

RFP #38-06
CITY OF PORTSMOUTH, NH
PLANNING DEPARTMENT
Request for Proposals
PROFESSIONAL SERVICES
REVISION OF ZONING ORDINANCE, SITE REVIEW & SUBDIVISION REGULATIONS

SCOPE OF WORK: The City of Portsmouth's Planning Department is requesting proposals from qualified firms for revisions to the City of Portsmouth's Zoning Ordinance, Site Review Regulations and Subdivision Regulations. While many of the desired revisions are outlined in the City's 2005 Master Plan, this project represents a comprehensive revision of the City's existing Zoning Ordinance; substantial revisions to the Site Review and Subdivision Regulations; and the development of Design Review Regulations. Revisions beyond those outlined in the Master Plan are expected to be identified by staff, the Planning Board and through public input as part of this project.

Sealed Request for Proposals, plainly marked RFP #38-06, "Professional Services for Revision of Zoning Ordinance, Site Review and Subdivision Regulations" on the outside of the mailing envelope, addressed to the Finance/Purchasing Department, City Hall, 1 Junkins Avenue, Portsmouth, NH 03801 will be accepted until **1:30 p.m. on Wednesday, March 1, 2006.**

If you would like to obtain a copy of the Request for Proposal you may call the Purchasing Clerk at 603-610-7227, visit the Finance Department on the third floor at the above address, or visit our website at www.cityofportsmouth.com. **PLEASE CONTINUE BELOW FOR COMPLETE BID DOCUMENT.**

The City of Portsmouth reserves the right to reject any or all proposals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the City.

If you have any questions please contact the Finance/Purchasing Department at the following number: 603-610-7227.

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PROJECT BACKGROUND/PURPOSE

On March 24, 2005, the Portsmouth Planning Board adopted a new Master Plan, which consists of the following three sections (available on the City's website at www.cityofportsmouth.com):

- A Vision for Portsmouth;
- Priorities for Action; and
- Goals, Objectives and Strategies, which includes the *Implementation Plan* (see attached).

It should be noted that the Master Plan also includes supporting data and analysis contained in an *Existing Conditions and Trends Report* (available at the Portsmouth Planning Department).

At this time, the City's Planning Department is requesting proposals from qualified firms for revisions to the City of Portsmouth's Zoning Ordinance, Site Review Regulations and Subdivision Regulations. While many of the desired revisions are outlined in the City's 2005 Master Plan, this project represents a comprehensive revision of the City's existing Zoning Ordinance; substantial revisions to the Site Review and Subdivision Regulations; and the development of Design Review Regulations. Revisions beyond those outlined in the Master Plan are expected to be identified by staff, the Planning Board and through public input as part of this project.

The City's current Zoning Ordinance and Subdivision and Site Plan Review regulations are available on the City's website at www.cityofportsmouth.com.

The new Zoning Ordinance will be recommended by the Planning Board to the City Council for their consideration and adoption. The Planning Board will adopt the revised Subdivision Regulations, Site Review Regulations and Design Review Regulations.

PROJECT FUNDING

\$95,000 is allocated for this project through the City's Capital Improvement Plan (CIP) in the current fiscal year (FY '06). Additional funding will be proposed in the draft CIP for the fiscal year beginning July 1, 2006 (FY '07). Therefore, project proposals should be outlined in two (2) phases as the phase 1 contract work will be awarded based on available funding. Revisions to the Zoning Ordinance and Site Review Regulations should be considered the highest priority with regard to phasing, followed by revision of the Subdivision Regulations and development of Design Review Regulations. Phase 2 work proposed by consultants will be awarded following City Council adoption of the FY '07 budget. The City reserves the right to award phase 2 work on or after July 1, 2006.

PROJECT OVERSIGHT

The consultant will carry out the revisions to the Zoning Ordinance, Site Review Regulations and Subdivision Regulations under the direction of the Deputy City Manager and Planning Director, with input from other key City staff in the Planning, Inspection and Legal Departments, as well as members of the Planning Board, members of other local land use boards and the public. The City Attorney will play an active role in providing input, identifying needed revisions and reviewing documents developed by the consultant. Therefore, it is not anticipated that consultants will need to include legal counsel on their project team.

