



Town of Salem, New Hampshire

CTAP Community Planning Roadmap



**Prepared for the I-93
Community Technical Assistance Program**

by the Rockingham Planning Commission

July 2010

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I-93 Community Technical Assistance Program (CTAP)*



I. Salem CTAP Community Planning Road Map

A. Introduction to the CTAP Community Planning Road Map

The development of this **Community Planning Road Map** is part of the I-93 Community Technical Assistance Program (CTAP). The CTAP program is a New Hampshire Department of Transportation (NHDOT) 5 year initiative to assist 26 communities that will be affected by the rebuilding and expansion of Interstate 93. These 26 communities include (italicized are in the Rockingham Planning Commission region): Allenstown, *Atkinson*, Auburn, Salem, Bow, Candia, Chester, Concord, *Danville*, Deerfield, Derry, Dunbarton, *Fremont*, Goffstown, *Hampstead*, Hooksett, Hudson, Litchfield, Londonderry, Manchester, Pelham, Pembroke, Raymond, *Salem*, *Sandown*, and *Windham* (see Attachment A, CTAP area map on following page). [Note: Communities in the Rockingham Planning Commission region are italicized and bolded.]

The purpose of CTAP is to promote beneficial patterns of growth among all 26 communities to minimize the negative effects of growth on community services, open space, school systems, traffic, environmental quality, and existing residential and commercial development. More information about the CTAP program is available at the NH DOT website at www.nhctap.com and in the attached CTAP brochure.

CTAP is coordinated by NH DOT, four of the state's regional planning commissions (Central, Nashua, Rockingham and Southern New Hampshire), as well as a number of non-governmental organizations such as the Society for Protection of New Hampshire Forests as directed by a CTAP Steering Committee made up of representatives from each of these groups.

CTAP consists of three main planning stages:

1. **Community Planning Assessment**

A questionnaire designed to help communities determine where they are on the planning curve and where their current planning and zoning will take them in the future.

2. **Visioning and Planning**

The process in which a community pictures the future it wants and plans how to achieve it.

3. **Implementation**

Utilizing the community assessment and existing community plans actions are developed and implemented that move the community forward to its ultimate vision.

The CTAP Community Planning Road Map is designed to engage communities in evaluating how they can achieve their planning goals using the planning products, resources and services made available to them through the CTAP program.

B. Road Map Planning Process

Currently, the Salem CTAP program is moving into the *Visioning and Planning and Implementation* stages via the *CTAP Community Planning Road Map*.

This CTAP Community Planning Road Map prepared for the Town of Salem identifies and sets forth recommendations and priority actions to guide the town's current and future participation in the CTAP program. Because Year One of the CTAP program is completed and Year Two will conclude in August 2010, this Community Planning Road Map is designed to guide and help assist the Town of Salem to develop a prioritized action and work plan to address the anticipated future growth in the CTAP region.

Development of the CTAP Community Planning Road Map consisted of a three step process.

1. *Initial Community Engagement Meeting*

This meeting is held in each community to: (1) reintroduce CTAP to community officials; (2) evaluate CTAP products that have been developed for each community to date; and (3) develop a prioritized action plan for the community.

2. *Road Map Planning Process*

Communities select either the "Plan A" or "Plan B" planning process.

- Plan A: Consists of a pre-meeting review and screening of the Community Planning Assessment; facilitating a public workshop to evaluate recommendations; and developing an action plan.
- Plan B: Consists of an internal review process in which town officials, planning board members, the regional planning commission, CTAP representatives and planning commissioners met to complete a Road Map Plan for the community.

