



# Town of Salem Master Plan

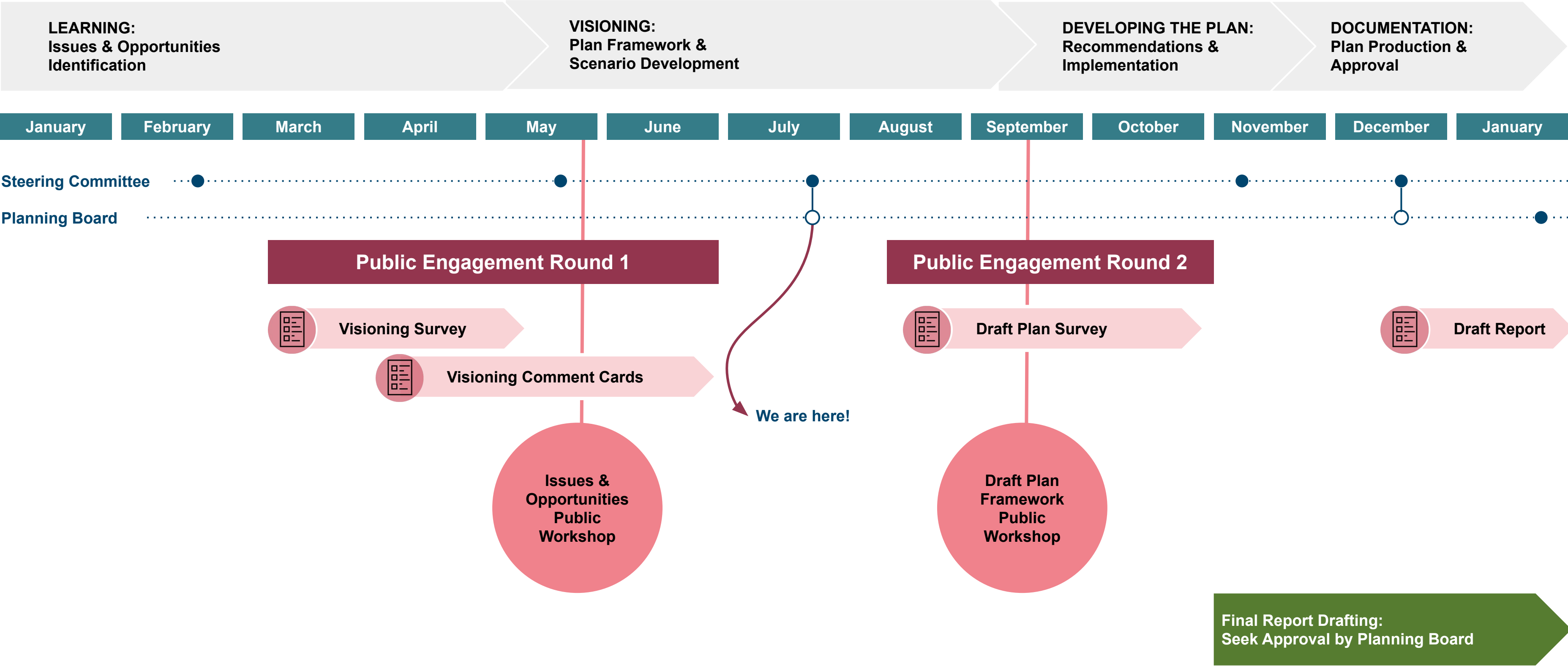
Steering Committee Meeting #3  
July 17, 2024



# Agenda

- 1. Process & Timeline Update
- 2. Public Workshop Engagement Summary
- 3. Draft Plan Framework
- 4. Development Vision Focus Areas
- 5. Next Steps

# Planning Process Overview



# Public Workshop Engagement Summary



# Themes: Comment Cards

## What do you LOVE about Salem?

- Community
- Growth (shopping convenience)
- Nature
- Education
- Corridors

## What would you CHANGE about Salem?

- Housing affordability
- Growth (lack of regulation)
- Pedestrian safety
- Greener energy
- Establish town center





# Map-Based Feedback

Where should Salem focus investment in the **Town Center**?



