City Council	Zoning Revisions
HOUSING				
H-1.1	Consider an overlay district in residentially-zoned areas that would promote housing affordable to households earning incomes in the middle ranges.	♦ Incorporate recommendations of corridor studies (LU-5.1) ♦ Modify zoning to accommodate desired residential development	Planning Department Planning Board City Council	
H-1.2	Promote the development of mixed-income multifamily housing at appropriate locations along major corridors.	♦ Identify locations ♦ Modify zoning to accommodate desired residential development	Planning Department Planning Board City Council	Zoning Revisions
H-1.3	Explore the use of flexible zoning techniques to negotiate creative mixed use housing in association with commercial development and redevelopment.	♦ [same as strategy]	Planning Department Planning Board	Zoning Revisions
H-1.4	Where opportunities arise, consider the use of inclusionary zoning provisions to create mixed income housing.	♦ [same as strategy]	Planning Department Planning Board	Zoning Revisions; Ongoing
H-1.5	Continue to work in partnership with housing agencies to apply subsidies (such as low income or historic preservation tax credits as used for the renovation of the 1895 Building) to support the development of workforce housing.	♦ [same as strategy]	City Manager Community Development	Ongoing
H-1.6	Continue to encourage the creation of small apartments in upper floors of downtown buildings.	♦ [same as strategy]	Planning Board	Ongoing
H-1.7	Review existing regulations and development definitions affecting senior accessory apartments.	♦ [same as strategy]	Planning Department Planning Board	Zoning Revisions

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
H-1.8	Continue City programs that provide incentives for low to moderate income first-time homebuyers to purchase homes in Portsmouth.	♦ [same as strategy]	Community Development	Ongoing
H-2.1	Explore mechanisms to increase housing in proportion to newly generated demands through provisions requiring development of workforce housing or contribution to an affordable housing fund.	♦ [same as strategy]	Planning Department Planning Board City Council Community Development	
H-2.2	Work with area businesses to evaluate the feasibility of employer-assisted housing programs, such as contributions to an affordable housing trust, donations of land for housing sites, provision of down payment assistance to employees, and other techniques.	♦ [same as strategy]	Community Development Economic Development Housing Partnership Workforce Housing Coalition	
H-2.3	Explore the potential for financial institutions to implement creative underwriting such as Location Efficient Mortgages that provide income “credit” on mortgage eligibility to households that live in proximity to work or transit, requiring less of their household income for transportation costs.	♦ [same as strategy]	Community Development	
H-2.4	Encourage continuing discussion of the jobs-housing relationship and the wage-housing cost balance among area businesses and housing providers.	♦ [same as strategy]	Community Development	Ongoing
H-3.1	Participate in regional partnerships to inform community members about housing issues and to develop regional solutions.	♦ [same as strategy]	Community Development	Ongoing
H-3.2	Participate actively in the development and updating of the Regional Housing Need Assessments prepared by the Rockingham Planning Commission.	♦ [same as strategy]	Community Development Planning Department	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
H-3.3	Support research by area housing agencies to study the feasibility of a regional housing trust fund to accept property, raise capital, and otherwise promote the development of affordable housing in the Portsmouth area.	♦ [same as strategy]	Community Development	Ongoing
H-3.4	Work with a multi-jurisdictional affordable housing developer such as The Housing Partnership to establish lower cost rental housing developments in abutting communities.	♦ [same as strategy]	Community Development	
H-4.1	Evaluate the potential for zoning ordinance provisions that support the preservation or replacement of affordable housing affected by redevelopment.	♦ [same as strategy]	Planning Department Planning Board	Zoning Revisions
H-4.2	Work to preserve affordability in existing subsidized rental housing by monitoring the potential expiration of subsidy commitments and income or rent limitations in the developments. Assisted by agencies such as the Portsmouth Housing Authority and the New Hampshire Housing Finance Authority, work to facilitate agreements, incentives, or refinancing packages to preserve affordability in affected projects.	♦ [same as strategy]	Community Development Portsmouth Housing Authority NHHFA	Ongoing
H-4.3	Continue the City's housing rehabilitation efforts using CDBG and other funds to improve housing stock serving low to moderate income homeowners and renters.	♦ Include housing rehab program in annual CDBG budget. ♦ Use other funds to support housing rehab as available and appropriate.	Community Development	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
ECONOMIC DEVELOPMENT				
ED-1.1	Promote redevelopment of existing retail and commercial areas into mixed-use retail/office and research & development/ office/industrial centers through zoning and infrastructure planning.	<ul style="list-style-type: none"> ◆ Review existing district boundaries and zoning regulations for the General Business, Industrial, and Office Research zoning districts along Lafayette Road and Woodbury Avenue, and identify opportunities to modify zoning and circulation patterns so as to promote the development of more integrated centers. ◆ Continue City policy of developing secondary roads paralleling Lafayette Road to serve new development (e.g., West Road), and adopt street design standards that maximize connectivity. 	Planning Department Planning Board City Council	Zoning Revisions
ED-1.2	Support the “eCoast” initiative to promote the Seacoast area for entrepreneurial businesses.	◆ [same as strategy]	Economic Development Commission	
ED-1.3	Identify locations for flexible, low-cost space for business startups (such as incubator spaces at Pease), and support their development through appropriate zoning.	◆ Review local regulations to facilitate this strategy.	Economic Development Commission Planning Department Planning Board City Council	
ED-1.4	Identify appropriate development or redevelopment sites capable of supporting establishment or relocation of large corporations.	◆ [same as strategy]	Planning Department Economic Development Commission	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
ED-2.1	Support through zoning the creation of additional areas for outdoor sitting (both public and private) to enhance the liveliness of the downtown.	<ul style="list-style-type: none"> ◆ Evaluate City sidewalks to determine where outdoor sitting would be appropriate (PD) ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
ED-2.2	Promote the establishment of retail and entertainment uses in the existing central business district and in the Northern Tier.	◆ [same as strategy]	Economic Development Commission	Ongoing
ED-2.3	Continue planning and implementation of the Riverwalk project.	◆ [same as strategy]	Community Development	Ongoing (CIP)
ED-2.4	Make improvements to Ceres Street as a gateway to the Riverwalk project.	◆ [same as strategy]	Department of Public Works	Ongoing (CIP)
ED-3.1	Explore the possibility of assuming City control of the New Hampshire State Fishing Pier at Peirce Island to improve its utilization, should it become surplus property.	◆ [same as strategy]	City Council	
ED-3.2	Provide docking facility for passenger vessels closer to the downtown.		City Manager City Council Conservation Commission Department of Public Works Planning Board	
ED-5.1	Support the use of historic house museums for arts and cultural activities.	<ul style="list-style-type: none"> ◆ Open discussion between owners of house museums and leaders of arts and cultural activities ◆ Determine range of uses that may be accommodated by house museum space ◆ Facilitate regular communication to identify opportunities 	ArtSpeak	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
ED-5.2	Explore the benefits of making the city a Certified Local Government to offer commercial historic property owners federal tax benefits.	♦ [same as strategy]	Community Development	
TRANSPORTATION AND CIRCULATION				
T-1.1	Provide subtotals for alternative modes and other transportation projects in the CIP to monitor spending across modes.	♦ [same as strategy]	Parking & Transportation Division	Most sidewalk and bicycle projects will be included within a broader highway project. (CIP)
T-1.2	Broaden the responsibilities and mandate of the City's Traffic and Safety Committee to include all travel modes.	<ul style="list-style-type: none"> ♦ Create a charter for the Committee that broadens its previous responsibilities to include alternative modes. ♦ Rename the Traffic and Safety Committee the "Transportation Committee." ♦ Create seats on the Committee for representatives of bicycle interests, pedestrian interests, and transit interests. 	Parking & Transportation Division City Council	
T-1.3	Review the past effectiveness of ordinances and policies and their application in the development review process with regard to bicycle-pedestrian circulation and safety, and transit.	<ul style="list-style-type: none"> ♦ Issues to be considered include: ♦ Sidewalks and pedestrian circulation within and between residential and commercial development, and the quality of streetscapes and public spaces created along public streets ♦ Bicycle facilities as part of roadway and site development projects and bicycle parking. ♦ Transit access to and within new development and redevelopment. 	Planning Department Planning Board Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-1.4	Undertake a public relations and marketing effort with other public and private partners (Seacoast MPO, Greater Portsmouth Transportation Management Association, large employers, etc.) to inform and motivate residents about transportation options to the automobile throughout the City.	♦ [same as strategy]	Parking & Transportation Division	Ongoing
T-1.5	Develop a comprehensive Traffic Review Policy for the City that establishes consistent criteria for the implementation of traffic calming programs in Portsmouth.	<p>Develop a policy that includes:</p> <ul style="list-style-type: none"> ♦ Eligibility for participation (such as, type of issue, public support) ♦ Procedures and methods for documenting issues: traffic volumes, vehicle speeds, vehicle classification auto, truck, RV, etc, severity of safety/ accident problems ♦ Review of alternative measures applicable to address the issues/problems ♦ Development of recommendations that directly address the documented issues ♦ Outline of public participation methods to solicit input of the affected neighborhood(s) throughout the planning process and prior to implementation ♦ Requirements for public acceptance prior to implementation ♦ Funding and implementation guidelines. 	Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-1.6	Update the City's Street Standards to reflect current design practices and conditions.	Develop standards that reflect unique requirements related to: <ul style="list-style-type: none"> ◆ Historic districts ◆ Residential subdivisions ◆ Roadway functional classification and design speed ◆ Commercial/industrial areas versus residential areas 	Parking & Transportation Division	
T-2.1	Undertake a City-wide traffic circulation plan that also includes full consideration of other transportation modes (bicycle, pedestrian, bus transit).	<ul style="list-style-type: none"> ◆ Develop RFP for consultant ◆ Hire consultant ◆ Develop traffic circulation plan 	Parking & Transportation Division	CIP
T-2.2	Work with the Rockingham Planning Commission to undertake a comprehensive regional truck routing study that identifies preferred through-truck routes through the City and to major destinations within the City from each major roadway access point. These preferred routes would supplement the roads from which through-trucks are currently banned or regulated.	◆ [same as strategy]	Parking & Transportation Division	
T-2.3	Work with the Seacoast Metropolitan Planning Organization to annually compile and review with the City a list of High Crash Locations to prioritize actions to improve identified safety issues. These actions may include safety studies and funding projects to correct deficiencies.	◆ [same as strategy]	Parking & Transportation Division Police Department	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-2.4	Undertake a comprehensive review with the NHDOT and the Seacoast MPO of the role of limited access highways (Spaulding Turnpike, Route 1 Bypass) in Portsmouth and potential changes to beautify them and better integrate them into the community.	<ul style="list-style-type: none"> Inventory limited access highways to establish existing assets, liabilities, opportunities, challenges. 	Planning Department Planning Board Parking & Transportation Division NH DOT Seacoast MPO	(CIP)
T-2.5	Undertake a comprehensive review of the Islington Street Corridor to better integrate vehicular, bicycle, and pedestrian traffic and land use.	Components of a potential plan include: <ul style="list-style-type: none"> Establishing Borthwick Avenue as the primary artery connecting Route 33/Exit 3 to the downtown; Decreasing through traffic in residential neighborhoods along Islington Street and increase pedestrian access, by closing Plains Avenue to through traffic, reconfiguring the Bartlett Street intersection to deter its use as a connector to the Traffic Circle, and prohibiting through truck traffic on Bartlett Street; Accommodating commercial redevelopment of Plaza 800, old Public Works, and Schultz and Malthouse Exchange, by configuring traffic flow at the Bartlett Street/Islington Street intersection to improve access and traffic flow to these properties; and Creating bicycle/pedestrian corridor to the downtown via Islington Street, Plaza 800 and nearby properties, and State Street. 	Planning Department Parking & Transportation Division	(CIP)

