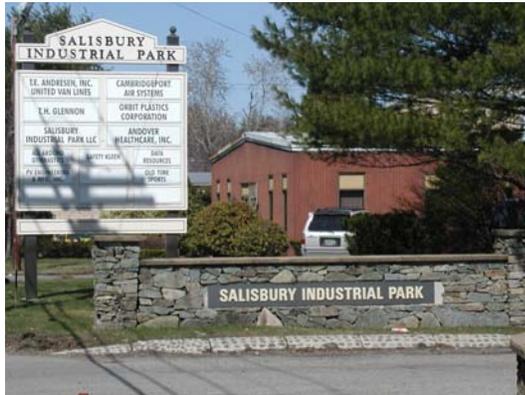


# MASTER PLAN

## Volume 2: IMPLEMENTATION PLAN

October 2008



## SALISBURY, MASSACHUSETTS

Consulting Assistance by  
Taintor & Associates, Inc.  
and  
Vine Associates, Inc.



# TABLE OF CONTENTS

<b>INTRODUCTION</b> .....	<b>1</b>
<b>VISION STATEMENT</b> .....	<b>3</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>5</b>
SHARED VISION .....	5
KEY ISSUES .....	6
PRIORITY ACTIONS .....	6
CARRYING OUT THE PLAN .....	8
<b>TOWN-WIDE GOALS AND STRATEGIES</b> .....	<b>9</b>
LAND USE .....	9
HOUSING .....	15
ECONOMIC DEVELOPMENT .....	20
PUBLIC FACILITIES AND SERVICES .....	27
TRANSPORTATION AND CIRCULATION .....	38
NATURAL AND CULTURAL RESOURCES .....	43
OPEN SPACE AND RECREATION .....	47
<b>PLANNING AREAS</b> .....	<b>51</b>
SALISBURY PLAINS .....	52
MAIN STREET EAST .....	55
BRIDGE ROAD .....	58
LAFAYETTE ROAD .....	61
ELM STREET CORRIDOR .....	64
RABBIT ROAD .....	67
SALISBURY SQUARE .....	70
BEACH ROAD AND SALISBURY BEACH .....	74
RING’S ISLAND .....	77
<b>ACTION PLAN</b> .....	<b>81</b>
PRIORITY ACTIONS .....	81
ACTION MATRIX .....	84
<b>LAND USE MANAGEMENT</b> .....	<b>133</b>
MANAGEMENT TOOLS .....	133
DEVELOPMENT REVIEW .....	137
<b>ACTION PLAN MAP</b> .....	<b>145</b>
<b>APPENDIX A: PUBLIC PROCESS DOCUMENTATION</b> .....	<b>147</b>
<b>APPENDIX B: MODEL DEVELOPMENT GUIDE</b> .....	<b>165</b>



# INTRODUCTION

This document, Volume 2: Implementation Plan along with Volume 1: Existing Conditions and Trends make up the 2008 Salisbury Master Plan. Volume 1 is a compilation of the most current available data on the topics covered in the Plan and introduces key issues the town needs to address in the coming years. Volume 2 is a set of goals and strategies and is meant to serve as a policy guide and framework for future land use and development.

The Master Plan was prepared by the Master Plan Committee (MPC) with consulting assistance from Taintor & Associates, Inc. and Vine and Associates, Inc. The planning process began in spring 2007 with the development of the Existing Conditions Report and concludes in November 2008 with Planning Board approval of the Master Plan.

Public meetings were held nearly monthly throughout the process and were attended regularly by the MPC, Salisbury citizens and business owners, as well as representatives of the town's Boards, Commissions, Committees and Departments. In addition to the public meetings, the Consultants interviewed over a dozen key stakeholders including Department heads, Board, Commission, and Committee members, as well as school, housing, historical and business representatives. A public Visioning Workshop was held on October 6<sup>th</sup>, 2007 so the community could discuss issues that the Master Plan addresses and help craft a vision of the town's future. Updates of the Plan's progress were given at Town Meetings in the fall of 2007 and spring of 2008. Drafts of the Master Plan chapters were distributed as they were completed to citizens who signed in at meetings with an e-mail address, and posted on the town's web site. Suggested revisions and additions have helped create an iterative process and a vetted and more comprehensive Plan.

The Master Plan Committee thanks everyone who attended meetings, reviewed documents, and provided data, input, assistance, and support. A full list of participants who attended and signed in at public meetings is included in Appendix A.

## **Master Plan Committee**

Robert Straubel, Chair*	Jerry Klima	Joyce Penniman Hartt
Ed Hunt*	Bobbi Klima	Lisa Davidson
Beverly Gulazian*	Brenda Chouinard	John Davidson
Sally Laffely*	John Haggerty	Barbara Souther
Louis Masiello*	Jacqueline Haggerty	Ruth True
Tim Mulcahy*	Alan Thompson	*Master Plan Executive
Berenice McLaughlin*	Elizabeth Thompson	Steering Committee

## **Planning Board**

Robert Straubel	Isa Cann
Larry Cuddire	Lou Masiello
David Holscher	
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Lisa Lane	

## **Board of Selectmen:**

Jerry Klima  
Don Beaulieu  
Henry Richenburg  
Fred Knowles  
Ed Hunt



# VISION STATEMENT

A vision statement is a declaration of desire and intent written in the present tense. It is a clear description of a desired outcome that inspires, energizes and helps us create a mental picture of our goals. In the context of a Master Plan the goals are the results that we expect after taking the actions outlined in the plan, perhaps looking to the future five to ten years away. The purpose of the vision statement is to open our eyes to what is possible. It is our inspiration, the framework for all our strategic planning.

Participants in the Salisbury master planning process fully considered the town's history, its current condition, and its potential, as over numerous months and meetings during the process we developed a vision statement that we believe represents a shared vision for Salisbury.

## A Shared Vision for Salisbury

Through almost four centuries Salisbury has adapted to changes in the wider world to make the most of shifting social and economic conditions while holding on to and embracing those elements that are the core of its identity. Today, Salisbury is embarking on another evolution and it is facing the challenge with an open mind, collaborative spirit and confidence of purpose.

Salisbury's residents identify with the town's coastal heritage and natural resources that have so directly influenced its past and strongly define its character today. These unique and striking resources will serve as the foundation upon which to build the future.

### **We, the people of Salisbury, share a vision for our town.**

We welcome responsible development that conserves land, protects natural and historic resources, and promotes equitable sharing of the benefits and burdens of development, allowing future generations to enjoy the same resources and opportunities that we have today.

We are proud that our community is a safe, affordable and pleasant place to live, where engaged citizens take part in local government and make a difference in the town's future. We enjoy our characteristic New England neighborhoods, from historic farming clusters and village centers, to rural subdivisions, camping grounds and beach communities, each inclusive and inviting. We offer a diversity of housing types throughout town and integrated within a variety of neighborhoods to assure that residents of all ages, life stages, and economic status have affordable and desirable housing options.

We embrace our revitalized town center with its vibrant mix of residences and commercial ventures where pedestrians are welcome and comfortable, where local shops and services are prominent, where connections are easily made to parks and open space

networks, where public services and facilities are accessible and where cultural and historic resources are celebrated and preserved.

We appreciate our transformed beach community that is diverse and thriving. Its blend of uses serves the entire town by balancing commercial and employment opportunities with housing, resource protection and a dynamic public realm.

We take great pleasure in our town-wide system of open spaces, recreational resources and cultural offerings that provide ample opportunities for both active and passive recreational and cultural pursuits for all ages and abilities. These amenities are integrated with our greater public realm at the interfaces of residential areas, businesses and public facilities where social capital is built as community members meet and interact on a regular basis.

We sustain the expansion and development of businesses and services that create a stable financial base and allow the town to provide public facilities and services that ensure a clean, healthy, and safe community. We encourage businesses and industries that contribute to a high quality built environment of streetscapes, commercial clusters and mixed use neighborhoods.

We, the people of Salisbury have made a clear choice to commemorate our town's heritage, to honor its resources and its people, and to trust in ourselves to guide change and create the future we desire.

# EXECUTIVE SUMMARY

The Salisbury Master Plan of 2008 was developed during an eighteen month process led by the Salisbury Master Plan Committee and with assistance and support from the Planning Board and Salisbury Planning Department. Over the course of more than twenty public meetings, members of the community who participated came to understand the town's context, assets, opportunities and issues and developed a shared vision for Salisbury - ideas and intentions for what the town will become. From this vision statement, we developed goals and strategies and then created an implementation plan of coordinated and organized actions. The Master Plan is composed of two documents.

*Volume I, Existing Conditions and Trends* compiles the most current available data on seven elements: Land Use, Housing, Economic Development, Public Facilities and Services, Transportation and Circulation, Natural and Cultural Resources, Open Space and Recreation. It considers current trends and future growth and identifies key issues the town faces or is likely to face. The final chapter outlines the town's Development Review Process

*Volume II, Implementation Plan* contains the town's shared vision, recommendations on each of the seven elements listed both as Town-Wide and by Planning Area, a priority work plan, and all strategies and actions organized into a matrix with assigned responsible parties and time frames. The final chapter addresses Land Use Management and makes recommendations for improving the town's Development Review Process. The Action Plan Map offers a visual summary of the highlights of the Plan.

This executive summary presents the essence of Salisbury's Master Plan through the main concepts of our Shared Vision, a synopsis of key issues, recommended priority actions and ideas for carrying out the plan.

## Shared Vision

A vision statement is a clear description of a desired outcome that inspires, energizes and helps us create a mental picture of our goals. In the context of a Master Plan the goals are the results that we expect after taking the actions outlined in the plan. The goals are our inspiration, the framework for all our strategic planning.

Participants in the Salisbury master planning process fully considered the town's history, its current condition, and its potential, as over numerous months and meetings during the process we developed a vision statement that we believe represents a shared vision for Salisbury. Following are the main concepts of our shared vision.

- ◆ New development is sustainable, conserves land, protects resources, and balances current and future needs.

- ◆ Neighborhoods are safe, affordable and pleasant, meeting the needs of all Salisbury’s residents.
- ◆ Salisbury Square is a vibrant and walkable town center with a mix of commercial, residential, municipal and cultural uses connected by attractive and well maintained sidewalks, parks and public spaces.
- ◆ The beach community is diverse and thriving; resource protection is a core principle of its redevelopment.
- ◆ The town’s open space system is well maintained and includes a diversity of facilities and resources to meet the needs of all residents.
- ◆ Expanded commercial development contributes to a high quality built environment and creates a stable financial base to fund municipal facilities and services.

## Key Issues

Throughout the master plan process, participants consistently focused on or came back to a succinct set of ideas or topics underscoring the importance of these ideas as keystones to desired change. They represent the issues we feel are most critical to address in order to move Salisbury ahead toward its desired future.

- ◆ **planning as the foundation to success**
- ◆ **encouraging diversified quality development** through supportive public infrastructure, and comprehensive planning
- ◆ **transforming Salisbury Square and the beach community** into vibrant mixed use neighborhoods
- ◆ **improving the physical character of the built environment**, in particular the town’s commercial and industrial corridors
- ◆ **resolving traffic congestion** and enhancing circulation to improve the quality of life for residents, businesses, and visitors
- ◆ **protecting and enhancing the town’s abundant natural resources**
- ◆ **meeting the housing needs of Salisbury’s residents**

## Priority Actions

The following actions have been identified as critical first steps for addressing the above issues and achieving Salisbury’s shared vision. These actions are priorities because they represent those actions that will set the needed groundwork for change that is anticipated or desired, or that take advantage of existing opportunities. The actions are listed by issues in order of their priority as determined through the master planning process.

### **Planning as the foundation to success**

- ◆ Undertake a Comprehensive Land Use Regulations Analysis to evaluate the town’s land management tools on the basis of their ability to support the town’s vision and goals as described in the Master Plan. Include revisions

to zoning districts, development and dimensional controls, and design and performance standards. Consider new bylaws and state supported programs for economic and residential development. In some cases further study may be needed to identify or clarify the town's vision for a specific area or issue.

- ◆ Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- ◆ Plan, prioritize and implement public infrastructure improvements to encourage and support desired development. Improvements would include sidewalks, streetscapes, water, sewer, lighting, public realm (small parks and plazas). Some of this planning will be dependent on the outcome of the recommended corridor studies.

#### **Encouraging Diversified Quality Development**

- ◆ Coordinate Economic Development planning and permitting activities to provide timely, effective and transparent services to prospective developers.
- ◆ Create opportunities for mixed use development where new development can be integrated with existing neighborhoods or commercial areas.
- ◆ Create opportunities for increased commercial and light industrial development on Rabbit Road by implementing appropriate land use regulations, and providing adequate infrastructure and services.

#### **Transforming Salisbury Square and the Beach Community**

- ◆ Support mixed use development at Salisbury Beach that responds to the town's vision and goals of the Master Plan.
- ◆ Study the feasibility of creating a village main street in Salisbury Square to anchor small businesses and create a pedestrian dominated commercial center in the area between Route 1 and Park Street (and/or Beach Road and Pleasant Street).

#### **Improving the Physical Character of the Built Environment**

- ◆ Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- ◆ Increase roadside and beach clean-ups using local volunteer groups and coordinate efforts with the Massachusetts Highway Department and state Department of Conservation and Recreation.
- ◆ Assist existing businesses on Bridge Road with redevelopment strategies that enhance site design, highlight the natural environment, and minimize land use.

#### **Protecting and Enhancing the Town's Abundant Natural Resources**

- ◆ Work with local property owners, state agencies and public land trust organizations (e.g. the state Division of Fisheries and Wildlife and Department of Conservation and Recreation, Trustees of Reservations and Essex County Greenbelt) to identify and protect key scenic and rural

parcels of land through land acquisition, preservation restrictions, easements and other measures.

- ◆ Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing including a flood control/marsh restoration project at Town Creek and Mill Creek and seek appropriate funding.
- ◆ Support the state Department of Conservation and Recreation in its effort to implement a Beach Management Plan for Salisbury Beach

#### **Resolving Traffic Congestion and Enhancing Circulation**

- ◆ Develop a Traffic Management Plan in concert with local, state and jurisdictional authorities to address seasonal traffic from Salisbury Square to the beach.
- ◆ Continue to support rail trail, sidewalk and bike lane planning, design, construction and maintenance.

#### **Meeting the Housing Needs of Salisbury's Residents**

- ◆ Seek out and support development of subsidized rental housing for ages 55 and over within Salisbury Square and other areas that offer services and facilities within walking distance.
- ◆ Develop clear directives (standards and review process) for Chapter 40B developments and encourage innovative development strategies that promote a diversity of housing opportunities in walkable communities.
- ◆ Continue Salisbury Housing Rehabilitation Program (SHRP) using funds available from the Department of Housing and Community and Development and other applicable grant/loan programs to assist qualified residents with the upkeep of their homes.

## **Carrying Out the Plan**

The Salisbury Master Plan presents a detailed description of our community in 2008 and offers a clear vision of our preferred future. The Town-Wide and Planning Area goals and strategies developed to guide the town's Boards and Committees are numerous and represent an ambitious, but reasonable work plan, provided enthusiasm and commitment are maintained. Endorsement of the Master Plan by Town Meeting and adoption of the Master Plan by the Planning Board will complete the first phase of our work. In order to ensure implementation of the Plan, we recommend the Board of Selectmen establish a Master Plan Implementation Committee to keep town Boards and Committees focused on its goals and encourage progress on the recommended actions.

We wish also to ensure that planning in Salisbury is an ongoing process. To that end, the Plan must be continually reviewed and updated, and its goals and strategies must be refined to reflect the changing conditions, needs and aspirations of the Town of Salisbury.

# TOWN-WIDE GOALS AND STRATEGIES

This section presents town-wide goals and strategies of the Master Plan organized in seven topical elements. The Master Plan's *goals* are overarching statements describing the general direction that the town wishes to pursue. The *strategies* are specific measures that the town will take to further the goals.

## Land Use

Land use in the broadest sense is a description of how land is occupied or utilized. In the context of this report it refers to the development that has occurred on the land or the use that is permitted or permissible on the land by development regulations. Development or land use regulations include zoning and design standards. These regulations along with the processes that are in place to enforce them are the tools a town has to guide change in its land use.

While Salisbury's land use by percentage is primarily residential (75%), and only six percent is zoned for combined commercial and industrial uses, the community hosts a substantial mix of commercial and industrial properties. The values of non-residential uses include the availability of goods and services within the town, local jobs, and a diversified tax base.

Opportunity for growth and redevelopment exist within the town's undeveloped and underdeveloped lands. Eleven percent (11%) of the town's total land acreage is classified as developable or potentially developable, although, realistically, much of this land is constrained by wetlands. In addition 6.5% of total land area is in agricultural use, which if converted, could have development potential in the future. Finally, though not inventoried, a considerable number of properties in both commercial districts and residential neighborhoods have potential for increased development, redevelopment or infill. Together these properties provide substantial opportunity for change. The challenge for Salisbury is to put in place the land use regulations and guidelines that will encourage changes that support a shared vision.

Since the inception of Salisbury's land use regulations, the town's major transportation corridors have been zoned to encourage a higher density of commercial uses within 400 feet of the road, while also allowing single family residential development. Although unintended, the result of this strip zoning has created indistinguishable transportation corridors that display a conflicting mix of commercial and residential uses.

Until very recently, zoning for residential uses in Salisbury encouraged low density development. The notable exception was near and along the beach. The effect of low density development is less walkable neighborhoods, an aggressive consumption of land, and an increasing amount of infrastructure to support the development. Salisbury's vision

of land use, as highlighted below is markedly different.

### **Land Use Vision**

Salisbury embraces a sustainable future with development that conserves land, protects natural and cultural resources, combines multiple land uses, and promotes equitable sharing of the benefits and burdens of development.

Commercial areas throughout town provide ample opportunity for local jobs, services, and merchandise. They are distinct and attractive creating a positive image that reflects Salisbury's commitment to entrepreneurial opportunities and sustainable development.

Salisbury Square is a revitalized town center where pedestrians are welcome and comfortable, where shops and services are available, where connections are easily made to parks and open space networks, where historic resources are preserved and where housing is integrated.

Salisbury hosts a diversity of neighborhoods that reflect both the town's historic development and its vision for the future.

*Goal 1*

**Transform the town’s major transportation corridors and other commercial areas by enhancing their appearance and by encouraging different identities and uses as appropriate to the historic or desired character of Salisbury.**

Maintaining and enhancing its diversified commercial base provides a number of benefits to Salisbury, including reduced reliance on residential taxes to fund municipal services, increased employment opportunities and increased availability of services and goods.

A positive image for the Town of Salisbury is of primary importance for encouraging commercial and industrial enterprises that will provide the town with well-paying job opportunities and quality, well-maintained buildings and sites.

This positive image will depend on enhanced transportation corridors and commercial areas that are distinctive from each other. The distinction could come from type of businesses, prescribed design standards, streetscapes, the natural environment, or the mix of uses.

Mixing commercial and residential uses where both uses are appropriate has the potential to reduce dependence on automobile travel by placing jobs and services within walking distance from residences. For the young, old and families without cars this can be an important issue.

Coastal and river resources are limited and precious. They help define a town’s character. Encouraging public access and water dependent uses along the coast and Merrimack River will help maintain Salisbury’s image as a coastal community and increase the opportunity for more contextual commercial enterprises.



*Strategies*

- LU 1-1 Undertake a Comprehensive Land Use Regulations Analysis to evaluate the town’s land management tools on the basis of their ability to support the town’s vision and goals as described in the Master Plan. Include revisions to zoning districts, development and dimensional controls, and design and performance standards. Consider new bylaws and state supported programs for economic and residential development. In some cases further study may be needed to identify or clarify the town’s vision for an area or issue.

- LU 1-2 Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- LU 1-3 Plan, prioritize and implement public infrastructure improvements to encourage and support desired development. Improvements would include sidewalks, streetscapes, water, sewer, lighting, public realm (small parks and plazas). Some of this planning will be dependent on the outcome of the recommended corridor studies.
- LU 1-4 Identify underdeveloped parcels and work with owners to attract potential developers.

*Goal 2*

**Protect the town’s natural resources.**

Salisbury’s character and its opportunities for future growth are directly impacted by the quality of its natural environment.



Preserving and protecting these resources are high priorities.



*Strategies*

- LU 2-1 Consider the value of a Low Impact Development<sup>1</sup> Bylaw with incentives to control the adverse effects of increased post-development stormwater runoff and non-point source pollution associated with new development and redevelopment.

<sup>1</sup> Low Impact Development is a land development technique that combines innovative site design with advanced stormwater treatment to maintain the pre-existing hydrologic system of a site and mitigate impacts of stormwater pollution. Further information can be found in the Land Use Management chapter under Management Tools.

- LU 2-2 Research the applicability of Transfer of Development Rights<sup>2</sup> to allow for increased density in designated growth areas along with preservation of natural resources.
- LU 2-3 Work with state and other agencies to implement an effective long-term solution to the potential impact of climate change.

*Goal 3*

**Support neighborhoods with appropriate infrastructure, compatible abutting uses, public open space and a diversity of housing options.**

Salisbury is striving to support a diversity of neighborhoods that provide desirable housing opportunities for all its residents. It is committed to integrated communities with a variety of housing options and compatible services and facilities.

Continued support for land use regulations and programs that increase housing opportunities will enhance and preserve existing neighborhoods and create new ones.



<sup>2</sup> Transfer of Development Rights is a regulatory strategy that directs growth away from lands that should be preserved to areas well suited to higher density development. Further information can be found in the Land Use Management chapter under Management Tools.

*Strategies*

- LU 3-1 Revise land use regulations
  - i. To support appropriate buffers between commercial and residential properties.
  - ii. To allow multiple housing options including age restricted and moderate density Multi-Family (3-4 units) in areas identified as appropriate for supporting increased density (see Planning Areas: Salisbury Square, Lafayette Road, Elm Street).
  - iii. To allow mixed-use similar to Salisbury Square where identified as appropriate (see Planning Areas: Lafayette Road, Elm Street).
- LU 3-2 Institute Smart Growth<sup>3</sup> policies to help cluster supportive/compatible development where appropriate.

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<sup>3</sup> Smart Growth (as described by the Massachusetts Office for Commonwealth Development) is a principle of land development that emphasizes mixing land uses, increases the availability of a range of housing types, takes advantage of compact design, fosters distinctive and attractive communities, and preserves open space, farmland, and critical environmental areas.

# Housing

The decisions Salisbury makes about housing will have an impact on many aspects of the community. As the principal land use, housing is a primary determinant of the character of the town. In addition, the availability and affordability of housing directly affects growth and dictates who will live in a particular location. Housing is also important to a community's business sector. Adequate and appropriate housing supports businesses by accommodating a company's workforce. Finally, the type and location of housing determines where and how much land is developed for residential use, in turn affecting what land can be preserved or used for economic development.

Communities that offer a diversity of housing choices allow for the integration of individuals and families of all ages, life stages and economic status. The mixture of housing types allows individuals and families to remain in the community by accommodating changing housing needs as household circumstances change. Including housing at a variety of price ranges within neighborhoods encourages the melding of social, cultural and generational groups and enhances opportunities for social awareness, and acceptance of economic, social and household differences.

Salisbury is experiencing growth in residential development, in large part due to the development of Chapter 40B housing, and also by the conversion of seasonal units to full-time residences.

The housing needs of Salisbury's residents have been documented in the town's 2005 Housing Assessment Report and strategies for addressing the issues have been recommended in the 2006 Housing Plan. The town's most pressing need as identified by the 2006 Salisbury Housing Plan is affordable rental housing. While reasonably priced off season rentals can be found in Salisbury, renters often find themselves displaced when the units switch to vacation rentals in the summer. The second most pressing need is subsidized housing for ages 55 and over. According to the 2005 Housing Needs Assessment the waiting list for low and moderate subsidized housing for elderly and disabled ranges from one and a half to five years.

## Housing Vision

Salisbury offers a variety of housing choices throughout town for residents of all ages, life stages, and economic status. Housing is developed using the principles of smart growth, providing neighborhoods that are appropriately sited and with a density that encourages walkability, a mix of households, preservation of open space, and minimization of public infrastructure and town resources and services. Affordable housing is integrated and inclusionary.

*Goal 1*

**Support the development of housing that meets the varied needs of Salisbury’s residents and preserves the rural New England character they desire.**

Similar to many towns across the commonwealth, Salisbury is trying to find a balance between meeting the housing needs of its growing residential population in a manner that is environmentally, socially and fiscally responsible, and maintaining the character and heritage that makes it a pleasant place to live.



*Strategies*

- H 1-1 Seek out and support development of subsidized rental housing for ages 55 and over within Salisbury Square and other areas that offer services and facilities within walking distance.
- H 1-2 Assure that Salisbury Housing Authority age restricted housing is meeting the needs of its elder residents with safe, secure, and accessible housing.
- H 1-3 Develop clear directives (standards and review process) for Chapter 40B developments and encourage innovative development strategies that promote a diversity of housing opportunities in walkable communities.
- H 1-4 Explore the potential for live/work studios within Salisbury Square, the Beach District and other developing mixed-use districts.
- H 1-5 Develop design guidelines for multi-family housing to assure design is consistent with the historic or desired character of the neighborhood or district being developed within while maintaining flexibility that allows for a range of building scales, types and densities.
- H 1-6 Promote grants to investor owners who will provide affordable rental units for low to moderate income households<sup>4</sup>

<sup>4</sup> Low to Moderate Income is defined as an income that represents up to 80% of the median family income within a given statistical area.

- H 1-7 Consider changes to the Accessory Apartment Bylaw that will support the development of accessory apartments to meet the town’s needs for rental housing.
- H 1-8 Study the effects of municipal incentives for developers to include affordable ownership and rental units in residential and commercial developments as appropriate.

*Goal 2*

**Understand and address the issue of populations at risk for inadequate housing in Salisbury.**

Estimates of 30-40% of Salisbury students defined as homeless by the McKinney Vento Act <sup>5</sup> indicates a real and immediate need for lower priced housing options in the region.	According to the Salisbury Housing Plan completed in 2006, Salisbury has many substandard housing units and lower-income residents who cannot afford to maintain their homes or rent homes that are adequate for their household needs.
Understanding the causes of homelessness must be a first step in finding a solution. Providing viable housing options, though not the only answer, must be part of the strategy to reduce its occurrence.	Giving assistance to households for home-improvements has proven to be a beneficial strategy for improving housing conditions in Salisbury. Creative changes to increase funding and to broaden the potential pool of beneficiaries should be considered.

*Strategies*

- H 2-1 Create a Task Force involving Salisbury Housing Partnership Committee, Salisbury Schools, Council on Aging, Police, service providers (Pettingill House) and others, and encouraging participation of abutting communities, to study homelessness, and understand the state and regional issues and resources.
- H 2-2 Work with state and regional agencies to develop a long term plan that comprehensively addresses the multiple issues of the homeless.
- H 2-3 Encourage the creation of small apartments in upper floors of the Village Center, Beach commercial district, and other mixed use centers that may develop to increase the supply of lower priced rental units.
- H 2-4 Promote grants to owners of rental housing for rehabilitating substandard units to create affordable rental housing.
- H 2-5 Research costs and benefits of using the Housing Trust Fund to supplement the Housing Rehabilitation Program.

<sup>5</sup> The McKinney Vento Act is a federal law which classifies homeless students as children living in hotels, motels, cars, campers, seasonal rentals, foster care, doubled up with other families or staying in substandard housing.

- H 2-6 Strengthen enforcement of building codes to require homeowners and landlords to make appropriate health and safety improvements.
- H 2-7 Encourage the inclusion of a minimum number of units with 3-4 bedrooms to accommodate larger families in Chapter 40B developments.
- H 2-8 Study the possibility of developing additional units for families to be owned and managed by the Salisbury Housing Authority.
- H 2-9 Continue Salisbury Housing Rehabilitation Program (SHRP) using funds available from the Department of Housing and Community and Development and other applicable grant/loan programs to assist qualified residents with the upkeep of their homes.

*Goal 3*

**Create housing that represents the town’s commitment to sustainable development and respects the design context of the community.**

Moderate density multi-family housing is considered the most viable option for creating less expensive housing in a manner that is responsive to the town’s desire for smart growth.



The master plan process has identified areas within town that could accommodate a greater diversity and density of housing to help meet the community’s needs, and recommends strategies for assuring they respect their neighborhood context.



*Strategies*

- H 3-1 Consider allowing moderate density multi-family housing within the areas identified as appropriate for mixed-use (See Planning Area: Lafayette Road, Elm Street).
- H 3-2 Consider the value of a Smart Growth Overlay District to promote sustainable development<sup>6</sup> in the area of Pike, Collins and Lafayette to produce a mixed use village that could support more intense commercial

<sup>6</sup> The Massachusetts Office for Commonwealth Development has identified ten Sustainable Development Principles intended to guide growth. They are: 1) Redevelop First 2) Concentrate Development 3) Be Fair 4) Restore and Enhance the Environment 5) Conserve Natural Resources 6) Expand Housing Opportunities 7) Provide Transportation Choices 8) Increase Job Opportunities 9) Foster Sustainable Businesses 10) Plan Regionally

- and residential uses, including affordable and age-restricted housing. Another site to consider is the Memorial and Spaulding Schools site.
- H 3-3 Develop a public outreach program (as part of a town educational series on Land Development) to share information about benefits and styles of multi-family housing.

## Economic Development

The Town of Salisbury recognizes that economic development is vital to the future success of the community. Appropriate economic development creates jobs across a range of skill and wage levels, provides goods and services for the community and region, improves municipal tax revenues, contributes to the public realm, and helps to define the community's character.

The challenges to Salisbury are to determine the type of economic development that would be most beneficial to the town, create town policies and procedures to attract new and retain existing businesses, and institute land use regulations that will direct development to the most appropriate areas. Provision of adequate infrastructure in areas that can sustain existing and future economic development in identified economic development areas will be an important consideration. In addition, managing transportation corridors and improving traffic patterns will also be key components of an integrated strategy for economic development.

Salisbury has the potential to encourage and direct economic development in several key "Opportunity Areas," including the Rabbit Road Industrial and Business Corridor, Salisbury Square, the Beach Center and Beach Road, Elm Street (Route 110), Route 1 (Lafayette and Bridge Roads), and along the Main Street commercial area. Efforts are already underway to guide growth and development through changes to zoning regulations in the Beach District, Salisbury Square and along Rabbit Road and Main Street.

Salisbury's location at the intersection of Interstate Highways 95 and 495 provides it with a unique advantage for commercial growth, in particular in the areas with direct or easy access. Rabbit Road, Elm Street and Main Street, each with excellent access, provide the likelihood of minimized local traffic increases from additional development.

Exploring new ways to bring economic prosperity to Salisbury will also be a part of a successful economic development strategy. Although the town's extensive natural resources limit where development can occur, they are also an economic resource. Salisbury's wetlands and waterways attract birdwatchers, boaters, and recreational fishermen. Providing services that cater to this clientele would help the town to capitalize on this influx of visitors. Protecting and improving the natural areas, adding recreational amenities to improve access and viewing opportunities, as well as supporting hospitality services are ways the town could capitalize on its resources and the economy it creates. Similarly highlighting and marketing the town's coastal heritage and marine-dependent businesses could provide a unique economic niche for the town including tourism, recreation, and fishing.

## **Economic Development Vision**

Salisbury has a balance of economic development that provides local jobs, services, shopping and entertainment. Development adheres to the principles of smart growth, resulting in the efficient use of resources, reduced dependence on automobiles, and increased mixed use.

The revitalized Beach Center is a model of sustainable mixed use development that includes a commitment to environmental stewardship, inclusionary housing, walkability, and integration with and support of existing uses. The Beach Center serves the interest of the entire town by providing job opportunities, and special places for enjoying nature, socializing, shopping, family entertainment and dining.

Salisbury Square is a lively village center with easy access to municipal services, social facilities, and commercial offerings. Its mix of local businesses and a dense residential population creates a vibrant neighborhood where residents are within walking distance to accessible parks and trails and where parades, fairs and celebrations occur throughout the year.

Rabbit Road is the hub of light industrial business enterprises in Salisbury. Single businesses along with parks and campuses provide opportunities for small start ups and large expansions, in an environment conducive to professional growth. The varied businesses provide a substantially expanded employment base for Salisbury's residents.

*Goal 1*

**Create a balanced local economy serving the shopping, service, financial and employment needs of the community.**

A local economy is made up of businesses that are rooted in and have an allegiance with the community they serve because they are sustained by the resources and customers within the local area. A healthy local economy has balance to ensure that a downturn in a particular business (such as tourism or manufacturing) would not unduly affect a town's economic base.

Independent small businesses should continue to be a significant component of the business mix.

Salisbury's existing local economy identified with its coastal and river assets will provide a good foundation for a renewed balanced economy. It should consist of a variety of shops and services that serve as local and regional resources.



A cornerstone for a successful local economy is available and appropriate housing, unique and walkable neighborhoods, an accessible natural environment, and an abundance of cultural resources, offerings and opportunities.

*Strategies*

- ED 1-1 Coordinate Economic Development planning and permitting activities to provide timely, effective and transparent services to prospective business developers.
- ED 1-2 Identify and keep a data file on strategic locations for different businesses. Include vacant and underdeveloped properties and include information about availability, past development history, incentive programs and other pertinent data.

- ED 1-3 Encourage creative solutions to fund infrastructure needs, including electric, telephone, cable, gas and other utilities, as well as sidewalks, trails and other pedestrian amenities.
- ED 1-4 Create a network of strong partnerships at the local, regional and state levels with planning, development and support organizations.

*Goal 2*

**Strengthen and improve existing commercial and industrial areas throughout the town with particular emphasis on identified Planning Areas.**

Beach Center revitalization is seen as a primary and immediate opportunity to improve the town’s inventory of commercial development with an active mixed use community and an inviting public realm. It is supported by a clear vision and revised zoning and design guidelines.

Revitalization should consider the highest and best uses for each area, the design standards needed to help ensure an attractive site and facility and compatibility of abutting and nearby uses.

Other existing commercial areas that offer opportunities for revitalization include Salisbury Square, the corner of Rt. 286 and Rt. 1, Main Street at the 495 interchange, the town’s major transportation corridors, Rabbit Road Industrial and Business Corridor and the Crossroads Shopping Plaza.



The town’s redevelopment objectives will only be met with the cooperation of private developers and an appropriate balance of regulations and incentives that serve the town’s needs and support development. The town must strive for a development review process that is understandable, transparent and fair.

*Strategies*

- ED 2-1 Review existing district boundaries and zoning regulations for Commercial and Industrial zoning districts along Routes 1 and 110, Rabbit Road and Main Street and identify opportunities to modify zoning and or create new zoning to promote the desired development.

- ED 2-2 Consider adopting 43D Expedited Permitting for Priority Development Sites<sup>7</sup>
- ED 2-3 Utilize Tax Increment Financing<sup>8</sup> as a mechanism to encourage development in designated growth areas.
- ED 2-4 Develop a positive working relationship with owners of existing underutilized commercial areas to ensure that future redevelopment is mutually beneficial.
- ED 2-5 Research the applicability of Transfer of Development Rights to allow for increased density in designated growth areas along with preservation of natural resources.

*Goal 3*

**Transform the town’s major transportation corridors by enhancing their appearance and by encouraging different identities and uses as appropriate.**

Salisbury’s primary transportation routes should provide safe and efficient access to and through town, but as commercial districts they should also be imbued with a sense of place, grounded in their context and distinct from each other.



Corridor development should include:

- making districts, neighborhoods, and/or shopping centers within corridors that are walkable,
- clustering businesses requiring large parking lots and multiple access points away from residential areas,
- upgrading design standards and
- protecting and enhancing neighborhoods around established residential clusters.

<sup>7</sup> 43D Expedited Permitting is a state program (and law) that offers communities a tool for targeted economic development. Further information can be found in the Land Use Management Chapter under Management Tools.

<sup>8</sup> Tax Increment Financing (TIF) is a tool that uses future gains in taxes to finance the current improvements that will create those gains. It is used to channel funding toward improvements in distressed or underdeveloped areas where development would not otherwise occur. Further information can be found in the Land Use Management chapter under Management Tools.

*Strategies*

- ED 3-1 Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- ED 3-2 Identify gateway<sup>9</sup> opportunities that are unique and identifiable with the corridor and develop a plan and designs for implementation.
- ED 3-3 Update and enforce the town’s Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- ED 3-4 Designate locations along corridors for mixed-use opportunities.
- ED 3-5 Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.
- ED 3-6 Support Corridor Improvement Districts or other voluntary business improvement organizations.

*Goal 4*

**Encourage industries and businesses that promote and use Salisbury’s natural resources.**

Salisbury wants to create a strong community image associated with eco-tourism.



The town’s natural resources create the potential for a critical mass of bird watching, kayaking and other water-dependent and eco-tourism businesses.

Encouraging the holistic protection and use of natural resources and transformation seasonal businesses to year round should be two of the town’s strategies.



<sup>9</sup> A Gateway is an arrival point that highlights entry into a corridor, district or neighborhood. Gateways can consist of architectural and/or natural features. They should be distinctive and relay a sense of the area’s significance.

*Strategies*

- ED 4-1 Explore marketing and development options with the National Audubon Society and the US Fish and Wildlife Services to create venues and infrastructure that can be mutually beneficial.
- ED 4-2 Develop a marketing strategy to increase awareness of the town's resources, including associations with the Essex National Heritage Area and Merrimack River Scenic Byway.
- ED 4-3 Research the benefits of and opportunities for integrating resource based economic development with the rail trail.
- ED 4-4 Identify (and implement) appropriate areas for access to the town's resources including, the beach, marsh, and river.
- ED 4-5 Research the costs and benefits of a commercial pier at the beach.

## Public Facilities and Services

The Town of Salisbury is challenged to balance its level of public services to its fiscal capacity. Throughout this planning process, the community has noted its recognition of the town's level of effort put into providing public services and expressed appreciation for both the quality of the services and the town's commitment to improve them. In the inventory and analysis of existing conditions, the following areas of concern were revealed.

Salisbury's public realm includes sidewalks as well as community spaces, playgrounds, recreation fields, trails, and other places where residents can interact with each other. The value of a town's public realm is in the potential it provides for residents and visitors to socialize and develop relationships that create a sense of community. This sense of community, local pride and spirit can be the backbone of community involvement and greatly facilitate revitalization.

An enhanced sidewalk system is seen as a key strategy to the town's revitalization, and is one which the town has already begun to implement. A comprehensive system that connects neighbors and destinations and provides a safe and convenient alternative to automobiles should continue to be a high priority with immediate actions identified for implementation.

Salisbury's police and fire departments provide the town with a high level of protection and service and are committed to making the town a safe and welcoming place. The town's police station built in 1919, cannot easily be maintained to meet current demands. The ongoing effort to evaluate police station replacement options along with evaluation of the Fire Department and Department of Public Works site and facilities should be strongly supported. Providing the town's public safety departments with the facilities and equipment they require will assure the highest level of protection and safety services for the town.

Salisbury faces many challenges in planning for, collecting and treating the town's wastewater as well as supplying potable water to a growing customer base. Strategies to maximize the use of green infrastructure to support the engineered system should be included in the town's Waste Water Master Plan as an additional step to aid in comprehensively addressing the town's wastewater challenges. Continued efforts to bring new water supplies on line should remain a high priority.