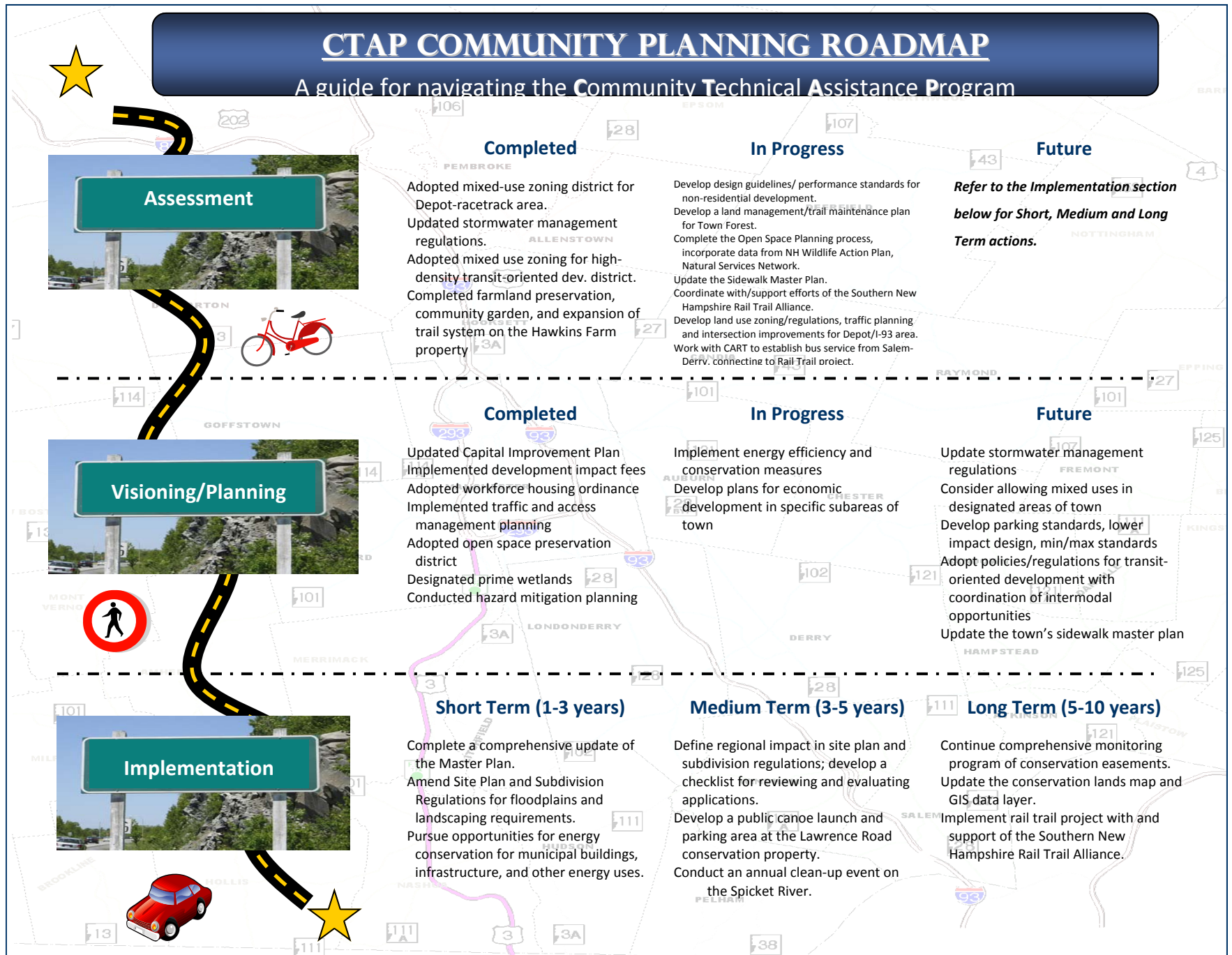
Salem selected Plan B to complete their planning process.

3. *Concluding Presentation*

The purpose of the concluding presentation is to present the CTAP Community Road Map to the public at a meeting with elected officials, the planning board, conservation commission and other stakeholders to describe the development and contents of the plan and how the plan can be implemented.

C. Summary of Results of the Salem's CTAP Community Planning Road Map

The Town of Salem's Community Planning Road Map is provided in the planning diagram on the following page. The planning diagram serves to summarize the results of the *Visioning and Planning* stage of the CTAP program.