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-2.6	Conduct a Wayfinding Study to determine preferred access routes to major destinations within Portsmouth. Develop a signage program to implement these routes.	<ul style="list-style-type: none"> ◆ Estimate scope and cost for study ◆ Prepare RPP/Q for consultant ◆ Conduct study ◆ Develop signage program and implement 	Planning Department Parking & Transportation Division	See also T-5.1 CIP
T-2.7	Review the past effectiveness of ordinances and policies and their application with regard to street interconnections in residential subdivisions and inter-parcel connections between adjacent commercial developments.	◆ [same as strategy]	Planning Department Planning Board Parking & Transportation Division	
T-2.8	In conjunction with the Seacoast MPO, develop a systematic traffic congestion monitoring program for arterial roadways in Portsmouth. The monitoring program might include: <ul style="list-style-type: none"> ◆ Data collection (turning movements, travel-delay studies) ◆ Congestion and delay monitoring and analysis ◆ Follow-up actions such as further study and CIP projects. 	◆ [same as strategy]	Parking & Transportation Division Seacoast MPO	Ongoing
T-2.9	Continue the systematic upgrade of traffic signal systems (replacement of equipment, coordination of signal systems) to make the most efficient use of roadway capacity such as Woodbury Avenue.	◆ [same as strategy]	Parking & Transportation Division DPW	Ongoing CIP
T-2.10	Ensure access management is a major consideration in all corridor studies and is incorporated into roadway construction projects, as appropriate.	◆ [same as strategy]	Planning Department Parking & Transportation Division	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-3.1	Create a system of multimodal transportation centers that will facilitate use of public transit and other modes.	<ul style="list-style-type: none"> ◆ Convert the High Hanover Parking Facility to a full service Transit Transfer/Multimodal Center, to provide better coordination of transit services. ◆ Evaluate feasibility of creating a multimodal transportation center in the Northern Tier for local and interlocal buses, tour buses, and Pease Tradeport shuttle. The center should provide convenient automobile, bicycle, transit and pedestrian access and supporting facilities. ◆ Create local transport centers with enhanced transit supporting infrastructure at major destinations (schools, shopping centers along transit routes, major employers) to encourage transit use. 	Parking & Transportation Division	CIP
T-3.2	Continue and promote expanded public transit options for evening activities and special events.	◆ [same as strategy]	Parking & Transportation Division Other public agencies	Ongoing
T-3.3	Consult regularly with potential public transportation user groups.	◆ [same as strategy]	Parking & Transportation Division	Ongoing
T-3.4	Work with the Seacoast MPO on studies to reintroduce passenger rail service to Portsmouth on the Hampton Branch or other viable routes such as the Rockingham Branch, and for the siting of passenger rail stations with links to the downtown (if not located downtown).	◆ [same as strategy]	Parking & Transportation Division Planning Department	Ongoing CIP