The town's residents believe that litter and solid waste disposal are issues that need to be addressed to improve the town's image and provide a higher level of public service. Town officials should continue to evaluate new comprehensive waste disposal plans to determine if a fiscally responsible and safe alternative to the existing system can be implemented.

The condition, location and extent of the town's infrastructure (roads, water, sewer, utilities, public realm) directly affect the town's ability to grow and change. The town, in

consideration of how and where it wishes to grow, should continue its infrastructure analysis efforts with the goal of developing a Comprehensive Strategic Infrastructure Plan to outline its goals for development, identify the infrastructure needed, and propose potential funding options.

While there is much to be done, the town continues to be proactive in planning and implementation of public facilities and services. Recently, to address energy issues, the Salisbury Board of Selectmen created an Energy Committee to provide research, advice, and recommendations to the town on renewable energy options. The Committee is charged with researching and reporting on the efficacy of wind power, determining state programs that support wind turbine development, and reviewing zoning regulations that would be needed for implementation.

An additional strategy for maximizing efficiencies is the town's decision to lease the Beach Road Water Department site, town dump and other municipal sites for cell towers.

### **Public Facilities and Services Vision**

Salisbury enjoys a stable financial base that allows the provision of a level of public services that ensures a clean, healthy, and safe community.

#### *Goal 1*

**Continue renovations to Town Hall facilities and updating technology to improve services.**

Town Hall has served as the town's meeting place since 1891 and its prominence in Salisbury Square projects an image of strength and stability. Preserving this historic structure and updating it to serve the needs of today gives an indication of the town's commitment to its history and its resources.



#### *Strategies*

- PFS 1-1 Fund the next phase of Town Hall renovations to improve utility and appearance of the first floor and the service and function of basement areas.
- PFS 1-2 Increase the town's capacity to provide services with updated technology including hardware, software and training.

*Goal 2*

**Support Salisbury Community Television in developing a Media Center and headquarters and increasing volunteers to enable continued enhancements to public programming.**

Salisbury Community Television (formerly known as the Community Access Program) broadcasts a number of Public meetings, including the Board of Selectmen, Board of Health, Conservation Commission and Planning Board. This service increases the opportunities for Salisbury residents to gain knowledge about and take part in local government.

Though Salisbury Community Television has made government access programming its priority to date, it is interested in expanding its programming to include public and educational access programming.

*Strategies*

- PFS 2-1 Undertake a feasibility study to determine the redevelopment potential of town owned buildings for a media center and headquarters for Salisbury Community Television.
- PFS 2-2 Encourage volunteers to become involved in Salisbury Community Television to increase its effectiveness and its offerings.

*Goal 3*

**Ensure that the town’s public safety facilities and equipment and staffing levels enable prompt, professional responses to the community’s needs.**

Salisbury’s Police Department facility, located in the beach district, was built in 1919, has had minimal upgrades and is suffering from decades of deferred maintenance, making it entirely inadequate for today’s needs. The department expects to undertake a study that will analyze department needs and recommend strategies to address inadequacies.



Salisbury’s Fire Department facility is only 30 years old and while generally it serves the town’s needs, it is operating at capacity. The department should assess its needs and develop a long term plan that considers the demands of the town’s growing population.



The Department of Public Works is responsible for the town’s roads, sidewalks, water and sewer services, solid waste, public cemeteries and parks as well as some facility maintenance. While currently located on the same site as the Fire Department, the department has suggested that the facility should be moved to the site of the waste-water treatment plant.



*Strategies*

- PFS 3-1 Undertake a municipal facilities study to include DPW, Police Department, Fire Department and Emergency Services to determine programmatic needs, optimal location(s), and opportunities for consolidation.

- PFS 3-2 Review staffing levels annually to ensure coverage is appropriate for the town's population and needs, taking into account the increased seasonal demands.
- PFS 3-3 Increase capacity for technology use for increased safety, quicker response time, more efficient processing and greater integration with state and federal programs.
- PFS 3-4 Support on-going training for all safety personnel.
- PFS 3-5 Assess facility, fleet and equipment needs and develop a ten year plan and update it on an annual basis to help forecast capital outlays.

*Goal 4*

**Support the library expansion as an integral part of Salisbury Square redevelopment.**

The Salisbury Public Library is enjoying tremendous success with enhanced programming and a record number of users. Because of this success, the facility has exceeded its capacity and now requires expansion to adequately house resources and programming.

To address its needs, the Library is undertaking a feasibility study for facility expansion. The Library Vision Committee is currently drafting a building program that will be the basis for an initial schematic design. Completion of the design is expected by Spring of 2009. With that plan on file, the Library will be eligible to apply to the Commonwealth for a construction grant.



Expansion of the library and the redesign of the site will provide the opportunity to more fully integrate the library as a core facility in the village center.

*Strategies*

- PFS 4-1 Continue to support the library with matching funds as needed to move the expansion project through design and construction.
- PFS 4-2 Undertake a design study of the Town Green in coordination with the design of the library site to ensure they are compatible and serve the interest of a revitalized Salisbury Square.

PFS 4-3 Require any traffic study of the Square to consider library access and make recommendations for increased pedestrian access and safety.

*Goal 5*

**Support Council on Aging to improve its capacity to serve the elders of Salisbury.**

The Salisbury Council on Aging is well served by a recently renovated facility at the northern edge of the Salisbury Square district. It is looking to continue upgrading its programming to offer the services most needed by Salisbury's elders.



At the heart of the Council's mission is for the elders to be a part of the community. To meet this goal, the Hilton Senior Center requires connectivity to other services and facilities. Both programming connections and physical connections should be considered.

*Strategies*

- PFS 5-1 Provide a high level of maintenance for the Hilton Senior Center to assure its long term viability.
- PFS 5-2 Seek the assistance of and coordinate programming with Elder Services of the Merrimack Valley to maximize opportunities for services.
- PFS 5-3 Assist the COA in creating a ten year strategic plan to forecast demand and prioritize goals.
- PFS 5-4 Consider how to increase connections between the Hilton Senior Center and Salisbury Square, Lions Park, the rail trail and other municipal and service/commercial facilities.
- PFS 5-5 Provide support and assistance to the COA as it seeks to understand and address the issue of homeless elders in Salisbury and the region.
- PFS 5-6 Support intergenerational programming to ensure that elders remain a part of the community.
- PFS 5-7 Explore methods to increase the use of the Hilton Center for community activities, especially in the evening.

*Goal 6*

**Continue to provide quality facilities and support programs that promote excellence in public education.**

Salisbury is a member of the Triton School District, along with the towns of Newbury and Rowley, and shares Regional Middle and High Schools in the Byfield community of Newbury.

The Salisbury Elementary School, just north of Salisbury Square, is well equipped to accommodate anticipated student growth through 2020 according to current projections.



*Strategies*

- PFS 6-1 Support on-going routine maintenance and identified preventative maintenance to keep the facility in excellent condition.
- PFS 6-2 Seek ways to integrate the school with the greater community.

*Goal 7*

**Provide drinking water services that are adequate to serve existing and projected development while protecting water resources.**

Approximately 95% of the Town of Salisbury is served by the public water supply.

The town has taken a pro-active approach to maintaining and improving the public water supply and has identified a current need for storage capacity.

*Strategies*

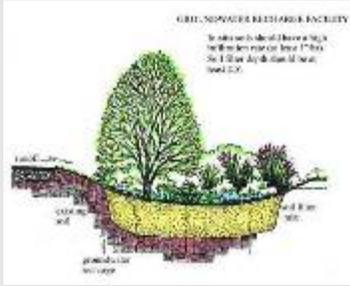
- PFS 7-1 Replace beach area water tank with a new 500,000 gallon tank.
- PFS 7-2 Continue to develop additional water sources.
- PFS 7-3 Continue on-going capital improvements to replace unsafe or inefficient lines, upgrade water mains, pumping stations, testing systems and chlorination systems.

*Goal 8*

**Provide wastewater collection and treatment facilities that are adequate to serve the existing and projected development and protect the environment.**

Roughly 60% of the Town of Salisbury is served by the town’s public wastewater system.

There is an urgent need for additional public wastewater services in Salisbury due to the negative effects that failed private systems have on the town’s environmental resources. In addition, lack of access to the public wastewater system is limiting development in areas determined to be desirable for development.



*Strategies*

- PFS 8-1 Consider funding a Wastewater Master Plan that will assess the capacity of the existing system and the projected needs of the town.
  - i. Include study and implementation strategies for developing green infrastructure to reduce dependence on traditional built systems of drains and pipes.
  - ii. Include an inflow and infiltration analysis that prioritizes implementation strategies for reducing flows to the treatment plant.
- PFS 8-2 Develop a Low Impact Development (LID) ordinance that requires all new development and redevelopment to follow LID standards to the greatest extent possible to reduce stormwater’s negative impacts on the wastewater system and the environment and to reduce the amount of infrastructure needed to capture, transport and treat stormwater.
- PFS 8-3 Add additional sewer lines as appropriate to reduce incidences of failed septic systems and support development in identified opportunity areas including north end of Lafayette Road.
- PFS 8-4 Study the feasibility of public on-site waste water treatment facilities for areas within town that need public sewer such as the mobile home parks on Lafayette Road.
- PFS 8-5 Upgrade sewer system on south end of the beach to improve service and reduce inflow and infiltration.

*Goal 9*

**Improve solid waste collection services, including recyclables, and reduce litter throughout town.**

The Town of Salisbury is responsible for the collection and disposal of solid waste from municipal facilities and sites, including roadsides.

Roadside and beach litter is also seen as a town-wide problem. Reducing roadside and beach litter will help ensure a clean and attractive townscape, and create a more positive image for the town.

Residents and businesses are responsible for the removal of personal trash and recyclables at their own expense. A number of issues have been brought forth at multiple master plan meetings. Varied pick up schedules result in garbage being left out on multiple days of the week. Rental units can also be problematic when landlords do not provide daily or weekly care, as garbage is sometimes left for long periods of time.

The master plan process has identified municipal curbside pickup as a community goal. Strengthened solid waste disposal ordinances may be one strategy for addressing the issues identified.

*Strategies*

- PFS 9-1 Periodically evaluate waste disposal options to determine if municipal curbside pickup of solid waste and recyclables is feasible.
- PFS 9-2 Research opportunities for a regional recycling organization (for information see: South Shore Recycling Cooperative, Northeast Resource Recovery Association).
- PFS 9-3 Consider appointing a special volunteer committee to analyze the costs and benefits of waste reduction or consider contracting with a waste reduction consulting firm to determine optimum resource recovery techniques that would be cost effective for the town
- PFS 9-4 Increase roadside and beach clean-ups using local volunteer groups and coordinate efforts with state Department of Transportation and state Department of Conservation and Recreation.

PFS 9-5 Consider strengthening solid waste disposal policies and ordinances including recycling.

*Goal 10*

**Enhance maintenance and preservation of the town’s cemeteries.**

Salisbury’s cemeteries are cultural resources and valuable open space. On-going site maintenance will enhance the town’s appearance.



*Strategies*

- PFS 10-1 Provide for baseline site maintenance of all cemeteries in town.
- PFS 10-2 Work with owners of private cemeteries to ensure a high level of maintenance for site and infrastructure.
- PFS 10-3 Consider taking over Long Hill Cemetery as a town cemetery.
- PFS 10-4 Promote cemeteries as historic sites and for passive recreation.

*Goal 11*

**Increase public outreach and participation in municipal planning and governance processes.**

Roughly 125 volunteers make up Salisbury’s many boards, commissions and committees that serve the town’s basic needs. Their commitment and enthusiasm for making a difference is commendable and invaluable.

With a population of over 8,000, however, this represents only 1.5% of the town’s residents. Increased citizen involvement is needed for Salisbury to continue its revival and reach its future vision.

*Strategies*

- PFS 11-1 Develop a comprehensive public marketing campaign to increase awareness of need for volunteers, identifying partners such as the schools, COA, service providers, the Chamber of Commerce, Salisbury Beach Betterment Association, Salisbury Service Fair, and other organizations.
- PFS 11-2 Use volunteer committees to research ideas or recommendations and publicize the results to increase opportunities for public involvement, facilitate a greater understanding of issues among a wider audience and

assist the town in its efforts to provide guidance on the great variety of issues of interest.

PFS 11-3 Honor volunteers annually in a public forum or celebration, highlighting the services they have provided and the changes they are responsible for.

## Transportation and Circulation

Transportation and circulation have been challenges for the Town of Salisbury for decades. The issues primarily involve seasonal traffic and its impact in particular on the beach community and Salisbury Square; however, they increasingly include pedestrian accessibility and comfort, reflecting the town's desire for walkable neighborhoods.

The town works to relieve traffic congestion each summer through operational changes, primarily with traffic details during peak hours in the Beach District and at times in Salisbury Square. Attempts to address the issue with a permanent solution are complicated, not only by the cost of solutions proposed, but also due to the fact that the primary roads in Salisbury are state-owned and therefore are not under the town's control. A strong working relationship with the Massachusetts Highway Department, ample data, and well supported ideas will be critical for developing strategies to improve the town's ability to handle seasonal traffic.

The circulation system for people using modes of travel other than the automobile is a critical component of the transportation system and should be part of a comprehensive solution. Neighborhoods and commercial areas should encourage people to get around without the use of their cars and this requires a pedestrian friendly environment. Pedestrian friendly refers to the ability of people walking, or using non- or minimally-motorized vehicles to access destinations in a manner that is safe, convenient and pleasant. This calls for minimizing the potential for conflicts with automobiles, creating smooth and continuous surfaces to the extent possible, and providing amenities such as lighting, benches, street trees and other elements that allow users to rest, enjoy the environment they are in or socialize.

### **Transportation & Circulation Vision**

Salisbury enjoys a safe, efficient, attractive and well maintained transportation system throughout town. Roadways adequately handle the town's traffic. Attractive sidewalks and trails are plentiful within the town's neighborhoods and shopping areas and provide access to parks, open spaces and other destinations. A variety of transportation choices serve all members of the community.

*Goal 1*

**Maintain and improve vehicular traffic safety and circulation throughout Salisbury.**

Roads throughout Salisbury should be safe and efficient.

A town-wide evaluation and revision of land use regulations, and transportation system design guidelines will help create safe and efficient travel routes for all modes of transportation.

Heightened conflicts occur during the summer season and should be addressed through a combination of improved infrastructure and effective operational strategies.

Working with the state to implement context-sensitive approaches per the new Massachusetts Highway Department Road Design Manual could help create effective and timely changes on state-owned roads.

*Strategies*

- TC 1-1 Review zoning and site plan regulations along Routes 1, 1A, 110, and 286 and Main Street to determine if the number and width of curb-cuts allowed will minimize traffic conflicts and adjust if necessary.
- TC 1-2 Review speed limits and parking regulations throughout town to determine if they are appropriate for the area during all seasons of the year and work (with state as necessary) to adjust.
- TC 1-3 Work with MVPC to develop a useful data bank of traffic counts for key roadways and intersections throughout the seasons, and roadway capacity analyses.
- TC 1-4 Develop a clear and strong relationship with the Massachusetts Highway Department, keeping them informed of all issues and concerns, and soliciting their input and support to develop and implement appropriate solutions. Commit to a yearly letter or report as a minimum goal.
- TC 1-5 Consider other traffic calming measures to reduce speeds and maximize pedestrian safety and comfort where determined appropriate by studies or documented by data.
- TC 1-6 Amend Site Plan Review regulations to require vehicular and pedestrian circulation between abutting businesses whenever possible and practicable.
- TC 1-7 Strengthen design guidelines to support appropriate site design and circulation within all commercial districts.
- TC 1-8 Consider strengthening zoning and/or regulations to allow the Planning Board to collect fees for mitigation that will be required at a specified time in the future when it is determined that the project is responsible for an incremental increase in need for identified service or infrastructure.

- TC 1-9 Study Route 110 and Route 1 to determine if crossings are critical to pedestrian access and safety, and recommend strategies for implementing crossings if warranted.
- i. Mudnock Road and Cushing Street intersection on Route 110
  - ii. Bartlett Road intersection on Route 110
  - iii. Old Elm Street intersection on Route 110
  - iv. Ring’s Island and Friedenfels Road Intersection on Route 1

*Goal 2*

**Offer a variety of choices for transportation within Salisbury.**

To reduce traffic congestion in Salisbury, alternative choices for transportation must be available and convenient.



Walking and bicycling can be encouraged by sidewalks and trail systems that connect neighborhoods with destinations in town.



Opportunities for overland shuttles and various forms of water transportation should be studied.

*Strategies*

- TC 2-1 Finalize and implement a Sidewalk Improvement Plan that maps and evaluates existing sidewalks, identifies additional locations throughout Salisbury where sidewalks are desired, and creates a strategy for capital funding, repair and maintenance.
- TC 2-2 Continue to support rail trail, sidewalk and bike lane planning, design, construction and maintenance.
- TC 2-3 Seek out opportunities for additional on-road and off-road bicycle trails including links to abutting communities.
- TC 2-4 Support regional bus service within Salisbury.
- TC 2-5 Study the feasibility for developing a Park and Ride lot between Routes 495 and 95 to supplement the Park and Ride in Newburyport, and increase access to mass transportation in Salisbury.
- TC 2-6 Research the role water transportation could play in a comprehensive transportation system.
- TC 2-7 Create a committee to study the feasibility of public (or private) shuttles to help reduce seasonal congestion.

*Goal 3*

**Create attractive and effective streetscapes throughout town.**

The elements that make up a roadway or street edge have an impact on both safety and the appearance of the travelway. They can include signage and directional signals, street trees, lighting, curbing, fencing, natural areas and vistas, or other defining elements.



Streetscapes can become a unifying component of a neighborhood, district or corridor.



*Strategies*

- TC 3-1 Develop a vision for the town’s neighborhoods, districts and corridors and install streetscape elements that are feasible for the town to maintain.
  - i. Consider the addition of street trees whenever possible.
  - ii. Add street furniture including benches, lighting, trash receptacles and planters to the streetscape as appropriate.
- TC 3-2 Consider developing a safe walk to school program.
- TC 3-3 Develop a comprehensive sign plan that includes local directional signs that show: best way to beach, Square, and other locations as well as highway signs.

*Goal 4*

**Develop appropriate parking throughout town and in particular in the Beach Community and Salisbury Square.**

Convenient and safe parking will contribute to Salisbury’s commercial appeal as well as to the quality of life for its residents and visitors.



*Strategies*

- TC 4-1 Inventory and monitor parking in identified problem areas to determine needs and create a plan to address them.
- TC 4-2 Review parking requirements for development to ensure they meet the objectives of the zoning district and they are within industry standards.
- TC 4-3 Minimize large parking areas within the Square to the greatest extent possible.
- TC 4-4 Create regulations that encourage shared parking for abutting businesses when feasible.
- TC 4-5 Review and strengthen design guidelines for parking lots to enhance their safety, increase connectivity between abutting commercial lots, improve visual quality and minimize negative environmental impacts.
- TC 4-6 Review design and operation of municipal parking lots to maximize their effectiveness and income potential throughout the year.
- TC 4-7 Consider potential for parking lots to serve multiple purposes depending on the time of day, day of week, or season.



Transformable car park  
Landscape Architecture Masters Thesis by Veenu Jayaram  
University of Southern California

- TC 4-8 Study parking restrictions/use in Beach neighborhoods to determine what is needed for improved parking and safety.
- TC 4-9 Consider providing additional parking on town owned parcels near the beach.

## Natural and Cultural Resources

The Town of Salisbury contains significant natural and cultural resources due in large measure to its geographic location along the Atlantic Ocean and the Merrimack River as well as its rural character. The town has large expanses of sandy beaches, tidal creeks and salt marsh as well as working farms, large tracts of woodland and a variety of historic structures and other cultural resources. To retain the community's unique sense of place, protection of these resources is of critical importance. The following sections outline some recommendations that will assist the town in achieving this goal.

### Natural and Cultural Resources Vision

Salisbury understands the value and significance of its natural and cultural resources and provides ample opportunities for the enjoyment of these assets.

#### *Goal 1*

**Protect important scenic areas and the rural character of the community.**

Protection, preservation and management of farming landscapes and coastal resources have always been important to the residents of Salisbury and should continue in the future.



Maintaining and enhancing visual access to character defining resources and public access to the beach, Merrimack River and woodlands are important to town residents.

*Strategies*

Farmland/Woodlands

- NCR 1-1 Work with local property owners, state agencies and public land trust organizations (e.g. the state Division of Fisheries and Wildlife and Department of Conservation and Recreation, Trustees of Reservations and Essex County Greenbelt) to identify and protect key scenic and rural parcels of land through land acquisition, preservation restrictions, easements and other measures.
- NCR 1-2 Form an agricultural commission to address farm preservation in Salisbury.
- NCR 1-3 Consider a Right-to-Farm Bylaw which allows farmers to carry on farming activities that may be considered a nuisance to neighbors, particularly for the Salisbury Plains area.

Beaches

- NCR 1-4 Support the state Department of Conservation and Recreation in its effort to implement a Beach Management Plan for Salisbury Beach.
- NCR 1-5 Work with state and federal agencies to ensure that storm based beach erosion is addressed in a timely and expeditious manner.
- NCR 1-6 Work with state and federal agencies to develop a regional sand management and beach nourishment program for the beneficial reuse of suitable dredged material.
- NCR 1-7 Promote planting of dune grass and centralization of public access to the ocean to avoid disturbing dunes.
- NCR 1-8 Provide public access to the beach and adjacent waters.

Salt Marshes/Tidal Creeks

- NCR 1-9 Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing, including flood control/marsh restoration projects at Town Creek and Mill Creek and seek funding.
- NCR 1-10 Identify potential resource area restoration projects that might be eligible for state and/or federal funding and apply for such funding.
- NCR 1-11 Enhance public access for recreation and nature study.
- NCR 1-12 Maintain an active membership in initiatives studying and implementing marsh restoration projects (e.g. Eight Towns and the Bay).
- NCR 1-13 Work with the Army Corp of Engineers and the Department of Conservation and Recreation to build a flood wall to protect neighborhoods abutting the Blackwater River.
- NCR 1-14 Maintain the Natural Hazard Mitigation Plan as needed to retain eligibility for FEMA Flood Hazard Mitigation Grants.

*Goal 2*

**Protect and document important cultural resources within the community.**

The town has undertaken several inventories of historic and cultural resources but there are still many resources that remain undocumented.



Various actions can be implemented to protect the important cultural resources including historic structures, archeological areas, unique neighborhoods and other facilities.



*Strategies*

Historic Structures

- NCR 2-1 Continue to update the inventory of historic structures and pursue placing key structures on the state and federal lists of historic places/structures.
- NCR 2-2 Consider a Demolition Delay Bylaw to allow the town time to determine other viable options for protecting historic structures including purchase or rehabilitation.

Historic Districts

- NCR 2-3 Consider nominating Ring’s Island, Salisbury Square and Salisbury Beach to the National Register of Historic Places.
- NCR 2-4 Consider a thematic nomination for the town’s working farmlands.
- NCR 2-5 Encourage redevelopment in the Village Center that adheres to the recently adopted Village Center Zoning design guidelines and which is compatible with the character and scale of the area.

Archaeological

- NCR 2-6 Conduct an archaeological reconnaissance study to identify and document areas of particular archaeological sensitivity and specific sites, such as the apparent Smallpox Station cellar hole seen while searching for the Smallpox Cemetery and Native American shell heaps and mounds.

Cemeteries

- NCR 2-7 Develop a preservation and management plan for each burial ground or cemetery taking into consideration repair of stone markers, stone walls

and stone fencing related to cemeteries, repair of iron work, and removal of invasive growth and on-going maintenance of plant material.

Cultural Resources

- NCR 2-8 Support the Salisbury Historical Society’s efforts to develop and operate a museum.
- NCR 2-9 Work toward redesign of the Town Green in connection with Town Library expansion or redevelopment.
- NCR 2-10 Continue to develop historical interpretive signs featuring local history, to be placed along trails, at the Town Green and at Salisbury Beach.

*Goal 3*

**Celebrate and capitalize on the town’s unique natural resources including the beach, marshes, waterways and farmland.**

The town is fortunate to have a variety of unique natural resources, many of which are protected.



Devising programs to preserve, protect and capitalize on these natural resources is important for the town.



*Strategies*

- NCR 3-1 Consider a Wetland Protection Bylaw that will protect resources while providing opportunities for appropriate development.
- NCR 3-2 Develop and implement a streetscape improvement plan for Salisbury Beach area and Bridge Road that maximizes resource protection.
- NCR 3-3 Investigate the appropriateness of Transfer of Development Rights (TDR) zoning provisions to advance resource protection.
- NCR 3-4 Request/fund a large playground at a central location on the beach.
- NCR 3-5 Support a weekly Farmer’s Market or an annual Farmers Festival.
- NCR 3-6 Support voluntary organizations that provide the town with periodic events that feature their activities and invite community participation.

## Open Space and Recreation

The Town of Salisbury has a significant amount of open space and natural areas, some of which are protected by ownership, conservation restriction or other means, but much of which are not protected and could be developed at some point in the future. The town also has recreational facilities such as athletic fields and parks, some of which are in excellent condition and others which require improved maintenance and/or capital investment.

### Open Space and Recreation Vision

Salisbury's inventory of open space and recreational resources provides ample opportunities for both active and passive recreational pursuits. The great variety of outdoor spaces meets the needs of all ages and abilities, is available close to neighborhoods, with many connected through trails, paths and sidewalks.

#### *Goal 1*

**Protect important open spaces and natural areas.**

Salisbury has recently updated its Open Space and Recreation Plan and received state approval of that Plan. This Plan must be updated every five years in order for the town to qualify for state funding for acquisition and/or development of conservation or recreation lands.

It is important for the town to have an Open Space system that provides residents and visitors with ample opportunities for a variety of recreational and leisure pursuits. It is also important to preserve those landscapes that contribute to the town's character and ecological health.



*Strategies*

- OSR 1-1 Ensure that the Open Space and Recreation Plan is updated and submitted to the state every five years with the next submittal due in 2013.
- OSR 1-2 Inventory and assign priorities to protect important open spaces and natural areas. Such areas may include parcels located adjacent to the town's trail system, existing open spaces or town well fields, or they could be scenic or other special places that are important to preserve the rural character of the community.
- OSR 1-3 Work with local property owners, state agencies and public land trust organizations (e.g. state Division of Fisheries and Wildlife, Trustees of Reservations and Essex County Greenbelt) to identify and protect key parcels of land through land acquisition, preservation restrictions, easements and other measures.
- OSR 1-4 Work with public land trust organizations to increase public awareness and knowledge of the various techniques and the tax advantages of conservation/preservation restrictions.
- OSR 1-5 Continue to seek grants as well as evaluate the Community Preservation Act to raise funds that can be used for open space and recreation purposes.
- OSR 1-6 Encourage town boards and commissions and professional staff involved in the development review process to ask developers proposing projects near important open space and natural areas or the town's trail system to consider donating land or offering conservation restrictions and/or access easements to the town.
- OSR 1-7 Develop a Beach Management Plan to manage the beach with the state Department of Conservation and Recreation to protect against storm damage and maintain public access.

*Goal 2*

**Meet the growing recreational needs of the residents with well-maintained, expanded and/or new facilities and programs.**

While there are many recreational opportunities for Salisbury’s residents, some facilities need improvement and/or expansion to meet the growing needs of the community. The master planning process identified a need for increased recreational opportunities and facilities for adults as well as children.

Town residents consider recreational use of Salisbury Beach and the Merrimack River and access to the town’s trail, marshes, and waterways as very important activities.



*Strategies*

- OSR 2-1 Implement the recommendations included in the Open Space and Recreation Plan regarding handicap accessibility at all recreational facilities.
- OSR 2-2 Create a strong and active Parks and Recreation Committee that is empowered to assess community needs, and respond as feasible with appropriate programs and facilities.
- OSR 2-3 Develop an inventory of improvements, repairs and equipment needed for existing facilities and establish a priority list for inclusion in a ten year capital improvement and maintenance plan.
- OSR 2-4 Identify specific new recreational facilities that are needed by the town (i.e. soccer fields, fishing piers, boat ramps, boardwalks) and establish a priority list for inclusion in the capital improvement plan.
- OSR 2-5 Inventory publicly owned land that might be suitable for development of recreational facilities.
- OSR 2-6 Work with the Salisbury Beach Partnership and other organizations to identify and secure funding to construct the Salisbury Beach Boardwalk and continue efforts to revitalize the beach including hosting events such as the Sand and Sea Festival.
- OSR 2-7 Continue to support the Council on Aging to provide recreational activities at the Senior Center.
- OSR 2-8 Continue to develop the town's trail system including constructing new trails, signage and installation of amenities and features such as benches, bird watching outlooks, etc.
- OSR 2-9 Implement recommendations included in the Harbor Master Plan that would increase public access to the River and other waterways.
- OSR 2-10 Determine support for community gardens in dense neighborhoods such as the beach community and follow through with support through public land, volunteer gardening board, town provided mulch and/or other services.

## PLANNING AREAS

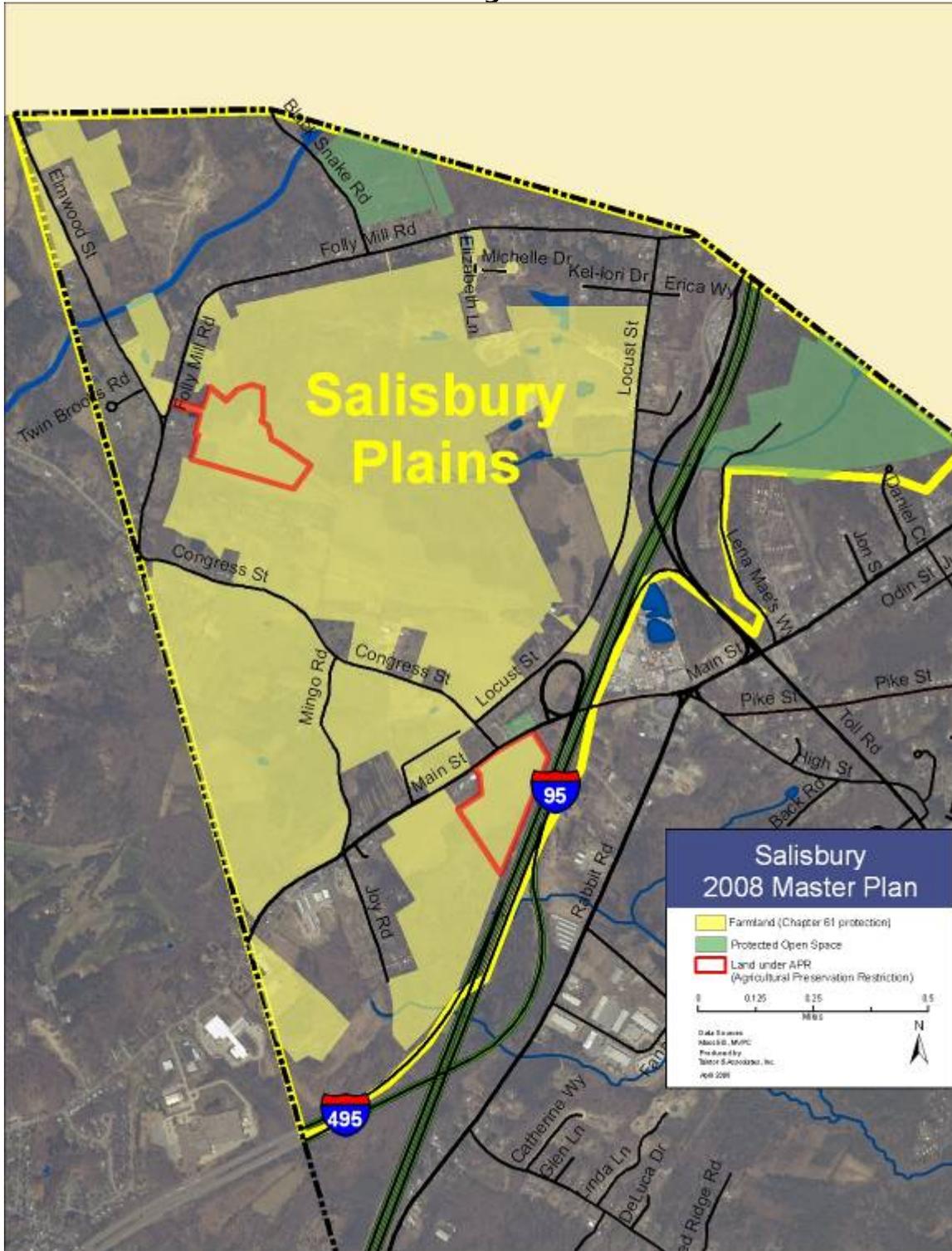
Nine general planning areas have been identified during the master plan process. They represent areas where land use issues are shared by multiple sites, which have the greatest potential for change, or which have a distinctive identity within the town. In some cases, these planning areas have high potential for significant change or transformation. They present opportunities for the town to re-invent itself: to match its vision with a physical reality. In other cases, these planning areas have characteristics that the community should work to preserve, reinforce and improve. In these cases the general character of these areas is consistent with the community's vision, and future strategies should focus on protecting and building on that existing character.

On the following pages the visions, goals and strategies for the planning areas are presented.

Salisbury Plains  
Main Street East  
Bridge Road  
Lafayette Road  
Elm Street Corridor

Rabbit Road  
Salisbury Square  
Beach Road and Salisbury Beach  
Ring's Island

# Salisbury Plains



**Salisbury Plains** is a pleasant area of rural neighborhoods, farms with large open landscapes, picturesque roads and scattered farm stands and antique shops. The area's scenic qualities and rural lifestyle make it very desirable for residential development. Thus, incrementally, the large woodlots and open areas of the Plains are being converted to accommodate the demand for more housing. Continued loss of these open land resources threatens the very character that makes the area such an attractive place to live.



The desirability of the Plains will continue to create pressure and incentives for larger landowners to sell or convert their properties from farming or open space to housing. Yet the town values this distinctive area and wants to protect and preserve it to the extent possible. The challenge, then, is to provide opportunities for residential development that meets the community's needs, yet minimizes land consumption and preserves the area's natural and cultural resources that make it so appealing.



*Goal 1*

**Preserve the environmental and scenic qualities of the area, including natural resources and farming landscapes.**

*Strategies*

- SP 1-1 Consider a Scenic Road Bylaw for roads that represent the visual quality important to the character of the Plains to protect trees and cultural resources within the road right-of-way.
- SP 1-2 Support active farms as they represent a culture that is valued by the community.
- SP 1-3 Support zoning that is less consumptive of land such as Flexible Residential Design<sup>10</sup>, Transfer of Development Rights, Smart Growth Districts or others.
- SP 1-4 Develop an inventory of the area's scenic properties and work to preserve them through preservation restrictions, acquisition or with other land preservation tools.
- SP 1-5 Consider a Right to Farm Bylaw which allows farmers to carry on farming activities that may be considered a nuisance to neighbors.

<sup>10</sup> Flexible Residential Design is a strategy for clustering residential units within a development to preserve open space. For more information see Salisbury's Zoning Ordinance.

*Goal 2*

**Preserve and promote residential capacity that reflects established settlement patterns while minimizing land consumption.**

*Strategies*

- SP 2-1 Promote single family development that minimizes site impact such as with a Low Impact Development Bylaw.
- SP 2-2 Encourage (offer incentives for) Flexible Residential Design.

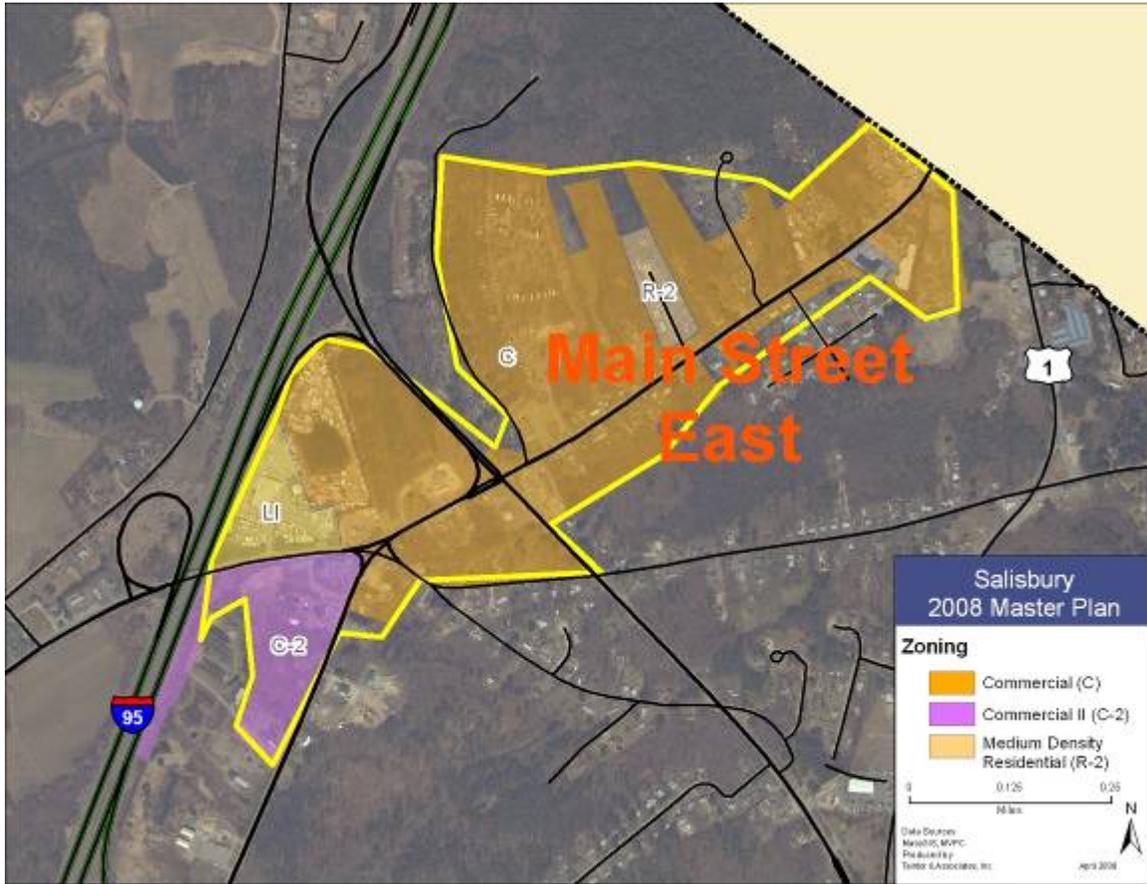
*Goal 3*

**Support small scale economic development that provides neighborhood services and is designed to fit the scale and character of abutting uses.**

*Strategies*

- SP 3-1 Support farm stands, nurseries, antique shops and other small scale commercial activities/development that serve the community, are compatible with the existing land uses and promote the farming and agricultural history of the area.

# Main Street East



**Main Street East**, with direct access to and from Interstate 95, represents both an underdeveloped commercial corridor and an established residential area. Current zoning includes industrial and commercial districts along most of the street’s length and residential districts within select pockets where side roads support housing. Land uses range from the Seacoast Business Park and auto salvage yard near the New Hampshire border to the Black Bear Campground, a mixed use office/retail building, and a service center, and truck leasing and storage facility near I-95.