PROJECT SCHEDULE AND MILESTONE DATES

A committee comprised of the Deputy City Manager, Planning Director, City Attorney and representatives of the Planning Board will interview short-listed consultants within two (2) weeks following proposal submission. The City's intent is to make a final selection and award a contract for the funded portion of project work as soon as possible thereafter.

Project work should be carried out according to milestone dates. The consultant should propose a total of seven (7) milestone dates: four (4) for the Zoning Ordinance, one (1) for the Subdivision Regulations, one (1) for the Site Review Regulations, and one (1) for proposed design review regulations. The first milestone product should be provided by September 30, 2006.

The selected consultant shall be expected to begin work within two weeks after contract signing and complete all work 12 to 18 months thereafter.

Due to the project funding timetable, proposals should be outlined in two (2) phases as the phase 1 contract work will be awarded based on available funding. Revisions to the Zoning Ordinance and Site Review Regulations should be considered the highest priority with regard to phasing, followed by revision of the Subdivision Regulations and development of design review regulations. Phase 2 work proposed by consultants will be awarded following City Council adoption of the FY '07 budget. The City reserves the right to award phase 2 work on or after July 1, 2006.

PROJECT GOALS AND SCOPE OF WORK

The City of Portsmouth's Planning Department is requesting proposals from qualified firms for professional consultant services to carry out a comprehensive review, analysis, and rewrite of the City's Zoning Ordinance; substantial revisions to the Site Review and Subdivision Regulations; and development of design review regulations. In addition to insuring that the City's land use regulations are in line with the 2005 Master Plan goals, objectives and strategies (see attached *Implementation Plan*, City of Portsmouth Master Plan, 2005), a key goal of this project is to insure that the City's land use regulations are user friendly and simpler in format. Revisions beyond those outlined in the Master Plan are expected to be identified by staff, the Planning Board and through public input as part of this project.

It should be noted that the March 2005 Master Plan was developed based on extensive public involvement through what was known as the Portsmouth Listens study circle process. The City is committed to citizen involvement in carrying out the implementation of the Master Plan recommendations and it is important that the project allows sufficient opportunities for public comment on proposed revisions to the City's land use regulations.

The selected consultant is expected to play a key leadership role in this effort based on their experience and expertise, with input from City staff and Planning Board members who have practical knowledge in administering the City's existing land use regulations.

The primary goals of this project are to:

- Implement the regulatory recommendations outlined in the City's March 2005 Master Plan and insure that the City's Zoning Ordinance, Site Review Regulations and Subdivision Regulations are consistent with the goals, objectives and recommendations outlined in that plan. Regulatory revisions shall address, for example, such areas as design review, sustainable development, workforce housing, stormwater, wetlands, outdoor lighting, non-residential site design, signage, and parking standards. The Selected Consultant, in consultation with the City, shall explore and provide guidance on the potential regulatory revisions outlined in the Master Plan and, where directed by the City, draft new Zoning Ordinance, Subdivision Regulations, Site Review Regulations and Design Review Regulations.
- Develop a new Zoning Map. The new Zoning Map shall be based on the recommendations outlined in the City's March 2005 Master Plan, consistent with the goals, objectives and recommendations outlined in the plan (see *Future Land Use Map Focus Areas* section of the 2005 Master Plan) and in conformance with generally accepted land use law and principles as well as state statutes.
- Insure that the City's Zoning Ordinance, Site Review Regulations and Subdivision Regulations conform to generally accepted land use law and principles as well as state and federal statutes and case law.

- Identify and correct any internal inconsistencies, omissions or errors, including grammatical and other editorial problems in the Zoning Ordinance, Site Plan Review Regulations and Subdivision Regulations.
- Identify and recommend for inclusion in the revised land use regulations gaps or needs that have not been identified in the Master Plan, but in the professional opinion of the selected consultant should be addressed to insure a complete and effective ordinance that meets local needs.
- Create, to the fullest legal extent possible, a user friendly, simplified, clear and easily understood set of local land use regulations, including:
 - revise vague, unclear or confusing language and insure that language, terms, and intent are consistent from one section to another;
 - insure that essential words used in the text of the land use regulations are defined in the Definitions section and revise incorrect or inadequate definitions;
 - revise sections of the land use regulations that are in conflict with other sections, have unintended impacts on other sections or are overly complex;
 - recommend improvements to the layout of the Zoning Ordinance, Zoning Map, Site Review Regulations and Subdivision Regulations; and
 - recommend appropriate illustrations and/or diagrams.