D. Process for Developing Salem’s Community Planning Road Map

In developing Salem’s CTAP Community Planning Road Map, town officials selected the “Plan B” road map planning process. The “Plan B” road map process consisted of an internal review and screening of the Community Planning Assessment to create the Road Map (see following Executive Summary and Summary of Recommendations as well as the Impact/Feasibility Grid).

The following Salem representatives and staff of the Rockingham Planning Commission participated at an internal screening and review meeting held at the Town Offices on December 1, 2009:

William Scott	Community Development Director
Ross Moldoff	Planning Director
Julie LaBranche	Senior Planner, Rockingham Planning Commission

A follow-up meeting on December 30, 2009 was attended by Ross Moldoff and Julie LaBranche to finalize the action plans for the Immediate Actions identified in the previous meeting.

As a result of this meeting, the following important planning goals and projects for the Town of Salem were identified and discussed, including:

- Integrate Transportation and Land Use, including transit oriented development and mixed use zoning districts
- Develop design guidelines and development performance standards for non-residential development
- Amend Site Plan and Subdivision Regulations relating to floodplains and landscaping
- Develop a comprehensive inventory of conservation lands including an updated GIS data layer
- Conduct public participation events to increase stewardship of the Spicket River

The Community Planning Road Map was then presented to the planning board and the public as part of a concluding presentation held on _____, 2010 at which time the Salem Planning Board adopted the Road Map.

CTAP Work Products

Also recognized at these meetings are the CTAP work products which have been completed for Town of Salem to date: a Community Planning Assessment; enhanced GIS-based information (build-out analysis, land use and aerial photo mapping); grant funded projects including purchase of pictometry images. Salem was awarded a Phase II grant in January 2010 to hire a consultant to develop design guidelines and development performance standards for non-residential development. RPC staff is currently working with the Conservation Commission to complete an Open Space Planning Assessment, which is anticipated to conclude by July 2010.

In addition, RPC staff collaborated with William Scott to develop a presentation on the connection between land use and transportation, which he presented at the CTAP workshop on December 21, 2009 *Integrating Land Use and Transportation: A Regional Workshop*.

E. Key Elements of Salem’s CTAP Community Planning Road Map

Salem’s CTAP Community Planning Road Map is divided into three parts:

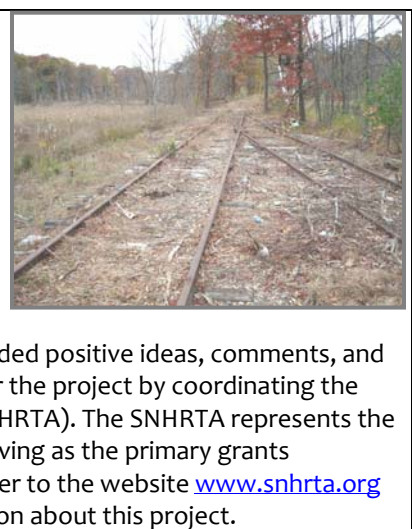
- Completed Projects
- Projects in Progress
- Future Projects/Actions (Short Term, Medium Term and Ongoing Long Term).

Completed Projects

1. Adopted a mixed-use zoning district for the Depot-racetrack area.
2. Updated stormwater management regulations.
3. Adopted zoning to permit compatible mixed residential/office or residential/retail uses for a higher-density transit-oriented development district.
4. Evaluated options for affordable housing, and completed farmland preservation, community garden, and expansion of interpretative trail system on the 15-acre Hawkins Farm property owned by the town.

Projects in Progress/Ongoing

1. The Town of Salem was awarded a CTAP Phase Two grant in January 2010 to hire a consultant to develop design guidelines and development performance standards for non-residential development. This project will be completed by August 2010.
2. The Town hired a consultant in December 2009 to develop a management plan for the Town Forest including trail maintenance standards.
3. The Open Space Planning process, which is currently underway, will incorporate two major regional and state level land use protection plans: the NH Wildlife Action Plan and Natural Services Network.
4. The Town is working on updating the Sidewalk Master Plan, anticipating its completion in 2010.
5. Continue coordinating with and supporting efforts of the Southern New Hampshire Rail Trail Alliance.