Providing public sewer will increase the opportunities for higher value commercial uses. However, the effects of additional traffic and intensified commercial uses must be balanced with the needs of the large residential population in the immediate and surrounding area.

The intensity of this use may be about to change. The town is currently working with a retail development firm that is interested in developing a 270,000-square-foot retail shopping center in the triangle of land between I-95, Toll Road and Main Street. The development, in addition to bringing needed tax revenue, would also create hundreds of short and longer term jobs. It also has the potential to substantially change the character of the area.



*Goal 1*  
**Maximize economic development opportunities.**

*Strategies*

- MSE 1-1 Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- MSE 1-2 Consider the feasibility of providing public waste water services along Main Street to allow greater economic development options.
- MSE 1-3 Study current land use regulations to determine if they will support the desired land uses and propose changes as needed.
- MSE 1-4 Research the opportunities for a commercial gateway at the intersection of Toll Road and Main Street if an increase in commercial development is desired.

- MSE 1-5 Maintain the rural character of the corridor with a streetscape that is primarily defined by trees and require any other streetscape elements to be consistent with this design intent.
- MSE 1-6 Develop design standards (and update Sign Bylaw) to improve the corridor's visual appeal, and improve the quality of site and building design.
- MSE 1-7 Require Best Management Practices with all new development to recharge groundwater and protect water quality in nearby well fields.
- MSE 1-8 Consider developing a traffic monitoring program to assess impacts from increased development.

*Goal 2*

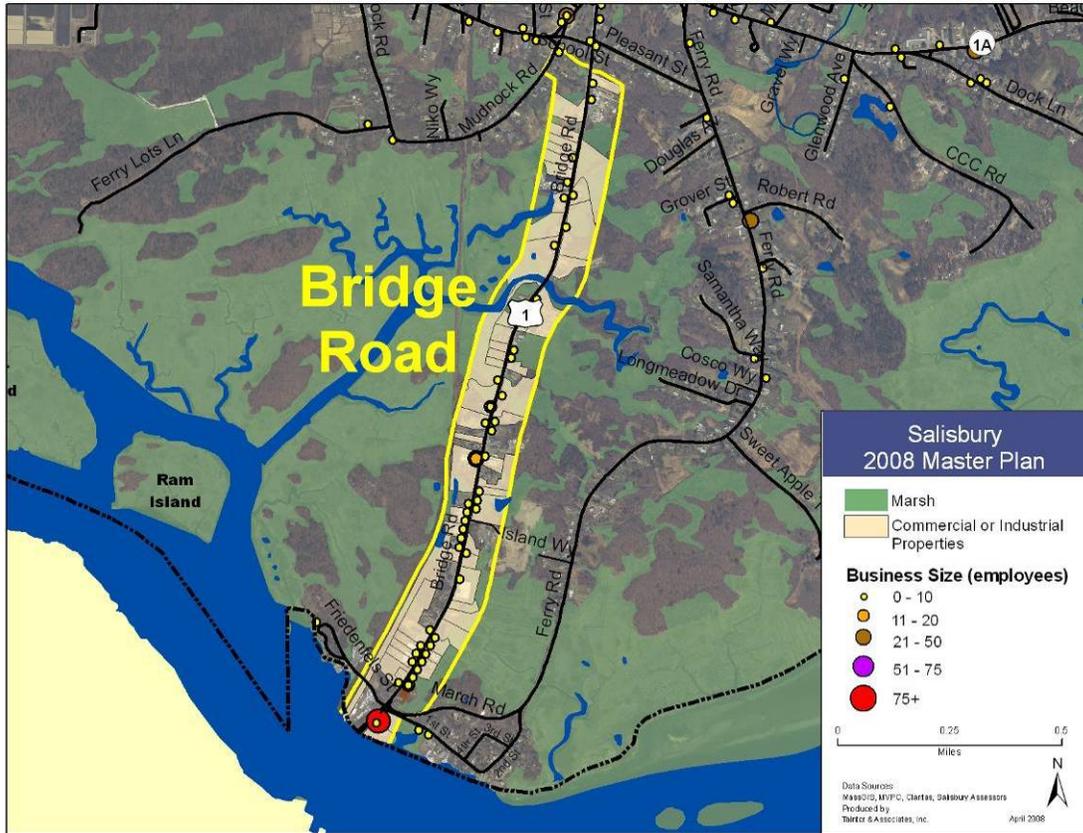
**Protect existing neighborhoods from incompatible abutting uses and encourage new housing to meet the community's needs.**

*Strategies*

- MSE 2-1 Develop land use regulations that assure appropriate buffers between commercial and non-commercial properties, including open spaces.
  - i. Require buffers to be maintained in perpetuity.
- MSE 2-2 Encourage Flexible Residential Design to minimize land use while preserving open space.
- MSE 2-3 Assess the desirability of sidewalks along Main Street to connect neighborhoods to the new commercial center anticipated near I-95.

# Bridge Road

(Route 1, south of Salisbury Square)



**Bridge Road**, representative of the transportation corridors in Salisbury, supports a variety of existing businesses co-existing with residential buildings. Due to the density of uses, along with wetland constraints, there are only limited opportunities for additional growth along Bridge Road under current zoning regulations. Greater opportunities exist for redevelopment of sites that are currently underdeveloped.

The town regards Bridge Road as an important gateway corridor with the potential for strengthening the community’s coastal identity. To meet this expectation, both the built and the

natural environment need to be improved.





quality of the built environment will be an incremental process dependent on public and private investments, coordination and cooperation.



The Master Plan has identified Bridge Road as an area where the Great Marsh can serve as a prominent element, highlighting and giving access to the town's unique natural resources, providing visible context to the cluster of marine and eco-based businesses, and creating an identifiable corridor that is dynamic and memorable. Improving the

*Goal 1*

**Support economic development that strengthens the corridor's unique identity.**

*Strategies*

- BR 1-1 Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- BR 1-2 Encourage redevelopment that creates a cluster of water dependent and resource oriented uses.
- BR 1-3 Assist existing businesses with redevelopment strategies that enhance site design, highlight the natural environment, and minimize land use.
- BR 1-4 Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- BR 1-5 Consider gateway elements that identify the Town of Salisbury upon crossing the bridge and Salisbury Square approaching from the south.
- BR 1-6 Encourage additional links and trail heads to the rail trail to facilitate access to businesses along the corridor for customers and employees.
- BR 1-7 Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.

*Goal 2*

**Protect and restore the Great Marsh.**

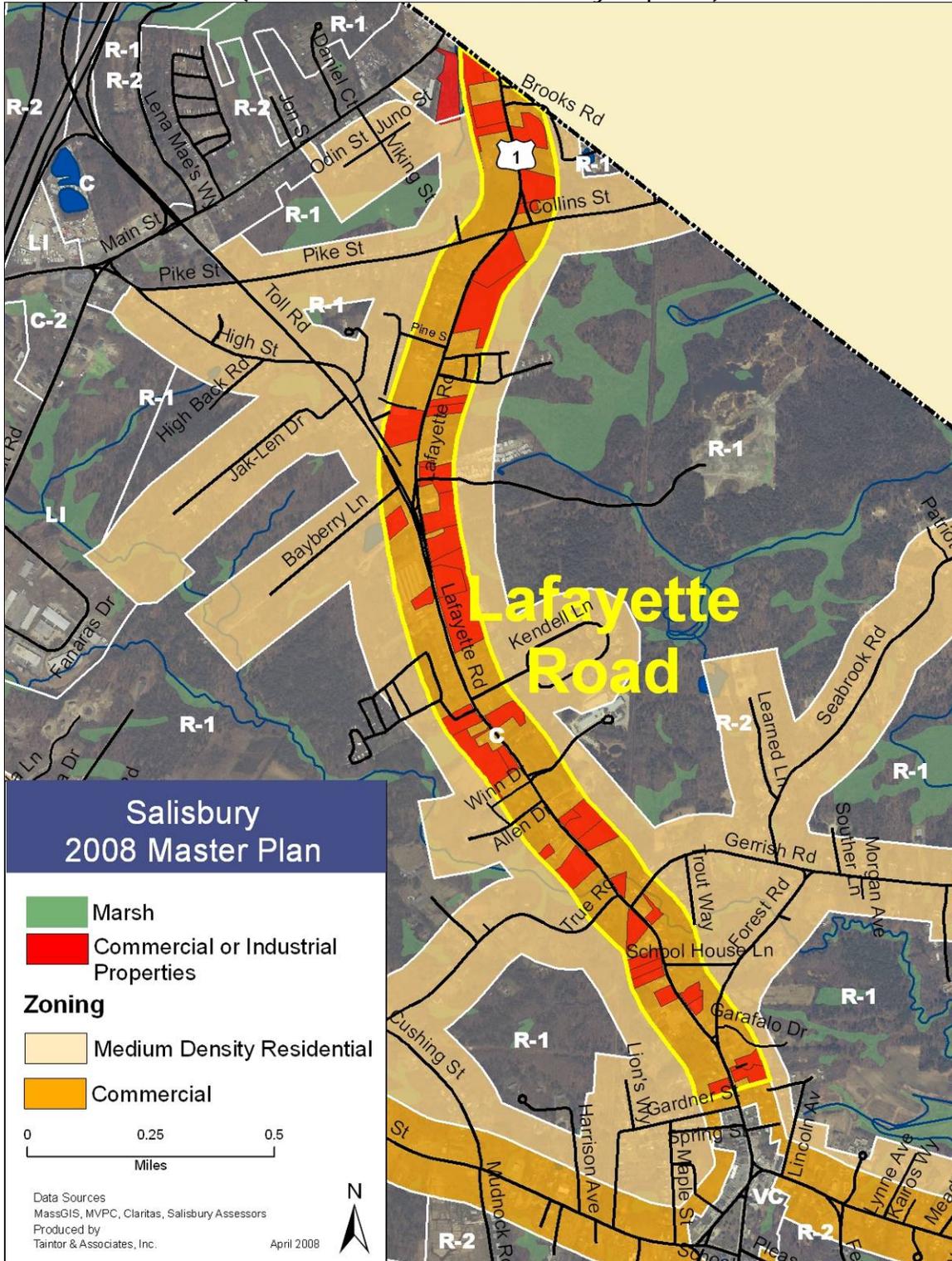
*Strategies*

- BR 2-1 Reduce development through Transfer of Development Rights (TDR) to promote the reclamation of the marsh.

- BR 2-2 Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing, including flood control/marsh restoration projects at Town Creek and Mill Creek and seek funding
- BR 2-3 Create public viewing areas for bird watching and marsh viewing where appropriate.
- BR 2-4 Enforce land use regulations to ensure resource protection to the greatest extent possible.

# Lafayette Road

(Route 1, north of Salisbury Square)



**Lafayette Road** hosts a diversity of land uses in arbitrary arrangement. In addition to a large residential population, Lafayette Road is the address for both medium and small scale commercial developments, significant tracts of undeveloped and underdeveloped land, and public facilities near Salisbury Square including the Salisbury Elementary School, Hilton Senior Center, Fire Station and DPW headquarters. This diversity requires careful consideration for how changes will affect each use. Buffers, transition zones, design guidelines, gateways and compatible uses will help modify Lafayette Road from its present random development pattern to an organized corridor serving multiple uses.



The Master Plan identifies significant opportunities for change along Lafayette Road that could create a transect of uses from larger commercial facilities near the New Hampshire border, through mixed use zones of commercial, office

and residential development, to an expanded Salisbury Square. One key to this strategy will be the commercial development of suitable land in certain locations farther back from the road than is presently allowed. Another key is to cluster like uses to the extent possible and provide appropriate buffers between conflicting uses. Adequate wastewater facilities will help direct new development.



Throughout the corridor, the protection, enhancement and expansion of neighborhoods and the integration of public open space should be given high priority.



*Goal 1*

**Create a distinctive gateway corridor that portrays a positive image of Salisbury.**

*Strategies*

- LR 1-1 Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- LR 1-2 Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- LR 1-3 Design and implement gateway elements at the entrance to Salisbury coming from the north and at the entrance to Salisbury Square

- LR 1-4 Design and create a cohesive streetscape, including sidewalks, improved intersections and rail trail connections; account for land-use changes along the corridor and take advantage of the upland environment.
- LR 1-5 Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.

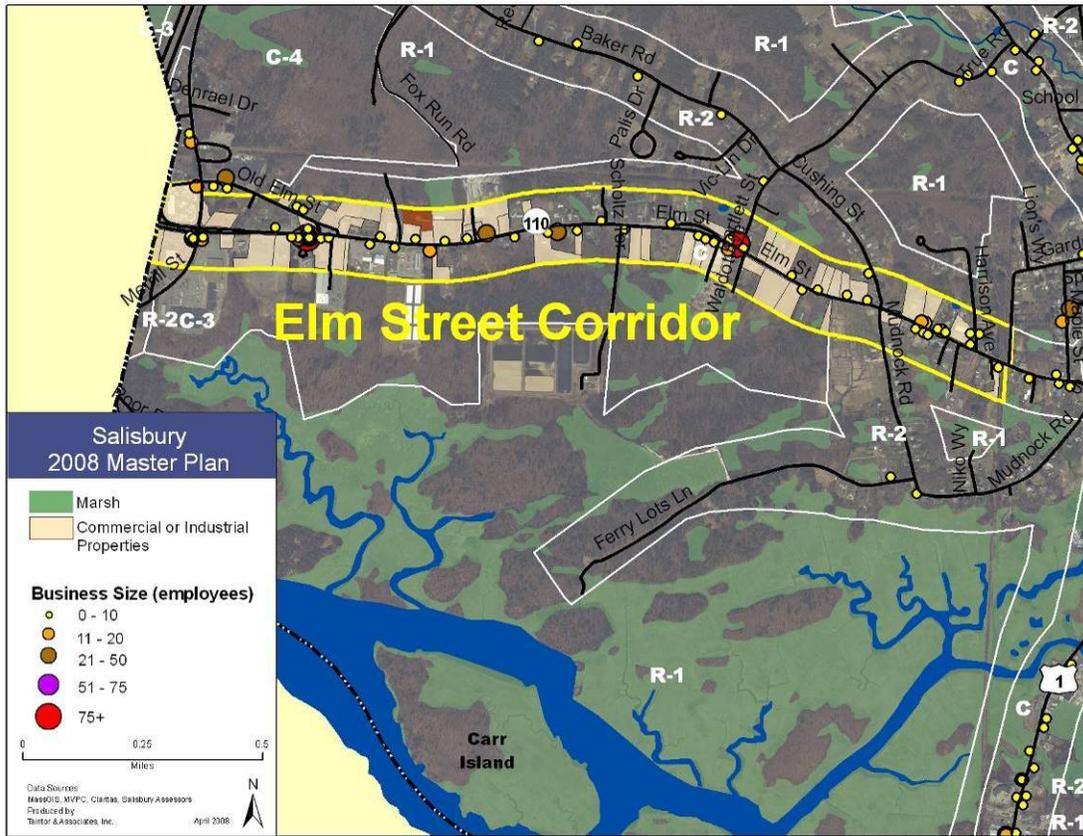
*Goal 2*

**Expand and enhance commercial and residential development consistent with the desired character of the corridor and the capacity of the transportation system.**

*Strategies*

- LR 2-1 Encourage larger scale retail proximal to the NH border and create design guidelines to assure site and building design is compatible with desired New England community character.
- LR 2-2 Continue to study the feasibility of expanding wastewater facilities along Lafayette Road
- LR 2-3 Create opportunities for mixed use development where new development can be integrated with existing neighborhoods or commercial areas.
- LR 2-4 Support moderate density multi-family housing and age restricted housing in mixed use districts.
- LR 2-5 Consider moving the DPW facility to another location to maximize the development potential of its current site.

# Elm Street Corridor



**Elm Street Corridor** is the town’s most densely developed commercial corridor at its western end, transitions to a mixture of small scale commercial with limited residential along its midpoint, then converts to primarily residential as it nears Salisbury Square. The variety of businesses provides needed services, a diversified tax base and opportunities for employment.



Elm Street’s convergence with Interstate 95 (and 495 within Amesbury) provides the corridor’s businesses with easy highway access. It also acts as the collector street for a number of side roads that could see substantial residential development. Elm Street’s right-of-way allows up to four traffic lanes at its western edge, three lanes along most of its length and only drops

to two lanes within the residential district at its eastern end. While the ample right of way is beneficial to traffic movement it may act as a barrier to pedestrian and bicycle flow.



Managing the Elm Street Corridor to strengthen its economic capacity as well as enhance its visual appeal is consistent with the needs and desires of the community. A number of underdeveloped parcels along with some undeveloped parcels exist along the corridor providing opportunities for additional retail, commercial services, and offices as well as some limited housing. The town’s Planned Office Development bylaw could be instrumental in converting the use and circulation patterns along the south side of the street.

*Goal 1*

**Improve the economic viability of the corridor through re-use and development.**

*Strategies*

- ESC 1-1 Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- ESC 1-2 Create opportunities for a dense commercial corridor with mixed use clusters of walkable developments.
- ESC 1-3 Consider changes in zoning east of Mudnock Road to prohibit auto service businesses in the residential neighborhoods.
- ESC 1-4 Encourage redevelopment of Crossroads Plaza.

- ESC 1-5 Encourage additional links from the rail trail to Elm Street to facilitate pedestrian and bicycle access to businesses along the corridor for customers and employees.

*Goal 2*

**Develop a consistent high quality appearance for the corridor to improve its image and functionality**

*Strategies*

- ESC 2-1 Design and construct a cohesive streetscape that creates a positive identity for the corridor and the town.
- ESC 2-2 Design and implement gateway elements at the west end of Elm Street to identify the business district and around Mudnock Road to identify Salisbury Square as the village center.
- ESC 2-3 Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- ESC 2-4 Strengthen design guidelines for non-residential development and multi-family housing to support design characteristic of small scale New England development.

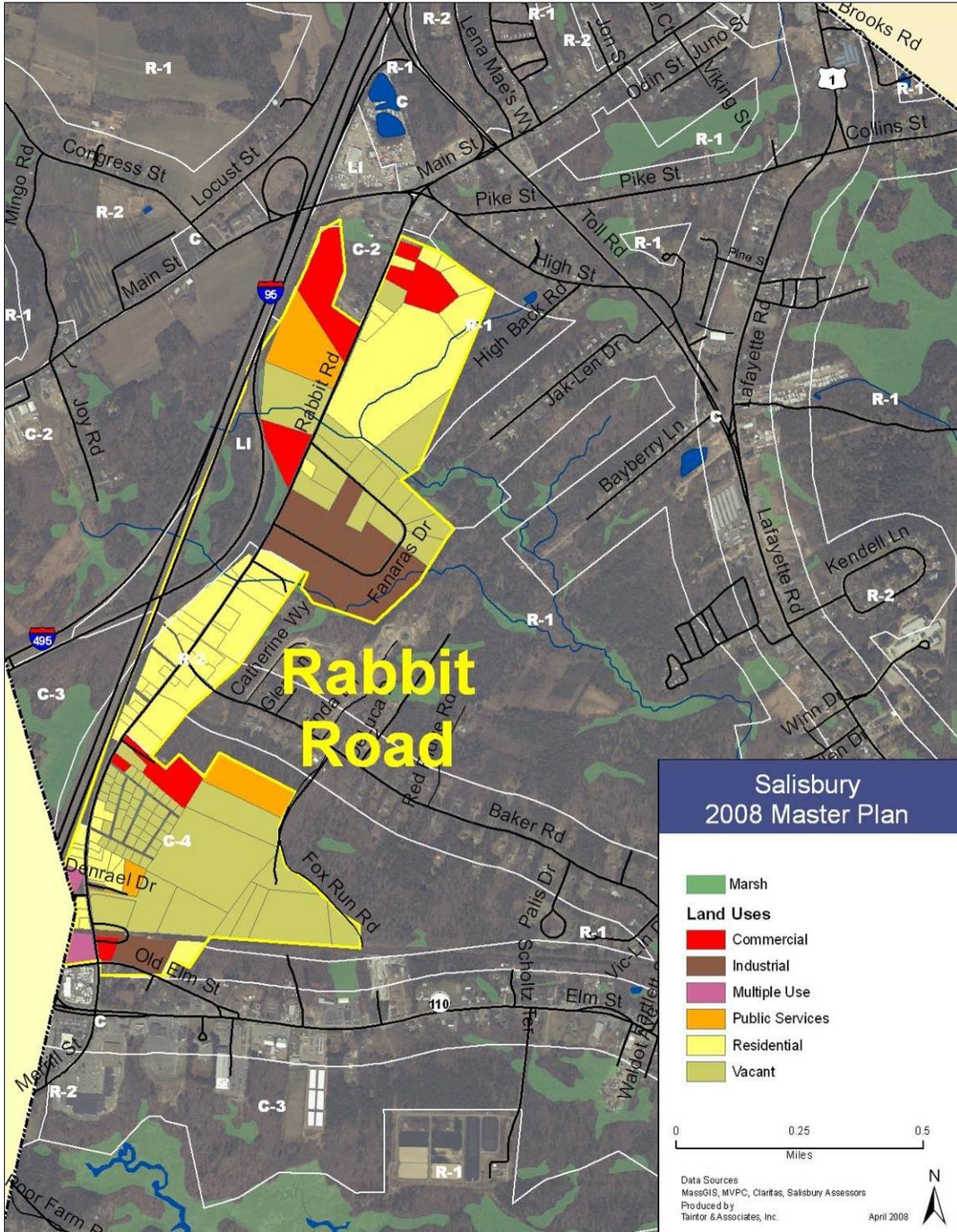
*Goal 3*

**Improve pedestrian and bicycle safety while retaining ease of access for automobiles and accommodating existing and projected traffic flow.**

*Strategies*

- ESC 3-1 Study the feasibility of installing sidewalks and or bike lanes along the corridor and linking with adjoining streets.
- ESC 3-2 Amend zoning regulations and strengthen design guidelines to minimize curb cuts and require interior circulation between abutting businesses whenever possible and practical to facilitate walking and reduce traffic on Elm Street.
- ESC 3-3 Install signs for the Mudnock Road Link on-road bicycle trail as part of the developing rail trail system.
- ESC 3-4 Study Route 110 to determine the need for dedicated right and left turning lanes.

# Rabbit Road



**Rabbit Road** generally runs east of and parallel to Interstate 95 from Main to Elm Street. Land along its length is primarily divided into four different zoning districts: Commercial IV at its southern terminus, followed by Medium Density Residential up to about its midpoint, and Industrial from midpoint to the northern end where there is a small amount of land in the Commercial II zone. The land uses generally reflect the intent of the zoning, however there appears to be considerable conflict among uses.



The town has identified the need to eliminate or reduce conflicts between residential development and commercial and industrial development. It has also stressed the importance of a higher quality built environment to enhance the marketing potential for economic development and to improve the visual characteristics along the entire corridor. Strengthened site design standards with ample buffers and setbacks, and site redevelopment are seen as important strategies for making desired changes along Rabbit Road.



The town’s intended future for Rabbit Road is increased commercial and industrial development. With immediate highway access, and improved water service and new wastewater service being provided, the area should be well poised for increased development.



*Goal 1*  
**Enhance and increase industrial and commercial development.**

*Strategies*

- RR 1-1 Create opportunities for increased commercial and light industrial development by implementing appropriate land use regulations, and providing additional infrastructure and services.
- RR 1-2 Update and enforce the town’s Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- RR 1-3 Facilitate the development of a Rabbit Road business improvement organization that will work toward marketing and improving the image and infrastructure of Rabbit Road.

- RR 1-4 Assess the need for a facility that will support multiple small businesses by allowing the sharing of administrative services, production equipment and other resources.

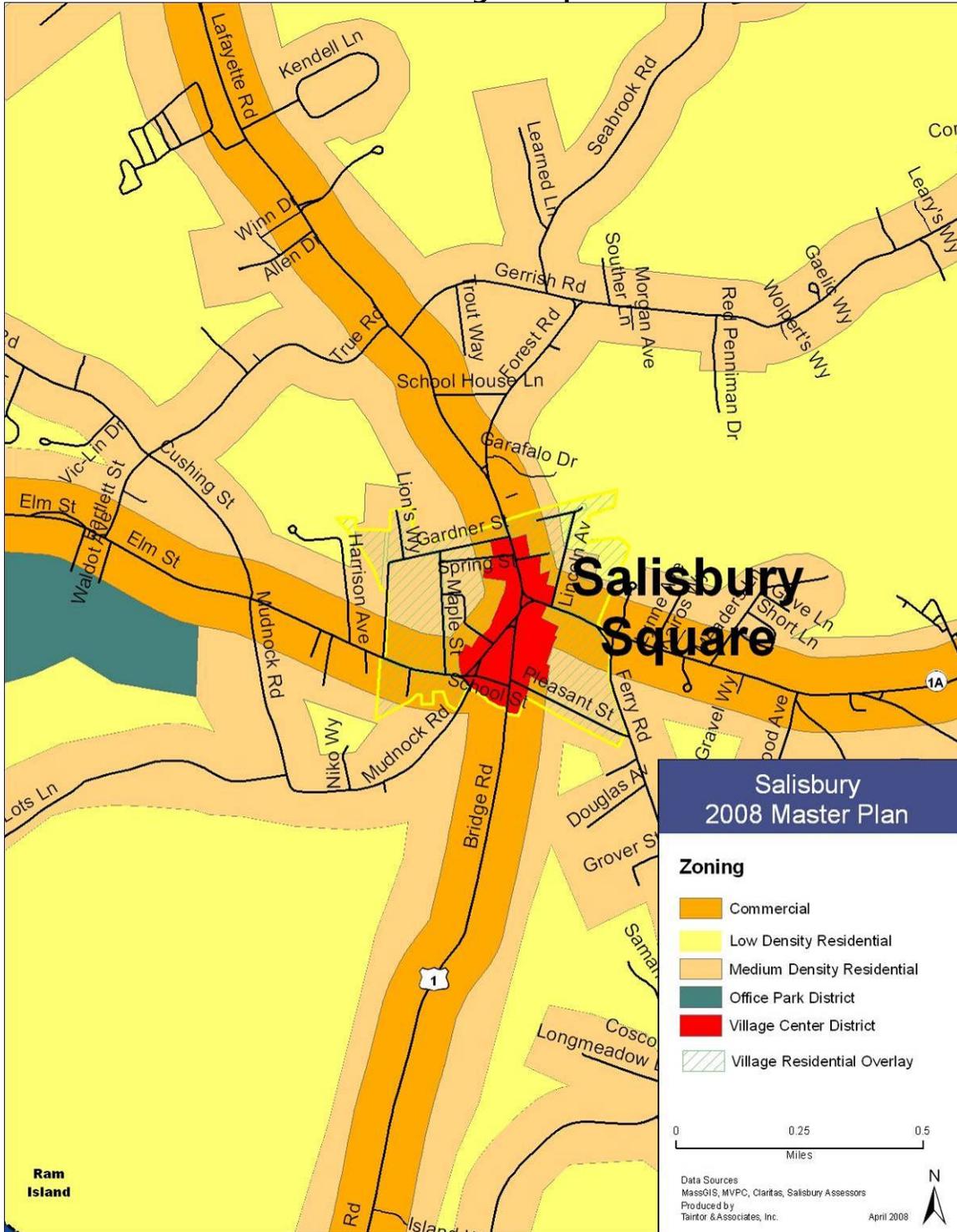
*Goal 2*

**Support existing neighborhoods and provide protection from the potential adverse impacts of non-residential development.**

*Strategies*

- RR 2-1 Strengthen site plan review to assure that site design provides for the preservation or development of adequate buffers around all commercial and industrial uses abutting residential lots. Consider a requirement that the buffer shall be maintained in perpetuity.
- RR 2-2 Encourage and work with business owners to create visual buffers or enhance frontage property with design and clean up to improve the visual character of the roadway.
- RR 2-3 Consider enhancing the public right of way by planting street trees where appropriate.
- RR 2-4 Consider revising site plan regulations to would help reduce the impact of industrial noise on residential neighborhoods.
- RR 2-5 Review multi-modal transportation needs along Rabbit Road.

# Salisbury Square



## Salisbury Square

represents the geographic and social center of Salisbury. Its historical



prominence is verified by the location of Town Hall, Town Green, the library, and schools. The community's vision for the Square is an enrichment and redevelopment that reinforces Salisbury Square's role as the heart of the community and creates a classic New England town center with a mix of municipal, social, commercial and residential uses.



Traffic poses a central challenge to the community's vision. Dominance by the automobile and limited consideration for pedestrians and bicyclists prevents the development of a cohesive town center.

For Salisbury Square to become the active village center desired, it should host a variety of uses encouraging

commercial and social activities that extend through the day and evening. A key to successful redevelopment of the Square is to create a reasonable balance between transit modes. It should have as its core a pedestrian friendly environment that contributes to the identity of the Square.



Many resources exist within and adjacent to the Square today that will play an integral role in the redevelopment including the former Memorial and Spaulding Schools, underdeveloped commercial lots, recreation, historic and municipal facilities and existing core businesses. The Library expansion, currently being studied, and changes to zoning that encourage increased housing density are two viable strategies for activating the Square.



### *Goal 1*

**Restore and enhance Salisbury Square's role as the social and civic center of the community.**

### *Strategies*

- SS 1-1 Consider expansion of Salisbury Square Residential Overlay District.
- SS 1-2 Consider changes to land use regulations that would promote mixed use office/residential development and serve as a transition from Salisbury

- Square to the increasing larger scale commercial development desired further north and west.
- SS 1-3 Undertake a municipal facilities study to include DPW, Police Department, Fire Department and Emergency Services to determine programmatic needs, optimal location(s), and opportunities for consolidation.
  - SS 1-4 Work with the Library to support the expansion and encourage site improvements to the Town Green as part of the Library Master Plan.
  - SS 1-5 Consider purchasing private residence abutting Town Green.
  - SS 1-6 Undertake a feasibility study to determine the redevelopment potential of town owned buildings for a media center and headquarters for Salisbury Community Television.
  - SS 1-7 Develop strong connections and create visual access to Lion’s Park from Lafayette Road.
  - SS 1-8 Consider highest and best use for open space site between Maple Street and Gardner Street.
  - SS 1-9 Provide land use regulations and public infrastructure (sidewalks, streetscape) to support the extension of the Salisbury Square neighborhood/district to the Hilton Senior Center, Fire Department, and DPW site.
  - SS 1-10 Support the continued presence of the Boys and Girls Club within the Memorial and/or Spaulding School when redeveloped.

*Goal 2*

**Redefine the commercial mix and design vocabulary of Salisbury Square to support its new role as village center.**

*Strategies*

- SS 2-1 Study the feasibility of creating a village main street to anchor small businesses and create a pedestrian dominated commercial center in the area between Route 1 and Park Street (and/or Beach Road and Pleasant Street).
- SS 2-2 Undertake a community wide visioning process for the redevelopment of Memorial and Spaulding Schools that will support the vision of a small scale village center and issue an RFI to determine interest.
- SS 2-3 Undertake a study to identify the highest and best use of key underdeveloped sites within and near Salisbury Square.
- SS 2-4 Work with business owners and the Chamber of Commerce to consider how businesses can contribute to a redeveloped Square.
- SS 2-5 Develop sign standards to help create an image appropriate to a village center within an updated Sign Bylaw.
- SS 2-6 Encourage reduction of auto service facilities such as gas stations and garages.
- SS 2-7 Pursue remediation and reuse of town owned brownfield sites in the Square.

*Goal 3*

**Create a transportation and circulation system that improves traffic circulation through the Square and supports a walkable town center.**

*Strategies*

- SS 3-1 Develop and implement a Comprehensive Traffic Management Plan for Salisbury Square that includes capital improvements, a seasonal management plan, and identifies any need for future studies.
- SS 3-2 Work with Massachusetts Highway Department to study alternatives to the current roadway configuration, include consideration of new village main street that creates an aligned east west intersection.
- SS 3-3 Request seasonal and yearly traffic counts on roads serving the Square from MVPC to assure the town has the necessary traffic data to support requests for studies or improvements.
- SS 3-4 Fund and implement a Streetscape Improvement Plan for the Square that includes a sidewalk system and trail connections to nearby open spaces and other destinations.

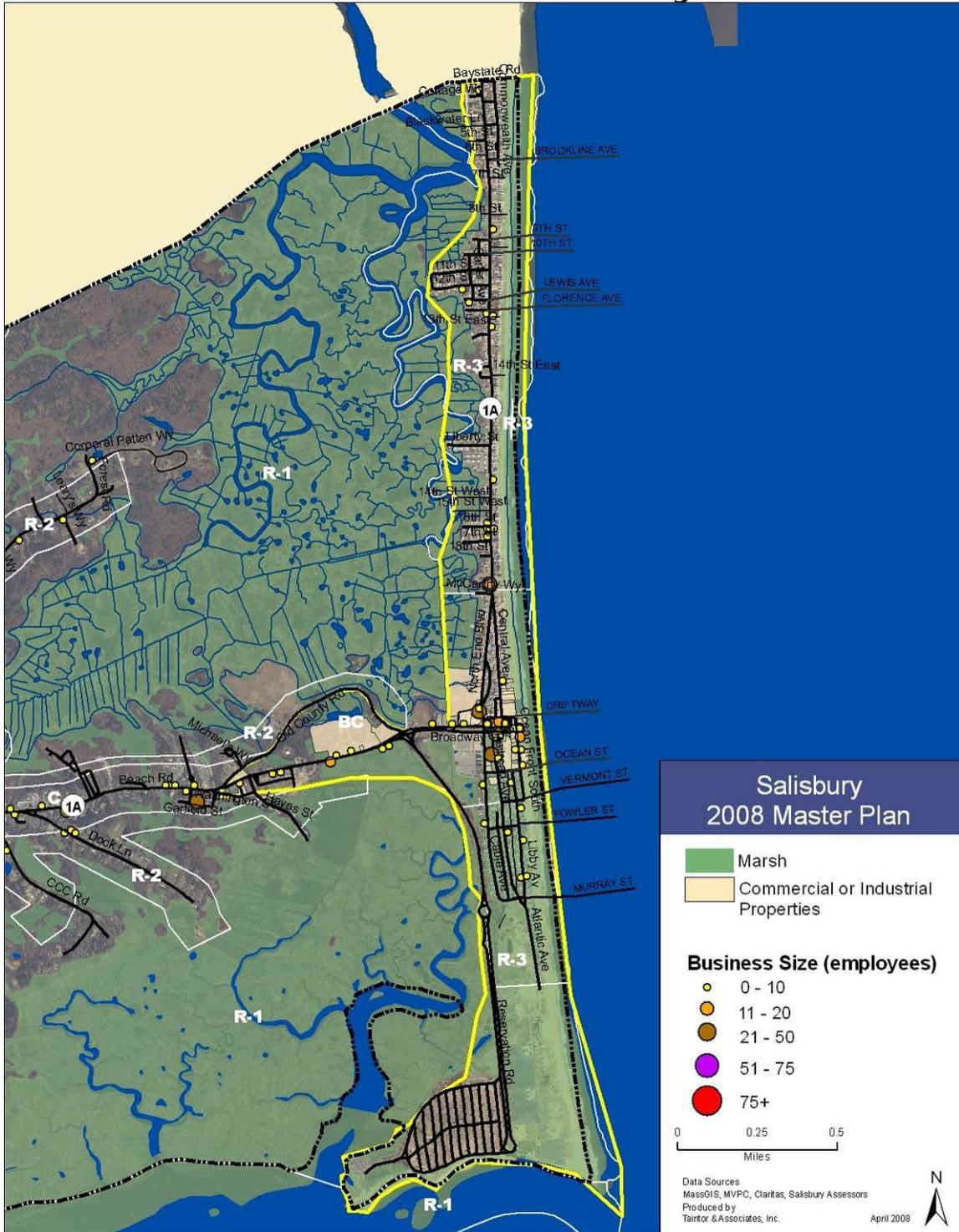
*Goal 4*

**Protect and enhance existing neighborhoods while accommodating the community's needs for additional housing options.**

*Strategies*

- SS 4-1 Consider multi-family and/or age restricted housing as an option in the redevelopment of the Spaulding and Memorial Schools and other redevelopment sites within the Square.

# Beach Road and Salisbury Beach



**Beach Road and Salisbury Beach**

properties make up a number of unique neighborhoods and commercial districts that are experiencing marked transitions. Neighborhoods along the beach are changing due to the conversion from seasonal to year round residences, as well as redevelopment of single and multi- family units into larger multi-unit condominiums. Changes to commercial entities include conversions to residential use, and a change from amusement type facilities and seasonal convenience food services that played a large role in the area historically, to general retail and year round eateries.



Salisbury residents see the beach area as an exceptional resource but more significantly they see it as a community that should be integrated with and a vital part of the town as a whole. Their vision of a unified town with distinctive neighborhoods and commercial centers is compatible with the changes Beach Road and Salisbury Beach are witnessing.



Recent changes in land use regulations have set the groundwork for revitalization of the central Beach District. However, continued attention is needed to bring about the desired changes in the abutting neighborhoods and along Beach Road. Protection and enhancement of neighborhoods considered in tandem with economic redevelopment will result in a cohesive community.



The increase in automobile traffic during the summer produces heavy congestion and radically degrades the quality of life in Salisbury, most noticeably from Salisbury Square to the ocean and throughout the beach community. To address the issue the town and state must work together to develop a comprehensive program of policies, transportation improvements and operational strategies that respond to the uniqueness of the circumstances.

*Goal 1*

**Improve seasonal traffic flow to assure adequate access for residents and businesses throughout the beach community.**

*Strategies*

- BRSB 1-1 Develop a Traffic Management Plan in concert with local, state and jurisdictional authorities to address seasonal traffic from Salisbury Square to the beach.
- BRSB 1-2 Develop a policy to support bike lanes and trails connecting resources from and in the beach area and throughout town.
- BRSB 1-3 Explore the benefits of water transportation to reduce automobile traffic between Salisbury Beach and Newburyport.
- BRSB 1-4 Explore the potential for a beach/water craft to shuttle riders between SBSR and Bay State Road (or other destination as appropriate)

*Goal 2*

**Preserve and enhance existing neighborhoods with future development that respects the density and character of the area.**

*Strategies*

- BRSB 2-1 Consider allowing a master planned community to encourage sustainable development
- BRSB 2-2 Create a compelling public realm that invites use throughout the year.
- BRSB 2-3 Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- BRSB 2-4 Develop a comprehensive sidewalk system throughout the beach community neighborhoods and commercial area.

*Goal 3*

**Support sustainable redevelopment of the beach community that provides a diversified economic base, supportive housing and a compelling public realm.**

*Strategies*

- BRSB 3-1 Support mixed use development at Salisbury Beach that responds to the town's vision and goals of the Master Plan.

# Ring's Island



**Ring's Island** is a unique neighborhood, reflective of the early settlement pattern and architectural styles of small coastal communities. To protect this matrix of private homes, large and small commercial enterprises, coastal marshes and riverfront land the town wishes to allow appropriate growth within the historical framework of the neighborhood.



In addition to allowing sensitive residential development this would include encouraging the retention of water dependent uses and enhancing public access to the river and waterways. It also would include protecting scenic roads and viewsheds.