The intent of the Scope of Work provided below is to serve as a framework, which proposers can use to develop a more detailed scope of work based on their professional expertise and knowledge. The City asks proposers to present an efficient, effective scope of work, which insures a set of high quality, broadly supported land use regulations.

1. The consultant shall be required to spend a minimum of one day per work week in City Hall. Office space will be provided by the City at no cost and this office space shall be used exclusively by the consultant for the purpose of carrying out work on behalf of the City.
2. Review recommendations outlined in the *Implementation Plan* of the 2005 Master Plan as they relate to the Zoning Ordinance, Subdivision Regulations and Site Review Regulations. Identify areas that require additional research and/or discussion and review those items with the Planning Board and City staff. Provide written recommendations as to the feasibility of implementing specific recommendations based on statutory authority, complexity, administrative burden and the like.
3. Conduct a comprehensive review and analysis of the existing Zoning Ordinance, Subdivision Regulations, and Site Review Regulations; identify issues and problem areas in the regulations, and make recommendations for changes and revisions. Play a leadership role in reaching consensus on key revisions.

4. As directed by City staff and the Planning Board, conduct additional research and make recommendations for changes and revisions. Play a leadership role in reaching consensus on key revisions.
5. As directed by City staff and the Planning Board, conduct a comprehensive rewrite of the Zoning Ordinance; propose substantial revisions to the Site Review and Subdivision Regulations; and develop design review regulations.
6. Develop a new Zoning Map. Future land use recommendations outlined in the Master Plan are broad in nature and considerable effort will be required by the selected consultant to carry out further research, lead discussion with the Planning Board, seek public input and provide final detailed rezoning recommendations. The City will be responsible for producing revisions to its electronic Zoning Map in both draft and final form and will produce, at its own expense, paper review copies of same. Multiple drafts are anticipated before a final map is agreed upon.
7. Prepare successive draft(s) of the revised Zoning Ordinance, Subdivision Regulations, Site Review Regulations, and Design Review Regulations. The drafts shall make clear the existing text and proposed revisions. In some cases, this may involve simple redlining for new text and deleted text. However, in most cases, particularly with regard to the comprehensive rewrite of the Zoning Ordinance, the Selected Consultant will need to prepare explanatory materials. This shall include specific language and organizational changes or revisions.
8. Following City review and subsequent re-drafts, draft documents shall be presented by the consultant for public review at a series of public hearings. All documents shall utilize the format described in #7 above to insure that the public has a clear understanding of new text, deleted text and substantial and/or conceptual changes; this will require detailed written explanations and supporting documentation by the consultant.
9. Following the initial public hearings for each of the land use regulations, the consultant shall prepare revised drafts for public review – again, with similar format – which the consultant will present at a second series of public hearings.
10. The new Zoning Ordinance will be recommended by the Planning Board to the City Council for their vote and adoption. Present the final Zoning Ordinance to the Planning Board for their approval and, at separate meetings, to the City Council for their adoption (City Council presentation will involve three separate meetings, with one being a public hearing).
11. Present the Subdivision Regulations, Site Plan Review Regulations and Design Review Regulations to the Planning Board for their adoption.

WORK PRODUCTS FORMAT

The Selected Consultant shall provide one (1) original unbound copy of all drafts and final products. All draft and final text, databases, spreadsheets, tables and figures are to be provided in Microsoft Office format (Windows compatible) on a CD for further duplication and distribution.

Work products provided by the consultant for staff and/or board review, must be provided a minimum of ten (10) working days prior to the meeting at which they will be reviewed.

MEETINGS

The consultant should expect a substantial number of meetings and work sessions with City staff and Planning Board representatives and a substantial number of work sessions and public hearings with the full Planning Board and other local land use boards and the City Council.

The consultant is expected to meet, as needed, with City staff and local officials to review and discuss project design issues and complete the project in a satisfactory manner. The consultant shall be responsible for recording the events of these meetings and preparing summary action items for distribution.

The selected consultant shall take the lead in setting project meeting dates with City staff and the Planning Board, with all meeting dates to be established well in advance.