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-3.5	Continue the City's participation with the Greater Portsmouth Transportation Management Association. Make the City government a model for alternative commuting through employee incentives and policies to reduce single occupant automobile commuting.	♦ [same as strategy]	Parking & Transportation Division	(CIP)
T-3.6	Continue and expand the enhancement of fixed route bus service (route frequency, bus routing, types of buses) to meet new demands and opportunities.	♦ [same as strategy]	Parking & Transportation Division	Ongoing. This is exemplified by recent changes to the Lafayette Road and Pease Trolley and planned improvements to COAST Route 2. (CIP)
T-3.7	Promote the expansion of intercity bus service by private providers to better connect Portsmouth to other cities and major destinations such as Manchester Airport.	♦ [same as strategy]	Parking & Transportation Division	Formal request recently sent to NH DOT MPO (CIP)
T-3.8	Work with the NHDOT to preserve the utility of existing rail rights of way.	♦ [same as strategy]	Parking & Transportation Planning Department	
T-3.9	Conduct a study of all public transit services within the City to eliminate service redundancies, increase public transit ridership and improve overall efficiencies. Include services provided by, and policies of, COAST, Wildcat Transit, Portsmouth Housing Authority, Portsmouth School Department and human service agencies.	♦ Underway	Parking & Transportation Division	Study underway (CIP)
T-4.1	Review the current policies and standards regarding the requirement for sidewalks along public streets for new streets and for the addition of sidewalks along existing streets.	♦ [same as strategy]	Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-4.2	<p>Develop a city-wide bicycle and pedestrian plan. The Plan should be fully integrated with traffic, roadway planning and transit by the City, Rockingham Planning Commission, and State; should be developed by an Advisory Committee; and should:</p> <ul style="list-style-type: none"> ◆ identify bicycle and pedestrian needs and deficiencies, ◆ identify and prioritize facility improvements (on-road facilities, sidewalks, crosswalks, shared use paths and bicycle parking), ◆ develop bicycle and pedestrian facility guidelines/standards, including bicycle parking, ◆ develop standards for bicycle signage on roadways such as Share the Road, ◆ estimate implementation costs and identify funding sources, responsibilities and phasing. 	<ul style="list-style-type: none"> ◆ Identify funding source for consulting services ◆ Prepare scope of work ◆ Hire consultant and complete study 	Parking & Transportation Division	CIP
T-4.3	Install additional bicycle parking in the downtown and study the feasibility of a Bike Station with secure bicycle parking and support facilities.	◆ [same as strategy]	Parking & Transportation Division DPW	
T-4.4	Continue to seek funding for bicycle projects already designed.	◆ Pursue federal funding through the reauthorized TEA-21 and Clean Air Act.	Parking & Transportation Division	
T-4.5	Fully consider bicycle facilities in all roadway and bridge projects (resurfacing, retrofit, rehabilitation, reconstruction and replacement projects) including the Sagamore and Memorial Bridges and the Route 1 Bypass Bridge.	◆ [same as strategy]	Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-4.6	Review site plan, zoning and subdivision ordinances to make them more bicycle-friendly including bicycle parking requirements, roadway design standards, and easements/right-of-way for bicycle and pathway projects.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised regulations and/or ordinance (PB, CC) 	Planning Department Planning Board City Council	Zoning Revisions
T-4.7	Incorporate bicycle, pedestrian and transit accommodations into site planning standards.	<ul style="list-style-type: none"> ◆ Establish minimum standards for bicycle and pedestrian facilities. ◆ Consider allowing partial credit for automobile parking requirements to encourage bicycle racks, showers, and lockers at worksites for walk and bike commuters. ◆ Require off-street parking and circulation plans to consider accommodating bus stops, where appropriate, and the circulation requirements of transit vehicles. 	Planning Department Planning Board	
T-5.1	Conduct a Wayfinding Study to determine priority access routes to major destinations within Portsmouth from the Interstate System and arterial roadways.	◆ See T-2.6	Parking & Transportation Division	See T-2.6 In process (CIP)
T-5.2	Develop a signage program to implement these routes.	<ul style="list-style-type: none"> ◆ [same as strategy] ◆ see T-2.6 	Parking & Transportation Division	See T-2.6 (CIP)
T-5.3	Implement a Gateway Signage program which includes welcome signs, landscaping, and other design treatments at primary gateways to the community.	<ul style="list-style-type: none"> ◆ Identify locations and funding for improvements ◆ Contract with signage provider ◆ Plan and implement other design treatments and landscaping. 	Parking & Transportation Division Planning Department DPW	
T-5.4	Commit CIP funds to Ongoing program support (maintenance, expansion, management).	◆ Estimate costs and make CIP request	Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-5.5	Develop policies and procedures to coordinate public sector and private/nonprofit sector signage programs within the public right of way.	♦ [same as strategy]	Parking & Transportation Division City Council	
T-6.1	Regularly monitor the inventory and turnover of public and private downtown parking, the number of residential housing units, the square footage of commercial buildings, and assess vacancy rates in order to monitor parking supply and demand.	♦ Establish intervals and inventory standards ♦ Track data ♦ Assess performance on annual basis	Parking & Transportation Division Planning Department	
T-6.2	Enhance (supply, aesthetics, infrastructure) parking facilities on the periphery of the downtown with high frequency public transit.		Parking & Transportation Division	
T-6.3	Work with the RPC, NHDOT and MPO to implement the system of planned satellite Park and Ride lots (outside of Portsmouth) and Commuter Express Buses to intercept commuters bound for Portsmouth to mitigate traffic and improve air quality.	♦ [same as strategy]	Parking & Transportation Division NH DOT RPC MPO	
T-6.4	Consider the recommended upgrade of the Worth Lot from surface lot to parking garage. Revisit the need for the project in 2006.	♦ [same as strategy]	Parking & Transportation Division	CIP
T-6.5	Identify and expand shared parking opportunities between land uses (such as currently provided by the City and the St. John's Masonic Parking Lot) to use the current supply efficiently and reduce demand for additional downtown parking.	♦ [same as strategy]	Parking & Transportation Division Planning Department	CIP