*Goal 1*

**Preserve Ring's Island as a principal neighborhood that defines Salisbury's coastal heritage.**

*Strategies*

- RI 1-1 Consider an historic district designation for Ring's Island.
- RI 1-2 Facilitate appropriate infill and redevelopment with revised zoning that reflects current development patterns and encourages consistent redevelopment and repair.
- RI 1-3 Consider installing Ring's Island sign(s) that identify the neighborhood as historic.

*Goal 2*

**Protect and preserve the natural, historic and cultural resources of Ring's Island.**

*Strategies*

- RI 2-1 Enhance public boat launch at Town Dock.
- RI 2-2 Consider protecting historic character of streets with scenic road status and bylaw.
- RI 2-3 Undertake a community wide visioning process to identify highest and best use of town owned buildings on Ring's Island and develop a plan to ensure their physical upkeep and preservation.

*Goal 3*

**Support economic development that fosters the town's coastal character and is compatible with existing land uses.**

*Strategies*

- RI 3-1 Support water dependent uses that have no adverse impacts on the area's natural resources or adjoining neighborhoods.
- RI 3-2 Collaborate with Newburyport to identify opportunities for joint economic development initiatives along the Merrimack River.



# ACTION PLAN

The Salisbury Master Plan is developed to respond to the community's shared vision. The shared vision led to the development of goals, and then to the identification of strategies that would support those goals. The Action Plan is a compilation of specific actions that are recommended to implement the strategies of the Master Plan. Through the completion of these actions, the community's shared vision will be reached. The Action Plan also recommends high priority actions, identifies the responsible individual or party, and proposes a timetable for each strategy and its actions. The Action Plan is a useful tool for assessing progress on the goals of the Master Plan. However, the tool is only useful if there is a process in place for its use.

A Master Plan Implementation Committee (MPIC) should be established to guide the implementation of the Master Plan. The role of the MPIC is to schedule, monitor, evaluate and adjust strategies and actions based on the town's capacity to carry them out. While both priority actions and time lines are recommended in the Action Plan, funding, project phasing, technical or policy issues may affect when actions may realistically be taken. The MPIC would meet with the Planning Board and the Board of Selectmen as needed to update the Boards and discuss issues. It could also provide, recommend or obtain technical support or public outreach efforts. The Committee would be responsible for reporting at Town Meetings on the status and effectiveness of implementation efforts.

The Action Plan is organized in two different ways: 1) priority actions and 2) actions sorted by functional elements of the Master Plan as presented in Town-Wide Goals and Strategies (Land Use, Housing, Economic Development, etc.) and Planning Areas. Priority actions were developed through consultation with the Master Plan Committee, Planning Board, Board of Selectmen and town staff. It should be noted that a priority rating reflects the urgency of the action based on its ability to effect change. It also takes into account the feasibility of taking the action, given limitations such as budget, personnel and time.

## Priority Actions

Priority actions can be grouped according to seven key ideas that repeatedly became topics of discussion throughout the master plan process. They represent the issues felt to be most critical to address in order to move Salisbury ahead toward its desired future.

They include:

- ◆ Planning as the foundation for success
- ◆ Encouraging diversified economic development
- ◆ Transforming Salisbury Square and the beach community
- ◆ Improving the physical character of the built environment
- ◆ Resolving seasonal traffic congestion
- ◆ Protecting and enhancing the town's abundant natural resources
- ◆ Meeting the housing needs of Salisbury's residents

The following strategies, culled from over one hundred fifty recommended in the Master Plan, address these key issues at this point in time.

**Planning as the foundation to success**

- LU 1-1 Undertake a Comprehensive Land Use Regulations Analysis to evaluate the town’s land management tools on the basis of their ability to support the town’s vision and goals as described in the Master Plan. Include revisions to zoning districts, development and dimensional controls, and design and performance standards. Consider new bylaws and state supported programs for economic and residential development. In some cases further study may be needed to identify or clarify the town’s vision for a specific area or issue.
- LU 1-2 Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.
- LU 1-3 Plan, prioritize and implement public infrastructure improvements to encourage and support desired development. Improvements would include sidewalks, streetscapes, water, sewer, lighting, public realm (small parks and plazas). Some of this planning will be dependent on the outcome of the recommended corridor studies.

**Encouraging Diversified Quality Development**

- ED 1-1 Coordinate Economic Development planning and permitting activities to provide timely, effective and transparent services to prospective developers.
- LR 2-6 Create opportunities for mixed use development where new development can be integrated with existing neighborhoods or commercial areas.
- RR 1-1 Create opportunities for increased commercial and light industrial development on Rabbit Road by implementing appropriate land use regulations, and providing additional infrastructure and services.

### **Transforming Salisbury Square and the Beach Community**

- SS 2-1 Study the feasibility of creating a village main street to anchor small businesses and create a pedestrian dominated commercial center in the area between Route 1 and Park Street (and/or Beach Road and Pleasant Street).
- BSRB 3-1 Support mixed use development at Salisbury Beach that responds to the town's vision and goals of the Master Plan.

### **Improving the Physical Character of the Built Environment**

- ED 3-3 Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.
- PFS 9-4 Increase roadside and beach clean-ups using local volunteer groups and coordinate efforts with the Massachusetts Highway Department and state Department of Conservation and Recreation.
- BR 1-2 Assist existing businesses on Bridge Road with redevelopment strategies that enhance site design, highlight the natural environment, and minimize land use.

### **Protecting and Enhancing the Town's Abundant Natural Resources**

- NCR 1-1 Work with local property owners, state agencies and public land trust organizations (e.g. the state Division of Fisheries and Wildlife and Department of Conservation and Recreation, Trustees of Reservations and Essex County Greenbelt) to identify and protect key scenic and rural parcels of land through land acquisition, preservation restrictions, easements and other measures.
- NCR 1-9 Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing including a flood control/marsh restoration project at Town Creek and Mill Creek and seek appropriate funding.
- NCR 1-4 Support the state Department of Conservation and Recreation in its effort to implement a Beach Management Plan for Salisbury Beach

### **Resolving Traffic Congestion and Enhancing Circulation**

- BSRB 1-1 Develop a Traffic Management Plan in concert with local, state and jurisdictional authorities to address seasonal traffic from Salisbury Square to the beach.
- TC 2-2 Continue to support rail trail, sidewalk and bike lane planning, design, construction and maintenance.

### **Meeting the Housing Needs of Salisbury's Residents**

- H 1-1 Seek out and support development of subsidized rental housing for ages 55 and over within Salisbury Square and other areas that offer services and facilities within walking distance.
- H 1-3 Develop clear directives (standards and review process) for Chapter 40B developments and encourage innovative development strategies that promote a diversity of housing opportunities in walkable communities.

- H 2-9 Continue Salisbury Housing Rehabilitation Program (SHRP) using funds available from the Department of Housing and Community and Development to assist qualified residents with the upkeep of their homes.

## Action Matrix

The table on the following pages includes all of the recommended strategies contained within the Implementation Plan and breaks them further into actions, when applicable. They are listed by element first and then by Planning Area. The table includes a time frame for each strategy, generally spanning several years or more as a guideline based on the priority of an action as well as institutional capacity. The table also lists a responsible party or parties. Many actions will require the involvement of multiple persons, boards, commissions, and volunteers groups and some require Town Meeting approval. The responsible party listed by bold text is a recommendation of the individual or board, committee, or group that will lead the initiative.

### Key to “Responsible Party”

Assessor	Assessor	HTF	Housing Trust Fund
BI	Building Inspector	Library	Library Director
BOH	Board of Health	OED	Office of Economic Development
BOS	Board of Selectmen	PB	Planning Board
CC	Conservation Commission	PD	Planning Department
COAD	Council on Aging, Director	Police	Police Department
DPW	Department of Public Works	PRC	Parks and Recreation Committee
EC	Energy Committee	SC	Sewer Commission
ES	Emergency Services	SCTV	Salisbury Community Television
FD	Fire Department	SHA	Salisbury Housing Authority
Finance	Finance Department	SHP	Salisbury Housing Partnership
Harbor Com	Harbor Commission	TM	Town Manager
HA	Health Agent	WC	Water Commission
HC	Historic Commission	ZRC	Zoning Review Committee
HM	Harbormaster		

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
<b>None</b>	Appoint and support a Master Plan Implementation Committee to review, coordinate, assist, monitor and report on the progress of the implementation strategies of the Master Plan.	➤ Same as strategy	2008	<b>BOS</b> PB PD OED TM
<b>Town Wide</b>				
<b>Land Use</b>				
LU 1-1	Undertake a Comprehensive Land Use Regulations Analysis to evaluate the town's land management tools on the basis of their ability to support the town's vision and goals as described in the Master Plan. Include revisions to zoning districts, development and dimensional controls, and design and performance standards. Consider new bylaws and state supported programs for economic and residential development. In some cases further study may be needed to identify or clarify the town's vision for an area or issue.	<ul style="list-style-type: none"> <li>➤ Develop scope and oversee production of, or undertake the analysis</li> <li>➤ Identify reviews needed, prioritize, assign timeframe and cost</li> <li>➤ Review regulations and recommend changes</li> </ul>	2008-2010	<b>PD</b> ZRC
LU 1-2	Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.	<ul style="list-style-type: none"> <li>➤ Involve existing businesses and property owners to create a future vision they will embrace and support</li> <li>➤ Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels</li> <li>➤ Inventory and map existing and potential open spaces and connections to trails and open spaces</li> <li>➤ Encourage owners to consider changes they could make to their properties to bring about the corridor vision</li> <li>➤ Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor.</li> <li>➤ Determine priority actions for implementation</li> <li>➤ Implement as practical</li> </ul>	2008-2012	<b>PD</b> OED

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
LU 1-3	Plan, prioritize and implement public infrastructure improvements to encourage and support desired development. Improvements would include sidewalks, streetscapes, water, sewer, lighting, public realm (small parks and plazas). Some of this planning will be dependent on the outcome of the recommended corridor studies.	<ul style="list-style-type: none"> <li>➤ Produce a comprehensive public infrastructure plan to address water, wastewater, roads, sidewalks, lighting, and other streetscape elements, and public realm (parks, plazas, etc)</li> <li>➤ Inventory and map existing and desired infrastructure</li> <li>➤ Develop a priority, capital and funding plan</li> <li>➤ Include as mitigation for development when appropriate</li> <li>➤ Propose a yearly line item for implementation, to be supplemented with other funding as it may be available</li> </ul>	2008-2015	PD, BOS, DPW TM, Assessor
LU 1-4	Identify underdeveloped parcels and work with owners to attract potential developers.	<ul style="list-style-type: none"> <li>➤ Create criteria, identify and map underdeveloped parcels</li> <li>➤ Determine how the town can assist owners (tools, marketing, incentives, etc.)</li> <li>➤ Create process for contacting and assisting owners (when desired)</li> </ul>	2010-2015	OED
LU 2-1	Consider the value of a Low Impact Development Bylaw with incentives to control the adverse effects of increased post-development stormwater runoff and non-point source pollution associated with new development and redevelopment.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD
LU 2-2	Research the applicability of Transfer of Development Rights to allow for increased density in designated growth areas along with preservation of natural resources.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD
LU2-3	Work with state and other agencies to implement an effective long-term solution to the potential impact of climate change.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2015	PD CC ES BOH EC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
LU 3-1	<p>Revise land use regulations :</p> <ul style="list-style-type: none"> <li>▪ To support appropriate buffers between commercial and residential properties.</li> <li>▪ To allow multiple housing options including age restricted and moderate density Multi-Family (3-4 units) in areas identified as appropriate for supporting increased density (see Planning Areas: Salisbury Square, Lafayette Road, Elm Street).</li> <li>▪ To allow mixed-use similar to Salisbury Square where identified as appropriate (see Planning Areas: Lafayette Road, Elm Street).</li> </ul>	<p>➤ Same as strategy</p>	Ongoing	<p><b>PD</b> ZRC</p>
LU 3-2	<p>Institute Smart Growth policies to help cluster supportive/ compatible development where appropriate.</p>	<p>➤ Same as strategy</p>	2010	OED
<b>Housing</b>				
H 1-1	<p>Seek out and support development of subsidized rental housing for ages 55 and over within Salisbury Square and other areas that offer services and facilities within walking distance.</p>	<ul style="list-style-type: none"> <li>➤ Determine the number of units required to meet the town's current and projected needs</li> <li>➤ Identify town owned sites that could be used as incentives for desired developers</li> <li>➤ Proactively recruit reputable developers</li> </ul>	2008-2015	<p><b>PD</b> SHP HTF SHA</p>
H 1-2	<p>Assure that Salisbury Housing Authority age restricted housing is meeting the needs of its elder residents with safe, secure, and accessible housing.</p>	<p>➤ Same as strategy</p>	ongoing	SHA
H 1-3	<p>Develop clear directives (standards and review process) for Chapter 40B developments and encourage innovative development strategies that promote a diversity of housing opportunities in walkable communities.</p>	<ul style="list-style-type: none"> <li>➤ Create a Task Force to develop desired standards for Chapter 40B housing</li> <li>➤ Develop rules and regulations for review of 40B applications</li> </ul>	2008-2010	<p><b>PD</b> SHP HTF PB ZBA</p>

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
H 1-4	Explore the potential for live/work studios within Salisbury Square, the Beach District and other developing mixed-use districts.	<ul style="list-style-type: none"> <li>➤ Determine need through networking with local and regional art organizations</li> <li>➤ Identify criteria for live work studios (light, ventilation, signs, public access, storage, etc.)</li> <li>➤ Assess existing or potential locations</li> <li>➤ Consider incentives for development that provides improvements to the jobs/housing balance</li> </ul>	2010-2015	PD
H 1-5	Develop design guidelines for multi-family housing to assure design is consistent with the historic or desired character of the neighborhood or district being developed within while maintaining flexibility that allows for a range of building scales, types and densities.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD ZRC
H 1-6	Promote grants to investor owners who will provide affordable rental units for low to moderate income households.	<ul style="list-style-type: none"> <li>➤ Research potential grant opportunities for affordable housing developers</li> <li>➤ Promote grants as applicable</li> </ul>	ongoing	PD SHP HTF
H 1-7	Consider changes to the Accessory Apartment Bylaw that will support the development of accessory apartments to meet the town's needs for rental housing.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Consider reducing lot size requirement, increasing apartment size allowed, requiring a special permit and administrative review, and adding design guidelines</li> </ul> </li> </ul>	2008-2010	PD BI Assessor BOH FD ZBA

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
H 1-8	Study the effects of municipal incentives for developers to include affordable ownership and rental units in residential and commercial developments as appropriate.	<ul style="list-style-type: none"> <li>➤ Consider Housing Trust as a source for incentives</li> <li>➤ Consider expedited design review for developers who include a suggested number of affordable rental units</li> <li>➤ Consider selling or executing long term leases on appropriate town owned real estate at reduced or no cost for affordable rental housing developments</li> </ul>	2008-2010	<b>PB</b> Assessor
H 2-1	Create a Task Force involving Salisbury Housing Partnership Committee, Salisbury Schools, Council on Aging, Police, service providers (Pettingill House) and others, and encouraging participation of abutting communities, to study homelessness, and understand the state and regional issues and resources.	<ul style="list-style-type: none"> <li>➤ Designate a Task Force leader to develop draft objectives for the Task Force</li> <li>➤ Assemble a Task Force</li> <li>➤ Create a work plan</li> <li>➤ Carry through with plan</li> <li>➤ Report to involved communities</li> <li>➤ Recommend actions</li> </ul>	2008-2012	<b>SHP</b> HTF
H 2-2	Work with state and regional agencies to develop a long term plan that comprehensively addresses the multiple issues of the homeless.	<ul style="list-style-type: none"> <li>➤ Charge Task Force (above) to work with state and regional agencies</li> </ul>	ongoing	<b>SHP</b> HTF
H 2-3	Encourage the creation of small apartments in upper floors of the Village Center, Beach commercial district, and other mixed use center that may develop to increase the supply of lower priced rental units.	<ul style="list-style-type: none"> <li>➤ Review zoning regulations and amend as needed to ensure upper floor apartments are allowed in desired district.</li> </ul>	ongoing	<b>PB</b>
H 2-4	Promote grants to owners of rental housing for rehabilitating substandard units to create affordable rental housing.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	<b>PD</b>
H 2-5	Research costs and benefits of using the Housing Trust Fund to supplement the Housing Rehabilitation Program.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	<b>PD</b> SHT

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
H 2-6	Strengthen enforcement of building codes to require homeowners and landlords to make appropriate health and safety improvements.	<ul style="list-style-type: none"> <li>➤ Includes strategy</li> <li>➤ Consider requiring inspection of rental properties by the Board of Health</li> </ul>	ongoing	<b>PD</b> <b>PB</b> BOH BI HA PD
H 2-7	Encourage the inclusion of a minimum number of units with 3-4 bedrooms to accommodate larger families in Chapter 40B developments.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	PD
H 2-8	Study the possibility of developing additional units for families to be owned and managed by the Salisbury Housing Authority.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	SHA
H 2-9	Continue Salisbury Housing Rehabilitation Program (SHRP) using funds available from the Department of Housing and Community and Development and other applicable grant/loan programs to assist qualified residents with the upkeep of their homes.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD
H 3-1	Consider allowing moderate density multi-family housing within the areas identified as appropriate for mixed-use (See Planning Area: Lafayette Road, Elm Street).	<ul style="list-style-type: none"> <li>➤ Determine what areas would be suitable for multi-family housing</li> <li>➤ Define the number of units that would be allowed as multi-family housing in each district</li> </ul>	2010-2015	<b>PD</b> PB
H 3-2	Consider the value of a Smart Growth Overlay District in the area of Pike Collins and Lafayette to produce a mixed use village that could support more intense commercial and residential uses, including affordable and age-restricted housing. Another site to consider is the Memorial and Spaulding Schools site.	<ul style="list-style-type: none"> <li>If it is determined that a Smart Growth Overlay District will advance the goals of the MP the following actions should be taken</li> <li>➤ Identify the sites for the SGOD</li> <li>➤ Identify goals for the site</li> <li>➤ Create zoning for the site</li> <li>➤ Make an application to the state for approval of SGOD</li> <li>➤ Approve zoning by Town Meeting</li> </ul>	2010-2015	<b>OED</b> ZRC

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
H 3-3	Develop a public outreach program (as part of a town educational series on Land Development) to share information about benefits and styles of multi-family housing.	<ul style="list-style-type: none"> <li>➤ Produce Housing Partnership series to air on Salisbury Community Television</li> </ul>	2010-2012	<b>SHP</b> <b>HTF</b>
<b>Economic Development</b>				
ED 1-1	Coordinate Economic Development Planning and Permitting activities to provide timely, effective and transparent services to prospective business developers.	<ul style="list-style-type: none"> <li>➤ See recommendations of Land Use Management – Review</li> </ul>	2008-2010	<b>OED</b> <b>PD</b> <b>PB</b> <b>BI</b>
ED 1-2	Identify and keep a data file on strategic locations for different businesses. Include vacant and underdeveloped properties and include information about availability, past development history, incentive programs and other pertinent data	<ul style="list-style-type: none"> <li>➤ Identify locations where mixed use is an appropriate redevelopment option</li> <li>➤ Identify locations for flexible, low cost spaces for business startups and support their development through appropriate zoning</li> <li>➤ Identify and rate (qualify) development or redevelopment sites capable of supporting large corporations/businesses</li> <li>➤ Work with MVPC to coordinate and maximize regional efforts such as through “Merrimack/Salisbury Means Business”</li> </ul>	ongoing	<b>OED</b>
ED 1-3	Encourage creative solutions to fund infrastructure needs including electric, telephone, cable, gas and other utilities, as well as sidewalks, trails and other pedestrian amenities.	<ul style="list-style-type: none"> <li>➤ Document current and projected infrastructure needs</li> <li>➤ Ensure that the infrastructure needs are considered within the Site Plan Review process</li> </ul>	ongoing	<b>OED</b> <b>DPW</b> <b>PB</b>

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
ED 1-4	Create a network of strong partnerships at the local, regional and state levels with planning, development and support organizations.	<ul style="list-style-type: none"> <li>➤ Strengthen partnerships with the Chamber of Commerce, Salisbury Beach Betterment Association and other business developments, improvement and advocate organizations within Salisbury and the region</li> <li>➤ Maintain active membership in Merrimack Valley Economic Development Council</li> <li>➤ Study the benefits of becoming actively involved in Creative Economy Association of North Shore (CEANS) to learn how to build and support Creative Economy businesses</li> <li>➤ Develop a volunteer Business Support Team to assist existing businesses</li> </ul>	ongoing	OED PD TM
ED 2-1	Review existing district boundaries and zoning regulations for Commercial and Industrial zoning districts along Routes 1 and 110, Rabbit Road and Main Street and identify opportunities to modify zoning and or create new zoning to promote the desired development.	<ul style="list-style-type: none"> <li>➤ Same as Strategy</li> </ul>	2008-2015	OED PD ZRC
ED 2-2	Consider adopting 43D Expedited Permitting for Priority Development Sites	<ul style="list-style-type: none"> <li>➤ Same as Strategy</li> </ul>	2010-2015	OED ZRC
ED 2-3	Utilize Tax Increment Financing as a mechanism to encourage development in designated growth areas.	<ul style="list-style-type: none"> <li>➤ Same as Strategy</li> </ul>	2010-2015	OED Assessor TM
ED 2-4	Develop a positive working relationship with existing underutilized commercial areas to ensure that future redevelopment is mutually beneficial.	<ul style="list-style-type: none"> <li>➤ Involve the owners in visioning for the corridor</li> <li>➤ Study the feasibility of designating a site as a growth area</li> <li>➤ Consider incentives for public realm improvements as an element of redevelopment</li> </ul>	ongoing	OED PD

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
ED 2-5	Research the applicability of Transfer of Development Rights to allow for increased density in designated growth areas along with preservation of natural resources.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD ZRC
ED 3-1	Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.	<ul style="list-style-type: none"> <li>➤ Involve existing businesses and property owners to create a future vision they will embrace and support</li> <li>➤ Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels</li> <li>➤ Inventory and map existing and potential open spaces and connections to trails and open spaces</li> <li>➤ Encourage owners to consider changes they could make to their properties to bring about the corridor vision</li> <li>➤ Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor.</li> <li>➤ Determine priority actions for implementation</li> <li>➤ Implement as practical</li> </ul>	2008-210	PD OED
ED 3-2	Identify gateway opportunities that are unique and identifiable with the corridor and develop a plan and designs for implementation.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD OED
ED 3-3	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD BI
ED 3-4	Designate locations along corridors for mixed-use opportunities.	<ul style="list-style-type: none"> <li>➤ Determine areas along corridors that are suitable for mixed use development based on land availability, safety, environmental protection, existing or potential infrastructure and compatible uses</li> <li>➤ Determine density the area/sites could support</li> </ul>	2008-2010	PD OED

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
ED 3-5	Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.	➤ Same as strategy	ongoing	PD
ED 3-6	Support Corridor Improvement Districts or other voluntary business improvement organizations.	➤ Same as strategy	ongoing	OED
ED 4-1	Explore marketing and development options with the National Audubon Society and the US Fish and Wildlife Services to create venues and infrastructure that can be mutually beneficial.	➤ Develop outreach plan to contact and carry out discussion with various environmental organization to determine potential for eco-based venues, facilities, etc.	ongoing	OED
ED 4-2	Develop a marketing strategy to increase awareness of the town's resources including associations with the Essex National Heritage Area and Merrimack River Scenic Byway.	➤ Same as strategy	ongoing	PD OED
ED 4-3	Research the benefits of and opportunities for integrating resource based economic development with the rail trail.	➤ Same as strategy	2010-2015	PD OED
ED 4-4	Identify (and implement) appropriate areas for access to the town's resources including, the beach, marsh, and river.	➤ Same as strategy	ongoing	PD CC Harbor Com HM
ED 4-5	Research the costs and benefits of a commercial pier at the beach.	➤ Same as strategy	2010-2015	OED PB Harbor Com HM
<b>Public Facilities and Services</b>				
PFS 1-1	Fund the next phase of Town Hall renovations to improve utility and appearance of the first floor and the service and function of basement areas.	➤ Same as strategy	2008-2010	TM PD
PFS 1-2	Increase the town's capacity to provide services with updated technology including hardware, software and training.	➤ Upgrade technology hardware and management software ➤ Increase on-line services including bill paying, applications, and others	ongoing	TM

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
PFS 2-1	Undertake a feasibility study to determine the redevelopment potential of town owned buildings for a media center and headquarters for Salisbury Community Television.	➤ Same as strategy	2008-2010	SCTV TM
PFS 2-2	Encourage volunteers to become involved in Salisbury Community Television to increase its effectiveness and its offerings.	➤ Same as strategy ○ Work with high school students interested in broadcasting	ongoing	SCTV
PFS 3-1	Undertake a municipal facilities study to include DPW, Police Department, Fire Department and Emergency Services to determine, programmatic needs, optimal location(s), and opportunities for consolidation.	➤ Same as strategy ○ Consider the value of moving the DPW facility to another location to maximize the development potential of this site as a part of Salisbury Square	2008-2010	TM DPW Police FD ES
PFS 3-2	Review staffing levels annually to ensure coverage is appropriate for the town's population and needs, taking into account the increased seasonal demands.	➤ Same as strategy	ongoing	TM FD Police ES
PFS 3-3	Increase capacity for technology use for increased safety, quicker response time, more efficient processing and greater integration with state and federal programs	➤ Same as strategy	ongoing	FD Police ES
PFS 3-4	Support on-going training for all safety personnel.	➤ Same as strategy	ongoing	FD Police ES
PFS 3-5	Assess facility, fleet and equipment needs and develop a ten year plan on an annual basis to help forecast capital outlays.	➤ Consider funding or sharing a ladder truck	2008-2010	TM FD Police DPW ES
PFS 4-1	Continue to support the library with matching funds as needed to move the expansion project through design and construction.	➤ Same as strategy	ongoing	TM Library Finance

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
PFS 4-2	Undertake a design study of the Town Green in coordination with the design of the library site to ensure they are compatible and serve the interest of a revived Salisbury Square.	➤ Same as strategy	2010-2015	<b>PD</b> Library TM
PFS 4-3	Require any traffic study of the Square to consider library access and make recommendations for increased pedestrian access and safety.	➤ Same as strategy	2008-2010	<b>DPW</b> PD Library
PFS 5-1	Provide a high level of maintenance for the Hilton Senior Center to assure its long term viability.	➤ Same as strategy	ongoing	<b>COAD</b> TM
PFS 5-2	Seek the assistance of and coordinate programming with Elder Services of the Merrimack Valley to maximize opportunities for services.	➤ Same as strategy	ongoing	COAD
PFS 5-3	Assist the COA in creating a ten year strategic plan to forecast demand and prioritize goals.	➤ Same as strategy ○ Include a Capital Improvement Plan	2008-2010	COAD
PFS 5-4	Consider how to increase connections between the Hilton Senior Center and Salisbury Square, Lions Park, the rail trail and other municipal and service/commercial facilities.	➤ Undertake a planning study to consider increased connections between the Hilton Senior Center and other public facilities nearby. ➤ Assess the cost of implementing connections ➤ Design and fund as feasible	2010-2015	PD
PFS 5-5	Provide support and assistance to the COA as it seeks to understand and address the issue of homeless elders in Salisbury and the region.	➤ Participate as a member of the recommended Task Force (H 2-1) to understand and address the issues of homeless persons	ongoing	<b>COAD</b> BOS Police
PFS 5-6	Support intergenerational programming to ensure that elders remain a part of the community.	➤ Same as strategy	ongoing	<b>COAD</b> Library School BOS PC
PFS 5-7	Explore methods to increase the use of the Hilton Center for community activities, especially in the evening.	➤ Same as strategy	Ongoing	<b>COAD</b> Library PB

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
PFS 6-1	Support on-going routine maintenance and identified preventative maintenance to keep the facility in excellent condition.	➤ Same as strategy	ongoing	<b>TM</b> School
PFS 6-2	Seek ways to integrate the school with the greater community.	<ul style="list-style-type: none"> <li>➤ Develop a sidewalk system from Salisbury Square and other neighborhoods as appropriate to provide safe walking routes for children within a mile of the school</li> <li>➤ Seek connections to the rail trail</li> <li>➤ Support intergenerational programming within the school</li> </ul>	ongoing	<b>PD</b> School BOS COAD Library PRC Police SCTV
PFS 7-1	Replace beach area water tank with a new 500,000 gallon tank.	➤ Same as strategy	2008-2010	<b>DPW</b> TM BOS
PFS 7-2	Continue to develop additional water sources.	➤ Same as strategy	ongoing	<b>DPW</b> BOS/WC TM
PFS 7-3	Continue on-going capital improvements to replace unsafe or inefficient lines, upgrade water mains, pumping stations, testing systems and chlorination systems.	➤ Same as strategy	ongoing	<b>DPW</b> BOS/WC TM
PFS 8-1	<p>Consider funding a Wastewater Master Plan that will assess the capacity of the existing system and the projected needs of the town.</p> <ul style="list-style-type: none"> <li>▪ Include study and implementation strategies for developing green infrastructure to reduce dependence on traditional built systems of drains and pipes.</li> <li>▪ Include an inflow and infiltration analysis that prioritizes implementation strategies for reducing flows to the treatment plant.</li> </ul>	➤ Same as strategy	2010-1015	<b>DPW</b> CC BOS/SC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
PFS 8-2	Develop a LID ordinance that requires all new development and redevelopment to follow LID standards to the greatest extent possible to reduce stormwater's negative impacts on the wastewater system and the environment and to reduce the amount of infrastructure needed to capture, transport and treat stormwater.	➤ Same as strategy	2008-2010	PD DPW
PFS 8-3	Add additional sewer lines as appropriate to reduce incidences of failed septic systems and support development in identified opportunity areas.	➤ Same as strategy	ongoing	DPW BOS/SC
PFS 8-4	Study the feasibility of public on-site waste water treatment facilities for areas within town that need public sewer (Lafayette Road mobile home parks)	➤ Same as strategy	2008-2012	DPW BOS/SC BOH HA
PFS 8-5	Upgrade sewer system on south end of beach to improve service and reduce inflow and infiltration.	➤ Same as strategy	2010-2015	DPW TM
PFS 9-1	Periodically evaluate waste disposal options to determine if municipal curbside pickup of solid waste and recyclables is feasible.	<ul style="list-style-type: none"> <li>➤ Consider creating a volunteer committee to study the options and associated costs for municipal curbside pick-up</li> <li>➤ Identify potential funding sources/options</li> <li>➤ Prepare a Report with recommended option</li> <li>➤ Submit to Town Manager and DPW</li> </ul>	2010-2015	DPW TM
PFS 9-2	Research opportunities for a regional recycling organization (for information see: South Shore Recycling Cooperative, Northeast Resource Recovery Association).	<ul style="list-style-type: none"> <li>➤ Create a volunteer committee to research issues and opportunities</li> <li>➤ Prepare a report with recommended option</li> <li>➤ Submit to Town Manager and DPW</li> </ul>	ongoing	DPW
PFS 9-3	Consider appointing a special volunteer committee to analyze the costs and benefits of waste reduction or consider contracting with a waste reduction consulting firm to determine optimum resource recovery techniques that would be cost effective for the town.	<ul style="list-style-type: none"> <li>➤ Develop municipal waste reduction goals and polices</li> <li>➤ Develop marketing and outreach programs to share information and encourage participation in waste reduction</li> </ul>	2008-2010	DPW

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
PFS 9-4	Increase roadside and beach clean-ups using local volunteer groups and coordinate efforts with Massachusetts Highway Department and State Department of Conservation and Recreation.	➤ Same as strategy	ongoing	DPW
PFS 9-5	Consider strengthening solid waste disposal policies and ordinances including recycling.	<ul style="list-style-type: none"> <li>➤ Require private pick up on limited days. (work with service providers to determine).</li> <li>➤ Make recycling mandatory and increase hours and days of operation of local recycling center.</li> <li>➤ Promote composting</li> <li>➤ Seek to increase the types of recyclable materials accepted at the town facility.</li> <li>➤ Consider placing collection bins for recyclable material in appropriate public places</li> </ul>	2008-2010	DPW TM
PFS 10-1	Provide for baseline site maintenance of all cemeteries in town.	➤ Same as strategy	ongoing	DPW
PFS 10-2	Work with owners of private cemeteries to ensure a high level of maintenance for site and infrastructure.	➤ Same as strategy	ongoing	DPW
PFS 10-3	Consider taking over Long Hill Cemetery as a town cemetery.	➤ Same as strategy	2012-2018	DPW TM HC
PFS 10-4	Promote cemeteries as historic sites and for passive recreation.	➤ Same as strategy	Ongoing	HC PB
PFS 11-1	Develop a comprehensive public marketing campaign to increase awareness of need for volunteers, identifying partners such as the schools, COA, service providers, the Chamber of Commerce, Salisbury Beach Betterment Association and other organizations.	<ul style="list-style-type: none"> <li>➤ Identify volunteer opportunities and broadcast on Public Access Television, the town's web site and in other public and participating private venues</li> </ul>	2008-2010	TM BOS

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
PFS 11-2	Use volunteer committees to research ideas or recommendations and publicize the results to increase opportunities for public involvement, facilitate a greater understanding of issues among a wider audience and assist the town in its efforts to provide guidance on the great variety of issues of interest.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Possible ideas for volunteer committees to research could include:                                     <ul style="list-style-type: none"> <li>● grants for funding playgrounds</li> <li>● design options for green parking lots</li> <li>● benefits of being a “Tree City USA” community</li> <li>● model shuttle services</li> <li>● interest in communities gardens</li> </ul> </li> </ul> </li> </ul>	ongoing	TM BOS
PFS 11-3	Honor volunteers annually in a public forum or celebration, highlighting the services they have provided and the changes they are responsible for.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	TM BOS
<b>Transportation and Circulation</b>				
TC 1-1	Review zoning and site plan regulations along Routes 1, 1A, 110, and 286 and Main Street to determine if the number and width of curb-cuts allowed will minimize traffic conflicts and adjust if necessary.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD DPW ZRC
TC 1-2	Review speed limits and parking regulations throughout town to determine if they are appropriate for the area during all seasons of the year and work (with state as necessary) to adjust.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	Police
TC 1-3	Work with MVPC to develop a useful data bank of traffic counts for key roadways and intersections throughout the seasons, and roadway capacity analyses.	<ul style="list-style-type: none"> <li>➤ Identify routes and intersections where traffic counts would be helpful</li> <li>➤ Prioritize</li> <li>➤ Work with MVPC to develop a strategy and schedule for undertaking studies/counts</li> </ul>	2010-2015	DPW

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
TC 1-4	Develop a clear and strong relationship with the Massachusetts Highway Department, keeping them informed of all issues and concerns, and soliciting their input and support to develop and implement appropriate solutions. Commit to a yearly letter or report as a minimum goal.	➤ Same as strategy	ongoing	DPW Police TM
TC 1-5	Consider other traffic calming measures to reduce speeds and maximize pedestrian safety and comfort where determined appropriate by studies or documented by data.	<ul style="list-style-type: none"> <li>➤ Consider creating a volunteer committee to, include a member of the Police Department, to research traffic calming measures that may be suitable in Salisbury</li> <li>➤ Identify areas where traffic calming measures should be considered</li> <li>➤ Prepare a report with recommended option</li> <li>➤ Submit to DPW, PD and Town Manager</li> </ul>	ongoing	PD DPW Police
TC 1-6	Amend Site Plan Review regulations to require vehicular and pedestrian circulation between abutting businesses whenever possible and practicable.	➤ Same as strategy	2008-2010	PD PB ZRC
TC 1-7	Strengthen design guidelines to support appropriate site design and circulation within all commercial districts.	➤ Same as strategy	2008-2010	PD PB ZRC
TC 1-8	Consider strengthening zoning and/or regulations to allow the Planning Board to collect fees for mitigation that will be required at a specified time in the future when it is determined that the project is responsible for an incremental increase in need for identified service or infrastructure.	➤ Same as strategy	2008-2010	PB PD ZRC
TC 1-9	Study Route 110 to determine if crossings are critical to pedestrian access and safety, and recommend strategies for implementing crossings if warranted.	<ul style="list-style-type: none"> <li>➤ Review : Mudnock Rd Cushing St intersection Bartlett intersection Old Elm intersection</li> </ul>	2010-2015	DPW Police

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
TC 2-1	Finalize and implement a Sidewalk Improvement Plan that maps and evaluates existing sidewalks, identifies additional locations throughout Salisbury where sidewalks are desired, and creates a strategy for capital funding, repair and maintenance.	<ul style="list-style-type: none"> <li>➤ See LU 1-3 regarding planning, prioritizing and implementing public infrastructure improvements</li> </ul>	2008-2010	<b>DPW</b> TM
TC 2-2	Continue to support rail trail, sidewalk, and bike lane planning, design, construction and maintenance.	<ul style="list-style-type: none"> <li>➤ Identify areas for trail heads</li> <li>➤ Work with developers abutting the trail to make connections to development when appropriate</li> <li>➤ Request funding for design, construction and maintenance from new development as mitigation for community impacts when appropriate</li> <li>➤ Identify and map potential sites that could enhance the rail trail with parks, open spaces or other connections</li> <li>➤ Work with Border to Boston Trail Task Force and Massachusetts Highway Department to get funding for preliminary design of rail trail north of Mudnock Road to New Hampshire Line</li> </ul>	ongoing	<b>PD</b> DPW BOS
TC 2-3	Seek out opportunities for additional on-road and off road bicycle trails including links to abutting communities.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD
TC 2-4	Support regional bus service within Salisbury.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Encourage bus stops/shelters that would support service, such as on Rabbit Road, Beach Center and Salisbury Square</li> </ul> </li> <li>➤ Same as strategy</li> </ul>	ongoing	<b>PD</b> PB
TC 2-5	Study the feasibility for developing a Park and Ride lot between Routes 495 and 95 to supplement the Park and Ride in Newburyport, and increase access to mass transportation in Salisbury.	<ul style="list-style-type: none"> <li>➤ Create a volunteer committee to research issues and opportunities</li> <li>➤ Prepare a report</li> <li>➤ Submit to Harbor Commission and Harbor Master</li> </ul>	2010-2015	<b>PD</b> TM
TC 2-6	Research the role water transportation could play in a comprehensive transportation system.	<ul style="list-style-type: none"> <li>➤ Create a volunteer committee to research issues and opportunities</li> <li>➤ Prepare a report</li> <li>➤ Submit to Harbor Commission and Harbor Master</li> </ul>	2008-2010	<b>Harbor Com</b> HM