SUBMITTAL REQUIREMENTS

Proposals shall include the following:

- Brief history of the firm, including short case studies of similar projects carried out by the firm.
- Description of **relevant** previous projects, which key project staff have played a central role in.
- Statement of project understanding and general approach.
- Detailed scope of work to include methodology, approach and tasks (organized in phases with milestone dates) needed to accomplish the project, inclusive of issue identification, public involvement, proposed meetings, Planning Board approval and City Council adoption. Proposers should state, wherever possible and as clearly as possible, any assumptions made in preparing the scope of work.
- Project schedule, organized by phase and task, which identifies meeting and hearing dates with staff, Planning Board and City Council. Seven (7) specific milestone dates should be identified: four (4) for the Zoning Ordinance, one (1) for the Subdivision Regulations, one (1) for the Site Review Regulations, and one (1) for proposed Design Review Regulations. Note that phasing should be tied to available project funding, with revisions to the Zoning Ordinance and Site Review Regulations considered the highest priority with regard to phasing, followed by revision of the Subdivision Regulations and development of Design Review Regulations.

- Names and qualifications of **specific project staff that will play the primary role** in this project, with Project Manager clearly identified. The project staff who will attend and lead in-house and public meetings and hearings must be clearly identified as well.
- The name of the project staff person that will reside in the City Hall office space to be provided by the City for the purpose of carrying out work on behalf of the City.
- Project budget **itemized by phase and task** and a **total project cost for Phase 1 and Phase 2 stated as firm fixed fees**. An hourly rate sheet for project staff shall also be included.
- No more than three (3) references, including **current contact names/tel numbers**, for similar projects.
- No more than three (3) sample products from similar previous projects.
- Six (6) copies of the proposal must be submitted.

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EVALUATION CRITERIA

1. Qualifications and previous related work of key personnel and firm, particularly with regard to working with municipalities of similar size, government structure, complexity and issues. Particular attention will be given to the demonstrated experience and ability of the Project Manager and other key personnel to take a proactive project management role and to lead effective meetings and work sessions and make professional, highly credible presentations at public meetings and hearings. (25 points)
2. Understanding of project goals, particularly as demonstrated in the Project Understanding and Scope of Work sections of the proposal. (25 points)
3. Proposal price. (20 points)
4. Quality of sample materials and proposal package submitted. (20 points)
5. Responsiveness to submission requirements. (10 points)

The City of Portsmouth reserves the right to reject any or all proposals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the City. By submitting a proposal, the consultant hereby authorizes the City to contact references and make such further investigations as may be in the best interest of the City.

A committee comprised of the Deputy City Manager, Planning Director, City Attorney and representatives of the Planning Board will interview short-listed consultants within two (2) weeks following proposal submission. The City's intent is to make a final selection and award a contract for the funded portion of project work as soon as possible thereafter.

The City reserves the right to negotiate directly with the firm(s) selected for additional project work.

CONTRACT DOCUMENT

Upon selection, the successful Consultant will be sent a contract for execution for the Phase 1 portion of the Scope of Work. The contract will be written for a **lump sum fee**. When the contract is executed by both parties, the Consultant will be instructed to commence providing the work outlined in the contract. All information, data, documents, photos, computer records, and other materials of any kind acquired or developed by the consultant pursuant to this project shall be the property of the City of Portsmouth. The City reserves the right to award Phase Two work on or after July 1, 2006.

ADDITIONAL INFORMATION

Requests for additional information should be directed to David Holden, Planning Director at 603-610-7230 or Cindy Hayden, Deputy City Manager at 603-610-7218.

INSURANCE REQUIREMENTS

Insurance shall be in such form as will protect the Consultant from claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations under this contract whether such operation by himself or by anyone directly or indirectly employed by him.

Amount Of Insurance

- A) Comprehensive General Liability:
 - Bodily injury or Property Damage: \$1,000,000
 - Combined Single Limit, per occurrence

- B) Automobile and Truck Liability:
 - Bodily Injury or Property Damage: \$1,000,000
 - Combined Single, Limit, per occurrence

Additionally, the contractor shall purchase and maintain the following types of insurance:

- A) Full Workers Comprehensive Insurance coverage for all people employed by the contractor to perform work on this project in the amount of at least \$500,000 per accident/injury or disease or in accordance with the requirements of the most current laws of the State, whichever is greater.