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-6.6	Periodically review the current amount and appropriateness of the parking impact fee (intermodal transportation credit) that developers pay in lieu of providing parking downtown. The review will assess when the rates need to be changed to bring them up to date and in line with the public and private cost to provide off-street parking.	♦ [same as strategy]	Parking & Transportation Division	Completed
T-6.7	Consider implementing Resident Permit Parking to prevent downtown parking from encroaching into residential neighborhoods and encourage use of peripheral parking lots or downtown structured parking.	♦ [same as strategy]	Parking & Transportation Division City Council	Being considered at present (Nov. 2004) Study underway
T-6.8	Review the existing off-street parking requirements for new development and parking generation rates in the zoning ordinance.	♦ [same as strategy]	Parking & Transportation Division Planning Department	Study underway
T-6.9	Review the current pricing structure of public on and off-street parking.	♦ [same as strategy]	Parking & Transportation Division	Study underway
T-6.10	Review new technology to more cost-effectively and conveniently collect parking payments for on-street and off-street parking.	♦ [same as strategy]	Parking & Transportation Division	Study underway
T-7.1	Participate in a strategic planning process with the Tradeport that reviews the mission of the Airport and considers alternatives to current operations, functions, and management structure.	♦ [same as strategy]	Parking & Transportation Division Pease Development Authority	
T-7.2	Evaluate parking policies on the Pease Tradeport including the potential for improved shared parking and consolidation of parking areas.	♦ [same as strategy]	Parking & Transportation Division	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-7.3	Preserve rail access to the Pease Tradeport.	♦ Keep strategy in mind when reviewing development plans	Planning Department Planning Board	Ongoing
T-8.1	Maintain funding in the CIP to ensure adequate preservation of roadway pavement, bridge and sidewalk conditions throughout the City and transit vehicle maintenance/replacement.	♦ [same as strategy]	Department of Public Works Planning Board City Council	CIP
T-8.2	Work with the NHDOT to identify and prioritize major infrastructure needs: ♦ Roadway-rail grade crossings ♦ Roadway-rail grade separated crossings (Maplewood Avenue, Route 16, etc.) ♦ Rehabilitation replacement of the Sagamore and Memorial Bridges ♦ General Sullivan Bridge ♦ Portsmouth Traffic Circle	♦ [same as strategy]	Parking & Transportation Division	CIP
T-9.1	Implement the recommendations of the Port Master Plan.	♦ [same as strategy]	Pease Dev. Authority	See Port Master Plan
T-9.2	Identify additional ways to facilitate usage of the Port.	♦ [same as strategy]	Pease Dev. Authority	See Port Master Plan
T-9.3	Review current zoning and other City policies to ensure that operation of the Port remains viable.	♦ [same as strategy]	Planning Department Planning Board City Council	
T-9.4	Maintain and improve intermodal freight connections between the Port, Tradeport, and the region.		Pease Development Authority Planning Department Parking & Transportation Division	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
COMMUNITY FACILITIES AND SERVICES				
FS-1.1	Continue to provide community information on a regular basis in a variety of media formats.	♦ [same as strategy]	All City Departments	Ongoing
FS-1.2	Annually assess and report on progress on Master Plan implementation and update residents on major City initiatives.	♦ Establish annual updating process whereby all departments report on progress ♦ Determine venue for annual public progress report	Planning Department Planning Board	Ongoing
FS-2.1	Address capital improvement needs of the Fire Department, including feasibility studies and potential replacement of Station #2 and #3, and repairs to the exterior envelope of the Central Station.	♦ [same as strategy]	Fire Department	(CIP)
FS-2.2	Complete renovation of the Police Department's Indoor Training Range.	♦ [same as strategy]	Police Department	
FS-3.1	Complete an assessment of the Middle School to determine its adequacy for future needs consistent with educational programming, and complete renovation/new construction project.	♦ [same as strategy]	School Department	(CIP)
FS-3.1	Conduct an engineering and educational space needs review for the three elementary schools and implement recommended improvements.	♦ [same as strategy]	School Department	(CIP)
FS-3.3	Continue to expand inter-generational learning, shared resources and programs, and self-directed learning in a modern, convenient manner.	[same as strategy]	School Department Library Department	Ongoing
FS-4.1	Design and construct a new library building that meets community needs and supports best practices.	♦ [same as strategy]	Library Department	Ongoing (CIP)

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
FS-4.2	Evaluate community needs, compare services/collections against findings, and assign resources accordingly.	♦ [same as strategy]	Library Department	Ongoing
FS-5.1	Protect reservoir watershed areas and wellhead zones of contribution through land acquisition, regulation, and other available means as appropriate.	♦ Support efforts of regional agencies to acquire and protect land.	Water Division	
FS-5.2	Identify, acquire, permit, and implement additional water sources to ensure adequate supply for current and future needs.	♦ [same as strategy]	Water Division	CIP
FS-5.3	Promote water conservation and increase public awareness of best practices in watershed management near the Bellamy Reservoir.	♦ Evaluate past public outreach programs and enhance efforts where possible.	Water Division	
FS-5.4	Implement recommendations made in Phases 1 and 2 of the Water System Master Plan.	<ul style="list-style-type: none"> ♦ Develop a Source Water Management Plan. ♦ Upgrade pumping system capacity. ♦ Carry out Bellamy Dam improvements. ♦ Improve the distribution system efficiency, including the Greenland Pressure Zone. ♦ Upgrade and/or replace the Madbury Treatment Facility. 	Water Division	Ongoing CIP
FS-6.1	Continue to implement Phase II and Phase III of the Sewerage Improvement Program.	<ul style="list-style-type: none"> ♦ Implement a series of projects to reduce inflow and infiltration. ♦ Upgrade pump stations and rehabilitate sewers. <p>Make recommended improvements to the Peirce Island Wastewater Treatment Plant.</p>	Sewer Division	Ongoing CIP