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
TC 2-7	Create a committee to study the feasibility of public (or private) shuttles to help reduce season congestion.	<ul style="list-style-type: none"> <li>➤ Create a volunteer committee to research issues and opportunities including coordinating remote parking.</li> <li>➤ Prepare a report</li> <li>➤ Submit to DPW, Police and PD</li> </ul>	2008-2015	PD
TC 3-1	Develop a vision for the town's neighborhoods, districts and corridors and install streetscape elements that are feasible for the town to maintain.	<ul style="list-style-type: none"> <li>➤ Hold a series of district and neighborhood visioning sessions or charettes to develop consensus on design intent</li> <li>➤ Consider the addition of street trees whenever possible</li> <li>➤ Add street furniture including benches, lighting, trash receptacles and planters to the streetscape as appropriate</li> <li>➤ Develop standards for site furniture to assure high performance, and low maintenance needs.</li> </ul>	2008-2015	PD
TC 3-2	Consider developing a safe walk to school program.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD DPW
TC 3-3	Develop a comprehensive sign plan that includes local directional signs that show: best way to beach, Square, and other locations as well as highway signs.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> <li>➤ Include sign standards.</li> <li>➤ Consider a town logo or other representative graphic.</li> <li>➤ Coordination with Massachusetts. Highway Department will be required.</li> </ul>	2012-2018	PD
TC 4-1	Inventory and monitor parking in identified problem areas to determine needs and create a plan to address them.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	Police
TC 4-2	Review parking requirements for development to ensure they meet the objectives of the zoning district and they are within industry standards.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
TC 4-3	Minimize large parking areas within the Square to the greatest extent possible.	<ul style="list-style-type: none"> <li>➤ Revise land use regulations as need to minimize land area for parking</li> <li>➤ Support shared parking</li> <li>➤ Encourage parking in rear of development</li> </ul>	2008-2010	PB
TC 4-4	Create regulations or incentives that encourage shared parking for abutting or near businesses when feasible.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD
TC 4-5	Review and strengthen design guidelines for parking lots to enhance their safety, increase connectivity between abutting commercial lots, improve visual quality and minimize negative environmental impacts.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD
TC 4-6	Review design and operation of municipal parking lots to maximize their effectiveness and income potential throughout the year.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	<b>TM</b> DPW
TC 4-7	Consider potential for parking lots to serve multiple purposes depending on the time of day, day of week, or season.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	<b>PD</b> DPW
TC 4-8	Study parking restrictions/use in Beach neighborhoods to determine what is needed for improved parking and safety.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	Police
TC 4-9	Consider providing additional parking on town owned parcels near the beach	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>TM</b> DPW
<b>Natural and Cultural Resources</b>				
NCR 1-1	Work with local property owners, state agencies and public land trust organization (e.g. the state Division of Fisheries and Wildlife and Department of Conservation and Recreation, Trustees of Reservations and Essex County Greenbelt) to identify and protect key scenic and rural parcels of land through land acquisition, preservation restrictions, easements and other measures.	<ul style="list-style-type: none"> <li>➤ Raise funds to purchase development rights on farms or to assist farmers in the restoration of historic farm buildings for which they would be required to donate preservation restrictions</li> <li>➤ Continue public-private partnerships to preserve farmland through purchase of farms or purchase of conservation restrictions or agricultural preservation restrictions</li> </ul>	ongoing	CC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
NCR 1-2	Form an agricultural commission to address farm preservation in Salisbury.	<ul style="list-style-type: none"> <li>➤ Consider the potential mission for an Agricultural Commission</li> <li>➤ Assess interest among farmers and preservationist</li> <li>➤ Empower and appoint the commission</li> </ul>	2008-2010	BOS
NCR 1-3	Consider a Right-to-Farm Bylaw which allows farmers to carry on farming activities that may be considered a nuisance to neighbors, particularly for the Salisbury Plains area.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2012-2018	<b>PD</b> BOS
NCR 1-4	Support the state Department of Conservation and Recreation in its effort to implement a Beach Management Plan for Salisbury Beach.	<ul style="list-style-type: none"> <li>➤ Create a parallel town Beach Management Plan to assure that town departments understand their roles and plan time, equipment and organization to carry out the plan</li> </ul>	ongoing	<b>PD</b> CC DPW
NCR 1-5	Work with state and federal agencies to ensure that storm based beach erosion is addressed in a timely and expeditious manner.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	<b>CC</b> TM
NCR 1-6	Work with state and federal agencies to develop a regional sand management and beach nourishment program for the beneficial reuse of suitable dredged material.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>CC</b> TM
NCR 1-7	Promote planting of dune grass and centralization of public access to the ocean to avoid disturbing dunes.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	<b>CC</b> PD
NCR 1-8	Provide public access to the beach and adjacent waters.	<ul style="list-style-type: none"> <li>➤ Continue to research ownership and access rights to identified access routes</li> <li>➤ Create a public beach access brochure to hand out to the public</li> <li>➤ Assure access is accessible and clear (BOH)</li> </ul>	2008-2010	<b>CC</b> BOH

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
NCR 1-9	Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing including a flood control/marsh restoration project at Town Creek and Mill Creek, and seek appropriate funding	<ul style="list-style-type: none"> <li>➤ Research technical aspects of projects</li> <li>➤ Develop a history of the creeks and clear objectives for flood control/restoration</li> <li>➤ Create a comprehensive plan for lobbying and following through Apply for FEMA Flood Hazard Mitigation Grants and other funding</li> </ul>	2008-2010	TM BOS
NCR 1-10	Identify potential resource area restoration projects that might be eligible for state and/or federal funding and apply for such funding.	<ul style="list-style-type: none"> <li>➤ Identify potential resource areas</li> <li>➤ Prioritize sites</li> <li>➤ Research funding opportunities</li> <li>➤ Apply for funding</li> </ul>	2010-2015	CC TM
NCR 1-11	Enhance public access for recreation and nature study.	<ul style="list-style-type: none"> <li>➤ Identify areas suitable for access</li> <li>➤ Negotiate easements or purchase properties to obtain access rights</li> <li>➤ Design appropriate access infrastructure (trail head, parking, walkway, boardwalk, etc.)</li> </ul>	2010-2015	PD
NCR 1-12	Maintain an active membership in initiatives studying and implementing marsh restoration projects (e.g. Eight Towns and the Bay).	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	CC TM
NCR 1-13	Work with the Army Corp of Engineers and the Department of Conservation and Recreation to build a flood wall to protect neighborhoods abutting the Blackwater River.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	Ongoing	CC TM
NCR 1-14	Maintain the Natural Hazard Mitigation Plan to retain eligibility for FEMA Flood Hazard Mitigation Grants.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	Ongoing	CC
NCR 2-1	Continue to update the inventory of historic structures and pursue placing key structures on the state and federal lists of historic places/structures.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	HC PD
NCR 2-2	Consider a Demolition Delay Bylaw to allow the town time to determine other viable options for protecting historic structures including purchase or rehabilitation.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD HC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
NCR 2-3	Consider nominating Ring's Island, Salisbury Square and Salisbury Beach to the National Register of Historic Places.	<ul style="list-style-type: none"> <li>➤ Create a Historic District Study Committee (BOS)</li> <li>➤ Review and update Survey of Historic Properties (HC)</li> <li>➤ Select historic districts(s) and district boundaries and prepare required reports (HC)</li> <li>➤ Adopt Historic Districts and appoint a Historic District Commission (BOS)</li> </ul>	2010-2015	HC PD
NCR 2-4	Consider a thematic nomination for the town's working farmlands.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2018	PD
NCR 2-5	Encourage redevelopment in the Village Center that adheres to the recently adopted Village Center Zoning design guidelines and which is compatible with the character and scale of the area.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD PB
NCR 2-6	Conduct an archaeological reconnaissance study to identify and document areas of particular archaeological sensitivity and specific sites, such as the apparent Smallpox Station cellar hole seen while searching for the Smallpox Cemetery and Native American shell heaps and mounds.	<ul style="list-style-type: none"> <li>➤ Contact private landowners where cultural resources such as the Smallpox Cemetery are located to secure permission to documents such resources before oral tradition is lost.</li> <li>➤ Develop a scope of work for the study</li> <li>➤ Secure funding for study; consider requesting assistance from college archeological class</li> <li>➤ Select consultant to perform study</li> </ul>	2008-2010	HC PD
NCR 2-7	Develop a preservation and management plan for each burial ground or cemetery taking into consideration repair of stone markers, stone walls and stone fencing related to cemeteries, repair of iron work, and removal of invasive growth and on-going maintenance of plant material.	<ul style="list-style-type: none"> <li>➤ Seek funding through Massachusetts DCR (see: Historic Landscape Preservation Initiative and Heritage Landscape Inventory Program) to develop a preservation strategy for the town's cemeteries</li> <li>➤ Consider seeking assistance from LA department at Harvard or UMass Amherst as a potential cultural landscape studio project</li> <li>➤ Develop scope of study: include update existing or prepare new survey forms for all burial grounds and cemeteries that have been in use for more than 50 years</li> <li>➤ Select consultant to perform study</li> </ul>	2012-2018	HC PD DPW

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
NCR 2-8	Support the Salisbury Historical Society's efforts to develop and operate a museum.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	<b>HC</b> BOS TM
NCR 2-9	Work toward redesign of the Town Green in connection with Town Library expansion or redevelopment.	<ul style="list-style-type: none"> <li>➤ Secure funding for and retain a landscape architect to develop a concept plan for the Town Green that maximizes visibility, access and programming opportunities</li> <li>➤ Work to redevelop the Green in conjunction with the Library expansion</li> </ul>	2008-2010	<b>PD</b> Library DPW
NCR 2-10	Continue to develop historical interpretive signs featuring local history, to be placed along trails, at the Town Green and at Salisbury Beach.	<ul style="list-style-type: none"> <li>➤ Determine local history to be highlighted</li> <li>➤ Develop a comprehensive sign plan to address design, standards, locations</li> <li>➤ Identify potential funding sources for construction, installation and maintenance</li> <li>➤ Fund and install as feasible</li> </ul>	ongoing	<b>HC</b> PD
NCR 3-1	Consider a Wetland Protection Bylaw that will protect resources while providing opportunities for appropriate development.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>CC</b> PD
NCR 3-2	Develop and implement a streetscape improvement plan for Salisbury Beach area and Bridge Road that maximizes resource protection in harmony with recreation and economic development	<ul style="list-style-type: none"> <li>➤ Undertake planning for streetscape improvements for Salisbury Beach area and Beach Road</li> <li>➤ Prioritize areas for improvement</li> <li>➤ Fund and implement as part of the town's Infrastructure Improvement Plan</li> </ul>	2010-2015	<b>PD</b> TM
NCR 3-3	Investigate the appropriateness of Transfer of Development Rights (TDR) zoning provisions to advance resource protection.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>PD</b> ZRC

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
NCR 3-4	Request/fund a large playground at a central location on the beach.	<ul style="list-style-type: none"> <li>➤ Organize a volunteer committee to research options and regulations involved with constructing a playground at the beach</li> <li>➤ Determine size, type and conceptual design of playground</li> <li>➤ Quantify costs and identify potential funding sources for design, construction and maintenance</li> <li>➤ Design and implement as feasible</li> </ul>	2012-2018	PD TM DPW PRC
NCR 3-5	Support a weekly Farmer's Market or an annual Farmers Festival.	<ul style="list-style-type: none"> <li>➤ Identify and make available appropriate areas for events</li> <li>➤ Develop a checklist of permits and approvals that may be required</li> </ul>	2008-2010	PD
NCR 3-6	Support voluntary organizations that provide the town with periodic events that feature their activities and invite community participation.	<ul style="list-style-type: none"> <li>➤ Hold annual Community Service Fair and Volunteer Recognition Dinner</li> </ul>	ongoing	BOS PD COA
<b>Open Space and Recreation</b>				
OSR 1-1	Ensure that the Open Space and Recreation Plan is updated and submitted to the state every five years with the next submittal due in 2013.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD
OSR 1-2	Inventory and assign priorities to protect important open spaces and natural areas. Such areas may include parcels located adjacent to the towns' trail system, existing open spaces or town well fields, or they could be scenic or other special places that are important to preserve the rural character of the community.	<ul style="list-style-type: none"> <li>➤ Review Open Space and Recreation Plan for guidance on priority open space needs</li> <li>➤ Evaluate unprotected land currently under the jurisdiction of municipal agencies to determine whether additional protection for open space and recreation is appropriate</li> <li>➤ Evaluate underdeveloped privately-owned parcels to determine their value for open space and recreation and identify protection options as appropriate</li> <li>➤ Monitor Chapter 61 lands and recommend town actions as appropriate</li> </ul>	ongoing	PD

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
OSR 1-3	Work with local property owners, state agencies and public land trust organizations (e.g. state Department of Fisheries and Wildlife, Trustees of Reservations and Essex County Greenbelt) to identify and protect key parcels of land through land acquisition, preservation restrictions, easements and other measures.	➤ Same as strategy	ongoing	PD
OSR 1-4	Work with public land trust organizations to increase public awareness and knowledge of the various techniques and the tax advantages of conservation/preservation restrictions.	➤ Same as strategy	ongoing	PD
OSR 1-5	Continue to seek grants as well as evaluate the Community Preservation Act to raise funds that can be used for open space and recreation purposes.	➤ Same as strategy	2010-2015	TM BOS
OSR 1-6	Encourage town Boards and Commissions and professional staff involved in the development review process to ask developers proposing projects near important open space and natural areas or the town's trail system to consider donating land or offering conservation restrictions and/or access easements to the town.	➤ Same as strategy	Ongoing	PB PD
OSR 1-7	Develop a Beach Management Plan to manage the beach with the state Department of Conservation and Recreation to protect against storm damage and maintain public access.	➤ Same as strategy	2008-2010	CC PD DPW
OSR 2-1	Implement the recommendations included in the Open Space and Recreation Plan regarding handicap accessibility at all recreational facilities.	➤ Same as strategy		PD DPW PRC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
OSR 2-2	Create a strong and active Parks and Recreation Committee that is empowered to assess community needs, and respond as feasible with appropriate programs and facilities.	➤ Same as strategy	2008-2012	<b>TM</b> <b>DPW</b>
OSR 2-3	Develop an inventory of improvements, repairs and equipment needed for existing recreation facilities and establish a priority list for inclusion in a ten year capital improvement and maintenance plan.	➤ Same as strategy	2008-2010	<b>DPW</b> <b>TM</b>
OSR 2-4	Identify specific new recreational facilities that are needed by the town (i.e. soccer fields, fishing piers, boat ramps, boardwalks) and establish a priority list for inclusion in a capital improvement plan.	➤ Assess the need for adult recreation programs and facilities ➤ Assess the need for additional youth programs and facilities	2008-2010	<b>DPW</b> <b>TM</b>
OSR 2-5	Inventory publicly owned land that might be suitable for development of recreational facilities.	➤ Same as strategy	2012-2018	<b>DPW</b>
OSR 2-6	Work with the Salisbury Beach Partnership and other organizations to identify and secure funding to construct the Salisbury Beach Boardwalk and continue efforts to revitalize the beach including events such as the Sand and Sea Festival.	➤ Same as strategy	ongoing	<b>TM</b>
OSR 2-7	Continue to support the Council on Aging to provide recreational activities at the Senior Center.	➤ Assess recreational needs of active seniors and elders (COA) ➤ Identify recreational facilities and programs and expand as needed and feasible (COA)	ongoing	<b>COAD</b> <b>DPW</b>
OSR 2-8	Continue to develop the town's trail system including constructing new trails, signage and installation of amenities and features such as benches, bird watching outlooks etc.	➤ Same as strategy	ongoing	<b>PD</b> <b>DPW</b>
OSR 2-9	Implement recommendations included in the Harbor Master Plan that would increase public access to the River and other waterways.	➤ Same as strategy	ongoing	<b>Harbor Com</b> <b>HM</b>

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
OSR 2-10	Determine support for community gardens in dense neighborhoods such as the beach community and follow through with support through public land, volunteer gardening board, town provided mulch and/or other services	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Consider partnership with Sea Spray Garden Club, the Salisbury Beach Betterment Association, and/or Beach Beautification Committee.</li> </ul> </li> </ul>	2012-2018	PD CC
<b>Planning Areas</b>				
<b>Salisbury Plains</b>				
SP 1-1	Consider a Scenic Road Bylaw for roads that represent the visual quality important to the character of the Plains to protect trees and cultural resources within the road right-of-way.	<ul style="list-style-type: none"> <li>➤ Develop criteria for scenic roads</li> <li>➤ Inventory and classify roads</li> <li>➤ Nominate for protection with Scenic Bylaw if deemed appropriate</li> </ul>	2012-2018	PD
SP 1-2	Support active farms as they represent a culture that is valued by the community	<ul style="list-style-type: none"> <li>➤ Consider acquiring land that could be leased to “The Food Project”, a Community Supported Agriculture program or similar regional or local organization.</li> <li>➤ Highlight farming by integrating products, tours, and information with town events as appropriate</li> <li>➤ Use Salisbury Community Television (SCTV) to advertise Salisbury farm products, events, services</li> </ul>	Ongoing	PD BOS
SP 1-3	Support zoning that is less consumptive of land such as Flexible Residential Design, Transfer of Development Rights, Smart Growth Districts and others.	<ul style="list-style-type: none"> <li>➤ Assure that any interested developers are fully aware of the options available for minimizing land consumption</li> <li>➤ Make certain all staff and boards involved in the planning and review process understand the options, their advantages and when they are appropriate</li> <li>➤ Use web site to highlight options</li> <li>➤ Create brochures or other handouts for developers who contact staff</li> </ul>	ongoing	PB BI SHP OED
SP 1-4	Develop an inventory of scenic properties and work to preserve them through preservation restrictions, acquisition or with other land preservation tools.	<ul style="list-style-type: none"> <li>➤ Develop criteria for “scenic properties”</li> <li>➤ Inventory sites responsive to criteria</li> <li>➤ Prioritize sites for preservation</li> <li>➤ Identify preservation tools preferred</li> </ul>	2010-2015	PD

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
SP 1-5	Consider a Right to Farm Bylaw which allows farmers to carry on farming activities that may be considered a nuisance to neighbors.	➤ Same as strategy	2012-2018	PD BOS
SP 2-1	Promote single family development that minimizes site impact such as with a Low Impact Development Bylaw.	➤ Implement a LID Bylaw ➤ Institute Smart Growth policies	ongoing	PD
SP 2-2	Encourage (offer incentives for) Flexible Residential Design (FRD).	➤ Quantify the value of offering incentives for FRD and apply as appropriate ➤ Make certain all staff and boards involved in the planning and review process understand the program and can explain its benefits and the process for implementation	ongoing	PB
SP 3-1	Support farm stands, nurseries, antique shops and other small scale commercial activities/development that serve the community, are compatible with the existing land uses and promote the farming and agricultural history of the area.	➤ Review and revise land use regulations to assure they allow and encourage appropriate uses	ongoing	PD

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
<b>Main Street East</b>				
MSE 1-1	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.	<ul style="list-style-type: none"> <li>➤ Involve existing businesses and property owners to create a future vision they will embrace and support</li> <li>➤ Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels</li> <li>➤ Inventory and map existing and potential open spaces and connections to trails and open spaces</li> <li>➤ Encourage owners to consider changes they could make to their properties to bring about the corridor vision</li> <li>➤ Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor.</li> <li>➤ Determine priority actions for implementation</li> <li>➤ Implement as practical</li> </ul>	2008-2010	PD OED
MSE 1-2	Consider the feasibility of providing public waste water services along Main Street to allow greater economic development options.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	DPW BOS TM
MSE 1-3	Study current land use regulations to determine if they will support the desired land uses and propose changes as needed.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	ZRC
MSE 1-4	Research the opportunities for a commercial gateway at the intersection of Toll Road and Main Street if an increase in commercial development is desired.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	OED PD
MSE 1-5	Maintain the rural character of the corridor with a streetscape that is primarily defined by trees and require any other streetscape elements to be consistent with this design intent.	<ul style="list-style-type: none"> <li>➤ Assess existing streetscape, noting assets and liabilities</li> <li>➤ Develop a plan for improvement focusing on safety, access and visual appeal</li> <li>➤ Fund and implement as feasible</li> </ul>	2012-2018	PD

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
MSE 1-6	Develop design standards and update Sign Bylaw to improve the corridor's visual appeal, and improve the quality of site and building design.	➤ Same as strategy	2008-2010	<b>PD</b> BI
MSE 1-7	Require Best Management Practices with all new development to recharge groundwater and protect water quality in nearby well fields.	➤ Review and refine land use regulations as necessary to require maximum groundwater recharge and water quality protection in wellhead protection areas.	2008-2010	<b>PB</b> DPW
MSE 1-8	Consider developing a traffic monitoring program to assess impacts from increased development.	➤ Consider request to Developers to commit to post occupancy traffic monitoring ➤ Search for grants to fund traffic monitoring as needed	2010-2015	DPW
MS 2-1	Develop land use regulations that assure appropriate buffers between commercial and non-commercial properties, including open spaces. Require buffers to be maintained in perpetuity.	➤ Same as strategy	2008-2010	<b>PD</b> OED ZRC PB
MSE 2-2	Encourage Flexible Residential Design (FRD) to minimize land use while preserving open space. (SP 2-3)	➤ Quantify the value of offering incentives for FDR and apply as appropriate ➤ Make certain all staff and boards involved in the planning and review process understand the program and can explain its benefits and the process for implementation	ongoing	PB
MSE 2-3	Assess the desirability of sidewalks along Main Street to connect neighborhoods to the new commercial center anticipated near I-95.	➤ Qualify the benefits and desirability of a sidewalk on Main Street ➤ Undertake a conceptual study to determine feasibility ➤ Design as appropriate ➤ Include in the Sidewalk Improvement Plan	2008-2010	<b>PD</b> TM DPW

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
<b>Bridge Road</b>				
BR 1-1	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.	<ul style="list-style-type: none"> <li>➤ Involve existing businesses and property owners to create a future vision they will embrace and support</li> <li>➤ Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels</li> <li>➤ Inventory and map existing and potential open spaces and connections to trails and open spaces</li> <li>➤ Encourage owners to consider changes they could make to their properties to bring about the corridor vision</li> <li>➤ Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor.</li> <li>➤ Determine priority actions for implementation</li> <li>➤ Implement as practical</li> </ul>	2008-2010	<b>PD</b> OED
BR 1-2	Encourage redevelopment that creates a cluster of water dependent and resource oriented uses.	<ul style="list-style-type: none"> <li>➤ Review and refine land use regulations to ensure they support desired redevelopment</li> </ul>	ongoing	<b>OED</b> PD
BR 1-3	Assist existing businesses with redevelopment strategies that enhance site design, highlight the natural environment and minimize land use.	<ul style="list-style-type: none"> <li>➤ Use the volunteer business support team (ED 1-3) to assist businesses with redevelopment options including preliminary design review</li> <li>➤ Consider developing a funding source for design and review fees</li> </ul>	ongoing	OED
BR 1-4	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short, term.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>PD</b> BI ZRC
BR 1-5	Consider gateway elements that identify the Town of Salisbury upon crossing the bridge and Salisbury Square approaching from the south.	<ul style="list-style-type: none"> <li>➤ Qualify the benefits and desirability of gateways along Bridge Road</li> <li>➤ Develop design based on desired identity, construction, and maintenance costs</li> <li>➤ Implement when feasible</li> </ul>	2010-2015	PD

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
BR 1-6	Encourage additional links and trail heads to the rail trail to facilitate access to businesses along the corridor for customers and employees.	<ul style="list-style-type: none"> <li>➤ Request links as appropriate during site review (PB)</li> <li>➤ Develop land use regulations to support links and connectivity (PD)</li> </ul>	ongoing	<b>PB</b> PD ZRC
BR 1-7	Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD
BR 2-1	Reduce development through Transfer of Development Rights (TDR) to promote the reclamation of the marsh.	<ul style="list-style-type: none"> <li>➤ Create zones and implement regulations required for TDR program</li> <li>➤ Develop a visual representation of the town's preferred vision of Bridge Road to gain support for reduced or clustered development and marsh reclamation</li> </ul>	2008-2012	PD PB OED ZRC
BR 2-2	Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing, including flood control/marsh restoration projects at Town Creek and Mill Creek and seek funding.	<ul style="list-style-type: none"> <li>➤ Actions include those listed in NCR 1-9 through NCR 1-12</li> </ul>	ongoing	<b>CC</b> PD TM
BR 2-3	Create public viewing areas for bird watching and marsh viewing where appropriate.	<ul style="list-style-type: none"> <li>➤ Identify appropriate areas</li> <li>➤ Negotiate purchase or lease with land owners</li> <li>➤ Design access route and infrastructure as appropriate</li> <li>➤ Implement when feasible</li> </ul>	2010-2015	<b>PD</b> CC PB
BR 2-4	Enforce land use regulations to ensure resource protection to the greatest extent possible.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD CC BI

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
<b>Lafayette Road</b>				
LR 1-1	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.	<ul style="list-style-type: none"> <li>➤ Involve existing businesses and property owners to create a future vision they will embrace and support</li> <li>➤ Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels</li> <li>➤ Inventory and map existing and potential open spaces and connections to trails and open spaces</li> <li>➤ Encourage owners to consider changes they could make to their properties to bring about the corridor vision</li> <li>➤ Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor.</li> <li>➤ Determine priority actions for implementation</li> <li>➤ Implement as practical</li> </ul>	2008-2010	<b>PD</b> OED
LR 1-2	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>OED</b> ZRC BI
LR 1-3	Design and implement gateway elements at the entrance to Salisbury coming from the north and at the entrance to Salisbury Square.	<ul style="list-style-type: none"> <li>➤ Qualify the benefits and desirability of gateways along Lafayette Road</li> <li>➤ Develop design based on desired identity, construction, and maintenance costs</li> <li>➤ Implement when feasible</li> </ul>	2010-2015	<b>PD</b> OED
LR 1-4	Design and create a cohesive streetscape, including sidewalks, improved intersections and rail trail connections; account for land-use changes along the corridor and take advantage of the upland environment.	<ul style="list-style-type: none"> <li>➤ Assess existing streetscape, noting assets and liabilities</li> <li>➤ Develop a plan for improvement focusing on connections to rail trail, safe routes to school and overall safety, access and visual appeal</li> <li>➤ Fund and implement as feasible</li> </ul>	2010-2015	<b>PD</b> DPW

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
LR 1-5	Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PD
LR 2-1	Encourage larger scale retail proximal to the NH border and create design guidelines to assure site and building design is compatible with desired New England community character.	<ul style="list-style-type: none"> <li>➤ Review and revise land use regulations and provide adequate infrastructure as appropriate to support desired development</li> </ul>	2008-2010	<b>PD</b> OED DPW BOS
LR 2-2	Continue to study the feasibility of expanding wastewater facilities along Lafayette Road.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	Ongoing	<b>DPW</b> TM PD
LR 2-3	Create opportunities for mixed use development where new development can be integrated with existing neighborhoods or commercial areas.	<ul style="list-style-type: none"> <li>➤ Revise Land Use Regulations as necessary to allow mixed use development where desired.</li> <li>➤ Plan and or supply public infrastructure to support desired development.</li> <li>➤ Study the potential for and benefits of creating a Smart Growth Overlay District around the intersection of Pike, Collins and Lafayette to create a mixed use district that could increase residential capacity and integrate it with new commercial development.</li> </ul>	2010-2015	<b>PD</b> ZRC
LR 2-4	Support moderate density multi-family housing and age restricted housing in mixed use districts.	<ul style="list-style-type: none"> <li>➤ Determine type and density of multi-family housing that could be supported</li> <li>➤ Revise Land Use Regulations as necessary to support desired housing</li> </ul>	2008-2010	<b>PD</b> ZRC
LR 2-5	Consider moving the DPW facility to another location to maximize the development potential of its existing site.	<ul style="list-style-type: none"> <li>➤ Determine the optimal location for the DPW facility</li> <li>➤ Determine the desired use of the existing DPW site if a move is recommended</li> <li>➤ Consider age restricted housing, expanded open space, community garden, multi-use fields</li> </ul>	2008-2010	<b>TM</b> DPW

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
<b>Elm Street Corridor</b>				
ESC 1-1	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.	<ul style="list-style-type: none"> <li>➤ Involve existing businesses and property owners to create a future vision they will embrace and support</li> <li>➤ Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels</li> <li>➤ Inventory and map existing and potential open spaces and connections to trails and open spaces</li> <li>➤ Encourage owners to consider changes they could make to their properties to bring about the corridor vision</li> <li>➤ Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor.</li> <li>➤ Determine priority actions for implementation</li> <li>➤ Implement as practical</li> </ul>	2008-2010	<b>PD</b> OED
ESC 1-2	Create opportunities for a dense commercial corridor with mixed use clusters of walkable developments.	<ul style="list-style-type: none"> <li>➤ Develop a build out plan for the corridor to understand the amount of development that it can support</li> <li>➤ Determine the town's capacity to absorb and support the potential development</li> <li>➤ Assess the need for increased or decreased potential</li> <li>➤ Review and revise land use regulations to support the desired density and type of development</li> </ul>	2010-2015	PD
ESC 1-3	Consider changes in zoning east of Mudnock Road to prohibit auto service businesses in the residential neighborhoods.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>PD</b> ZRC
ESC 1-4	Encourage redevelopment of Crossroads Plaza.	<ul style="list-style-type: none"> <li>➤ Work with the owner to create an optimal build out plan for the site</li> <li>➤ Research the feasibility of municipal incentives for redevelopment</li> <li>➤ Assist the owner with redevelopment options as appropriate</li> </ul>	2010-2015	OED

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
ESC 1-5	Encourage additional links from the rail trail to Elm Street to facilitate pedestrian and bicycle access to businesses along the corridor for customers and employees.	<ul style="list-style-type: none"> <li>➤ Request links as appropriate during site review (PB)</li> <li>➤ Develop land use regulations to support links and connectivity (PD)</li> </ul>	ongoing	<b>PB</b> PD
ESC 2-1	Design and construct a cohesive streetscape that creates a positive identity for the corridor and the town.	<ul style="list-style-type: none"> <li>➤ Assess existing streetscape, noting assets and liabilities</li> <li>➤ Develop a plan for improvement focusing on safety, access and visual appeal</li> <li>➤ Fund and implement as feasible</li> </ul>	2010-2015	PD
ESC 2-2	Design and implement gateway elements at the west end of Elm Street to identify the business district and around Mudnock Road to identify Salisbury Square as the village center.	<ul style="list-style-type: none"> <li>➤ Qualify the benefits and desirability of gateways along Elm Street Corridor</li> <li>➤ Develop design based on desired identity, construction, and maintenance costs</li> <li>➤ Implement when feasible</li> </ul>	2008-2015	PD
ESC 2-3	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>PD</b> BI ZRC
ESC 2-4	Strengthen design guidelines for non-residential development and multi-family housing to support design characteristic of small scale New England development.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD
ESC 3-1	Study the feasibility of installing sidewalks and or bike lanes along the corridor and linking with adjoining streets.	<ul style="list-style-type: none"> <li>➤ Qualify the benefits and desirability of sidewalks along the corridor</li> <li>➤ Undertake a conceptual study to determine feasibility</li> <li>➤ Design as appropriate</li> <li>➤ Include in the Sidewalk Improvement Plan</li> </ul>	2010-2015	<b>PD</b> DPW
ESC 3-2	Amend zoning regulations and strengthen design guidelines to require interior circulation between abutting businesses whenever possible and practical to facilitate walking and reduce traffic on Elm Street.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>PD</b> ZRC PB

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
ESC 3-3	Install signs for the Mudnock Road Link on-road bicycle trail as part of the developing rail trail system.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Use sign standards for rail trail to develop directional road signs</li> </ul> </li> </ul>	2008-2010	PB
ESC 3-4	Study Route 110 to determine the need for dedicated right and left turning lanes.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	DPW
<b>Rabbit Road</b>				
RR 1-1	Create opportunities for increased commercial and light industrial development by implementing appropriate land use regulations, and providing additional infrastructure and services.	<ul style="list-style-type: none"> <li>➤ Review and revise land use regulation to support desired development while protecting existing neighborhoods</li> <li>➤ Assess need for public and private infrastructure to support desired development and implement as feasible (including pedestrian and bike connections to rail trail and sidewalks, bus stops, private utilities and others)</li> <li>➤ Encourage support services, such as coffee shops, copy shops, and others to help create a resource base that is attractive to businesses</li> </ul>	2008-2015	<b>PD</b> OED DPW
RR 1-2	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2208-2010	<b>PD</b> BI ZRC
RR 1-3	Facilitate the development of a Rabbit Road business improvement organization that will work toward marketing and improving the image and infrastructure of Rabbit Road.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	OED
RR 1-4	Assess the need for a facility that will support multiple small businesses by allowing the sharing of administrative services, production equipment and other resources.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	OED

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
RR 2-1	Strengthen site plan review to assure that site design provides for the preservation or development of adequate buffers around all commercial and industrial uses abutting residential lots. Consider a requirement that the buffer shall be maintained in perpetuity.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD PB ZRC
RR 2-2	Encourage and work with business owners to create visual buffers or enhance frontage property with design and clean up to improve the visual character of the roadway.	<ul style="list-style-type: none"> <li>➤ Develop a strategy for addressing unsightly uses or sites that consists of tools for creating visual buffers, available assistance, method of approach and process for working with land or business owners</li> </ul>	ongoing	PD PB OED
RR 2-3	Consider enhancing the public right of way by planting street trees where appropriate.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Encourage land owners to support the streetscape plan by planting on their properties.</li> </ul> </li> </ul>	2012-2018	PD
RR 2-4	Consider revising site plan review regulations to help reduce the impact of industrial noise on residential neighborhoods.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Allow PB the flexibility to consider the noise level of a project when determining the size of buffers required, or other noise mitigating elements including fencing, location of noise sources, regulations on time of operations and others</li> </ul> </li> </ul>	2010-2015	PD PB
RR 2-5	Review multi-modal transportation needs along Rabbit Road.	<ul style="list-style-type: none"> <li>➤ Create connections whenever feasible to sidewalks and the rail trail.</li> <li>➤ Consider the need for a bus stop to support regional transportation goals</li> </ul>	2010-2015	DPW PB
<b>Salisbury Square</b>				
SS 1-1	Consider expansion of Salisbury Square Residential Overlay District	<ul style="list-style-type: none"> <li>➤ Determine appropriate boundaries for expanded overlay district</li> <li>➤ Submit for approval</li> </ul>	2008-2015	PD ZRC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
SS 1-2	Consider changes to land use regulations that would promote mixed use office/residential development and serve as a transition from Salisbury Square to the increasing larger scale commercial development desired further north and west.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>PB</b> PD ZRC
SS 1-3	Undertake a municipal facilities study to include DPW, Police Department, Fire Department and Emergency Services to determine, programmatic needs, optimal location(s), and opportunities for consolidation.	<ul style="list-style-type: none"> <li>➤ Same as strategy               <ul style="list-style-type: none"> <li>○ Consider the value of moving the DPW facility to another location to maximize the development potential of this site as a part of Salisbury Square</li> </ul> </li> </ul>	2008-2010	<b>TM</b> DPW Police FD ES
SS 1-4	Work with the Library to support the expansion and encourage site improvements to the Town Green as part of the Library Master Plan.	<ul style="list-style-type: none"> <li>➤ Recommend Town Meeting appropriate matching funds as required to allow design and construction</li> <li>➤ Undertake a design study of the Town Green in coordination with the design of the library site to ensure they are compatible and serve the interest of a revised Salisbury Square.</li> </ul>	2010-2015	<b>PD</b> TM Library
SS 1-5	Consider purchasing private residence abutting Town Green.	<ul style="list-style-type: none"> <li>➤ Study the cost and benefits of acquiring the private residence abutting the Town Green</li> <li>➤ Identify and secure funding if desired</li> <li>➤ Develop a re-use plan in coordination with the Library expansion plan</li> </ul>	2008-2012	<b>PD</b> TM Library
SS 1-6	Undertake a feasibility study to determine the redevelopment potential of town owned buildings for a media center and headquarters for Salisbury Community Television.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	<b>SCTV</b> TM
SS 1-7	Develop strong connections and create visual access to Lions Park from Lafayette Road.	<ul style="list-style-type: none"> <li>➤ Undertake a planning and design study to determine how to create the most effective and appropriate access to Lions Park</li> <li>➤ Consider requesting conceptual design assistance from college Landscape Architect program</li> <li>➤ Fund and implement as feasible</li> </ul>	2010-2015	PD

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
SS 1-8	Consider highest and best use for open space site between Maple Street and Gardner Street.	➤ Same as strategy	2012-2018	PB
SS 1-9	Provide the land use regulations and public infrastructure (sidewalks and streetscape) to support the extension of Salisbury Square neighborhood district to the Hilton Senior Center, DPW Fire Department and DPW site.	➤ Same as strategy	2010-2015	PD PB ZRC
SS 1-10	Support the continued presence of the Boys and Girls Club within the Memorial and/or Spaulding School when redeveloped.	➤ Include Boys and Girls club as a desired use when redevelopment options occur	ongoing	PD TM BOS
SS 2-1	Study the feasibility of creating a village main street to anchor small businesses and create a pedestrian dominated commercial center in the area between Route 1 and Park Street (and/or Beach Road and Pleasant Street).	<ul style="list-style-type: none"> <li>➤ Undertake a planning study to determine feasibility of a new main street taking into consideration public right of ways, available land, impact to existing land owners, benefits provided by build-out etc.</li> <li>➤ Research applicable grants and programs that may help fund the study, infrastructure, housing, etc.</li> <li>➤ Consider working with a college or university landscape architect or planning department to create multiple conceptual plans as an initial step</li> <li>➤ Consider the benefits of working with a developer that creates mixed use communities</li> </ul>	2008-2015	<b>PD</b> OED
SS2-2	Undertake a community wide visioning process for the redevelopment of Memorial and Spaulding Schools that will support the vision of a small scale village center and issue an RFI to determine interest.	➤ Same as strategy	2008-2015	<b>PD</b> TM
SS 2-3	Undertake a study to identify the highest and best use of key underdeveloped sites within and near Salisbury Square.	<ul style="list-style-type: none"> <li>➤ Identify underdeveloped sites within and near the Square</li> <li>➤ Assess build-out potential</li> <li>➤ Identify potential uses of sites</li> <li>➤ Create a data bank to share with prospective developers as appropriate</li> </ul>	2010-2015	OED

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
SS 2-4	Work with business owners and the Chamber of Commerce to consider how businesses can contribute to a redeveloped Square.	<ul style="list-style-type: none"> <li>➤ Develop a forum for visioning and sharing ideas about improving Salisbury Square</li> <li>➤ Use the recommended Business Support Team (ED 1-3) to assist businesses when requested</li> <li>➤ Evaluate the opportunity, support and need for a Business Improvement District</li> </ul>	ongoing	OED
SS 2-5	Develop sign standards to help create an image appropriate to a village center within an updated Sign Bylaw.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2008-2010	PD ZRC
SS 2-6	Encourage reduction of auto service facilities such as gas stations and garages.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PB
SS 2-7	Pursue remediation and reuse of town owned brownfield sites in the square	<ul style="list-style-type: none"> <li>➤ Identify brownfield sites and prioritize for remediating</li> <li>➤ Create a plan for remediation that includes funding and redevelopment options</li> </ul>	2010-2015	OED
SS 3-1	Develop and implement a Comprehensive Traffic Management Plan for Salisbury Square that includes capital improvements, a seasonal management plan, and identifies any need for future studies.	<ul style="list-style-type: none"> <li>➤ Convene a working group to include, at times, Massachusetts Highway Department, local and state Police, Department of Conservation and Recreation and Merrimack Valley Planning Commission to identify and recommend strategies to resolve traffic congestion and safety issues in the Square</li> <li>➤ Agree on desired or acceptable performance standards</li> <li>➤ Identify funding needs and responsible parties for implementation</li> <li>➤ Obtain commitments for ongoing evaluations of strategies put in place, subsequent studies and/or revisions to strategies</li> </ul>	2008-2010	DPW PD TM