Evidence of Insurance

As evidence of insurance coverage, the Owner may, in lieu of actual policies, accept official written statements from the insurance company certifying that all the insurance policies specified below are in force for the specified period. The Consultant shall submit evidence of insurance to the Owner at the time of execution of the Agreement. Written notice shall be given to the City of Portsmouth, NH at least thirty (30) days prior to cancellation or non-renewal of such insurance coverage.

Indemnification

The Consultant agrees to pay on behalf of and hold harmless the City of Portsmouth for all claims arising in whole or in part from its work on behalf of the City.

Attachment 1

**Excerpts from the
City of Portsmouth Master Plan
March 2005**
Adopted March 24, 2005

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 (CIP).

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

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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	Ⓢ

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.	<ul style="list-style-type: none"> ◆ [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	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.	<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	

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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 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

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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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ 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.	<ul style="list-style-type: none"> ◆ 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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Board	Ongoing
H-1.7	Review existing regulations and development definitions affecting senior accessory apartments.	<ul style="list-style-type: none"> ◆ [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

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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.	<ul style="list-style-type: none"> [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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> [same as strategy] 	Planning Department Economic Development Commission	Ongoing

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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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Economic Development Commission	Ongoing
ED-2-3	Continue planning and implementation of the Riverwalk project.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Community Development	Ongoing (CIP)
ED-2.4	Make improvements to Ceres Street as a gateway to the Riverwalk project.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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	

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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.	<ul style="list-style-type: none"> ◆ [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	

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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)

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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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department 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. 	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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	<p style="text-align: center;">(CIP)</p>
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)

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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 Division 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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Parking & Transportation Division DPW	
T-4.4	Continue to seek funding for bicycle projects already designed.	<ul style="list-style-type: none"> ◆ 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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Parking & Transportation Division	

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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.	<ul style="list-style-type: none"> ◆ 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).	<ul style="list-style-type: none"> ◆ Estimate costs and make CIP request 	Parking & Transportation Division	

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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	Ⓢ
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	Ⓢ

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	

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Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
T-7.3	Preserve rail access to the Pease Tradeport.	<ul style="list-style-type: none"> ◆ 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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Department of Public Works Planning Board City Council	(CIP)
T-8.2	<p>Work with the NHDOT to identify and prioritize major infrastructure needs:</p> <ul style="list-style-type: none"> ◆ 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 	<ul style="list-style-type: none"> ◆ [same as strategy] 	Parking & Transportation Division	(CIP)
T-9.1	Implement the recommendations of the Port Master Plan.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Pease Dev. Authority	See Port Master Plan
T-9.2	Identify additional ways to facilitate usage of the Port.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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	Ⓢ
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	Ⓢ
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	Ⓢ
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 Ⓢ

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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	Ⓢ
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 Ⓢ
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 Ⓢ

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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)

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Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
NR-1.3	Establish an acceptable use policy for conservation lands to guide public access and management planning.	<p>other zoning concessions.</p> <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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ 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.	<ul style="list-style-type: none"> ◆ 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.	<ul style="list-style-type: none"> ◆ 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

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Strategy #	Strategy Description	Action	Responsibility	Status/ Notes
NR-3.2	Develop a wetlands protection action plan.	<ul style="list-style-type: none"> ◆ Continue to require the use of, at minimum, best management practices. ◆ 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.	◆ [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.	◆ [same as strategy]	Conservation Commission	
NR-3.5	Limit impervious surfaces and add green spaces.	◆ 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.	◆ [same as strategy]	Conservation Commission	
NR-3.7	Continue efforts to achieve a wetland protection ordinance at Peace consistent with the City's regulations.	◆ [same as strategy]	Conservation Commission Planning Department	Ongoing
NR-4.1	Incorporate noise barriers where warranted as part of major road construction projects.	◆ [same as strategy]	Planning Department Parking and Transportation NH DOT	

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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	Ⓢ
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	

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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	

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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.	<ul style="list-style-type: none"> ◆ [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).	<ul style="list-style-type: none"> ◆ [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.	<ul style="list-style-type: none"> ◆ [same as strategy] 	Planning Department Planning Board Historic District Commission	

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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	

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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	