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
FS-6.2	Review site review regulations with respect to stormwater management and upgrade to current best practices.	♦ [same as strategy]	Planning Department Department of Public Works Planning Board	
FS-6.3	Implement the Combined Sewer Overflow Long Term Control Plan (LTCP).	♦ [same as strategy]	Sewer Division	CIP
FS-6.4	Consider implementing a stormwater enterprise fund to provide for and fund the construction, operation, improvement, and maintenance of stormwater facilities.	♦ [same as strategy]	Department of Public Works City Manager City Council	
FS-6.5	Participate in regional outflow study.	♦ [same as strategy]	Department of Public Works	
FS-7.1	Conduct planning for the reuse of public facilities, with input from stakeholders and the general public as appropriate.	♦ [same as strategy]	Planning Department Community Development	Ongoing
FS-8.1	Increase diversion rates of recycling and hazardous waste options for all City departments and neighborhoods.	♦ [same as strategy]	Solid Waste Division	
FS-8.2	Improve efficiency of recycling collection methods.	♦ [same as strategy]	Solid Waste Division	
FS-8.3	Publicize to the community the City's solid waste program and services and provide guidance on proper hazardous waste disposal methods.	♦ [same as strategy]	Solid Waste Division	
FS-8.4	Acquire property adjacent to DPW or applicable site to expand and develop an appropriate recycling center.	♦ [same as strategy]	Solid Waste Division City Council	
FS-9.1	Consider feasibility of conversion of City vehicles to alternative fuels and the associated impacts to operations and facilities.	♦ [same as strategy]	Department of Public Works	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
FS-9.2	Expand vehicle storage and administrative areas.	<ul style="list-style-type: none"> ◆ Determine expansion needs ◆ Implement via CIP 	Highway Division	
FS-9.3	Enhance the fleet maintenance facility and incorporate spray booth technology.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Highway Division	
NATURAL RESOURCES				
NR-1.1	Create an Open Space Plan that prioritizes parcels for acquisition and preservation, assesses the most appropriate uses for City-owned parcels, and explores greenway linkage opportunities between these parcels.	<ul style="list-style-type: none"> ◆ Improve the current system for inventorying existing open space lands. ◆ Explore opportunities to protect land adjacent to existing open space parcels to create a connected network of greenways. ◆ Review open space reports and plans from regional land trusts and planning agencies to prioritize lands for protection. ◆ Consider adopting the “green infrastructure” concept as a component of open space planning and site plan review. (PD, PB) 	Planning Department Conservation Commission Planning Board	
NR-1.2	Expand the use of innovative financing tools to facilitate open-space acquisition and management.	<ul style="list-style-type: none"> ◆ Explore alternative funding mechanisms such as an open space bond issue, regular CIP funding, and/or facilitating voluntary taxpayer contributions to augment the City’s Conservation Fund. ◆ Continue to partner with regional land trusts and explore partnerships with other organizations to accomplish land conservation projects. ◆ Consider establishing a policy or procedure that would encourage new developments to provide open space in exchange for special permits and/or 	Planning Department Conservation Commission City Council	CIP