<p>Salem Bike-Pedestrian Corridor. The Salem Bike-Pedestrian Corridor, along Route 28 and the abandoned Boston/Maine Railroad Manchester to Lawrence Branch will form the primary non-motorized transportation path from the Methuen town line at Hampshire Road to the existing Windham Rail Trail at Route 111. Connections to businesses, residential areas, schools, recreation areas, and Park-N-Ride locations will provide economic growth, more convenience, less traffic congestion, higher property values, and promote active lifestyles. The Community Development Department completed an online survey of over 2,500 households adjacent to the proposed route. The over 240 returned surveys provided positive ideas, comments, and support. The Community Development Office expanded outreach for the project by coordinating the establishment of the Southern New Hampshire Rail Trail Alliance (SNHRTA). The SNHRTA represents the combined interests of the Derry, Salem and Windham with Salem serving as the primary grants management entity through its Community Development Office. Refer to the website www.snhрта.org and www.bwanh/sbpc developed by volunteers to provide information about this project.</p>	
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Following are transportation related projects that are in progress or ongoing.

6. *Depot Intersection Improvement Project.* Continue developing land use zoning and regulations, traffic planning and associated intersection improvements for the Depot Intersection near I-93. The Depot area is a well known congestion point in the community. Despite high traffic counts, congestion has been identified by businesses in the area as limiting opportunities. The Depot Committee is in the process of determining a traffic pattern and land use options for eventual consideration by the Board of Selectmen and Planning Board. The innovative approaches to date include the establishment of alternate routing through the use of access roads that open up properties for development while providing traffic diversion. It is anticipated that a completed plan and zoning proposal will be available in the summer of 2010.
7. *CART Bus Service Expansion.* Continue working with the CART bus system to establish bus service from Salem to Derry with connection to the Rail Trail project.
8. *Intelligent Transportation Systems.* This project is funded by a \$750,000 grant from the Federal Highway Administration and local traffic impact fees. The project will integrate coordinated traffic signal controls, traffic monitoring, emergency and incident response support, and communications. The project has competed design and contractor selection. Construction will occur in early 2010 and continue throughout the spring and summer.
9. *Pelham and Stiles Intersection and Exit 2 Coordination.* The Community Development office is managing the initial scoping and design for this project. The project entails the reconstruction and adding of lanes to the Pelham, Stiles, and Manor Parkway intersection. This project is in conjunction with State DOT I-93 project and continues the work from Exit 2. The design is in conjunction with the State DOT design work and is currently at a preliminary stage.
10. *Energy Conservation SMART EECBG.* The Town has applied for and received authorization to proceed with a grant for \$131,100 for energy conservation. The Town will use its EECBG funds of \$131,100 for eligible activities in the Energy Efficiency and Conservation Strategy Sector. The SMART Program (Salem Municipal Assets Reduction Targets) represents the analysis and prioritization of energy reduction objectives throughout all of the Town's municipal assets. Energy consumption occurs at all levels of government. From the printer light that remains on to the air conditioning system that may run at off peak, the program will assess every aspect of municipal building assets toward developing a prioritization for capital work and policy manual for reduction strategies. The comprehensive SMART Program is a four-phase approach: Inventory, Assessment, Priorities, and Operations Reductions. This project will fund the first three phases with the balance of the funds used for the highest priority energy savings and the development of an energy use policy manual. The primary outcome of the project will be a 5-year SMART capital plan and administrative approach in



perpetuity. The project is anticipated to be conducted over the spring, summer and fall of 2010, with a conclusion in the winter/spring of 2010/2011.

11. ***Haigh Avenue Acquisition Project.*** Continue working with FEMA on a grant for two flood area projects which will relocate nine homes/residents on Haigh Avenue.

Haigh Avenue Acquisition of Nine Homes. A FEMA grant award for \$1,889,802 in Flood Mitigation Assistance program funds will implement the acquisition of nine homes off Haigh Avenue. The funds are authorized through the Flood Mitigation Assistance Program (FMA-PJ-01-NH-2009-003) with the U.S. Department of Homeland Security, Federal Emergency Management Agency, as administered and allocated by the New Hampshire Department of Homeland Security and Emergency Management.