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
SS 3-2	Work with Massachusetts Highway Department to study alternatives to the current roadway configuration, include consideration of new village main street that creates an aligned east west intersection.	➤ Same as strategy	2008-2015	DPW TM
SS 3-3	Request seasonal and yearly traffic counts on roads serving the square from MVPC to assure the town has the necessary traffic data to support requests for studies or improvements.	➤ Determine where traffic counts are needed ➤ Work with MVPC to develop a plan that will provide traffic data at appropriate locations throughout the seasons on a consistent basis.	2008-2010	DPW
SS 3-4	Fund and implement a Streetscape Improvement Plan for the Square that includes a sidewalk system and trail connections to nearby open spaces and other destinations.	➤ Same as strategy	2008-2015	PD
SS 4-1	Consider multi-family and/or age restricted housing as an option in the redevelopment of the Spaulding and Memorial Schools and other redevelopment sites within the Square.	➤ Same as strategy	2010-2015	PD
<b>Bridge Road/Salisbury Beach</b>				
BRBS 1-1	Develop a Traffic Management Plan in concert with local, state and jurisdictional authorities to address seasonal traffic from Salisbury Square to the beach.	<ul style="list-style-type: none"> <li>➤ Study the effect of a round-about as the entrance to the Salisbury Beach State Reservation (SBSR).</li> <li>➤ Study the opportunities for a shuttle service from SBSR to the Beach Commercial District (and Salisbury Square) and to remote parking.</li> <li>➤ Review the success of previous summer traffic details to determine potential for increasing hours or making improvements.</li> <li>➤ Evaluate effectiveness of traffic control (lights, timing etc.) in Salisbury Square to determine what improvements could be made to increase processing capacity.</li> <li>➤ Evaluate potential for additional exit from SBSR via Brissette Avenue</li> </ul>	2008-2012	DPW Police TM

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
BRSB 1-2	Develop a policy to support bike lanes and trails connecting resources from and in the beach area and throughout town.	➤ Same as strategy	2008-2012	PD
BRSB 1-3	Explore the benefits of water transportation to reduce automobile traffic between Salisbury Beach and Newburyport.	<ul style="list-style-type: none"> <li>➤ Organize a volunteer committee, including representatives from Newburyport, to study the feasibility of water transportation options</li> <li>➤ Reference Salisbury Harbor Plan for guidance and background information</li> </ul>	2008-2010	<b>HM</b> Harbor Com
BRSB 1-4	Explore the potential for a beach/water craft to shuttle riders between SBSR and State Line Road (or other destination as appropriate)	➤ Explore alternative types of beach craft that could be used for mass transportation in coordination with the Department of Conservation and Recreation.	2008-2010	<b>HM</b> Harbor Com
BRSB 2-1	Consider allowing a master planned community to encourage sustainable development.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> <li>➤ Provide flexibility for projects that:                             <ul style="list-style-type: none"> <li>○ Implement innovative building practices and technologies</li> <li>○ Create strategies for preservation of open space</li> <li>○ Provide creative means to fund public infrastructure</li> <li>○ Create solutions that address climate change and sea level rise</li> <li>○ Create compact walkable neighborhoods</li> <li>○ Create year-round communities</li> <li>○ Provide regional destinations</li> </ul> </li> </ul>	2010-2015	<b>PD</b> BOS TM
BRSB 2-2	Create a compelling public realm that invites use throughout the year	<ul style="list-style-type: none"> <li>➤ Plan for, design and fund public realm improvements as feasible.</li> <li>➤ Consider requests for public realm improvements from developers as a condition of special permits</li> </ul>	ongoing	PD
BRSB 2-3	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.	➤ Same as strategy	2008-2010	<b>PD</b> BI ZRC

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
BRSB 2-4	Develop a comprehensive sidewalk system throughout the beach community neighborhoods and commercial area.	➤ Same as strategy	2012-2018	<b>DPW</b> TM
BRSB 3-1	Support mixed use development at Salisbury Beach that responds to the town's vision and goals of the Master Plan.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> <li>➤ Look for mixed use development that builds a community of character by: <ul style="list-style-type: none"> <li>○ Increasing social interaction</li> <li>○ Enhancing view corridors</li> <li>○ Minimizing shadow impacts</li> <li>○ Improving energy efficiency</li> <li>○ Enhancing cost-effective transportation</li> <li>○ Celebrating community heritage and historic uses</li> <li>○ Enhancing public access to the beach and marshes</li> </ul> </li> </ul>	ongoing	<b>PB</b> OED TM
<b>Ring's Island</b>				
RI 1-1	Consider an historic district designation for Ring's Island. (NCR 2-3)	<ul style="list-style-type: none"> <li>➤ Create a Historic District Study Committee (BOS)</li> <li>➤ Review and update Survey of Historic Properties (HC)</li> <li>➤ Select historic districts(s) and district boundaries and prepare required reports (HC)</li> <li>➤ Adopt Historic Districts and appoint a Historic District Commission (BOS)</li> </ul>	2010-2015	<b>PD</b> HC
RI 1-2	Facilitate appropriate infill and redevelopment with revised zoning that reflects current development patterns and encourages consistent redevelopment and repair.	<ul style="list-style-type: none"> <li>➤ Review and revise zoning to assure that it allows infill and redevelopment that is appropriate to the neighborhood.</li> </ul>	2010-2015	<b>PD</b> PB ZRC
RI 1-3	Consider installing Ring's Island sign(s) that identify the neighborhood as historic.	<ul style="list-style-type: none"> <li>➤ Develop sign design and standards</li> <li>➤ Determine locations</li> <li>➤ Fund and install as feasible</li> </ul>	2012-2018	PD
RI 2-1	Enhance public boat launch at Town Dock.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>		<b>HM</b> Harbor Com

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
RI 2-2	Consider protecting historic character of streets with scenic road status and bylaw.	<ul style="list-style-type: none"> <li>➤ Develop criteria for scenic roads</li> <li>➤ Inventory and classify roads</li> <li>➤ Nominate for protection with Scenic Bylaw if deemed appropriate</li> </ul>	2012-2018	PD
RI 2-3	Undertake a community wide visioning process to identify highest and best use of town owned buildings on Ring's Island and develop a plan to ensure their physical upkeep and preservation.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	2010-2015	PD
RI 3-1	Support water dependent uses that have no adverse impacts on the area's natural resources or adjoining neighborhoods.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	PB
RI 3-2	Collaborate with Newburyport to identify opportunities for joint economic development initiatives along the Merrimack River.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	OED
<b>Land Use Management</b>				
<b>Development Review</b>				
DR 1-1	Create a "One Stop Shop" development review process with one point of contact where a prospective developer can obtain all the information necessary to initiate and complete the local permitting process.	<ul style="list-style-type: none"> <li>➤ Same as strategy                             <ul style="list-style-type: none"> <li>○ Consider a single physical place where a contact person and required documents are available</li> <li>○ Refine the process with input from representatives of all the stakeholder groups</li> <li>○ Document and promulgate the process</li> </ul> </li> </ul>	2008-2010	<b>PD</b> ZRC OED BI BOH CC PB
DR 1-2	Retain the town's new development consultation process that is designed to foster more coordinated staff and Board/Commission review of development projects.	<ul style="list-style-type: none"> <li>➤ Same as strategy</li> </ul>	ongoing	<b>OED</b> PB

**Salisbury Master Plan**

<b>Strategy #</b>	<b>Strategy Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Party</b>
DR 1-3	Update sign off sheets for required permits and certificates.	➤ Same as strategy	2008-2010	<b>PD</b> OED BI CC BOH DPW
DR 1-4	Revise Zoning Bylaw to grant the Planning Board Special Permit Granting Authority.	➤ Same as strategy	2008-2010	<b>PD</b> ZRC PB
DR 1-5	Revise requirement within Flexible Residential Development and Planned Office Developments to allow the Design Review Team meeting (described in DR 1-2) to replace pre-application meeting.	➤ Same as strategy	2008-2010	<b>PD</b> ZRC PB
DR 1-6	Increase the opportunities for more thorough Site Plan Review by requiring Special Permits for large projects.	➤ Revise Zoning Bylaw to require Special Permits for projects meeting a certain size threshold.	2008-2010	<b>PD</b> ZRC OED PB
DR 1-7	Expand Design Review Committee's role to include review of projects in the Village Center District and other districts as appropriate.	➤ Define design guidelines for each district included ➤ Amend zoning to require review by the Design Review Committee	2008-2010	<b>PD</b> ZRC PB
DR 1-8	Hold Conservation Commission site visits prior to the first hearing on a project.	➤ Same as strategy	ongoing	CC
DR 1-9	For complicated projects requiring Conservation Commission review, consider holding joint hearings with the Planning Board.	➤ Same as strategy ○ Amend zoning to reflect desired change ○ Create process, timeline, review and reporting procedures and include in Development Guide	ongoing	<b>PD</b> ZRC CC PB
DR 1-10	Evaluate existing zoning requirements and standardize procedures and timelines for providing input.	➤ Same as strategy	2008-2012	<b>PD</b> ZRC CC PB

**Salisbury Master Plan**

Strategy #	Strategy Description	Action	Timeframe	Responsible Party
DR 1-11	Create a Development Guidebook.	<ul style="list-style-type: none"> <li>➤ Create a working group representative of all parties involved.</li> <li>➤ Understand and outline all elements of the Development Review Process, share and discuss with working group</li> <li>➤ Request input from all interested parties to comprehensively assess the needs to be met by a guidebook</li> <li>➤ Compile data that will be needed into a draft Guidebook and review with Working Group</li> <li>➤ Revise as needed</li> </ul>	2008-2010	<b>PD</b> ZRC OED CC BI PB BOH DPW TM

# LAND USE MANAGEMENT

A Master Plan focuses on physical characteristics of land or development so it naturally follows that the strategies that come out of the master planning process most strongly relate to land use regulations and tools that impact and effect development. This chapter on Land Use Management outlines the various land use management tools that are recommended in the Master Plan. In addition it makes recommendations on how the town can restructure or improve its process for reviewing development proposals. Taken together, the revised or new regulations, and an improved development review process provide a framework for more effective land use management.

## Land Use Management Vision

Salisbury continues to commemorate the town's heritage, to honor its resources and its people. The people of Salisbury, the town's administrators and staff are partners in maintaining, enhancing and developing our community.

## Management Tools

### Zoning Bylaw

A town's Zoning Bylaw is the cornerstone of its land use management and should be evaluated and updated to reflect changes in policies, technology, and desired outcomes. Salisbury should undertake a comprehensive review of its Zoning Bylaw to identify areas of conflict with current goals and policies; review and modify as needed the list of uses allowed by right vs. special permit; identify opportunities to streamline and unify development review steps and procedures including site plan review requirements; and review more recently adopted zoning provisions such as the Inclusionary Zoning Bylaw to determine if the goals and objectives of the bylaw are being met and if not, identify appropriate modifications to the bylaw.

While a comprehensive review and update of the Zoning Bylaw is a time consuming and potentially expensive undertaking, there are a number of specific bylaw reviews or changes that are recommended by the Master Plan. The follow list represents those items that could be considered as short term strategies that do not need to wait for the comprehensive review.

- ◆ **Consider (Smart Growth) 40R Districts.** (H 3-2) Evaluate different locations within the town where the creation of 40R Smart Growth Districts may be appropriate. Massachusetts General Law Chapter 40R was adopted in 2004 to allow as-of-right higher density residential development in certain developed areas. The legislation was designed to encourage Smart Growth that includes affordable housing elements in

appropriate locations. The program requires 20% of the residential units to be affordable for projects that exceed 12 units. Financial incentives are also provided to the local community once the Smart Growth District is approved by the state. The payments are based on the number and types of housing units to be built and range from \$10,000 for 20 units or less up to \$600,000 for 501 or more units. If construction does not begin within 3 years of receipt of incentive payment, the community must repay the state. Bonus payments of \$3,000 per units are provided for each new housing unit that receives a building permit. Areas where such zoning may be appropriate include the Memorial and Spaulding School sites located in the Village Center and the area at the confluence of Pike and Collins Streets and Lafayette Road, provided adequate sites are made available.

- ◆ **Allow Multi-Family Uses (H 3-1).** Determine locations in the town where multi-family zoning may be appropriate and amend zoning maps and bylaw to allow such use. Two such areas that should be considered are Salisbury Square (Village Center District), and the northern section of Lafayette Road where mixed use development could provide a transition from the more intense commercial area near the New Hampshire border to the more single family residential area from around Kendall Lane to School House Lane. If appropriate locations are found, the Zoning Bylaw should be amended by either creating new zoning district(s) to allow such use, or modify the list of allowable uses within certain zoning districts to allow multi-family uses by Special Permit and in accordance with new design standards (see below).
- ◆ **Develop Design Standards for Multi-Family Housing (H 1-5)** within the zoning bylaw to assure the design is consistent with the historic or desired character of the neighborhood or district where such housing is being developed while maintaining flexibility that allows for a range of building scales, types and densities.
- ◆ **Consider Changes to the Accessory Apartment Bylaw (H 1-7)** that will support the development of accessory apartments to meet the town's needs for rental housing. Changes could include reducing the minimum lot size requirement, increasing the allowable size of such apartments and adding design standards. Currently accessory apartments are exempt from site plan review. The town may want to create an administrative review for accessory apartments whereby the planning department would provide the review and no public hearing would be required.

- ◆ **Analyze the Site Plan Review Provisions of the Zoning Bylaw (Articles II and XVIII) (TC 1-6,TC 1-7,TC 1-8** to determine if the site plan performance and design guidelines are supporting desired development and if the process can be streamlined. Include analysis of
  - curb cut requirements to assure they do not allow excessive widths or number.
  - curb location requirements to assure they do not discourage or prohibit opportunities for stormwater management practices.
  - shared driveways and internal circulation to require coordinated internal circulation to the greatest extent possible, including vehicle and pedestrian access and amenities through and between sites.
  - conditions of approval to allow the town to assess developers for a portion of funds needed for future traffic studies or transportation or circulation improvements when the development does not meet a threshold for mitigation but it can be shown they are incrementally contributing to a lower level of road service or pedestrian comforts. This would require review by Town Counsel.
  
- ◆ **Review and Amend Project Review Criteria and Fees (DR 1-6-** addressed on later page) to give the Planning Board greater flexibility in their use of consultants to coordinate the hearing process, and review applications and any supporting documents during the permitting and review process, as well as on-going inspection and review of the construction process for compliance with all applicable conditions and requirements. Project Review Fees can only be collected for Special Permits, subdivisions and wetland applications and a few other reviews, but do not cover all site plan reviews. Requiring Special Permits for large projects would allow the town to require the applicant to fund reviews by appropriate consultants when needed. One option is to require a Special Permit for any development over a set area threshold (For example Framingham uses 8,000 square feet).

### **Other Land Use Management Tools**

In addition to the Zoning Bylaw, towns look to other bylaws, policies and programs to assist in land use management. The Master Plan has made recommendations to consider some of these and offers further information below to guide those considerations.

- ◆ **Review and Amend the Town’s Existing Sign Bylaw (ED 3-3)** or replace it with new regulations within a revised Zoning Bylaw to create sign standards that are unique to the district they are in. For example Village Center should have design standards that focus on pedestrian traffic with smaller sizes and limited illumination. The standards should be reflective of the historical

character of the district. District standards will reduce visual clutter, improve the appearance of such areas and can help create a distinct sense of place. Consider targeting sign improvement as an early action item that would have immediate positive results. The bylaw should address size, design, placement, illumination, safety and maintenance standards. It should also address non-conforming signs and sign structures, permitting, regulations and fees and enforcement.

- ◆ **Consider Adopting 43D Expedited Permitting for Priority Development Sites** (ED 2-2). Massachusetts General Law Chapter 43D was adopted in August of 2006. The purpose of the legislation is to encourage economic development by providing financial incentives and technical assistance to communities who agree to adopt a streamlined permitting process for Priority Development Sites. Assistance Grants of up to \$150,000 may be provided to the town to implement the Requirements of MGL Chapter 43D. The Program is administered by the state Department of Housing and Economic Development. Such approved projects are also given priority consideration for other state economic development grants.<sup>11</sup> Examples where such Priority Development Areas might be advantageous include the Memorial and Spaulding Schools, the west end of Elm Street, Fanaras Drive and Enterprise Way.
  
- ◆ **Tax Increment Financing** (ED 2-3) Study the benefits of using Tax Increment Financing (TIF) as a mechanism to encourage development in designated growth areas. Tax Increment Financing is an economic tool that promotes development or redevelopment by use of public/private partnerships. TIF offers tax breaks to developers on properties or within a district the town identifies as exceptionally suited for economic development. Once the area is designated, the town must develop a comprehensive plan for the area that includes among other things projected public and private costs and benefits. A TIF Plan must be approved by Town Meeting and then will require certification by the Massachusetts Economic Assistance Coordinating Council. The binding mechanism of the TIF is a Tax Increment Financing Agreement between the Town of Salisbury and the Developer.

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<sup>11</sup> To qualify for designation as a Priority Development Site, the parcel must be zoned for commercial or industrial use; allow for development/redevelopment of a building at least 50,000 sf in gross floor area; be approved by local governing authority; and be approved by the state Interagency Permitting Board. The Town must identify the development site and obtain permission from the owner to participate in the program. Within 120 days of adopting 43D, the Town must appoint a single municipal point of contact for streamlined permitting; amend local rules, regulations, bylaws, etc. to comply with 180 day permit timeline; determine and make available the requirements for each permit; establish a procedure for identifying necessary permits for a project; and establish a procedure for determining completeness of the required submissions. Following the 120 phase-in period, the community must render permitting decisions on priority development sites within 180 days

- ◆ **Transfer of Development Rights (LU 2-2)** Research the applicability of a Transfer of Development Rights (TDR) program to allow for increased density in designated growth areas along with preservation of natural resources. Transfer of Development Rights (TDR) is a regulatory strategy that preserves existing resource areas identified as important by the town by transferring development potential from these sites (sending areas) to other districts in the community that are better suited to higher density development such as village centers or commercial clusters (receiving areas). Once the areas are identified, zoning bylaw amendments can be adopted which authorize landowners in the sending areas to sell their development rights to landowners in the receiving areas. With the sale of the development rights, the landowner in the sending area places a conservation restriction on their property. Landowners who buy the development rights can build higher density housing or higher intensities of commercial use on the receiving area site. The TDR program provides financial and preservation benefits to municipalities, landowners, developers and the greater community. A detailed financial analysis should be performed by a real estate professional to determine a viable monetary relationship between the sending and receiving areas.
  
- ◆ **Low Impact Development (LU 2-1)** Consider the value of a Low Impact Development Bylaw to control the adverse effects of increased post-development stormwater runoff and non-point source pollution associated with new development and redevelopment. A stormwater bylaw can standardize and centralize stormwater review, while also establishing Low Impact Development as official policy. Review of associated local bylaws and regulation will be required to assure consistency.

## Development Review

Development Review is a critical land use management tool and should meet the needs of both the town and developers so together they become partners in creating viable projects.

As discussed in the *Development Review* chapter of the Existing Conditions Report, there are several Boards and Commissions as well as town professional staff that are involved in the development review process in the Town of Salisbury.

### **Town Professional Staff**

Under current procedures, a prospective developer would typically initiate development review by consulting with the Planning Office, the Building Inspector or the Economic Development Director. Depending upon the type and location of the proposed development project, the proponent will be advised to proceed with securing a Building Permit from the Building Inspector or to file for Special Permits and/or Variances under the Zoning Bylaw and/or a Notice of Intent under the state Wetlands Protection Act and

local Wetland Bylaw. In some cases (such as the requirement for Site Plan Review in the Beach District) the Zoning Bylaw also requires proponents to meet with the Planning Department as part of the application process.

In addition to providing development review information to prospective developers, staff from the Planning Office provides staff support and recommendations to the Planning Board and the Conservation Commission but not to the Zoning Board of Appeals.

### **Boards and Commissions**

The Zoning Board of Appeals is the body that acts on Variance requests under the Zoning Bylaw. This procedure is initiated after the Building Inspector either issues or denies a Building Permit application based on compliance/noncompliance with the Zoning Bylaw.

Both the Zoning Board of Appeals and the Planning Board have Special Permit Granting Authority under the Zoning Bylaw. Additionally, the Planning Board has Site Plan Review Approval Authority for specific uses located in certain Zoning Districts. In some cases, the Zoning Board of Appeals and the Planning Board are required under the Zoning Bylaw to solicit input from other Boards and town staff. The Boards and staff from whom such input is solicited are not necessarily the same for each Special Permit.

### *Goal 1*

**Put in place a Development Review Process that is transparent, objective and efficient.**

The following strategies are geared toward streamlining the development review process to eliminate fragmented review and reduce the time frame for reviewing, approving, and issuing Site Plans, Special Permits, Variances, Order of Conditions and Building Permits. The objective is to make the development process clear and predictable; to reduce the overall development review time frame; and to reduce the effort and time Boards and Commissions spend on development review.

Other recommendations include reducing the plan requirements for pre application meetings so that project proponents do not spend too much time and money on a project design that may be significantly changed based on staff review before the permit applications are formally submitted to the relevant town Boards/Commissions.

A major strategy to accomplish this goal is to create a One Stop Shop development review process and to formalize and strengthen the role of the existing Design Review Team which is comprised of various town professional staff persons.

## *Strategies*

### **One Stop Shop**

- DR 1-1 Create a “One Stop Shop” development review process with one point of contact where a prospective developer can obtain all the information necessary to initiate and complete the local permitting process.

The One Stop Shop should be in one location where all the land use regulations, applications, procedures and checklists required for a project can be obtained.

Once contacted by a project proponent, the point of contact would gain an understanding of the project, immediately inform the proponent whether the project as described is permissible. If the project is permissible, the point of contact would explain the development review process, provide the proponent with a Development Review Guidebook (see below) as well as relevant application forms and checklists and request that the proponent prepare and/or modify a conceptual site plan and present the plan at a Design Review Team Pre-Application Meeting (see below).

### **Design Review Team**

- DR 1-2 Retain the town’s new development consultation process that is designed to foster more coordinated staff and Board/Commission review of development projects.

The process, facilitated by the Economic Development Director, utilizes a *Design Review Team* (DRT) consisting of town departments involved in the development review process such as Planning and Economic Development, Health, Fire, Police, DPW, Conservation, Building and Assessors. The Design Review Team reviews draft applications according to town standards and regulations and may suggest design refinements and possible permit conditions and mitigation measures in advance of the formal application submittal. Use of the Design Review Team provides the applicant with advanced input on the town’s expectations prior to submittal of the permit application(s) and also provides town Boards and Commissions, through meeting minutes, technical information for use in their deliberations on the development applications.

The Design Review Team should refine its process by establishing a regularly scheduled meeting where project proponents can present their conceptual development plans and receive constructive input prior to submitting permit applications. Designated representatives from Boards and Commissions who will need to issue permits/approvals for the project should be encouraged to participate in these meetings. Following the Design Review Team meetings, project proponents could revise their plans to address the comments and proceed with permitting. The Design Review Team should prepare and send a memorandum outlining the

results/recommendations of the meeting to the project proponent and applicable decision-making Boards and Commissions.

For larger, complex projects, the Design Review Team should discuss the possibility of holding joint hearings to facilitate concurrent review of projects by different Boards and Commissions.

**Building Permit and Certificates of Completion and Occupancy Sign Off Sheets**

DR 1-3 Update sign off sheets for required permits and certificates.

To ensure that all of the required approvals for a particular project are secured, the Building Inspectors Office should update its sign off sheets for Building Permits, Certificates of Completion and Certificates of Occupancy. Required signatures must be obtained. A Certificate of Completion should not be signed until all signatures are on the Building Permit. A Certificate of Occupancy should not be signed and issued until a signed Certificate of Completion has been received.

Building Permit

Fire Department Approval for Fire Alarm System  
Board of Health Approval for Sewerage System  
Conservation Commission Approval  
Sewer and DPW  
Zoning Board of Appeals  
Planning Board for Site Plan Review

Certificate of Completion

Planning Board Chair  
Planning Board designated inspector (Once signed, this terminates the Board's involvement in the site plan review process.)

Certificate of Occupancy

Licensing Board permits/approvals  
Electrical/Plumbing Inspections

### **Special Permit Granting Authority**

- DR 1-4 Revise Zoning Bylaw to grant the Planning Board Special Permit Granting Authority.

As noted, the Salisbury Zoning Bylaw gives Special Permit Granting Authority to both the Zoning Board of Appeals and the Planning Board. The Planning Board also has Site Plan Review authority.

The town should revise the Zoning Bylaw so that only one body, the Planning Board, has Special Permit Granting Authority. Such a change would improve the permitting process and ensure that applicants are subject to the same level of review for Special Permit requests. The Planning Board is recommended as the preferred Special Permit Granting Authority as it currently is responsible for more and therefore more accustomed to reviewing and issuing Special Permits than the Zoning Board of Appeals. The Planning Board also issues Site Plan Review and subdivision approvals and is therefore more familiar with site design and development impact issues. The Planning Board also receives staff support from the Planning Department. The majority of the Zoning Board of Appeals processes are involved in variance requests and the Board does not receive staff support from the Planning Department.

### **Pre-Application Meetings**

- DR 1-5 Revise requirement within Flexible Residential Development and Planned Office Developments to allow the Design Review Team meeting (described in DR 1-2) to replace pre-application meeting.

The Zoning Bylaw strongly encourages the proponent to participate in a pre-application meeting prior to filing Special Permit Applications for Flexible Residential Development and Planned Office Developments. The application must be accompanied by a sketch plan prepared by certified landscape architect or qualified design team that identifies the primary conservation areas, secondary conservation areas and overall land features, lot configuration, open space and roadways and the requirements for subdivision plans as applicable. The Pre-Application meeting should be eliminated from the Flexible Residential and Planned Office Development sections of the Zoning Bylaw as the previously suggested pre-application meeting with the Design Review Team will satisfy this requirement.

### **Site Plan Review**

- DR 1-6 Increase the opportunities for more thorough Site Plan Review by requiring Special Permits for large projects.

The Planning Board has Site Plan Review authority for projects involving 3 or more residential units on one property and all non residential projects. Projects proposed in the Village Center District must provide additional information in the Site Plan Review application to demonstrate that the project meets the specified design guidelines which

encourage mixed use buildings and encourage the inclusion of certain elements regarding placement and design of structures and parking areas. Projects proposed in the Beach Overlay District must also meet specific design guidelines and present the project at a Design Review meeting (see Design Review paragraph below).

Requiring Special Permits for large projects, as discussed earlier, would allow the Planning Board greater flexibility in the use of consultants to assist in the review process resulting in an expanded dialogue and greater efficiency.

### **Design Review**

- DR 1-7 Expand Design Review Committee's role to include review of project in the Village Center District and other districts as appropriate.

The Design Review Committee is comprised of three members, appointed by the Town Manager for three year terms. Members must be qualified by training, experience, background and/or demonstrated performance to advise on such matters. The Committee reviews Salisbury Beach Overlay District development applications with respect to the design guidelines stipulated in the Zoning Bylaw. The Committee does not have "permitting" authority but rather makes recommendations of its findings to the Planning Board. The Zoning Bylaw encourages a proponent to attend an informal review session prior to filing with the DRC followed by a public hearing with the Design Review Committee. The Design Review Committee's role should be expanded to include review of projects proposed in the Village Center.

### **Conservation Commission Reviews**

- DR 1-8 Hold Conservation Commission site visits prior to the first hearing on a project.
- DR 1-9 For complicated projects requiring Conservation Commission review, consider holding joint hearings with the Planning Board.

Typically, applicants who submit a Notice of Intent are required to attend at least two hearings before the matter is closed and the decision issued. One method to reduce this timeline is to hold a site visit before the first hearing (but after the Commission has received the Notice of Intent Application). The applicant can then describe the project to the Commission and any abutters/other interested parties at the site visit and be prepared at the hearing to address issues or concerns raised at the site visit. Unless a project is extremely complicated there should not be more than two hearings held for a project. For complicated projects that also require approval by the Planning Board, joint meetings/hearings should be considered.

### **Non Permit Granting Board and Commission Review and Departmental Review**

- DR 1-10 Evaluate existing Zoning Bylaw requirements and standardize procedures and timelines for providing input.

The Zoning Bylaw should be reviewed to identify which Boards and Commissions are required to provide comments on which Special Permit/Site Plan Review applications and to determine if such review is necessary and/or consistent. For example, Special Permits for Accessory Apartments require the Zoning Board of Appeals to solicit input from the Planning Board and Board of Health; Special Permits for the Water Resources Overlay District require the Zoning Board of Appeals to solicit input from the Planning Board, Board of Selectmen, Board of Health, Salisbury Water Supply Company, Conservation Commission, Building Inspector, Fire Chief, and Local Hazardous Waste Coordinator; and the Special Permits for Planned Office Development Projects require the Planning Board to solicit input from the Planning Director, Department of Public Works Director, Building Inspector, Board of Health, Conservation Commission, and Fire Department. The procedures and timelines for providing such input should also be standardized.

As part of this review, any review by Boards required under state law should be identified and maintained (for example the Massachusetts General Law governing the subdivision of land requires Board of Health review of subdivision plans). Likewise, state law in some cases, specifically dictates review, commenting and approval timelines and such requirements must be maintained.

### **Development Guidebook**

DR 1-11 Create a Development Guidebook.

The town should create a Development Guidebook to give to prospective developers that explains the development review process. The guidebook should include the following information:

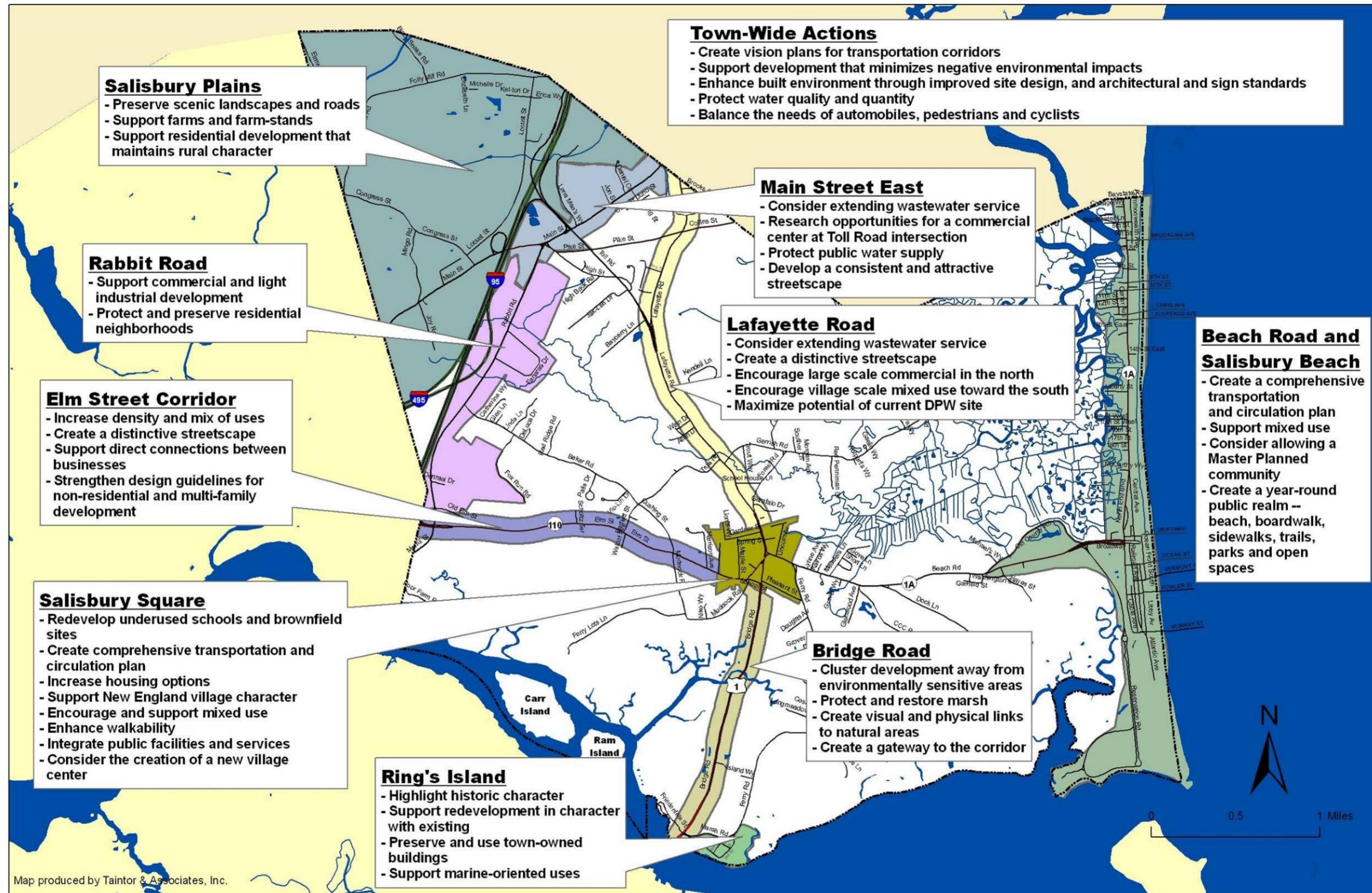
1. Overview of Development Review Process
2. One Stop Procedure
3. Required Permits by Category
4. Submittal Requirements including plans and applications, concurrent reviews, standards for approvals
5. Approval Procedures and Timelines including board/commission meeting schedules
6. Checklists
7. Contact Persons

Checklists should be included to assist the proponent in developing the required plans and documents.

A model Development Guidebook is included as Appendix B.



# ACTION PLAN MAP



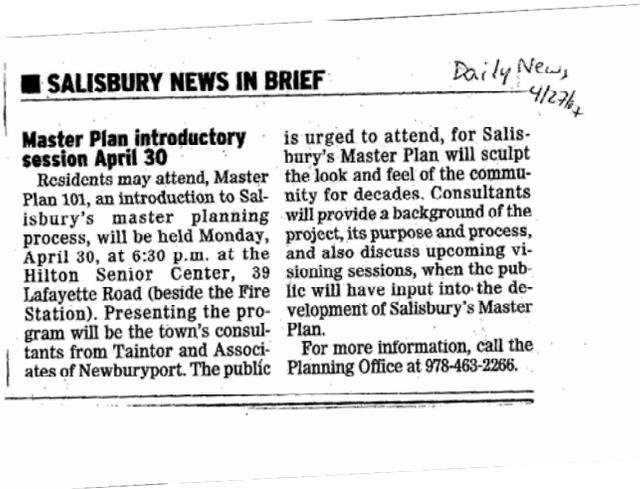


## APPENDIX A: PUBLIC PROCESS DOCUMENTATION

- Newspaper Articles
- Notes from Public Visioning Workshop
- Participants at Master Plan Meetings

### *Newspaper Articles*

The following Newspaper Articles from the Daily News span the master planning process from April 2007 to September 2008.



## Salisbury/Seabrook

# Master plan class aims to get residents involved

BY ANGELJEAN CHIARAMIDA  
STAFF WRITER

SALISBURY — The process of drawing up a town Master Plan is so important that town officials are holding a course for the public titled Master Plan 101 tonight at 6:30 at the Hilton Senior Center on Lafayette Road, next to the fire station.

### SALISBURY TOWN NOTEBOOK

According to Assistant Town Planner Leah Hill, this is a great opportunity for Salisbury residents to learn how and why towns create master plans and how Salisbury's will be used. Master plan consultants from Taintor and Associates of Newburyport will provide the presentation.

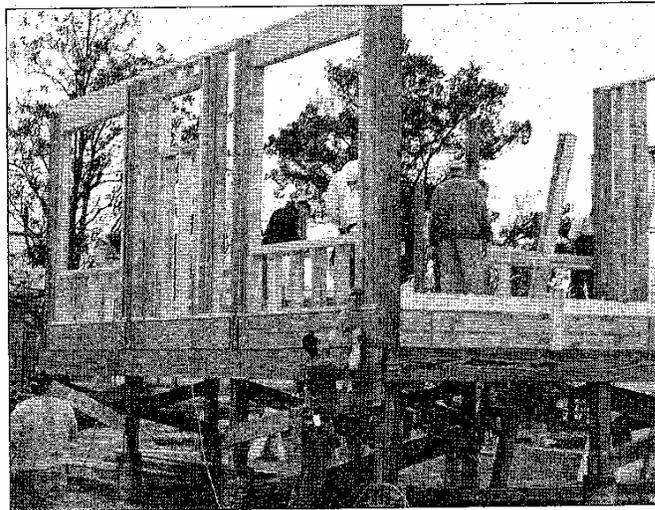
Master plans establish community goals concerning: land use, housing, economic development, transportation, community services/facilities, natural and cultural resources, zoning, growth, regulatory review, recreation and open space and recreation.

Soon to take place are community "visioning" sessions, which will attempt to learn the public's hopes and dreams for Salisbury in decades to come.

The Planning Board is undertaking the master plan process. It is under the guidance of Planning Board Vice Chairman Robert Straubel, who heads the Master Plan Committee.

For more information on tonight's meeting, or on the master plan process, call Hill or Town Planner Lisa Pearson at 978-463-2266.

Staff and friends from Salisbury's CDC New England construc-



Courtesy photo

Patrick Hayes and others from SPS build a home in Biloxi, Miss.

Hayes said the experience has changed his life. He said he and his wife plan to get involved with similar volunteer work locally.

Striving to rebuild the homes of those whose lives were torn apart by Hurricane Katria has led Hayes and other volunteers in the group to realize how fortunate they are, he said.

At the last selectmen's meeting, Selectman Ed Hunt congratulated Salisbury's Baseball/Softball League for once again putting on a great opening day on Sunday, April 22. There are more than 20 teams in the league, which is run by volunteers for the benefit of local children.

Events opened with a great parade at 9 a.m., Hunt said, and every one of the five-member Board of Selectmen enjoyed marching with local children.

After the parade, kids, coaches,

Seaspray Garden Club sends its thanks to local residents who are sharing their garden plants for the club's Annual Plant Sale. The sale is coming up on Saturday, May 19, from 8 a.m. to noon, at the Salisbury Public Works Department, beside the fire station on Route 1.

The sale is a tradition in town and a way for local gardeners to pick up plants to dress their yards for years to come.

Club members will dig up overgrown plants in the yards of local residents, too. Those interested in donating some of their garden plants should call 978-388-4848 and leave a message.

Seaspray Garden Club is responsible for town gardens in front of the DPW, as well as the window boxes at East Parish Church, Star of the Sea Church and the public library. The Annual Plant Sale is the club's primary fundraiser.

# Salisbury/Seabrook

## Selectmen pick Klima as new chairman

BY ANGELJEAN CHIARAMIDA  
STAFF WRITER

Selectmen reorganized their leadership roles following the spring election and annual Town Meeting. For the coming year, Selectman

### SALISBURY TOWN NOTEBOOK

**Jerry Klima** will be board chairman, with **Selectman Don Beaulieu** as vice chairman and **Selectman Fred Knowles** as clerk. Except for abstentions by those nominated, this year's leadership was elected unanimously.