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
		other zoning concessions.		
NR-1.3	Establish an acceptable use policy for conservation lands to guide public access and management planning.	<ul style="list-style-type: none"> ◆ Budget funds for care and upkeep of City conservation lands. ◆ Develop a stewardship program for City conservation land. ◆ Assess the recreational use potential of open spaces. ◆ Improve access and parking to areas where increased public use is appropriate and limit public access to sensitive habitat areas. ◆ Increase informational and directional signage at appropriate conservation lands. ◆ Revise definition of “access” in City ordinance to limit vehicular entry onto conservation properties. ◆ Partner with volunteer organizations (e.g. “Adopt-A-Trail” groups) to implement trail care and maintenance. 	Planning Department Conservation Commission	
NR-1.4	Implement the recommendations of the Hodgson Brook Watershed Restoration plan where appropriate to work towards water quality improvement and habitat protection in the Hodgson Brook Watershed.	◆ [same as strategy]	Planning Department Conservation Commission	Ongoing See Hodgson Brook Watershed Restoration Plan
NR-2.1	Develop an urban forestry management plan for the protection and care of existing trees, native vegetation and woodlands, and for identifying areas for new plantings.	<ul style="list-style-type: none"> ◆ Identify funding for consulting assistance ◆ Prepare scope of work ◆ Inventory and assess condition of urban forest ◆ Prepare protection plan and identify areas for new plantings 	Planning Department Department of Public Works	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
NR-2.2	Incorporate appropriate construction standards for public and private buildings and facilities that seek to improve energy efficiency, use alternatives to fossil fuels, reduce noise and light pollution, incorporate natural landscaping practices, or preserve open spaces.	♦ [same as strategy]	Planning Department Inspection Department Department of Public Works	
NR-2.3	Identify goals for reducing water consumption, limiting waste production, improving energy efficiency, reducing fossil fuel consumption, implementing natural landscaping techniques, and improving workplace air quality.	♦ Provide guidance for municipal departments and facilities on methods and techniques for incorporating environmental practices into municipal projects. ♦ Assess maintenance practices on City streets to reduce environmental degradation.	Planning Department Conservation Commission Department of Public Works	
NR-2.4	Designate a representative from the Planning Board to attend Conservation Commission meetings to increase communication, improve decision-making processes, and streamline permitting.	♦ Adjust timing of Board meetings (allowing for two weeks between sessions) to allow information to be forwarded (through representative and meeting minutes).	Planning Board Conservation Commission	
NR-3.1	Revise and update City wetlands regulations and enforcement procedures.	♦ Designate prime wetlands. ♦ Work within City wetlands ordinance to protect prime wetlands without reducing existing areas of protected buffer. ♦ Improve monitoring, reporting, and enforcement of violations against existing wetland protections. ♦ Develop a standard for development that achieves the “least impact to wetlands.” ♦ Educate applicants on buffer purpose, design, and maintenance.	Conservation Commission City Council Planning Department	Zoning Revisions Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
		<ul style="list-style-type: none"> ◆ Continue to require the use of, at minimum, best management practices. 		
NR-3.2	Develop a wetlands protection action plan.	<ul style="list-style-type: none"> ◆ Target significant connected wetland areas: Berry's Brook wetland system north and south of Lang Road, southeastern end of the Great Bog above Banfield Road and railroad, the Sagamore Creek wetland system near US Route 1 bridge. ◆ Communicate regularly with owners of highly-valued wetlands to optimize acquisition planning. 	Planning Department Conservation Commission	
NR-3.3	Require the design of stormwater management systems to maximize habitat value.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Conservation Commission Department of Public Works	
NR-3.4	Minimize runoff by clustering development on the least porous soils and using infiltration devices and permeable pavements.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Conservation Commission	
NR-3.5	Limit impervious surfaces and add green spaces.	<ul style="list-style-type: none"> ◆ Review ordinances and regulations for opportunities to accomplish strategy. 	Planning Department Planning Board Conservation Commission	
NR-3.6	Evaluate and take steps to restore salt marshes where appropriate.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Conservation Commission	
NR-3.7	Continue efforts to achieve a wetland protection ordinance at Pease consistent with the City's regulations.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Conservation Commission Planning Department	Ongoing
NR-4.1	Incorporate noise barriers where warranted as part of major road construction projects.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department Parking and Transportation NH DOT	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
NR-4.2	Develop design standards for outdoor lighting that minimize night-time glare	♦ [same as strategy – incorporate into site plan review regulations]	Planning Department Planning Board	Zoning Revisions
NR-4.3	Promote the use of low-emission vehicles within the City, as alternatives to conventional gas-powered vehicles.	♦ Continue to apply for funding to invest in alternative fuel vehicles for municipal use and public transit.	DPW	
NR-4.4	Strengthen enforcement of the existing noise ordinance, particularly in the downtown.	♦ [same as strategy]	Police Dept.	
NR-5.1	Cultivate relationships with schools to educate the school community about natural resources and engage children in conservation projects, and involve school students in public awareness campaign.	♦ [same as strategy]	Conservation Commission School Department Planning Department	
NR-5.2	Work with the media to disseminate information on City policies and projects related to natural resource protection and environmental sustainability.	♦ [same as strategy]	Conservation Commission Planning Department	
NR-5.3	Provide training to all City board members on the City's environmental regulations, conservation practices and policies.	♦ [same as strategy]	Conservation Commission Planning Department	
NR-5.4	Publicize and recognize private and public development projects in the City that incorporate exceptional best management practices for natural resource protection.	♦ [same as strategy]	Conservation Commission Planning Department	
NR-5.5	Publicize public access areas to City open space lands through maps and the City's web site	♦ [same as strategy]	Planning Department	
EMERGENCY MANAGEMENT				
EM-1.1	Conduct an analysis of likely natural and technological hazards by risk level and geographic areas.	♦ [same as strategy]	Fire and Police Depts.	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
EM-1.2	Revise response scenarios pursuant to risk level assessments and geographic conditions; update existing mutual aid agreements to include newly-identified elements.	♦ [same as strategy]	Fire Department Police Department Department of Public Works Inspection Department	
EM-1.3	Participate in regional emergency water interconnections feasibility study to evaluate the impediments to short-term emergency interconnections to improve water system security.	♦ [same as strategy]	Water Division	
EM-2.1	Obtain resources necessary to carry out post-emergency damage assessments, and to address damage through such measures as stabilization and rehabilitation.	♦ [same as strategy]	Fire & Police Depts. DPW Inspection Department	
RECREATION				
R-1.1	Fund and support ongoing implementation of the Peirce Island Master Plan.	♦ [same as strategy]	City Council Planning Board	CIP
R-1.2	Develop and expand recreational areas at North and South Mill Ponds.	♦ Continue efforts to approve a water-side park and construction of a pedestrian and bike pathway around North Mill Pond. ♦ Assess opportunities for public access along the shoreline around the South Mill Pond.	Recreation Department Planning Department Planning Board	
R-1.3	Identify and secure long-term leases at sites at Pease International Tradeport suitable for recreation.	♦ [same as strategy]	Recreation Department	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
R-1.4	Convert former stump dump to recreational use.	<ul style="list-style-type: none"> ◆ Estimate cost and find funding to support conversion ◆ Design improvements ◆ Convert to recreational facility 	Recreation Dept. DPW	CIP
R-1.5	Identify available land for expansion of existing recreation facilities and for development of additional facilities to serve school and broader community needs.	<ul style="list-style-type: none"> ◆ Consider replacement or rehabilitation of Connie Bean Center to provide additional space for youth programs. ◆ Provide additional facilities for competition softball fields, dedicated soccer fields, outdoor lighted basketball courts, lacrosse fields, and indoor ice rink. ◆ Consider possible location for regional multi-use recreation facility maintained jointly with neighboring communities. 	Recreation Dept.	
R-1.6	Pursue opportunities to create and enhance neighborhood parks and green spaces.	<ul style="list-style-type: none"> ◆ Continue public-private partnership effort to develop park at Ledgewood Manor apartments. ◆ Create pocket parks at vacant or underutilized lots. 	Community Development DPW	
R-2.1	Expand programs and activities suitable for seniors and teens.	<ul style="list-style-type: none"> ◆ Consult with teen groups and seek their input regarding their specific interests. 	Recreation Dept.	Ongoing
R-2.2	Upgrade and enhance parks, playgrounds, athletic fields, trails and other recreational facilities, including compliance with Americans with Disabilities Act (ADA) standards.	<ul style="list-style-type: none"> ◆ Identify and prioritize upgrades needed ◆ Request/find funding to support facility upgrades ◆ Implement upgrades 	Recreation Dept.	Ongoing