After discussions with the State DOT it became apparent the opportunities that removal of homes on Haigh Avenue will provide mutual benefits for the Town and the I-93 expansion project. Portions of the Haigh Avenue area for wetlands mitigation for impacts associated the I-93 project.



Immediate/Short-Term Actions

In the Short-Term (1-3 years), the Town of Salem will:

1. Complete a comprehensive update of the Master Plan as required by New Hampshire law.
2. Adopt amendments to the Site Plan and Subdivision Regulations relating to floodplains and landscaping requirements.
3. Evaluate opportunities to pursue energy conservation for municipal buildings, infrastructure, and other energy uses.
4. Utilize the CTAP Discretionary Grant Program to research and develop planning tools such as regulations, ordinances, or study groups to accomplish one or more of the recommendations in the Community Assessment. See #1 under *Projects in Progress* above.

Refer to the Roadmap Action Plan for Immediate Actions on the following page 10.

Medium-Term Actions

In the Medium-Term (3-5 years), the Town of Salem will consider the following projects and/or actions.

1. Define regional impact in the site plan and subdivision regulations and develop a checklist of items for those reviewing applications to consider and evaluate.
2. Develop a public canoe launch and parking area at the Lawrence Road conservation property.
3. Conduct an annual clean-up event on the Spicket River.

Refer to the Feasibility Grid for ranking of Immediate/Short-Term Actions and Medium-Term Actions on page 11.

Long Term/Ongoing Actions

In the Long Term (5-10 years), the Town of Salem will pursue the following ongoing projects and/or actions.

1. Continue conducting a comprehensive monitoring program of conservation easements.
2. Update the conservation lands map and associated GIS data layer.
3. Implement the rail trail project with and supporting efforts of the Southern New Hampshire Rail Trail Alliance.

TABLE 1. ROADMAP ACTION PLAN

QUESTIONS	IMMEDIATE ACTIONS	
	#1 Complete a comprehensive update of the Master Plan.	#2 Adopt amendments to the Site Plan and Subdivision Regulations relating to floodplains and landscaping requirements.
1. List the following: steps/tasks and that are involved to accomplish this action; and deadline/ milestone for each step/task	Develop a schedule of planning board workshops and meet with town staff; hold a public meeting to solicit input from residents and business owners; hold a public hearing for adoption of chapter	Develop a schedule of planning board workshops and meeting with town staff; hold a public hearing for adoption of regulations
2. Who will be responsible for spearheading the effort?	Planning Board with assistance from town staff and elected officials	Planning Board with assistance from Department of Public Works (floodplains) and Conservation Commission (landscaping)
3. What resources are required or support needed to accomplish this action?	Acquire town funds and apply for other funding for technical and planning services of a consultant	Regulations/requirements to be developed by the Planning Board
4. What CTAP resources could support the implementation of this action?	Community Assessment Roadmap Planning Report Open Space Plan	Community Assessment Roadmap Planning Report Open Space Plan
5. Identify the barriers or resistance to this action and identify ways to overcome them.	Funding and/or staff time	None anticipated
6. Who are likely collaborators or stakeholders that should be aware of and can contribute to accomplishing the action?	Rockingham Planning Commission Plan New Hampshire Local boards, commissions and committees	Floodplains – Rockingham Planning Commission, NH Office of Energy and Planning Landscaping – UNH Cooperative Extension
7. Anything else that should be identified for this action?		Technical Resource for floodplains – NH DES Innovative Land Use Planning Techniques Handbook

FEASIBILITY GRID

The Feasibility Grid organizes the Immediate/Short-Term Actions and Medium-Term Actions, ranking them by two factors: the degree of impact implementation of the action will have on the community, and the degree of feasibility of accomplishing the action.