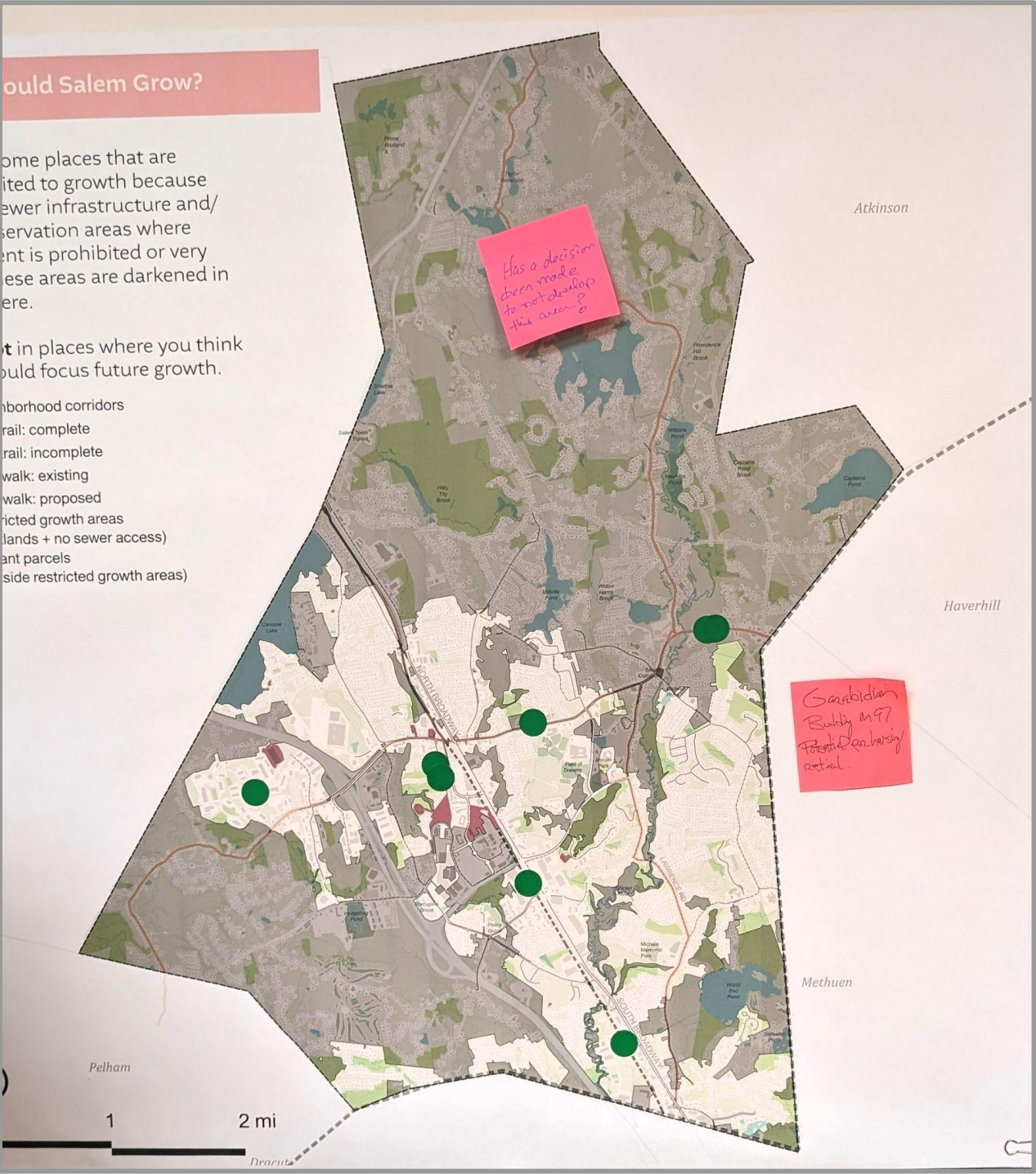
- 1 Cluster around Depot (Rt 28 & Millville St Intersections with Main St)
- 2 Main St (North of High School)
- 3 N. Main St (Historic Town Center)
- 4 Tuscan Village