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
CULTURAL AND HISTORIC RESOURCES				
CH-1.1	Strengthen the City's role in protecting historic resources, and bearing responsibility for preservation planning efforts.		Planning Department Historic District Commission ArtSpeak	
CH-1.2	Develop a Historic Preservation Plan for the entire City that prioritizes issues of inventory, regulatory protection, and identifies structures under threat of neglect.	<ul style="list-style-type: none"> ◆ Inventory buildings and open spaces that define the unique character and culture of Portsmouth. ◆ Assess historic district potential of particular historic neighborhoods. ◆ Continue to enforce the demolition delay ordinance for areas outside the Historic District. Target to identified historic buildings. ◆ Examine the boundaries of the Historic District and assess the need for adjustment/expansion. 	Planning Department Planning Board Historic District Commission ArtSpeak	
CH-1.3	Consider the creation of neighborhood overlay districts to protect the character of the City's neighborhoods.	<ul style="list-style-type: none"> ◆ Identify neighborhood areas appropriate for overlay ◆ Outline problematic changes and draft regulations to address ◆ Recommend new overlay district for Planning Board or other advisory body 	Planning Department Planning Board	
CH-1.4	Increase public awareness of the Historic District and appropriate treatments of historic structures.	<ul style="list-style-type: none"> ◆ Make district criteria clearer and more understandable to the general public. ◆ Publish illustrated guidelines for the district and distribute to property owners. 	Historic District Commission	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
CH-1.5	Encourage the HDC to work with City officials to develop a post-approval inspection process to ensure adherence to HDC approvals, and to assist the Commission in evaluating and enhancing its decision-making.	<ul style="list-style-type: none"> ◆ Outline examples of problematic past cases (HDC & Inspection Dept.) ◆ Schedule meeting with HDC (PD) ◆ Brainstorm post-approval process enhancements 	Planning Department Inspection Department Historic District Commission	
CH-1.6	Continue to explore and obtain grant funding to protect Portsmouth's historic resources.	◆ [same as strategy]	Planning Department Community Development ArtSpeak	Ongoing
CH-2.1	Increase public art through a local "1% for the Arts" program which would dedicate a portion of construction costs for new and substantially-renovated public buildings towards the production of public art.	<ul style="list-style-type: none"> ◆ Form committee ◆ Committee defines process for administering/oversight of public art ◆ Draft ordinance to dedicate 1% ◆ Present ordinance to City Council for consideration 	Planning Department Planning Board Community Development ArtSpeak City Council	
CH-2.2	Identify and plan landscape/streetscape improvements in conjunction with existing street improvement projects for historic "common squares" in Portsmouth (e.g., Court & State, State & Middle – "Haymarket Square", State & Pleasant, Congress/Islington/Middle, and entrance to Memorial Bridge).	◆ [same as strategy]	Planning Department Department of Public Works	Ongoing
CH-2.3	Inventory, photograph and map existing waterway and mill pond views that should be preserved, and incorporate this information into Historic District guidelines and/or a scenic view corridor overlay district.	◆ [same as strategy]	Planning Department Planning Board Historic District Commission	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
CH-2.4	Consider protection of scenic road corridors.	<ul style="list-style-type: none"> ◆ Identify potential scenic roadway corridors to consider ◆ Identify threats to corridors ◆ Consider options for protection ◆ Adopt protective regulation(s). 	Planning Department Planning Board	
CH-2.5	Strengthen neighborhood identity through cultural programming.	<ul style="list-style-type: none"> ◆ Meet with neighborhood groups ◆ Identify opportunities to assist neighborhoods in organizing and attracting cultural activities 	ArtSpeak	
CH-3.1	Consider arts and culture uses to be a part of redevelopment of the Lafayette School.	<ul style="list-style-type: none"> ◆ Assess feasibility for preferred reuse scenario ◆ Consider arts and cultural use as part of design process. 	ArtSpeak	
CH-3.2	Incorporate public art and community space into the redevelopment of the site of the Federal Building.	<ul style="list-style-type: none"> ◆ Discuss options during design phase, after site control is achieved. 	ArtSpeak City Council	
CH-3.3	Explore the possibility of making neighborhood school space available to artists for practice, performance and/or work space (despite the obvious drawback of being transient space).	<ul style="list-style-type: none"> ◆ Meet with School Department to discuss 	ArtSpeak School Department	
CH-4.1	Encourage and support the goals of historic and cultural organizations (such as ArtSpeak) to solicit input and involvement from all levels of the community.	<ul style="list-style-type: none"> ◆ [same as strategy] 	ArtSpeak	
CH-6.1	Encourage historic and cultural groups to organize biannual or quarterly meetings between downtown businesses and historic property stewards to raise awareness of events and identify opportunities for collaboration.	<ul style="list-style-type: none"> ◆ [same as strategy] 	ArtSpeak	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
CH-6.2	Introduce new City leaders and elected officials to existing resources through “familiarization tours.”	<ul style="list-style-type: none"> ◆ Set format for tour ◆ Schedule tours (e.g. bi-annually, quarterly) 	ArtSpeak	
CH-6.3	Continue to provide information regarding cultural and artistic venues through various media.	<ul style="list-style-type: none"> ◆ [same as strategy] 	ArtSpeak	
SOCIAL SERVICES				
SS-1.1	Evaluate shortcomings in referral network, identify ways to improve access to social service providers and to keep information current, and provide assistance in implementing improvements.	<ul style="list-style-type: none"> ◆ Survey users and providers of social services to identify gaps ◆ Evaluate and propose improvements 	Community Development Welfare Department	
SS-1.2	Use available grant funding sources to expand affordable child care and elder care for residents who earn low and moderate incomes.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Community Development Welfare Department	
SS-1.3	Continue to support local funding for social service providers.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Community Development City Council	Ongoing
SS-1.4	Address the critical shortage in child care facilities by offering zoning incentives (by right development, flexible parking requirements, flexibility in dimensional regulations) to encourage the development of new facilities.	<ul style="list-style-type: none"> ◆ Prepare recommended changes (PD) ◆ Review and recommend changes (PB) ◆ Adopt revised ordinance (CC) 	Planning Department Planning Board City Council	Zoning Revisions
SS-1.5	Encourage Coast and other public and non-profit services to provide transportation to and from work for low and moderate income residents.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Community Development Welfare Department City Council	Ongoing
SS-2.1	Educate board members and city staff as needed regarding social service resources and needs.	<ul style="list-style-type: none"> ◆ Consider w/CH 6.2 “familiarization tours.” 	Welfare Department	

Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
SS-2.2	Provide social service information on the City's web site and link directly to agency information	♦ [same as strategy]	Community Development Welfare Department	Ongoing
SS-2.3	Continue to support the efforts of networks such as the Continuum of Care and the Community Resource Network, which offer collaborative information sharing meetings on a regular basis.	♦ [same as strategy]	Community Development	Ongoing
SS-2.4	Consider the need for an ombudsman or referral clearinghouse for social service providers in Portsmouth and its region.	♦ [same as strategy]	Community Development Welfare Department	

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GLOSSARY

Access Management

The design of roadway features (such as driveways, intersections, and interchanges) so as to provide safe and efficient access to land development while preserving safe and efficient movement of traffic on the roadway and surrounding system.

Accessory Apartment

A secondary dwelling unit established in conjunction with and clearly subordinate to a primary dwelling unit.

Affordable Housing

Housing with market price or rent that is affordable to households of low and moderate income.

Americans With Disabilities Act (ADA)

A civil rights law enacted in 1990 that prohibits discrimination against people with disabilities in the areas of employment, transportation, telecommunications, and public accommodation.

Aquifer

A geologic formation which contains sufficient saturated permeable material to yield significant quantities of water to wells and springs.

Best Management Practices (BMPs)

Methods, measures, or practices determined to be reasonable and cost-effective means for a landowner to meet certain, generally nonpoint source, pollution control needs. BMPs include structural and nonstructural controls and operation and maintenance procedures.

Betterment

A fee assessed to a property to pay a proportionate share of the cost of a capital improvement (such as a water or sewer line or a new sidewalk) benefiting the property.

Brownfield

Abandoned or underused industrial or commercial property or neighborhood where expansion or redevelopment is complicated by real or perceived contamination.

Business Incubator

A facility that provides below market rents, shared services and technical assistance to new businesses.

Capital Improvement Plan (CIP)

A plan for capital expenditures to be incurred each year over a fixed period of several future years. It sets forth each capital project, identifying the expected beginning and

ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

Combined Sewer Overflow (CSO)

A discharge of untreated sewage and stormwater to a stream when the capacity of a combined storm/sanitary sewer system is exceeded by storm runoff.