Along with the announced Sand and Sea Festival planned for Salisbury Beach over the June 30-July 1 weekend, selectmen approved an August motorcycle event for Salisbury Beach, with the condition the organizers coordinate all details with **Town Manager Neil Harrington**.

The event, titled Nelson's Ride, will take place Aug. 24, 25, and 26 at the beach. **Paul Cote** of Massachusetts Motorcycles is organizing the event. The group hopes to market the event throughout New England and upstate New York.

The Sand and Sea Festival is being organized through the Salisbury Boardwalk Partnership, a new non-profit volunteer organization, according to Sand and Sea Festival Project Manager **Kathy Aeillo**.

The Boardwalk Partnership is made up of landowners, residents, business and community leaders,

and Salisbury Beach advocates, according to **Aeillo**. Along with the coming festival, the group hopes to make the beach a friendly, welcoming family resort, she said, and will be working on adding colorful touches — like flowers and plantings — in the area.

The organization is focused on promoting the recreational and cultural use of Salisbury Beach, bringing back its former splendor. Its members hope to become involved in the creation of the vision of the new Salisbury Beach and to build the financial and political support necessary to revitalize the beach for decades to come.

The Sand and Sea Festival hopes to draw visitors through Sea-Doo — personal watercraft — races, sea kayaking, surfing and one of the quintessential beach activities, kite flying. Entertainment will be included, as well as other family activities to please children of all ages. The event's finale will be fireworks on Sunday night.

For more information — or to help out — contact **Aeillo** at 978-764-3924.

**Salisbury Cub Scouts, Pack 37** took part in Salisbury's Memorial Day Parade, according to Scout enthusiast and mom, **Debra Metivier**. But that's only the beginning of the pack's plans. On June 30, from 9 a.m. to 1 p.m., the Scouts will hold a car wash at **Lacey's Truck Equipment** company on Route 110, across from **Simon's Pizza**.

Pack 37 also welcomes new Scouts and their families to join them at their summer family ac-

tivities, **Metivier** said. The pack has one activity per month planned for June through August.

For more information, contact Cub Scoutmaster **Kevin Anderson**, 978-462-1290, or **Lori Belleville**, 978-462-7697.

All first-graders are eligible to become Tiger Scouts, said **Metivier**, who can be contacted at 978-465-3457 for more information.

Members of Salisbury's **Master Plan Committee** want to keep residents informed and involved in the process of producing the master plan.

There are two important meetings planned for June, and the committee welcomes public input. All meetings take place at 6:30 p.m., at the **Hilton Senior Center** at 39 Lafayette Road (beside Salisbury's Fire Station).

■ June 6 — the focus will be on housing, community services and facilities.

■ June 18 — the discussion will revolve around Salisbury's environmental, cultural and recreational resources.

In months to come, meetings focusing on economic development, transportation, and the beach district are planned. A Salisbury visioning session is also planned for the fall.

For more information on Salisbury's Master Planning process, contact Assistant Town Planner **Leah Hill** at 978-463-2266.

**Salisbury Rail Trail** update — The Massachusetts Recreational Trails Program recommended Salisbury get a \$50,000 grant to

upgrade the trail linking Lions Park to Salisbury Point Ghost Trail. Hopes are for an official announcement soon, according to Selectman **Jerry Klima**, a biking enthusiast.

After a very successful Rail Trail Work Day on April 19, Town Planner **Lisa Pearson** is planning another for Friday, June 8. The hope is volunteers from **Timberland Company** will again pitch in. Timberland volunteers have been very helpful to the creation of Salisbury's Rail Trails over the years.

**Salisbury's Seaspray Garden Club** is donating 50 flowering plants to the Ghost Point Rail Trail, and **Barbara Souther** has donated loam and a planting box.

**Salisbury Coastal Trail** group is planning a Spring Coastal Trail Walk for Saturday, June 16 on the Salisbury Point Ghost Trail. Walkers will meet at 10 a.m. at **Scholtz Terrace** off Elm Street (Route 110).

The walk will follow the Ghost Trail to Lions Park and return to the picnic area near **Scholtz Terrace** for lunch. The walk is about three miles. The Institution for Savings will provide lunch for walkers.

Those interested in taking part should reserve lunch by contacting **Maryanne Clancy** at the Institution for Savings at 978-462-3106 or **Maryanne.clancy@ifs-nbpt.com**.

*Angeljean Chiamida covers Salisbury for The Daily News. She can be reached at 978-462-6666, ext. 3271 or by e-mail at [achiamida@ecnews.com](mailto:achiamida@ecnews.com).*

# Beach residents give panel an earful on speeding, litter

BY ANGELJEAN CHIARAMIDA  
STAFF WRITER

The Master Plan Committee drew its largest crowd ever last week when it held its meeting at the Upper Deck at Salisbury Beach. The committee decided to meet in the beach district because it would be discussing the beach issues to be added to the town's Master Plan.

According to Master Plan Committee and Planning Board Chairman **Bob Straubel**, many beach residents attended.

"Beach residents were most concerned with (beach) cleanliness, litter, speeding down Cable Avenue, and more and better maintenance of sidewalks," Straubel reported at a recent Planning Board meeting.

The Master Plan Committee will hold a townwide visioning session on Saturday, Sept. 29, and hopes many residents will attend. At visioning sessions attendees are asked to describe what they'd like their hometowns to look like in 20 years. The communal vision often becomes part of master plans.

For more information on Salisbury's Master Plan, contact Assistant Town Planner **Leah Hill** at the Planning Office, 978-463-2266.

Selectmen meet tonight at 7 to vote on the adoption of new water rates and fees. A public hearing took place last week. Proposed is a 3.5 percent increase in water rates for each of the years 2008, 2010 and 2012, as well as a reduction in the prompt payment discount from 10 percent to 2.5 percent. Also being considered for increase are the water department fees for service (installing meters or fixing broken meters) to reflect actual labor cost.

At tonight's meeting selectmen will also vote on the town's contract with Comcast, Salisbury's current cable provider.

Also on the agenda: business license approvals, committee appointments and updates by the town clerk and Public Works.

license has become available, and Salisbury's Liquor License Commission will discuss the criteria for applicants at its meeting tomorrow night.

Applications will be accepted for the all-alcohol package store license from Aug. 14 through Sept. 11.

Liquor License Commission meetings take place at the Hilton Senior Center and begin at 7 p.m.

New student registration at Salisbury Elementary School is today from 10 a.m. to 2 p.m.

Parents should bring with them to the school, off Route 1, copies of their children's immunization records and birth certificates, and proof of residency (a copy of a bill with current address).

Call 978-463-5852 with questions.

East Parish United Methodist Church is accepting applications for children in grades one through 12 for summer vacation Bible camp program, running Aug. 20 to 24 from 7:45 a.m. to 2:45 p.m. at The Center Camp in Rowley. Swimming, crafts, snacks, music, field trips, skits, Bible lessons. Fee: \$80. Call 978-465-7682 for information, CD and registration forms.

The Salisbury Lions Club will sponsor a community Blood Drive on Saturday, Sept. 1, from 8 a.m. to 2 p.m. at the Hilton Senior Center, 39 Lafayette Road, beside the fire station.

Breakfast and lunch sandwiches will be provided to blood donors by the club, and all donors may enter to win Red Sox tickets through the Lions Club's "Blood Donor of the Game" raffle.

The Friends of the Salisbury Public Library are selling new book bags for \$15 at the front desk. The bright blue bags sport the new logo designed by local resident Wendy Pike. For more information or to reserve a bag, call 978-465-5071 or visit [www.salisburylibrary.org](http://www.salisburylibrary.org).

The Pike family is a founding

LOCAL

Friday, September 7, 2007 THE DAILY NEWS

## Salisbury/Seabrook

# Draft completed of portion of Salisbury Master Plan

By ANGELJEAN CHIRAMIDA  
STAFF WRITER

**SALISBURY** — Town officials and volunteers recently completed a draft of one of the pivotal portions of Salisbury's Master Plan and are hoping for public comment.

Titled "Existing Conditions and Trends," the document offers a "baseline report" of conditions concerning every aspect of the community.

This report is the first part of building a comprehensive Master Plan for Salisbury, which will be "a snapshot of the community portraying its characteristics and evaluating its strengths and opportunities," according to the document. The Master Plan will also outline the steps needed to guide the town toward a "future snapshot" that reflects its hopes.

According to Assistant Town Planner Leah Hill, town officials and resident volunteers have been

working since April on the project, recently completing the draft of the town's existing conditions. The document is a detailed analysis that includes data on housing, economic development, transportation, public facilities and services, historic and natural resources, and open and recreational spaces.

Also included is a "buildout analysis," which is an estimated projection of the potential future development, population growth and demand for services, such as police

and fire.

The report is divided geographically to include all areas of town: Salisbury Plains, the Beach District, Salisbury Square, Ring's Island, Elm Street (Route 110) Corridor, Route 1 Corridor and Rabbit Road.

According to Hill, the Master Plan Committee hopes residents will review the document, which is posted on the town's Web site.

"This (existing conditions and trends document) presents the background for the Master Plan,"

Hill said. "It's still a working document and we'd like people to comment on it."

The next step is the creation of the "Master Plan for Change," which will present goals, policies and strategies the town should take over the next 10 years to accomplish its vision of what it would like to be in the future.

A "visioning session" is tentatively planned for Saturday, Oct. 6.

Hill said. They hope many residents will put the day aside and

join planning officials to describe their hopes and dreams for Salisbury's future. From that visioning exercise, the Master Plan Committee, chaired by Robert Straubel, will assemble the plan for change to help the town reach its goals.

More on the Master Plan process can be found at <http://www.salisburyma.gov/board/PBmasterplan.html>

Hill can be reached in the planning office at Salisbury Town Hall Town, or at 978-468-2266.

LOCAL

THE DAILY NEWS Wednesday, October 3, 2007 A5

# Officials want residents' vision for Salisbury

By ANGELJEAN CHIARAMIDA  
STAFF WRITER

**SALISBURY** — Residents have a unique opportunity to shape Salisbury's future on Saturday morning when the Master Plan Committee hosts a community visioning session.

The workshop runs from 9 a.m. to noon at the Hilton Center, and residents can "come for half an hour or come for the whole thing," Town Planner Lisa Pearson said. All who attend will play a vital role in Salisbury's Master Plan process.

According to Master Plan and Planning Board Chairman Bob Straubel, over the past months of meetings, six areas of concern have been identified by residents.

The issues surround housing, open space and recreation area, economic development, natural and cultural resources, circulation (neighborhood road and sidewalks), and town gateways (the major entrances into town).

"We'll be asking things like, 'what do we want our gateways to look like?'" Straubel said. "What kind of impression do we want people to get as they enter the town?"

The answers provided by residents Saturday are important, Straubel said. For example, along some major corridors people drive as they enter Salisbury, there's a considerable amount of vacant land to develop — such as the area around Routes 1 and 286. Residents will get a chance

to suggest the best way to go about developing those areas, if the current options are seen as insufficient.

There will also be a breakout session running from 9:30 to 10:45 a.m. which will be repeated at 10:45 a.m. During these sessions, participants will focus on four questions concerning the town's four major corridors, which include Route 1 (Lafayette and Bridge roads) and Route 110 (Elm Street) and Route 1A (Beach and North End Boulevard).

Residents will have time to discuss the type of land and development uses for the town's major corridors — industrial, commercial or residential — and the standards used for development — the height, mass and façade of fu-

ture buildings, landscaping, sidewalks and public spaces.

"People see some of the committees around us are cleaning up their act and looking more attractive," Straubel said. "And then there are some people who feel Salisbury is just fine the way it is. We want to hear from people on these issues."

All the information provided by residents will not only go toward building Salisbury's Master Plan, but also its milestones and goals for the town over the next 10 years. The plan will also be regularly reviewed, Straubel said, to see how the town is doing, achieving its objectives and to see how outside influences have affected Salisbury's plan.

Town officials are making it

easy for people to attend the visioning session. If time is an issue, residents can drop by and drop off comments on issues and leave. For parents with young children who need tending, free baby-sitting at the session is provided for those who call ahead.

Refreshments and door prizes are also being provided for those who attend.

For those who haven't followed the Master Planning process so far, every part of its current work is posted on the town's Web site ([www.salisburyma.gov](http://www.salisburyma.gov)). Click on "Town Boards" from the homepage's menu, then click on "Planning Board."

For more information or to reserve a baby-sitting slot, call the Planning Office at 978-463-2286.

# Residents urged to attend session on town's future

BY ANGELJEAN CHIARAMIDA  
STAFF WRITER

One of the most important meetings in Salisbury's Master

## SALISBURY TOWN NOTEBOOK

Plan development process will take place this Saturday, Oct. 6, from 9 a.m. to noon at the Hilton Senior Center. The meeting is the formal Master Plan Visioning Session, and officials are hoping the meeting will be packed with residents who'll take the time to help paint a picture of the town's future.

At the session, participants will be asked explain their hopes and dreams for Salisbury in the coming years.

Discussion points will include housing, open space and recreation, natural and cultural resources, and economic development, among others, Assistant Planner Leah Hill said.

Town officials hope many residents will attend and bring their neighbors, friends and family. Door prizes will be available, as well as child care, to encourage residents to take Saturday morning off to go to the Hilton Center, which is beside the fire station on Route 1.

Visit the Web site at [www.salisburyma.gov/boards/PBmasterplan.html](http://www.salisburyma.gov/boards/PBmasterplan.html) for more information on the Master Plan and Salisbury's existing conditions.

For more information on Saturday's visioning session and to schedule child care, call the Planning Office at 978-463-2266.

The warrant for the Oct. 22 Fall Town Meeting closed last week and, according to Town

Crews are adding the finishing touches, Harrington said. Once completed, Harrington, whose first-floor office is bursting at the seams, will move his office to the second floor.

Harrington said the project went smoothly, thanks in part to the constant supervision of the Building Committee. Town Planner Lisa Pearson and Hill did a fine job managing the project, Harrington said.

\*\*\*  
This summer, Salisbury Treasurer and Tax Collector Christine Caron successfully passed her certification exam and is now a certified Massachusetts municipal collector.

\*\*\*  
Seaspray Garden Club will meet at 7 p.m. on Monday, Oct. 15, for its monthly meeting at its customary site at East Parish United Methodist Church, 8 Lafayette Road. New members are always welcome at garden club meetings.

\*\*\*  
Joann Dewitt will be the featured speaker this month. A Byfield resident, Dewitt will discuss natural decoration inspired by master wood carver Grinling Gibbons.

For more information, call 978-388-4848.

\*\*\*  
Salisbury Chamber of Commerce will hold its October meeting on Thursday, Oct. 18, at Connie's Stagecoach on Elm Street.

Featured speaker at the meeting will be Salisbury Economic Development Director Chris Reilly.

A report from the Nominating Committee and election of chamber officers will also take place at this meeting, chamber President Maria Miles said.

# Salisbury/Seabrook

## Ring's Island Marina expansion to get public hearing

**SALISBURY TOWN NOTEBOOK**  
Angeljean Chitararida



Some believe the expansion will also interfere with the nearby town moorings, preventing boat owners from mooring at their usual sites and reducing the revenue Salisbury earns annually from renting the moorings.

Town officials only learned of Audette's plans about two weeks ago, when Larry O'Brien brought the issue to the board's attention. Selectmen wrote to the Army Corps of Engineers expressing their reservations about the expansion, as well as asking the Corps to hold a public hearing on the proposal in Salisbury prior to making its decision on Audette's application.

According to David Keddell of the Army Corps, he received a number of comments from the public on the issue and would decide about holding the public hearing after the comment period ended on March 26.

Keddell wrote to selectmen advising them that even if the Army Corps approves Audette's request, he must adhere to all other town ordinances and acquire all required town permits prior to proceeding.

Harbormaster Ray Pike confirmed Audette was not informed he had to apply to Salisbury's permit-granting agencies, such as the Planning Board, Conservation Commission and

Zoning Board of Adjustment in relation to this year or his expansion last year.

"We haven't intentionally overlooked a lot, but we have missed a few things," Pike told selectmen last week.

Pike said he'll be more careful about such procedures in the future and that he intends to have a public hearing on the issue sometime.

At the end of the discussion, selectmen approved two motions they hope will rectify the situation. They requested Town Manager Neil Harrington have Pike and the Harbor Commission set up a public hearing as soon as possible concerning not only Audette's recent request to expand his float system, but also the previous expansion.

The date should be before Audette puts out his float system for the boating season.

The second motion was for the board to send a letter to Audette informing him he must comply with all town regulatory and permitting procedures for not only his recently proposed expansion but the one he already put into effect last year.

"Just because (these issues) fall through the cracks, it doesn't mean we're going to let them stay that way," said Selectman Don Beaujeu.

According to Jim Poulin, one of Salisbury's representatives to the Triton School Committee, after officials from Salisbury, Rowley and Newbury told Triton leaders money was tight, Superintendent Sandra Haloran and the committee reduced next year's budget.

There will be a 3.61 percent total budget increase in the coming year, Poulin said. The increase is not divided equally among all three towns, he said, due to a new formula calculated recently by the state. Salisbury's increase will be about 4.4 percent higher than its assessment last year; Rowley's will be about 1.6 percent higher and Newbury's about 4.6 percent more.

Even though the school budget was reduced from its original proposal, Poulin said there will be four teachers added to the elementary schools in the three towns. Rowley and Newbury will each get one more elementary school teacher, and Salisbury will get two, a fourth- and fifth-grade teacher.

The additions were made to reduce the size of the average class in each school, he said.

Poulin also said the technology problems that have plagued the schools in the towns over the entire past school year are being ad-

dressed by the consultants hired earlier this year to shake the bugs out of the new computer system.

It's true, there haven't been as many complaints about computer problems as there were earlier this year, said PTA member Brian Sweeney. Problems have been addressed, she said, but that doesn't necessarily mean they've all been resolved. There are a few still remaining.

Sweeney said Haloran and Triton Business Manager Brian Forget formed a parent technology advisory committee to help address computer hardware and software concerns in all the schools in the district.

The Master Plan Committee will meet tonight at 6 at the Hilton Senior Center to discuss recommended goals and strategies for housing, public facilities, services and transportation.

On April 7, the committee will review and approve the edited version of the town's vision statement and approve all the goals and strategies for each element of the master plan. This meeting will be at 6 p.m. at the Hilton Center, on Lafayette Road, beside the fire station.

On April 23, the Planning Board meeting will include a presentation of the draft version of the master plan in its entirety. The

meeting will take place at 7 p.m. in the Colchester Room on the second floor of Town Hall.

For more information on Salisbury's master plan, visit the town's Web site at [www.salisburyma.gov](http://www.salisburyma.gov), click on Town Board, the Planning Board, then Master Plan. Or call Assistant Town Planner Leah Hill at 978-463-2986.

The Conservation Commission still has a vacancy to fill and is seeking a volunteer, according to Conservation Commission Chairman Tom Hughes.

Anyone interested in learning what is entailed in serving on the Conservation Commission should call Salisbury's conservation agent, Michelle Rowden, at 978-499-0358.

Salisbury Public Library Book Discussion Club will next meet at the library on Tuesday, April 29 at 6 p.m. The choice for this discussion is Anita Shreve's book, "The Weight of Water."

Copies of the book will be available at the front desk at the library after April 1.

For more information about this or other library programs, call the library at 978-465-5071.

Angeljean Chitararida covers Salisbury for The Daily News. She can be reached at 978-462-6666; ext. 3271; e-mail at [achitararida@newburyportnews.com](mailto:achitararida@newburyportnews.com).

Salisbury

# Planning Board files Master Plan articles for warrant

By ANGELJEAN CHIARAMIDA  
STAFF WRITER

**SALISBURY** — Planning Board members recently filed two petition articles for the Oct. 27 Town Meeting warrant intended to ensure the new Master Plan will be implemented and not just collect dust on a shelf.

One petition requests Town Meeting vote to endorse the

Master Plan. The 130-page document took more than 18 months to create, with the Master Plan Committee meeting bimonthly to put together a document that represents the hopes of what Salisbury will grow to become in the decade ahead.

The Master Plan Committee held sessions with residents and gathered input from town officials, groups and citizens. Led

by Chairman Bob Straubel and Assistant Town Planner Leah Hill, and with the help of consultant Susan Brown, the Master Plan is intended to guide Salisbury's land use, growth and planning efforts for at least the next 10 years.

The second petition article would establish a Master Plan Implementation Committee, according to Town Manager Neil Harrington. If this article is approved by Town

Meeting, the new committee would work to implement the Master Plan by scheduling, monitoring, evaluating and adjusting strategies and actions based on the town's capacity to carry them out, according to the petition's wording.

Harrington said 100 often master plans are developed by communities and then forgotten and left unused. This petition article would ensure that doesn't

happen, he said.

Members of the Master Plan Implementation Committee would consist of seven members, one member each from the Board of Selectmen, Planning Board, Conservation Commission and Zoning Board of Appeals. Three other members would be citizens-at-large appointed by Harrington.

The final warrant for the

meeting will be posted by 5 p.m. on Friday, Oct. 10, and will include all petitioned articles as well as those offered by Harrington and another petitioned warrant article filed by Salisbury's police union concerning private police road detail work. Salisbury's fall Town Meeting will take place on Monday, Oct. 27, at 7:30 p.m. at Salisbury Elementary School.

*Notes from October 6, 2007 Public Visioning Workshop*

A half day public visioning workshop was held on October 6, 2007 in the Hilton Senior Center. The purpose of the workshop was to gather information on various topics to be covered in the Master Plan, and hold discussions that could help provide a framework for the town's vision, with particular consideration given to the town's major transportation corridors. Notes from the workshop follow.

Breakout Sessions were held for each major transportation corridor  
For each session the following four questions were posed:

1. What are the **desired uses & development standards** in the corridor?
2. **Balance:** looking at the corridor and the town as a whole, does this future scenario (vision) achieve an appropriate relationship between the land uses the town desires (commercial and industrial, residential, open and recreational)?  
What can be done to assure that a fair and responsible balance is attained?
3. Ideas for **implementation:** what suggestions do you have for moving a creative strategy forward?
4. What one or two **actions would have the most significant impact** on improving this corridor?

***Route 110***

**Desired Uses and Standards**

- Professional offices - ie: doctors, health services, financial services
- Control signs
- Gateway theme: Invitation to beach
- Given highways-difficult to change character
- Redevelop shopping center – landscaping, tree line
- Work pro-actively with state
- Parking and shuttle near 95
- Increase residential zone (mixed-use)
- Small shops, farm stand, grocery
- Zone out commercial when approaching square
- Enforcement of current regulations
- Enhance access to rail trail with signs
- Sidewalks with regulation
- Limit curb cuts
- Limit heavy industry
- Crosswalks (requires state approval)
- Highway end zoned solely commercial
- Pedestrian access to square improved
- Highlight? Steven's tree farm
- Coordination with Amesbury to improve 110 from 495
- Linkages between businesses

### **Implementation**

- True support of zoning
- Eliminate residential zoning in highway area
- Setbacks for commercial
- Village style design plans (historical)
- Gateways atmosphere
- Consider impact of traffic in square
- Ideas for changing traffic flow

### **Significant Actions**

- Change and enforce zoning
- Gateway/welcoming areas
- “Village Concept”
- Coordinate plan with other areas
- Community involvement
- Common access between buildings

### ***Bridge Road***

#### **Desired Uses and Standards**

- Antiques- bring to town center end
- Bring closer to street front
- Extend village center south- mini gateway
- Allow businesses to extend back to rail trail
- Ice cream shops, deli, bicycle shop
- Restaurants
- Mixed use-apartments
- Mixed use development along entire corridor
- Park/playground- midway in corridor
- Rookery-opportunity? risk?
- Kayak rental
- Birding-tourism opportunity
- Boardwalk
- Marina/boat compatible uses/public recreation area
- Highlight marsh habitat – rest stops
- Landscape standards
- Welcome signs at gateways (landscaping flowers- low budget)
- Signs for businesses on site – not off site
- Code enforcement- are the current regulations adequate
- Temporary signs
- Controls on sign location
- Illumination – dark sky friendly
- Moving animated signs
- Define street edge, controlled entrances

- Parking lot design
- More greenery
- Emphasize marsh habitats, signs, kiosks about rail trail, kayaking, other
- Median to assist with traffic calming/turning
- Turning lanes
- No traffic light at bridge
- Sidewalks
- Ferry Road- sidewalks, bicycles – conflicting opinions

**Balance**

- Mom and Pop shops ---Ferry Road
  - Fits well with mix of uses (commercial/residential)
  - Good scale
- Marsh naturally restricts development in this area
- Scale back development – protect natural resource and rural seacoast character
- Disallow gravel yards/tractor trailer yards
- Ask existing businesses to improve landscaping/screening

**Implementation**

- Address annually potential consequences of environmental/climate change
- Seek relocation sites for existing businesses in sensitive areas
- Implement construction standards that are environmentally friendly
- Environmentally friendly landscaping
- Code enforcement
- Enhance/promote codes to existing businesses
- Performance/incentive zoning
- Redevelopment – small scale, retail/mixed use/recreation
- Town infrastructure investment
- Public transportation
- Restrictions on filling wetlands and enforcement
- Environmental clean up of existing businesses
- Sign standards
- Landscaping standards (xeroscaping)
- Clean up existing “junk”
- Change permitted uses (no junk yards, auto dealers/mechanics/gravel yards)
- Restrict development on Ferry Road – rural/natural
- Route 1 traffic calming, pedestrian/bike safety, turning lanes
- Emphasize natural – signs, turnouts, kiosks
- Town square, pedestrian amenities
- Foot bridge
- Reconfigure town square
- Gateway treatments
- Welcome/directory signs
- Landscape treatments

- Examples: Mashpee, Essex

### **Significant Actions**

- Sign standards
- Landscaping standards
- Clean up existing “junk”
- Welcome/directory signs
- Landscape treatments
- Examples: Mashpee, Essex
- Code enforcement
- Performance/incentive zoning

### ***Lafayette Road***

#### **Desired Uses and Standards**

- Shopping Centers – grocery, Trader Joe’s
- Office park
- Mixed-Use
- Affordable housing
- Housing connecting to rail trail
- Larger development at NH line at school transition to smaller developments/residential
- Bookstore
- Expand commercial zone width & larger frontage
- Shared access road (put in regulations)
- Need enforceable standards but not overly strict
- No morton buildings
- Plan first
- Design standards attracts desirable businesses
- Jobs, transportation, schools, services, housing....jobs, transportation.....it’s a circle

#### **Balance**

- Coordinate planning with Seabrook
- Develop/market 286 area (high visibility)
- Swap park use off route 1 for another site closer to people and with less traffic
- Expand “beach feel”

#### **Implementation/Significant Actions**

- Sewerage
- Re-zoning – nodes, planned use development
- Circulation – widen roads, sidewalks, accelerate rail trail

## ***Beach Road***

### **Desired Uses and Standards**

- We need a 4 lane large access road
- Businesses – commercial
- 4 lanes appropriate speed limits
- automobile corridor with separate bike corridor
- concentrate commercial area
- exclude chain businesses/choose appropriate businesses
- limit number of similar businesses
- keep commercial zoning to leave option for commercial or residential development
- protect landowner's rights and regulate development
- Mixed-use
- Grocery store
- Vision for beach center affects that for Beach Road
- Eco-tourism – Beach Road to give access

### **Balance**

- Commercial development provides reason for tourists to come to beach
- Controlling traffic is a piece of determining development
- State responsible for improving traffic flow
- Mixed use-attached

### **Implementation/**

- Look at zoning – attached mixed use
- Mixed use facilitates professional uses
- Public/private improvements
- Playground
- Bath houses
- Lighting
- Sidewalks
- Contact state officials for road study
- Petitions to state
- Thompson influence
- Public transportation

### **Significant Actions**

- Road improvement – state summer study
- Mixed use
- Major attraction for children and adults
- Trolley with site seeing component
- Transportation from rail station to beach

A variety of **Station Activities** were set up around the room to encourage engagement on a number of issues. Stations included maps, pictures, questions and tasks. Following are the responses written by participants.

**Parks and Open Space:** *Preferred type and location*

*Fields and Courts*

Yes; solar lighted  
Soccer field needed  
Soccer field in square

*Playgrounds*

Salisbury beach playground on waterfront  
Us too  
Salisbury Beach on waterfront  
Salisbury Beach  
Salisbury Beach  
Square Area- Move Playground Equipment

*Trails*

Absolutely- marsh area, along beach  
Yes  
Yes, with handicap access (without needing assistance)  
Yes  
More access to neighborhoods  
Trail along Sweet Apple Tree Lane to Maudsley  
Yes trails  
Hot top all trails  
Yes, with environmentally friendly surface (not hot top...no tar petroleum pavement)  
Yes, pave rail trails with environmentally friendly material  
Yes, pave with environmentally acceptable material  
Sidewalk

*Festival space*

Yes, at the beach  
Yes at the beach  
Yes, with handicap access  
Definitely beach, also state beach  
Yes  
Salisbury square  
Beach boardwalk/pier like Santa Monica, CA

*Gardens*

Yes, all over  
Yes, on the beach  
Yes, with 100% handicap accessibility\  
Yes, on the Town Green  
Entries, Common, historic properties  
Salisbury Square  
Yes all over

*Natural Areas*

As much as possible  
Yes, very desirable  
Yes with handicap access to majority  
Yes  
The more the better for future use  
Handicapped access ramp to Salisbury beach  
Zero toxins area (pesticides, fertilizers)  
I agree with handicapped access  
Public access to marsh on Beach Road (currently residential)

**Circulation:** *Where are sidewalks needed?*

Sidewalks on Bartlet and True Road  
Sidewalks on Baker and Cushing St.  
Sidewalk along 110 from center of town to Cross Road  
Side walk center from town to at least school area or Route 286  
Sidewalks on beach road are littered and vegetation (poison ivy) impede walking for seniors

**Gateways:** *Where should they be and what should they look like?*

State should widen beach road and keep it clean  
As Elm St gets closer to center of town reduce speed limit to approximately Cushing Street east  
Reduce visual clutter on all entries  
Carefully plan/zone 286/95 exit. Not a truck parking lot

**Housing:** *Where and what type of housing is desired?*

Extend the village zone to Cushing St (rail trail connects it to downtown area)

**Open Space and Recreation**

East west rail trail will go directly to Lions Park and not go through curve  
Isn't the land at the end of Sweet Apple Tree Lane protected?

Post signs at end of Sweet Apple Tree Lane to pack out trash. It is always a mess of cigarette packages and bottle cans etc.

No smoking on beaches or in parks or anywhere where kids are. Similar to what many towns in CA are doing. Beach area would look so much better and be so much more enjoyable if it were not littered with cigarette butts or polluted with smoke.

### *Participants at Master Plan Meetings*

The following people signed in to one or more of the Master Plan meetings held throughout the master planning process. Your attendance, engagement, dialogue, challenges, and support helped the Master Plan Committee create a document that we believe reflects your concerns and hopes for the future of Salisbury.

Berenice McLaughlin	Jenifer Scovill	Pat Beevers
Jerry Klima	Dave Arel	Frank Schaeffer
Bobbi Klima	Sally Laffely	Genie Schaeffer
Elissa Campbell	Emily Antone	Denis Merchant
Robert Campbell	Isa Cann	Judith Merchant
Sue Roy	Rebecca Taylor	John Doucette
Bob Straubel	Tom Pease	Lisa Keegan
Leah Thovmasian Hill	Kathy Straubel	Elizabeth Rooney
Bev Gulazian	Janice Fisichelli	Maureen Peters
Lou Masiello	Trudy Berard	Virginia McCullough
Ruthie True	Carol Knowlton	Larry Cuddire
Joyce Hartt	Jim Knowlton	Buzz Constable
Barbara S. Souther	Maria Collin	Tom O'Neil
Lisa Pearson	Monica Bradlee	Connie O'Neil
David Holscher	Kevin Bradlee	Paula Moore
Priscilla Kime	Liz Thompson	Barbara Ell
Wayne P. Capolupo	Alan Thompson	Dianne Masiello
Joan Larnard	John Davidson	Al Peterson
Laurie Ogden	Lisa Davidson	Walter Sidley
Goldie Kimball	Tim Mulcahy	Lucille Sidley
Rob Tello	Donna Pedrone	Don Egan
Laura Tello	Donald Levesque	Louise Roberge
Chris Reilly	Brenda Chouinard	Cheryle Viti
Stephen Walch	Ed Hunt	Ted Makarewicz
John Haggerty	Lynn Welch	Henry Makarewicz
Jackie Haggerty	Larry O'Brien	David Sheaffer
Carol Sciore	Pratap Talwar	Ron Peredna
Phil Jerome	Jane Thompson	Dick McDonald
Dris Stromut	Bob Carrak	
Shirley Torrisi	Nancy Meehan	

Sheila McDonald  
Ellen Murphy  
Mark Sullivan  
Tim Wilson  
Kristen Wilson  
Mike Zinno  
Gracemarie Tomaselli  
Edna Marggraf  
Peter Marggraf  
Mary Cuddire  
Harry Leonard  
Diane Panacopoulos  
Bob Carroll  
Reginald Santos

Gary Kitchin  
Deborah Kitchin  
Terry Kyrios  
Mike Pawlisheck  
Susan Pawlisheck  
Al Peterson  
Goldie Kimball  
Sheila Albertelli  
A. Wayne David  
Laurie Darcy  
Robert McCullough  
Kendra Pike-Osgood  
Lisa Lane  
Henry Richenburg

Allan Scholtz  
Robert Levesque  
Irene Levesque  
Michael Soucy  
Ron Campbell  
James Hart  
Angeljean. Achiaramida  
Rick Taintor  
Juliet Walker  
Sue Brown  
Susan St. Pierre  
Ryan O'Connor

# APPENDIX B: MODEL DEVELOPMENT GUIDE



## **Overland Park, Kansas Development Handbook 2003**

This handbook is a compilation of information, suggestions and requirements related to commercial, retail, office and multifamily land development in Overland Park. Development of schools, hospitals and religious structures will follow these guidelines as well.

Our intent is to provide insight about the public meetings and procedures associated with the development process. It is our hope that landowners, developers, design professionals, contractors and others involved in the land development process will find this information helpful in their efforts to develop in the City of Overland Park.

If you have questions regarding the Development Handbook, please contact Patty Glynn at 913/895-6210.



# Chapter 1 - You Want to Build What?!! When?!!

## Introduction

This handbook is a compilation of information, suggestions and requirements related to commercial, retail, office and multifamily land development in Overland Park. Development of schools, hospitals and religious structures will follow these guidelines as well. Our intent is to provide insight about the public meetings and procedures associated with the development process. It is our hope that landowners, developers, design professionals, contractors and others involved in the land development process will find this information helpful in their efforts to develop in the City of Overland Park.

To manage growth in a more service-oriented manner, the Planning and Development Services Department has established the Development Center. The Center incorporates the Divisions of Current Planning, Building Safety and Engineering Services to provide a central location for addressing development issues. This provides a greater degree of accountability and effectiveness and enhances communication between all parties. At one of three counters in the Development Center, city planners, plans examiners and engineers are available to provide professional services for you.

The Development Center employees and the employees in other divisions of the department are committed to the following mission statement.

**We are partners in maintaining, enhancing and developing our community. Our team is committed to helping our community:**

- **Plan for the future**
- **Ensure our citizens' safety**
- **Support our neighborhoods**

The word “partners” in the Mission Statement is very intentional. The staff is working hard to listen and hear the comments and concerns of the development community. It is our belief that the city can be developed in an exceptional manner when the development community and the staff work as partners. The best chance for this to happen is when communication is consistent and professional, and requests from all sides are reasonable and based on factual situations.

Do not hesitate to contact the staff with your questions or comments. Teamwork requires a great deal of communication. Chapter Two of this handbook comprises a flow chart of the major processes of development in Overland Park. More detailed sections of the chart are given at the beginning of each related chapter. Development may be complex, and your project may not exactly follow these flow charts. While issues can arise which may cause a detour, the charts will give you a close approximation of the process.

## Coordination Issues

Land development in Overland Park requires good coordination between the development community, the city staff and several outside agencies. When you need to contact staff and are not able to visit the Development Center, you may reach an employee in the following ways:

### Planner-of-the-Day (POD)

Tel. 913/895-6217

Fax 913/895-5013

E-mail [pod@opkansas.org](mailto:pod@opkansas.org)

### Plans Examiner-of-the-Day (PEOD)

Tel. 913/895-6225

Fax 913/895-5016

E-mail [peod@opkansas.org](mailto:peod@opkansas.org)

### Engineer-of-the-Day (EOD)

Tel. 913/895-3195

Fax 913/895-5016

E-mail [eod@opkansas.org](mailto:eod@opkansas.org)

### Community Services

Tel. 913/895-6270

Fax 913/895-5086

E-mail [health@opkansas.org](mailto:health@opkansas.org)

Additionally, you can visit the Online Development Center for service through our Web site at [www.opkansas.org](http://www.opkansas.org).

The Online Development Center is an interactive Web site that lets users easily follow the progress of a plan review, construction permit or planning commission application. Contractors can see inspection results and schedule new inspections. The public can submit comments on public hearing items or view information about parcels of land. You may be able to take care of your needs Online, rather than visiting the Development Center in person. See page 1.4 for more information on how to use the application.

For your convenience, the staff has also prepared a “**Development Directory**” which can be found in the Appendix. Please refer to this Directory for assistance in contacting outside agencies.

**Overland Park is unusual in that water, sewer and fire services are administered by outside agencies, rather than the city. The development community is responsible for contacting these outside agencies.** Within the chapters of this handbook, we have tried to indicate the appropriate time to make these contacts. **Failure to communicate with these agencies in a timely manner can cause costly delays.**

## What is the Role of Staff?

As directed by the citizens and public officials of Overland Park, the goal of the staff is to administrate and coordinate the development standards of the city. This begins by providing direction based on applicable policies, guidelines, codes and professional standards. The staff is also charged with providing opportunities for input from other interested parties such as representatives from adjacent city governments and adjacent landowners. When members of the public are absent, the staff serves as their representative.

The staff strives to be available to address questions, interpret or explain code issues, offer suggestions or provide advice for the development community. You have been provided with contact numbers for a planner, a plans examiner and an engineer in the Development Center. You will want to address questions and comments to a specific planner, plans examiner and engineer after one has been assigned to your project. If you are unable to reach them and choose to leave a telephone or e-mail message, they will make every effort to contact you the same day. Occasionally, this is difficult when Planning Commission and other meetings continue for several hours.

## What is the Role of the Development Community?

It is the developer's responsibility to understand the process and to provide management of all players, outside of city staff. Be certain you give your design professionals adequate time to prepare quality plans. Much time is lost when plans are submitted simply to meet your deadline, only to find that the requirements have not been met and multiple submittals are necessary. The most important thing an owner or developer can do is to insist and ensure quality plans, documents and studies are submitted. The most important thing a design professional can do is to request adequate time to do your job well. Further, it is the developer's role to be aware of the time needed for city staff to provide an adequate plan review and to plan your schedule accordingly. Check with the staff to determine the current "turnaround" time.