<p>Impact:</p> <p>How much impact will this action have on our community?</p>	HIGH	<ul style="list-style-type: none"> • Conduct comprehensive conservation easement monitoring program. • Update the conservation lands map and associated GIS data layer. 	<ul style="list-style-type: none"> • Utilize the CTAP Discretionary Grant Program to research and develop planning tools such as regulations, ordinances, or study groups based on one or more of the above recommendations. • Adopt amendments to the Site Plan and Subdivision Regulations relating to floodplains and landscaping requirements. 	
	MODERATE	<ul style="list-style-type: none"> • Conduct an annual clean-up event on the Spicket River. • Develop a public canoe launch and parking area at the Lawrence Road conservation property. 	<ul style="list-style-type: none"> • Evaluate opportunities to pursue energy conservation for municipal buildings, infrastructure, and other energy uses. • Complete a comprehensive update of the Master Plan as required by New Hampshire law. • Update the town’s Sidewalk Master Plan. 	
	LOW	<ul style="list-style-type: none"> • Define regional impact in the site plan and subdivision regulations and develop a checklist of items for those reviewing applications to consider and evaluate. • Complete a Natural Resources Inventory • Evaluate options for the 15-acre Hawkins Farm property for affordable housing, farmland preservation, community garden, and expansion of interpretative trail system. 	<ul style="list-style-type: none"> • Consider incorporating two major regional and state level land use protection plans in conservation planning: the NH Wildlife Action Plan and Natural Services Network. 	
		LOW	MODERATE	HIGH

Feasibility: How feasible is it to accomplish this in our community?

TABLE 2. SUMMARY OF COMPLETED AND RECOMMENDED ACTIONS

<p><i>Completed Projects</i></p> <ol style="list-style-type: none"> 1. Adopted a mixed-use zoning district for the Depot-racetrack area. 2. Updated stormwater management regulations. 3. Adopted zoning to permit compatible mixed residential/office or residential/retail uses for a higher-density transit-oriented development district. 4. Evaluated options for affordable housing, and completed farmland preservation, community garden, and expansion of interpretative trail system on the 15-acre Hawkins Farm property owned by the town.
<p><i>In-Progress/Ongoing Projects and Actions</i></p> <ol style="list-style-type: none"> 1. The Town of Salem was awarded a CTAP Phase Two grant in January 2010 to hire a consultant to develop design guidelines and development performance standards for non-residential development. This project will be completed by August 2010. 2. The Town hired a consultant in December 2009 to develop a management plan for the Town Forest including trail maintenance standards. 3. The Open Space Planning process, which is currently underway, will incorporate two major regional and state level land use protection plans: the NH Wildlife Action Plan and Natural Services Network. 4. The Town is working on updating the Sidewalk Master Plan, anticipating its completion in 2010. 5. Continue coordinating with and supporting efforts of the Southern New Hampshire Rail Trail Alliance.
<p><i>Immediate/Short Term Actions (1-3 years)</i></p> <ol style="list-style-type: none"> 1. Complete a comprehensive update of the Master Plan as required by New Hampshire law. 2. Immediate Action - Adopt amendments to the Site Plan and Subdivision Regulations relating to floodplains and landscaping requirements. 3. Evaluate opportunities to pursue energy conservation for municipal buildings, infrastructure, and other energy uses. 4. Utilize the CTAP Discretionary Grant Program to research and develop planning tools such as regulations, ordinances, or study groups to accomplish one or more of the recommendations in the Community Assessment. See #1 under Projects in Progress above.
<p><i>Medium Term Actions (3-5 years)</i></p> <ol style="list-style-type: none"> 1. Define regional impact in the site plan and subdivision regulations and develop a checklist of items for those reviewing applications to consider and evaluate. 2. Develop a public canoe launch and parking area at the Lawrence Road conservation property. 3. Conduct an annual clean-up event on the Spicket River.
<p><i>Long Term/Ongoing Actions (5-10 years)</i></p> <ol style="list-style-type: none"> 1. Continue conducting a comprehensive monitoring program of conservation easements. 2. Update the conservation lands map and associated GIS data layer. 3. Implement the rail trail project with and supporting efforts of the Southern New Hampshire Rail Trail Alliance.