Community Development Block Grant (CDBG)

An annual allocation of federal funding for state and local governments administered by the U. S. Department of Housing and Urban Development (HUD). CDBG funds have flexibility which enables grantees to fund projects promoting neighborhood revitalization, economic development, and improved community facilities and services. CDBG funds are used to benefit low and moderate-income residents, or neighborhoods where at least 51% of residents earn low or moderate incomes.

Conditional Use Permit

A permit issued in accordance with procedures specified in the zoning ordinance, under which conditions or limitations are assigned to a proposed use after consideration of adjacent uses and their functions and the special problems which the proposed use presents.

Design Review

A process by which projects are reviewed for compliance with specific design criteria and/or design guidelines to ensure a high quality of design and compatibility with the surrounding area.

Design Standards

Regulations in the zoning ordinance or subdivision regulations that control the form or appearance of buildings or other improvements, including building height and bulk, architectural character, landscaping, location of parking and driveways, and buffering between uses.

Easement

A grant by a property owner to the use of land by the public, the owner of another property, or another person or entity. Examples include access easements, construction and utility easements, conservation and scenic easements, and agricultural preservation restrictions.

Enterprise Fund

A fund established to finance and account for the operation and maintenance of facilities and services which are predominantly self-supporting by user charges.

Flexible Zoning

Land use regulations that use policies and performance standards in order to provide a range of options to developers and thereby to encourage more desirable and better designs. Flexible zoning devices include floating zones, overlay zones, planned unit

development, bonus and incentive zoning, and conditional rezoning. These zoning devices are usually administered through special use permits, site plan review, and rezonings.

Functional Classification

A general designation of the type of traffic each street is intended to serve, used for considering such issues as pedestrian travel, driveway access, bus routing, on-street parking, snow removal priorities, traffic signal priorities, streetscape design, and traffic management.

Green Infrastructure

A strategically planned and managed network of wilderness, parks, greenways, conservation easements, and working lands with conservation value. This network supports native species, maintains natural ecological processes, sustains air and water resources, and contributes to the health and quality of life for America's communities and people. [Green Infrastructure Working Group]

Greenway

A linear park or open space conservation area that provides passive recreational opportunities, pedestrian and/or bicycle paths, and/or the conservation of open spaces or natural areas.

Housing Trust Fund

A distinct fund established by a city (or other governmental unit) that permanently dedicates a source of public revenue to support the production and preservation of affordable housing.

Impact Fee

A fee or assessment imposed upon development in order to pay the development's proportional share of the cost of new or expanded capital facilities.

Incentive Zoning

The granting of additional development possibilities (for example, increased density) to a developer because of the developer's provision of a public benefit.

Inclusionary Zoning

A practice requiring that some portion of every new housing development beyond a given threshold size is offered at a price or cost that will be affordable to low or moderate income residents.

Linkage

A type of fee designed to link new development with its indirect social impacts (as compared with an impact fee that pays for direct facility cost impacts). A municipality might, for example, impose a linkage fee on new commercial or industrial development in order to raise revenue for affordable housing, childcare facilities or public transit. The linkage is that additional development creates new demands for services.

Local Historic District

A district established by the city council within which the city “is empowered to regulate the construction, alteration, repair, moving, demolition or use of ... structures and places” (NH RSA 674:46).

Location Efficient Mortgages®

A type of mortgage that recognizes the savings available to people who live in “location efficient communities,” neighborhoods where residents can walk from their homes to stores, schools, recreation, and public transportation. Developed by the Institute for Location Efficiency (a non-profit organization), the LEM offers more flexible criteria for financial qualification than standard mortgages. Fannie Mae is sponsoring a market test in four metropolitan areas. (Source: <http://www.locationefficiency.com>)

Mixed-Use Development

A development that combines several different functions, such as residential space above a commercial establishment or an entire development combining commercial, residential and public accommodations.

Multimodal

Involving or affecting more than one mode of transportation, including transportation connections, choices, cooperation and coordination of various modes (e.g., personal vehicles, transit vehicles, bicycles, pedestrians, trains, ferries). Also known as “intermodal.”

National Register of Historic Places

The official federal list of districts, sites, buildings, structures, and objects significant in American history, architecture, archaeology, engineering, and culture. This federal program is administered by the U. S. Department of the Interior, National Park Service.

Non-Point Source Pollution

Pollution that occurs when rainfall, snowmelt, or irrigation runs over land or through the ground, picks up pollutants, and deposits them into rivers, lakes, and coastal waters or introduces them into ground water.

Northern Tier

A commercial and industrial area proposed for redevelopment as an expansion of Portsmouth’s downtown. According to the City’s 1999 *Northern Tier Feasibility Study*, the Northern Tier “lies between Hanover Street, Maplewood Avenue, Market Street, and the shores of the North Mill Pond Inlet off the Piscataqua River” and contains approximately 50 acres.

Prime Wetlands

Wetlands that are of substantial significance because of their size, unspoiled character, fragile condition or other relevant factors, and as a result are designated as “prime wetlands” by the conservation commission.

Regional Housing Need Assessment

An assessment of the regional need for housing for persons and families of all levels of income, required to be prepared by each Regional Planning Commission and updated every five years. (NHRSA §36:47)

Site Plan Review

A process, established in the zoning ordinance, under which the Planning Board reviews development plans to ensure consistency with the Master Plan and compliance with regulations and standards set forth in the ordinance.

Superfund

Federal authority, established by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) in 1980, to respond directly to releases or threatened releases of hazardous substances that may endanger health or welfare.

Sustainable Development, Sustainability

Development which meets the needs of the present without compromising the ability of future generations to meet their own needs; the use of ecosystems and their resources in a manner that satisfies current needs while allowing them to persist in the long term.

Tax Increment Financing (TIF)

A technique allowing new tax revenues, generated by new development, to be retained and put to use in and around the area where the development has taken place.

Traffic Calming

The use of street design techniques to slow and control the flow of automobile traffic and to improve conditions of walking and bicycling.

Variance

Permission for a property owner to depart from the literal requirements of a zoning ordinance that, because of special circumstances, causes a unique hardship. Such special circumstances may include the particular physical surroundings, shape or topographical condition of the property and when compliance would deprive the owner of the reasonable use of the property.

Watershed

The land area that drains into a stream or river.

Wayfinding

A coherent and consistent system to help in navigating unfamiliar environments using various design elements, including signs, space planning, and traffic planning.

Workforce Housing

Housing that is affordable to the typical worker in the community or region. The workforce income range is generally defined as being between 60 and 150 percent of the

area's median income; thus, "workforce housing" overlaps with "affordable housing," which typically refers to housing targeted to those below 120 percent of median income.

Zoning

The regulation of private land use and development by local government.