Before you present information or plans to the staff, we suggest you begin by researching your proposed site and gathering the following types of data:

- History of past approvals on your proposed site
- Availability of water and sewer services
- Applicable water and sewer district plans
- City standards such as ordinances, resolutions, guidelines or policies. Examples might include:
  - Unified Development Ordinance (Chapter 18 Overland Park Municipal Code)
  - Master Plan
  - Smoking Ordinance
  - Commercial Design Guidelines and Standards
  - Multifamily Residential Design Guidelines and Standards
  - Infill and Redevelopment Design Guidelines and Standards
  - Land Use Intensity Guidelines
- Applicable building and fire codes (See Chapter 7)

- Standard Construction Details (Engineering Services Division)
- Sections of the Municipal Code
  - Chapter 5.36, Explosives and Blasting Agents
  - Chapter 13.03, Street Design Guidelines
  - Chapter 13.08, Sidewalk Construction and Repair
  - Chapter 15.10, Stormwater Management
  - Chapter 16.20, Erosion and Sediment Control
  - Overland Park Building Code (Chapter 16 Overland Park Municipal Code)

### **TIP: Contact the Engineering Services Division early to avoid delays**

Before proceeding with detailed plans, the staff recommends that you call and schedule a pre-application meeting. You can take advantage of pre-application meetings at two different times in the development process: 1) before plan submittal for Planning Commission approval, and 2) before plan submittal to receive a building permit.

Issues discussed might include:

- Design layout
- Access
- Traffic impacts
- Project density
- Stream corridors and flood plains
- Drainage/Detention
- Building code analysis
- Time frame for plan review
- Payment of fees
- Completion of outstanding stipulations

While the staff may occasionally be able to offer comments to assist you in the design of your project, it is the role of the design professional to arrive at solutions.

Detailed and complete plans are required before submittal for a building permit. A thorough code

analysis is necessary. To assist you in the design of your project, copies of the Plan Review Record and Checklist are available for each adopted code. Mechanical, plumbing and residential versions are published. Copies are available at the Building Safety counter.

If you receive a written staff comment that is unclear, please call and clarify the intent of the comment. Much time is wasted when comments are misinterpreted. Different philosophies and goals on projects make it particularly important to continue keeping the lines of communication open.

At any step in the development process, the staff is willing to meet with you to discuss issues relating to your project. Don't hesitate to call or schedule an appointment so questions can be addressed.

The City of Overland Park is rapidly changing as a result of the day-to-day decisions made by the development community and public officials. This constant change has reinforced the awareness that team management by the development community and city staff is essential.

## What is the Role of the Online Development Center?

The Online Development Center is another way the Planning and Development Services Department provides convenient and efficient service to our customers. The Online Development Center, available through our Web site at [www.opkansas.org](http://www.opkansas.org), allows users to:

### Search:

- Permit/plan review information
- Building history
- Planning permits
- Public Works permits

- License/application information
- Product tank/elevator information
- Parcel information

### Comment on:

- Planning Commission Public Hearing items

### Apply for:

- New building permit (simple permit that does not require plan submittals only)

### View:

- Elevator calendar

### Pay fees for:

- Elevators
- Pet licensing
- Product tank
- Pool permit renewal
- Work orders

### Report concerns, including:

- Nuisance
- Property maintenance
- Restaurant
- Septic system
- Swimming pool or spa
- Zoning code

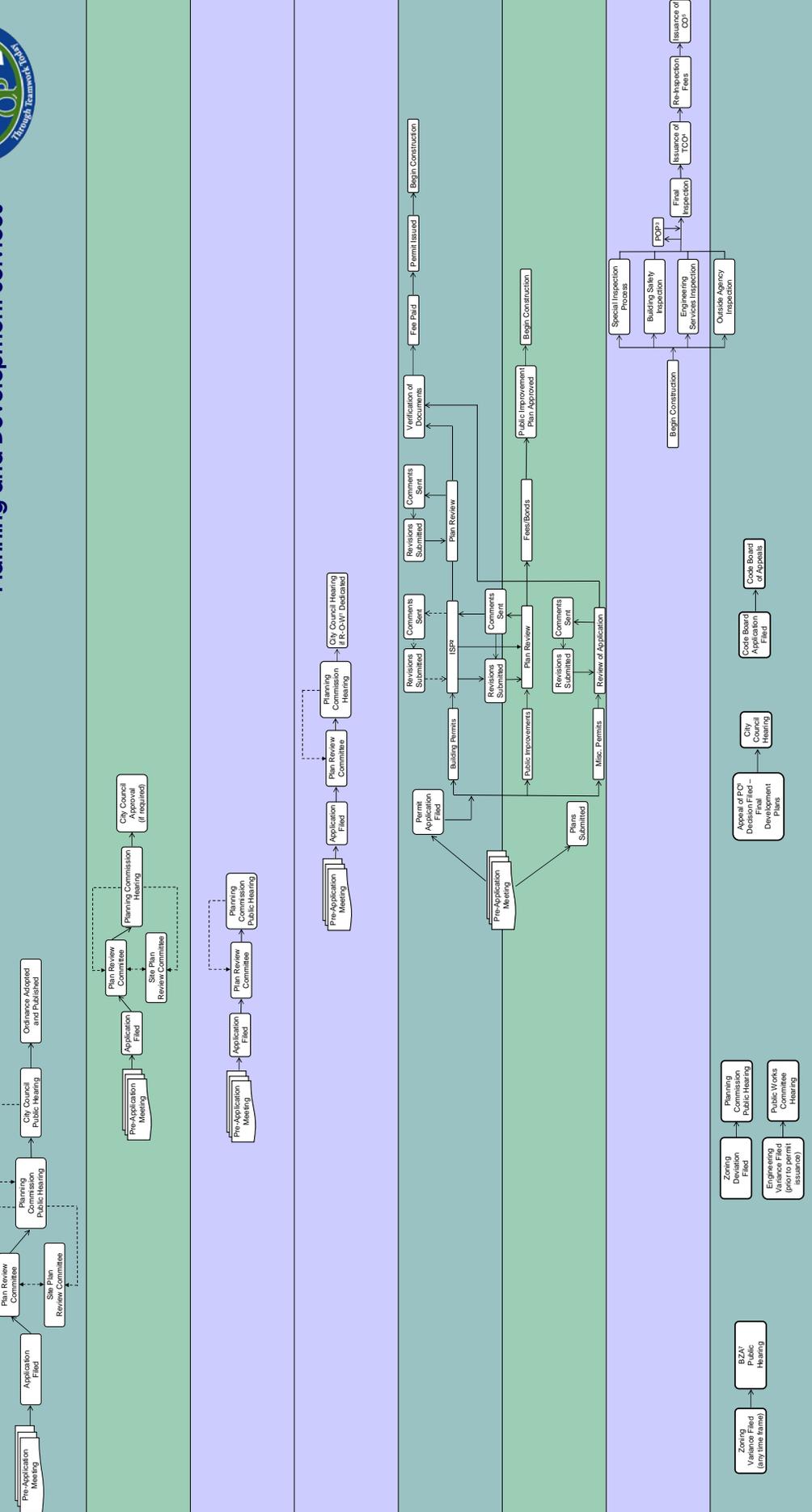
To access the Online Development Center, go to [www.opkansas.org](http://www.opkansas.org), type "Online Development Center" into the Search box and click "GO".

If you need technical assistant or help using the Online Development Center, please contact the Building Safety Management Assistant at 913/895-6232.

## Comments and Suggestions

We welcome your input regarding the effectiveness of this handbook. If you have suggestions on how it could be improved, please contact the Director of Planning and Development Services.

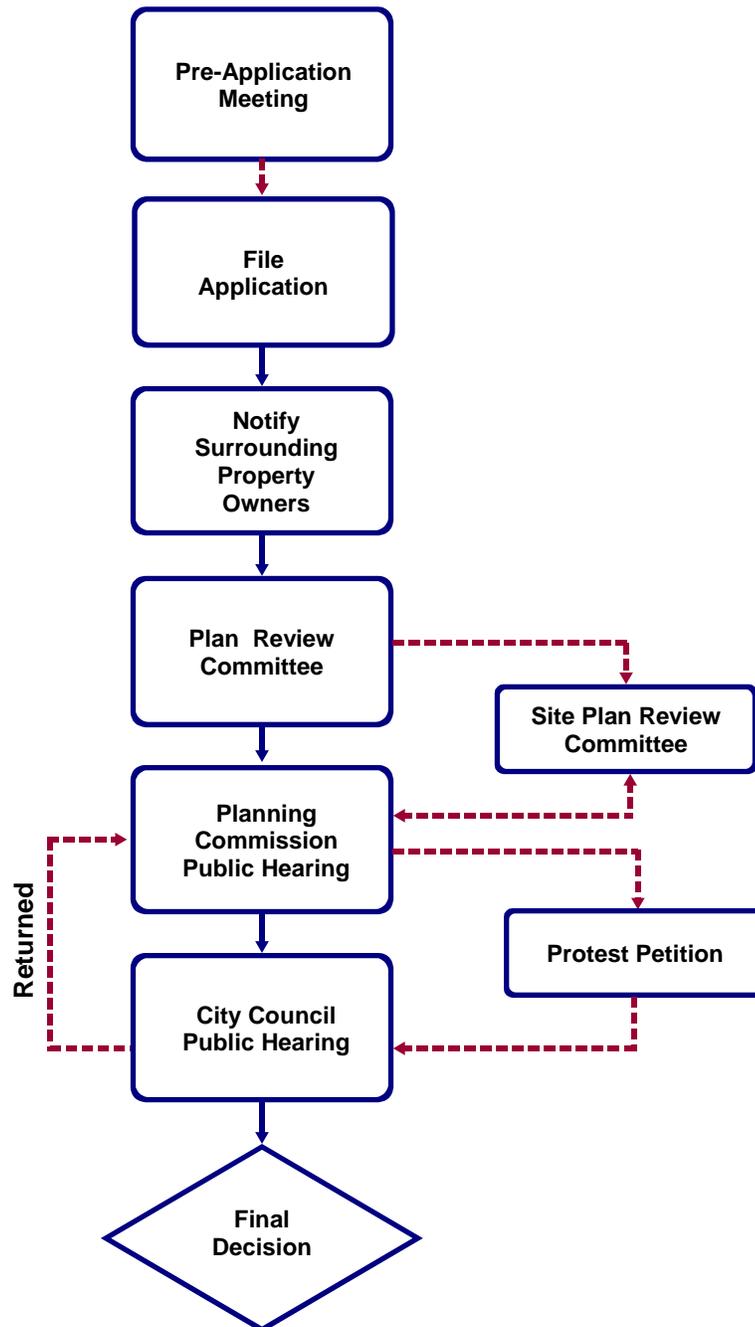
It is important to note that this handbook is a general overview and does not describe all the detailed information that is required on plans or plats; moreover, it is not a substitute for the Municipal Code or the applicable Kansas statutes. Also, this handbook may not reflect the current status of the code provisions cited. Check with city staff to make sure information is current.



**Key:**  
 - - - - - Possible  
 - - - - - Required  
 ROW = Right-of-Way Process  
 POP = Pre-Occupancy Program  
 TCCO = Temporary Certificate of Occupancy  
 COO = Certificate of Occupancy  
 PC = Planning Commission  
 BZA = Board of Zoning Appeals

# REZONING & SPECIAL USE PERMITS

## Chapter 3



### LEGEND

- Required —————>
- Optional - - - - ->

# Chapter 3 - Rezoning - Special Use Permits

## Purpose of This Step

Each piece of property in Overland Park is in a particular zoning district. The city's Unified Development Ordinance (UDO) contains regulations for each zoning district that specify permitted uses, required yard setbacks, maximum building height, basic parking requirements and related development standards. Thus, when the city approves a rezoning application, it represents a granting of basic development authority for that particular property.

Some land uses (such as hotels, hospitals, airports or nursing homes) are not listed as a permitted use in any zoning district. These uses are permitted only after the approval of a Special Use Permit (SUP) for a specific use at a specific location. The granting of development authority from a special use permit supplements the development rights granted by the underlying zoning designation, but is not dependent on them. A special use permit for a hotel, for example, can be approved whether the existing zoning designation is R-1, Single-Family Residential District; or M-1, Industrial Park District. Special use permits can be approved for a specific period of time (subject to renewal) or for an indefinite period of time (no renewal required).

The purpose of the rezoning/SUP step is to make sure that the proposed uses are appropriate at the proposed location and compatible with existing or planned uses on the surrounding property. In addition, decisions are typically made at this point that determine the density (or intensity) of development and its general layout and character. These decisions are made only after listening to any concerns that surrounding property owners or members of the general public may have regarding

the proposed development and its impact on the community.

Additionally, the city's design guidelines and standards apply to all development. Applicants should familiarize themselves with the Infill and Redevelopment Design Guidelines, Multifamily Design Guidelines and Commercial Design Guidelines.

The guidelines work in conjunction with the UDO and the Master Plan. Some areas covered by the guidelines include site layout, open space, preservation of natural features, pedestrian and vehicular circulation, landscaping, screening and transitions, lighting and building design. Guidelines can be accessed by visiting [www.opkansas.org/\\_Bus/Zoning\\_and\\_Planning/infill.cfm](http://www.opkansas.org/_Bus/Zoning_and_Planning/infill.cfm)

## Planned Zoning

Virtually all commercial and multifamily residential development in Overland Park is done under what is referred to as a "planned" zoning district. Planned districts are approved subject to a preliminary development plan that is submitted as part of the rezoning application. This plan includes a site plan showing such things as the layout of buildings and parking areas, conceptual building elevations, and the relationship of the proposed development to existing or proposed development on surrounding property. All subsequent development approvals and construction activities are required to be consistent with this preliminary development plan. Making significant revisions to the plan requires going through the same notification and public hearing process that was required for the original rezoning approval. Special use permits are

approved subject to the same type of preliminary development plan.

This chapter describes the rezoning and special use permit approval process. Please contact the Planner-of-the-Day at 913/895-6217 for more information.

## **Downtown Overland Park**

Downtown Overland Park is a unique area in the city and has its own Master Plan, design guidelines and zoning districts specifically intended to enhance and foster development in the downtown area. Downtown Overland Park is roughly bordered by 78th Street on the north, the properties just east of Broadmoor Lane on the east, 83rd Street on the south and Lowell Avenue on the west. The downtown area also has a management agency, the Downtown Overland Park Partnership, which also serves as a business association.

If you are considering a redevelopment or new project in the downtown area, please contact the Planner-of-the-Day at 913/895-6217 for more information. The Downtown Master Plan and design guidelines are available on the city's Web site at [www.opkansas.org](http://www.opkansas.org).

## **Step 1 - Pre-Application Meeting**

It is recommended that the applicant meet with a member of the Current Planning staff prior to submitting a rezoning or special use permit application. Depending on the complexity of the development or known site problems, the Current Planners may ask staff members from Engineering Services or Building Safety to attend. In addition, the applicant may ask that appropriate staff members be present to address particular issues.

This meeting gives the staff the opportunity to identify issues that may be addressed prior to the application

## **Process Improvement Points**

Talk to the staff early and often. The Overland Park planning staff handles dozens of rezoning and special use permit applications each year and thus is very familiar with the process and the expectations of the Planning Commission and City Council. Our goal is to make sure that each application is reviewed promptly, fairly and professionally. Even if we disagree with a particular proposal, the staff is still an excellent source for information and suggestions.

being submitted and to identify special studies needed in conjunction with the application. In addition, the meeting allows the applicant to explain issues that shaped the initial design of the project and to ask questions about rezoning or special use permit procedures. This exchange of information can often make the rest of the process go more smoothly.

It is not necessary to have detailed plans drawn prior to the pre-application meeting. However, the more information brought to the meeting (even in sketch form), the more thorough and specific the staff can be in response.

The staff members attending the meeting will answer questions and give an initial reaction to the proposed development. Complicated projects or complex questions, however, may require research before an answer can be given. In these cases, the staff will contact the applicant with a response within a few days.

It is important to point out that staff feedback from a pre-application meeting is preliminary. The staff cannot guarantee that all relevant issues will be identified at this initial meeting or that the initial reaction of an individual staff member will reflect the final staff recommendation.

## Step 2 - Filing the Application

Applications for rezoning or a special use permit can be filed at City Hall on any business day between 8 a.m. and 5 p.m. The process typically takes 15 to 30 minutes to complete; however, on application deadline dates, there is often a waiting line in the afternoon. A complete application consists of:

- an application form
- a typed legal description of the property
- an application fee
- five sets of preliminary development plans, collated and stapled (seals not required)
- a digital copy of the plans in PDF format with a

## Process Improvement Points

Make sure your proposal is feasible. Although the development plans that accompany rezoning and special use permit applications are intended to be preliminary in terms of detail, they should not be fictional! It is strongly recommended that you research local real estate market requirements, financing requirements and building code requirements before you prepare development plans. This will increase your chances of gaining approval and of moving forward to actual construction without having to go back for approval of revised plans.

The applicant should be aware of the following policies in order to avoid delays:

- Commercial Design Guidelines and Standards
- Multifamily Residential Design Guidelines and Standards
- Infill and Redevelopment Design Guidelines and Standards
- K-150 Corridor Design Guidelines

Now is the time to check with both Johnson County Water District No. 1 and Johnson County Unified Wastewater District to determine the availability of water and sewer services.

You may also want to check with the Engineering Services Division because stormwater management studies often cause delays.

- minimum resolution of 300 dpi
- any special studies required for the project (such as traffic, etc.)
- preliminary stormwater management plan

The application forms, fee schedules and a checklist for preliminary development plans are included in the Appendix and are also available at [www.opkansas.org](http://www.opkansas.org).

Application fees can be paid in cash, with a check or with a credit card (for transactions under \$1,000). Once the application has been entered into the city's computer system and the fee has been paid, the applicant is given a receipt that includes the case number and the date of the initial public hearing before the Planning Commission. The applicant will also be given one or more signs that must be posted on the property. The signs state that a rezoning or special use permit public hearing is scheduled for a particular date. In addition to posting the sign, the applicant is required to mail (by certified mail - return receipt) a written notice of the application and the public hearing to all property owners (including the subject property) within the notification area.

The applicant will also be given an "affidavit packet" that contains a sample letter for the mailed notice, and three affidavits that state:

- the sign was put in place and remained in place for at least 15 days prior to the public hearing
- notices to surrounding property owners were mailed at least 20 days prior to the public hearing
- the applicant either is the owner of the property or is acting as the owner's agent in making the application

These affidavits must be completed and returned to the city prior to the public hearing, along with the mailing receipts for each letter and as many of the return receipts as the applicant receives.

## Process Improvement Points

Pay attention to details. Make sure the legal description that is submitted with the application is accurate and legibly typed. Be sure that required written notices contain all necessary information and are mailed on time to the correct people. Make sure affidavits for posting the sign, mailing the notices and owner's approval are filled out and signed correctly, and turned in on time. Failure to pay attention to these details will result in the application being delayed.

Contact the Department of Records and Tax Administration or contract with a title company to obtain names and addresses of property owners within the notification area.

Once the application is taken, it is possible to submit additional information or drawings. However, significant changes to the project or late submission of required information can result in the delay of the Planning Commission public hearing.

## Step 3 - Plan Review Committee

Every application for rezoning or a special use permit goes through a detailed staff review. Although a member of the Current Planning staff is assigned to coordinate the review of each application, the focal point of the process is the meeting of the Plan Review Committee. This is a staff-only committee consisting of 8 to 10 representatives of various city departments and divisions that reviews each item on the Planning Commission agenda, identifies relevant issues and develops a recommendation. Thus, the recommendation of the staff reflects the consensus of several opinions.

Typically, the following issues are explored for each application:

- Is the application consistent with the city's Master Plan and related development policies?
- Is the proposed zoning district appropriate given the existing or proposed use of surrounding land? Does the development comply with zoning requirements for setbacks, parking spaces, building size and relevant performance standards?
- Is the density/intensity of the project appropriate for its location, within the requirements of the Unified Development Ordinance, and in compliance with any development policies such as the Land Use Intensity System Update?
- Does the Preliminary Stormwater Management plan address:
  - Detention
  - Stream Corridor Issues
  - Corps of Engineer Requirements
  - Flood Plains?

## Process Improvement Points

Be familiar with the Master Plan and development policies. The city has articulated its vision for future development in its Master Plan text (especially the goals and objectives section), in the Future Development Plan map and in a variety of supplementary documents containing specific development policies and standards. Proposals that are consistent with these documents are much more likely to be approved than proposals that are contrary to them.

- Is the appearance of the proposed building(s) appropriate for the intended use, compatible with surrounding development and consistent with any relevant design policies adopted by the city?
- Will the project create a significant traffic impact on the surrounding street system or a significant hazard to safe traffic movements? Are supplementary traffic studies required to adequately evaluate the probable traffic impacts? Will the location and configuration of proposed driveways, parking areas, loading facilities and drive-through lanes result in the safe and efficient flow of traffic into, out of and within the site?
- Are the adjacent streets improved to normal city standards? If not, does additional land need to be dedicated to meet right-of-way standards or does a vertical profile need to be engineered to show how adjacent streets will be graded when they are improved? Are specific street or traffic signal improvements needed concurrent with development to accommodate increased traffic?
- Is the property in a 100-year floodplain or in a drainage basin in which stormwater detention is required? Are there streams that are regulated by the stream corridor ordinance? Are there drainage problems on-site or at site boundaries, or are there deficient drainage structures downstream? These should be addressed in the preliminary stormwater management plan.
- Are there bank-stabilization problems within or adjacent to the proposed project? If so, does the preliminary development plan address these issues?
- Does the site contain “jurisdictional waters”? If so, have you obtained a permit from the Corp of Engineers?
- Is the location, size and general use of the proposed building(s) likely to create any building code problems? Does the site configuration provide adequate Fire Department access? Are water lines and hydrants in the area adequate for fire-fighting or can they be readily expanded?
- Is any land proposed for dedication as a public park? Is it land that would be beneficial to the park

## Process Improvement Points

Detention is required for development in designated areas of the city. Detention may also be required as a solution to drainage problems revealed in a flood study or stormwater management plan submitted by the applicant.

system? Is the proposed project in compliance with the Greenway Linkage Plan (the city's system of linear parks and bike/hike trails) or does there need to be a dedication of land or easements?

- Does everything conform with the Design Guidelines?
- Is the property or existing structure historical in nature?

Within one or two days following the Plan Review Committee meeting, a staff member will contact the applicant to discuss the staff's recommendation. In many cases, the staff will offer suggestions for modifying the application that would increase the level of staff support. Any changes agreed to by the applicant need to be made as soon as possible to avoid delays in the Planning Commission hearing date. If extensive changes are being made or if additional traffic or engineering studies are required, then the staff will request that the application be "continued;" i.e., rescheduled, to a later Planning Commission meeting date to allow time for the necessary work to be completed.

Following the Plan Review meeting and any subsequent discussions with the applicant, the staff will prepare a written staff report describing the rezoning or special use permit application and action recommended by the staff. In many cases, the staff will suggest conditions that should be considered if the application is approved. The staff report is typically ready for release the Thursday prior to the Planning Commission meeting and it is mailed to the applicant and owner for each item on the agenda. The staff report is also available online the Friday before a Planning Commission meeting.

## **Step 4 - Site Plan Review Committee**

All rezoning applications involving multi-family development are required to be reviewed by a subcommittee of the full Planning Commission known as the

## **Process Improvement Points**

If property being requested for rezoning or special use permit is within 500 feet of the environs of a structure on the state or national historic register, the Kansas State Historical Society will have to review the rezoning or special use permit application.

If the property is an Overland Park landmark, the city's Landmark Commission will be required to review and make a recommendation to the Governing Body on the proposed rezoning or special use permit application.

Site Plan Review Committee. In addition, the Planning Commission or the staff may refer other rezoning or special use permit requests to the Site Plan Review Committee where there are design issues that merit review and discussion in a more informal setting. This three-person Committee will listen to brief presentations by both the applicant and the staff, and then will try to resolve any differences relating to the design, layout or density of the project. The Committee will make a recommendation to the Planning Commission and may suggest changes to the preliminary development plans that would increase the level of Committee support. Again, if extensive changes are being made or if more information is needed to adequately review the application, then the application may be “continued” to a later Planning Commission meeting.

## **Step 5 - Planning Commission Public Hearing**

Every rezoning and special use permit application is reviewed by the Planning Commission at a public hearing. The Commission consists of 11 appointed citizens who meet on the second and fourth Mondays of each month at 1:30 p.m. in the City Council Chamber.

Staff and applicants making presentations in the City Council Chamber have access to a number of features designed to enhance presentations. Features are described in detail on page 3.10 and 3.11.

For each item on the agenda, the staff will make a presentation of the staff report and the applicant will be given an opportunity to make their own presentation. Presentations should be concise and to-the-point and need not be elaborate. At the end of both presentations, the Commission members may ask questions. Next, the Chairperson will open the public hearing and invite anyone in the audience to speak who has an interest in the application. If issues or concerns are raised by the public, the applicant is typically given an opportunity to respond. Finally, the public hearing

## **Process Improvement Points**

Talk to surrounding residents and property owners. Development applications are never considered in isolation. The city always takes into account the existing and planned development on adjacent property and the opinions of nearby residents and property owners. Applicants should know the positions of adjacent owners and consider their concerns as much as possible to maximize the chances for approval.

portion of the meeting is closed, and the Planning Commission discusses the action that should be taken and the reasons for that action.

In the case of a rezoning or special use permit, the Planning Commission's action is a recommendation to the City Council to either approve, approve with conditions (referred to as "stipulations") or deny the application. The Planning Commission may also vote to continue an application to a later meeting to allow further study or the submission of either more information or revised information by the applicant or the staff. A majority vote of the Commission members present is needed to pass any motion.

It is important to point out that both the Planning Commission and City Council encourage public participation in zoning decisions. As a result, it is strongly recommended that applicants meet with surrounding land owners and residents prior to initiating a rezoning or special use permit application. The more the application can address the concerns of this group, the better its chance of being approved by the city. Although the opinions of adjacent land owners and residents are not the only factors considered, they are an important component in the democratic process that leads to land use decisions in Overland Park.

Prior to the City Council meeting, an ordinance will be prepared in case the Council decides to approve the application. The ordinance will be sent to the official city newspaper and they will determine the cost of publishing the ordinance (required of all municipal ordinances in Kansas). The applicant will be informed of the cost of publication and that cost must be paid to the city by the applicant prior to the application being heard by the Council. Should the application be denied or withdrawn, this money will be refunded.

## Process Improvement Points

Be reasonable and flexible. There are many opinions on what is the best development pattern for any given area in the city. Although the city tries to plan for the future so that development patterns can be at least somewhat predictable, unexpected ideas or issues often crop up during the approval process. Applicants whose development plans are both reasonable and flexible stand a far better chance of successfully adapting to unforeseen ideas or issues.

Forms and details about filing a protest petition are available from the Planner-of-the-Day in the Developmental Center, or you can call 913/895-6217.

## Step 6 - Protest Petition

Within 14 days of the date the Planning Commission makes its initial recommendation, the property owners within the notification area of the rezoning or special use permit boundary can submit a protest petition. If the owners of 20 percent of the land within the notification area sign the petition, then the application can be approved with 10 or more votes of the Governing Body, regardless of how many members of the Governing Body are present.

## Step 7 - City Council Public Hearing

Once the Planning Commission has made a recommendation, a hearing (typically three weeks later) will be scheduled before the City Council.

The Overland Park City Council meets Monday evenings starting at 7:30 p.m. in the City Council Chamber. The format of the public hearing for a rezoning or special use permit request is similar to that used by the Planning Commission and applicants should plan on making a similar type of presentation.

Staff and applicants making presentations in the City Council Chamber will have access to a number of features designed to enhance presentations, which are described below.

The podium is equipped with a touch panel display for the control of presentation devices and lights. The display allows the direct viewing of the presentation images or video and includes telestrator technology to allow the presenter to draw or highlight items on the images that are projected. The podium also includes a camera-based overhead projector for letter size or smaller documents. It also has DVD, CD or VHS video playback capabilities and includes network and device connectivity for a wide range of storage formats (compact flash, USB jump drives, memory sticks etc.).

## Process Improvement Points

The podium also includes a cabinet/table for the projection of large format plans. Plans will be positioned on the cabinet top. A camera mounted in the ceiling will display the image.

Additionally, two large format flat panels are mounted on both sides of the chamber for public viewing of presentations. Several monitors are also located in the ceiling to provide viewing for those at the rear of the room.

During the meetings, there will be staff available to assist with the presentation equipment.

After the City Council has listened to the presentations and to any public comments, they will discuss the application and then take action. They may approve the application, approve with stipulations, deny the application, or continue it to a later meeting. The Council may also return the application to the Planning Commission for further consideration. If the Council disagrees with the recommendation of the Planning Commission, the application must be returned to the Planning Commission for reconsideration at least once unless the Council overrides the Planning Commission's recommendation by at least 9 or more affirmative votes of the Governing Body, regardless of how many members are present.

If the rezoning or special use permit application is approved, the ordinance is published in the official City newspaper the same week and becomes effective immediately upon publication.

## **Coordinating with Outside Agencies**

Overland Park does not provide water service, sanitary sewer service, electrical service, telephone service or gas service. Consequently, applicants for a rezoning or special use permit should be in contact with these utility providers to make sure that appropriate service

## **Process Improvement Points**

Lack of developer coordination or understanding of the time frames and approval processes for water and sanitary sewer service is one of the top causes for project delays. These utility agencies are not under the jurisdiction of the city and staff can not influence these outside agencies.

is available or can be extended in a reasonable manner. In addition, applicants should become familiar with the timetables, submission requirements and service costs of each agency. A list of contacts and phone numbers is included in the Development Directory in the Appendix.



# Chapter 4 - Final Development Plans

## Purpose of this Step

After land use decisions have been made and preliminary plans approved (see Chapter 3), the Planning Commission considers final development plans for each phase of a development. Final development plans are required before developing property in a planned zoning district, or where a non-residential use is proposed in a residential district; i.e., churches, schools, subdivision pools. At this stage of the process, the Planning Commission reviews details of the development including architecture, landscaping, lighting, grading, drainage, traffic circulation within and adjacent to the site and the screening of items such as loading docks, trash dumpsters and rooftop mechanical units. All elements of the site plan and exterior appearance of the project are finalized at this stage. All appropriate Design Guidelines, including Infill and Redevelopment Design Guidelines, Multifamily Design Guidelines and Commercial Design Guidelines, must be followed. No changes can be made without returning to the Planning Commission.

While preliminary plans include the general concept for the entire development, final development plans include refined drawings focused on one phase of the development. The final development plans must be substantially consistent with the preliminary plans and must be

approved by the Planning Commission before construction drawings can be submitted for a building permit. The plans submitted with the application should be of construction plan quality and must include detailed site information, building elevations and landscaping (see the Final Development Plan Checklist in the Appendix).

Public notice is not required and a public hearing will not be held before the Planning Commission. However, if revisions are proposed that are significantly different from the approved preliminary plan, it may be necessary to revise the preliminary plan through the notification and public hearing process outlined in Chapter 3.

This chapter describes the final development plan approval process. If you need additional information about any step in the process, please contact the Planner-of-the-Day at 913/895-6217.

## Step 1 - Pre-application Meeting

If approved preliminary plans are changed, or if the developer has questions about prior zoning stipulations, the approval process, or the submittal requirements, a pre-application meeting is encouraged. A pre-application meeting may not be necessary if the final development plans closely match the preliminary plan, and all prior zoning stipulations have been met.

At a pre-application meeting, the staff can provide an initial reaction to the site plan and building architecture. The staff can also alert the applicant to any additional studies that must be performed prior to an application being submitted. For assistance in determining whether a pre-application meeting would be beneficial for your project, contact the Planner-of-the-Day at 913/895-6217.

## Step 2 - Filing the Application

Applications for final development plans can be filed at City Hall on any business day between 8 a.m. and 5 p.m. The process typically takes 15 to 30 minutes to complete, except that on application deadline dates there is often a waiting line in the afternoon.

### **A complete submittal consists of:**

- an application form
- an application fee
- five complete sets of drawings, collated and stapled (seals not required)
- a digital copy of the plans in PDF format with a minimum resolution of 300 dpi
- any special studies required for the project (such as traffic, storm water management, etc.)
- preliminary storm water management plan

The application forms, fee schedules and a checklist are included in the Appendix and are also available at [www.opkansas.org](http://www.opkansas.org).

## Process Improvement Points

It is essential to first determine if the proposed use is appropriate under the current zoning designation, and if the development is consistent with the approved preliminary plans.

Be aware of previous zoning stipulations, which may limit the building size, or require additional studies to be performed prior to an application being submitted.

Applicants need to be familiar with and follow the Commercial Design Guidelines and Standards, Multifamily Residential Design Guidelines and Standards, Infill and Redevelopment Design Guidelines and Standards and K-150 Corridor Design Guidelines.

Double-check to make sure your drawings meet all submittal requirements for final development plans. Ensure that any required studies are submitted with the application. Incomplete applications are likely to be rescheduled for a later Planning Commission hearing to allow sufficient time for a complete application to be submitted.

Application fees can be paid in cash, with a check, or with a credit card (for transactions under \$1,000). Once the application has been entered into the city's computer system and the fee has been paid, the applicant is given a receipt that includes the case number and the date of the hearing before the Planning Commission.

Once the application is taken, it is possible to submit additional information or drawings. However, significant changes to the project or late submission of required information can result in the delay of the Planning Commission hearing.

## Step 3 - Plan Review Committee

Every final development plan application goes through a detailed staff review. Although a Current Planner is assigned to coordinate the review of each application, the focal point of the process is the meeting of the Plan Review Committee. This is a staff-only committee consisting of 8 to 10 representatives of various city departments and divisions that reviews each item on the Planning Commission agenda, identifies relevant issues and develops a staff recommendation. Thus, the staff recommendation reflects the consensus of several opinions.

### **Typically, the following issues are explored for each application:**

- Is the property zoned appropriately for the intended use and have all zoning stipulations been met?
- Is the application consistent with the city's Master Plan and related development policies?
- Does the landscaping plan include a variety of materials of sufficient quality and quantity for the proposed development? Are all unsightly views screened from public view?

## Process Improvement Points

To save time, it is usually possible to schedule your final development plan approval simultaneously with the platting process (Chapter 5). Talk to the staff early to find out if this type of parallel processing is applicable in your case.

Landscape plans must be prepared and signed by a registered landscape architect.

All rooftop mechanical units must be screened from view with an architectural treatment that is compatible with the building architecture.

- Is the building architecture compatible with other buildings within the development? Has the building been tastefully designed and are quality building materials proposed?
- Does the architecture comply with requirements outlined in the applicable design guidelines?
- Do all building and parking lot lights contain shielded fixtures? Are the lighting levels uniform and of the appropriate intensity for the proposed use?
- Are the spacing and design of proposed driveways and intersection locations consistent with good traffic engineering design and public safety considerations? Does the parking lot layout and internal circulation pattern comply with the applicable design guidelines?
- Have submission requirements been satisfied and have all required studies been submitted?
- Are the adjacent streets improved to normal city standards? If not, does additional land need to be dedicated to meet right-of-way standards or does a vertical profile need to be engineered to show how adjacent streets will be graded when they are improved? Are specific street or traffic signal improvements needed concurrent with development to accommodate increased traffic?
- Is the property in a 100-year floodplain or in a drainage basin in which stormwater detention is required? Are there streams that are regulated by stream corridor ordinance? Are there drainage problems on-site or at site boundaries, or are there deficient drainage structures downstream?
- Are there existing or likely future bank stabilization problems within or adjacent to the proposed project? If so, do the plans and associated studies address these issues?

Within one or two days following the Plan Review Committee meeting, a staff member will contact the applicant to discuss the staff's recommendation. In

## Process Improvement Points

At this stage, the applicant should be familiar with the following policies:

- Commercial Design Guidelines and Standards
- Multifamily Residential Design Guidelines and Standards
- Infill and Redevelopment Design Guidelines and Standards
- K-150 Corridor Design Guidelines
- Engineering Services (ES) Policy #3-02 - U.S. Army Corps of Engineers 404 Permitting Requirements
- ES Policy #3-01 - Storm Water Management Studies

The detention requirement will be identified at this stage of the process if not previously identified. Stormwater management studies, if not previously submitted may also identify a detention requirement.

many cases, the staff will offer suggestions for modifying the application in such a way that would increase the level of staff support. Any changes that are agreed to by the applicant need to be made as soon as possible to avoid delays in the approval process. If extensive changes are being made or if additional traffic or engineering studies are required, the staff will request the application be “continued;” i.e., rescheduled, to a later Planning Commission meeting date.

## Step 4 - Planning Commission Hearing

The Planning Commission consists of 11 appointed citizens who meet on the second and fourth Mondays of each month beginning at 1:30 p.m. in the City Council Chamber. For each item on the agenda, the staff will make a presentation of the staff report and the applicant will be given an opportunity to make their own presentation.

Staff and applicants making presentations in the City Council Chamber will have access to a number of features designed to enhance presentations, which are described below.

The podium is equipped with a touch panel display for the control of presentation devices and lights. The display allows the direct viewing of the presentation images or video and includes telestrator technology to allow the presenter to draw or highlight items on the images that are projected. The podium also includes a camera based overhead projector for letter size or smaller documents. It also has DVD, CD or VHS video playback capabilities and includes network and device connectivity for a wide range of storage formats (compact flash, USB jump drives, memory sticks, etc.).

## Process Improvement Points

Keep in mind that other State and Federal permits may be required when developing property, particularly when development occurs along Waters of the U.S., within the floodplain, or on property containing wetlands. It is critical to contact State and Federal agencies early in the process so their requirements can be incorporated into your site plan. While the staff will attempt to inform you which permits may be required, it is your responsibility to comply with all State and Federal regulations.

Final development plans receiving staff support may be placed on the Planning Commission “consent agenda” if the applicant agrees to all associated stipulations. Unless a Commissioner wishes to remove an item from the consent agenda for discussion, the entire consent agenda will be approved by the Commission with one vote at the beginning of the hearing without discussion. The applicant can avoid sitting through lengthy Planning Commission meetings this way.

The podium also includes a cabinet/table for the projection of large format plans. Plans will be positioned on the cabinet top. A camera mounted in the ceiling will display the image.

Additionally, two large format flat panels are mounted on both sides of the chamber for public viewing of presentations. Several monitors are also located in the ceiling to provide viewing for those at the rear of the room.

During the meeting, there will be staff available to assist with the presentation equipment.

Presentations should be concise and to-the-point and need not be elaborate. At the end of both presentations, the Commission members may ask questions.

Finally, the Planning Commission discusses the action that should be taken and the reasons for that action. The Planning Commission may approve, approve with conditions (known as “stipulations”) or deny the application. The Planning Commission may also vote to continue the application to a later meeting to allow further study or revisions to be made to the plan.

Normally, final development plans are not considered by the City Council unless a prior zoning stipulation carries that requirement. However, the applicant may appeal any action taken by the Planning Commission to the City Council.

Following approval by the Planning Commission, the plans are stamped and filed in the Planning and Development Services Department. The plans are referred to during the construction plan review process.

## Process Improvement Points

Occasionally, the Planning Commission will continue an application so it can be reviewed in greater detail with the members of the “Site Plan Review Committee” (described in Chapter 3).

Final development plans “expire” after 18 months.

Contact the inspections staff about picking up a Special Inspections Packet. This will allow you to plan ahead and budget for these requirements.