COMMUNITY TECHNICAL ASSISTANCE PROGRAM

CTAP: helping communities in the I-93 corridor to proactively plan for growth



The **Community Technical Assistance Program (CTAP)** provides resources and tools to help NH communities take a proactive role in achieving the future they desire. CTAP is designed to assist communities with the changes that will arise from the I-93 expansion as well as ongoing growth in the region. By taking a proactive approach to planning, CTAP helps communities to minimize the negative effects of growth on community services, remaining open space, schools, traffic patterns, environmental quality, and existing residential & commercial development.



The CTAP process follows three main stages, each with its own set of programs and resources. The first stage is **Assessment**, which helps communities to determine where they are and where their current planning and zoning will take them in the future. Once assessments have been made, communities can use this information to begin the second stage, **Visioning and Planning**. Visioning is the process in which a community pictures the future it wants and plans how to achieve it. The final stage of the CTAP process is **Implementation**. Implementation takes the assessments and plans that have been developed and turns them into actions that move the community towards its ultimate vision.

ASSESSMENT PROGRAMS

Assessment is the first stage in the CTAP process. It helps communities to determine where they are and where their current planning and zoning will take them in the future.

Community Planning Assessment ~ an expert analysis of your community's current planning status and a roadmap to help you make the best use of CTAP programs. Assessments review a wide range of information including existing zoning and regulations, capital improvement plans, open space plans, and master plans.

Economic Assets Profile ~ an inventory of local assets is key to a solid economic development plan. This program will inventory all assets in your community and incorporate additional data to provide a regional snapshot that will help formulate a long range strategic economic plan.

Community Build-out Analysis and Alternatives ~ using enhanced GIS, this program provides build-out views of your community based on current zoning regulations as well as alternative scenarios under different zoning options. These community analyses will be combined to show how the entire region will be affected by the I-93 expansion and local growth decisions.

Open Space Assessment ~ the Regional Planning Commissions and the Society for the Protection of NH Forests (SPNHF) will work with your community to identify and map land that should remain undeveloped and create ecologically, financially, and legally viable strategies for the protection of these lands.

Enhanced GIS-based Information ~ using the latest land use and conservation GIS data, this program will prepare an updated Natural Services Network for the CTAP region that identifies critical natural services such as water supply, flood control, forestry and agricultural soils, and wildlife habitat. Your community can then use this information to guide both development and conservation practices.



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VISIONING & PLANNING PROGRAMS

Once assessments have been made, communities can use this information to begin Visioning and Planning. Visioning is the process in which a community pictures the future it wants and plans how to achieve it.

Transportation & Land Use Integration Planning ~ this program assists communities in developing a better way to integrate and deliver transportation and land-use planning in and across local and regional master plans.

Open Space & Conservation Planning ~ by identifying open space locations and recommending methods to preserve them, this program will assist your community in improving, enhancing, or creating an open space plan that fits seamlessly into your Master Plan.

High Priority Natural Resource Protection Plan ~ using zoning, regulatory, and voluntary techniques that have worked elsewhere, this program provides the most up-to-date methods to protect high-priority natural resources identified in your Open Space Plan. A public outreach and education component is available to help others see the value of future land use planning.

Agricultural Resources Assistance ~ training and startup technical assistance is available through CTAP for newly formed Local Agricultural Commissions, whose purpose is to promote, protect, and enhance local agriculture and agricultural resources. In addition, a mini-grant program can help your community to create an Agricultural Commission or develop and implement work plans for an established Commission.

Local Government Workshops ~ designed for 3-4 towns to identify and discuss common planning problems and solutions, including those that cross regional boundaries. Workshop topics can be geared to your specific needs.

Conservation Commission Institute ~ a year long series of regional training sessions for those serving on Conservation Commissions. Topics vary based on community needs, but may include land conservation, support for working landscapes, and preservation of local agriculture. A regional environmental protection roundtable will be established to encourage communication, education, and a regional approach to environmental issues.



IMPLEMENTATION PROGRAMS

The final stage of the CTAP process is Implementation. Implementation takes the assessments and plans that have been developed and turns them into actions that move the community towards its ultimate vision.

Innovative Training for Local Government Officials ~ this program provides your local government officials with customized training on topics that address the interests and needs of your community. Innovative delivery methods will be utilized, including discussion boards, post-training support, customized 1-on-1 training, and peer-to-peer training.

Discretionary/Targeted Local Funding ~ your community has access to upwards of \$10,000 for activities that are consistent with CTAP goals but not already covered by CTAP funding. Your local Regional Planning Commission will counsel you on how the funds may be spent.

Local CTAP Collaborative Grants ~ funding is available for two or more local governments to pursue a collaborative project that addresses an immediate concern to their communities and helps to achieve the broad goals of CTAP.

Grant Writing Assistance ~ a Grant Resources Guide, grant workshops, and grant consultation are available to help you prepare proposals for non-CTAP grants that support goals & objectives identified in the CTAP strategic planning process.

Affordable Housing Initiatives ~ the Inclusionary Zoning Implementation Program (IZIP) was created by the NH Housing Finance Authority to provide communities with direct technical assistance grants to address shortages in workforce housing by developing and adopting inclusionary zoning ordinances. CTAP funds will be used to leverage IZIP technical assistance for CTAP communities on a competitive basis.



II. Executive Summary - Salem Community Assessment Report (2008)

A. Introduction

The Community Technical Assistance Project (CTAP) was implemented in an attempt to help communities respond to potential growth issues due to the expansion of Interstate 93. The first phase of the five-year process was to develop and administer Community Assessments to towns most likely to experience growth due to the expansion. The ultimate goal of the Community Assessment process was to determine whether communities have policies and regulations in place to manage potential growth effectively.

Potential growth impacts for these CTAP communities could include, among others, an increase in population, traffic, and a greater demand for housing. Consequently, if growth does occur in some or all of these areas, increased demand in municipal services across the board will be expected. CTAP communities will have to plan accordingly.

B. Process

Assessment questions were answered through a review of existing town and city policies and were completed with the help of municipal personnel in each of the communities. The questions were grouped around the following four themes, which were approved by the CTAP Steering Committee according to the overall goals of the program.

A Community Assessment Survey was completed for the town of Salem. The survey, which consisted of more than 100 questions, centered around four major planning themes, which included:

- Theme A. Community Infrastructure and Regional Cooperation*
- Theme B. Environmental Protection, Land Use, and Open Space*
- Theme C. Downtowns, Village Centers, and Community Vitality*
- Theme D. The Local Economy*

The Community Assessment was completed through a collaboration of elected officials, municipal employees, and staff at the Rockingham Planning Commission. The results should provide community leaders with a basis to make decisions concerning future growth, and may also serve as starting point for discussion of possible projects for inclusion in the CTAP Discretionary Grant Program Application.

C. Key Recommendations

The Salem Community Assessment report that follows contains findings and recommendations concerning how to best address growth in your community. The report recommends twelve strategies (listed below by Theme) that may be helpful in dealing with potential future growth.

Theme A: Community Infrastructure and Regional Cooperation

1. Define regional impact in the site plan and subdivision regulations and develop a checklist of items for those reviewing applications to consider and evaluate.

Theme B: Environmental Protection, Land Use, and Open Space

2. Develop a dark skies lighting ordinance.
3. Attend forums on energy conservation and consider revisions to ordinances and regulations.
4. Consider the three major regional and state level land use protection plans in conservation planning: The Wildlife Action Plan, the Natural Services Network, and the Land Conservation Plan.
5. Create an Open Space Plan as well as a Natural Resources Inventory.

Theme C: Downtowns, Village Centers, and Community Vitality

6. Consider a mixed-use zoning district for the Depot racetrack/I-93 area.
7. Coordinate regulations for transit-oriented development with existing efforts and projects to create intermodal opportunities.
8. Consider opportunities for compatible mixed residential/office or residential/retail uses for a higher-density transit-oriented development district.
9. Consider maximum, as well as minimum parking standards, which include techniques for lower impact development in parking-lot design.
10. Update stormwater management regulations.

Theme D: The Local Economy

11. Complete a Vision Chapter of the Master Plan as required by New Hampshire law.