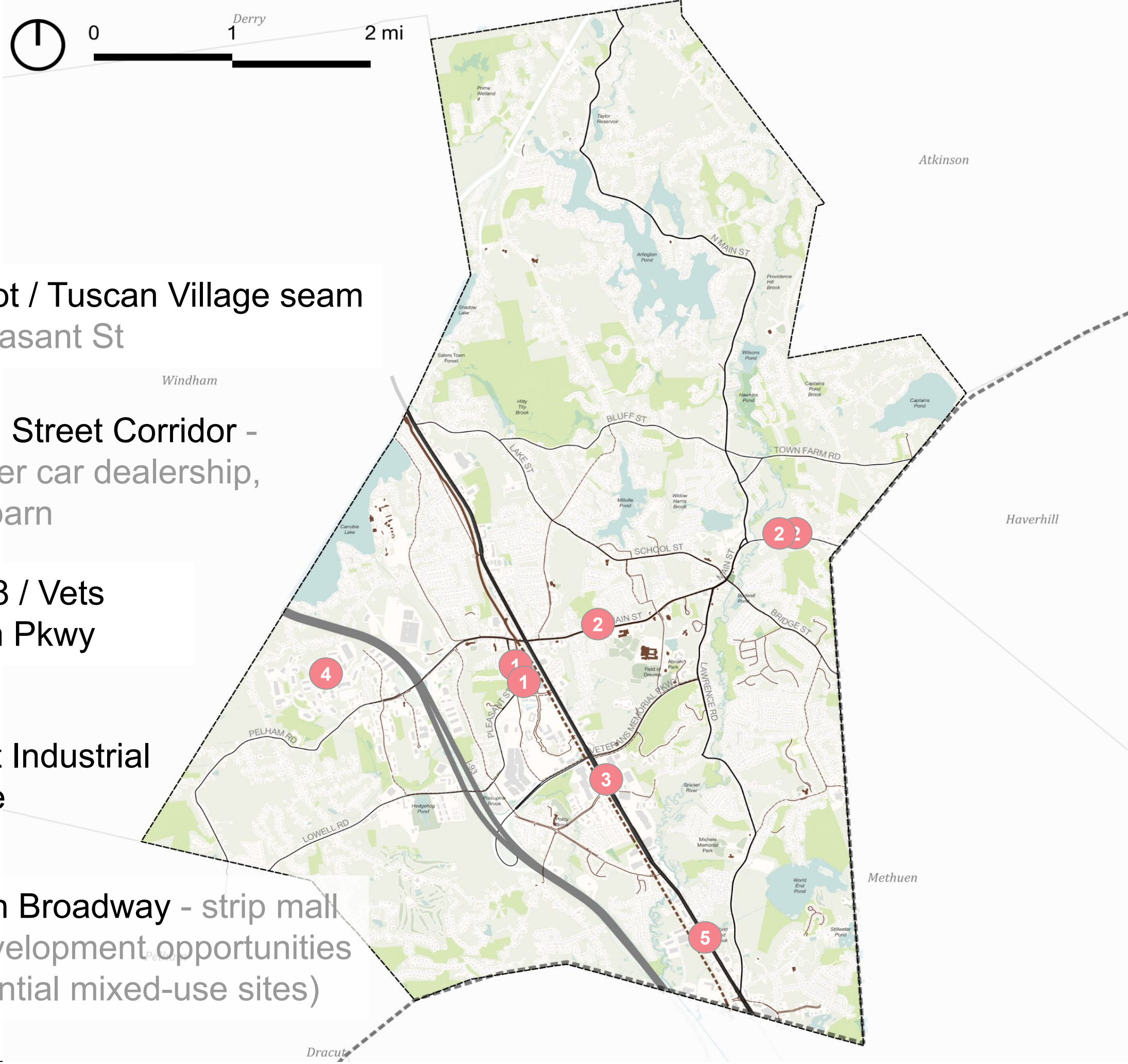


# Map-Based Feedback

Where should Salem focus investment in the **Growth?**



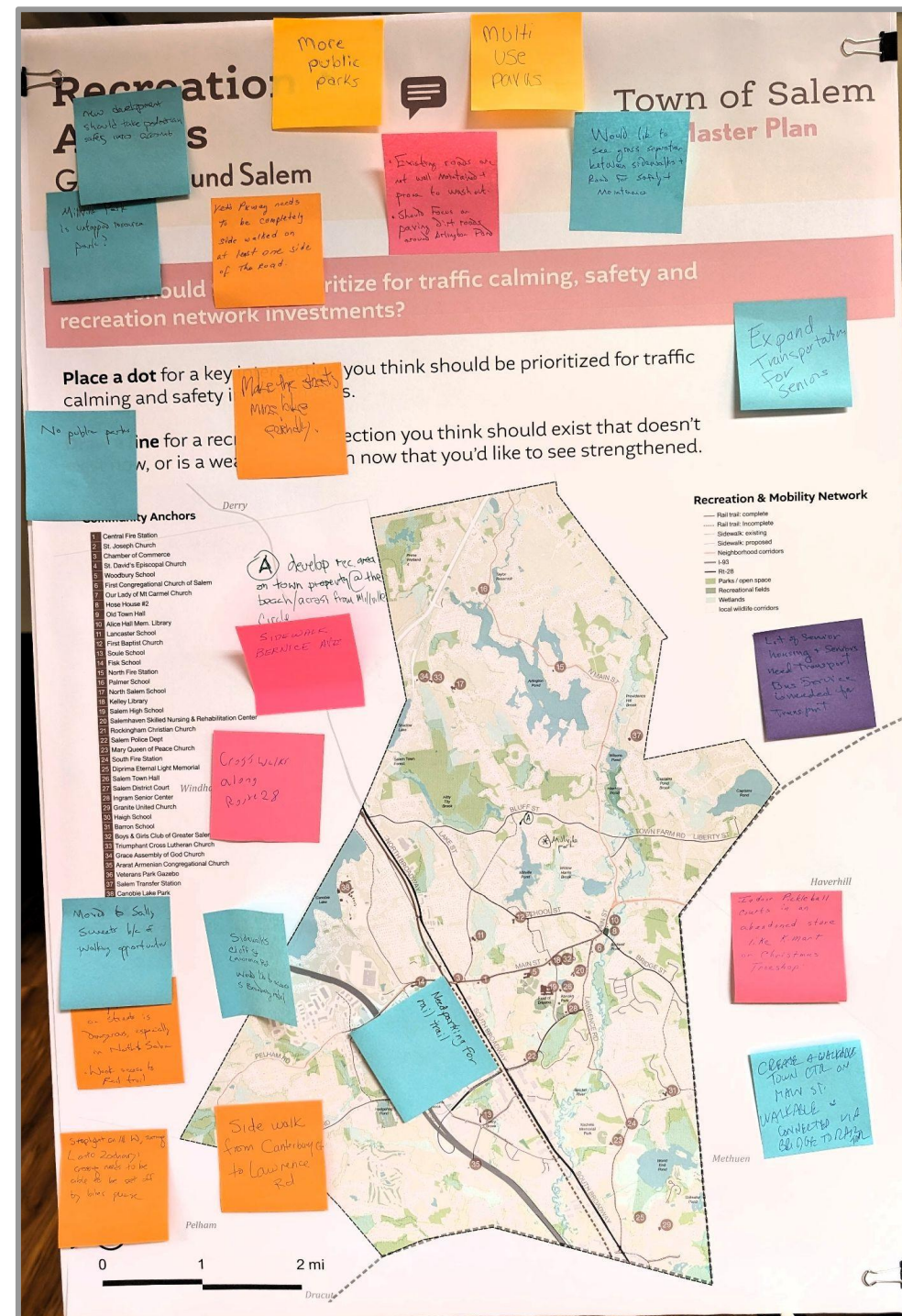
- 1 Depot / Tuscan Village seam - Pleasant St
- 2 Main Street Corridor - former car dealership, car barn
- 3 Rt 28 / Vets Mem Pkwy
- 4 Light Industrial Zone
- 5 South Broadway - strip mall redevelopment opportunities (potential mixed-use sites)





# Map-Based Feedback

# Where should Salem focus investment in **Recreation**?



## — Sidewalks & Crosswalks

- Vets Parkway
- Bernice Ave
- tree/grass buffer
- Cluff Rd
- Lawrence Rd
- Rt 28
- Canterbury Ct
- Crosswalks (Rt 28)

↔ Recreation Access

- ↔ Parking
- ↔ Rail Trail
- ↔ Road Paving
- ↔ Bike infrastructure
- ↔ Public bus service (for Seniors)

## ● Park Enhancements

1. Arlington Pond
2. Spicket River  
Kayak Access
3. Millville Park Recreation
4. Former Wastewater  
Treatment Plant

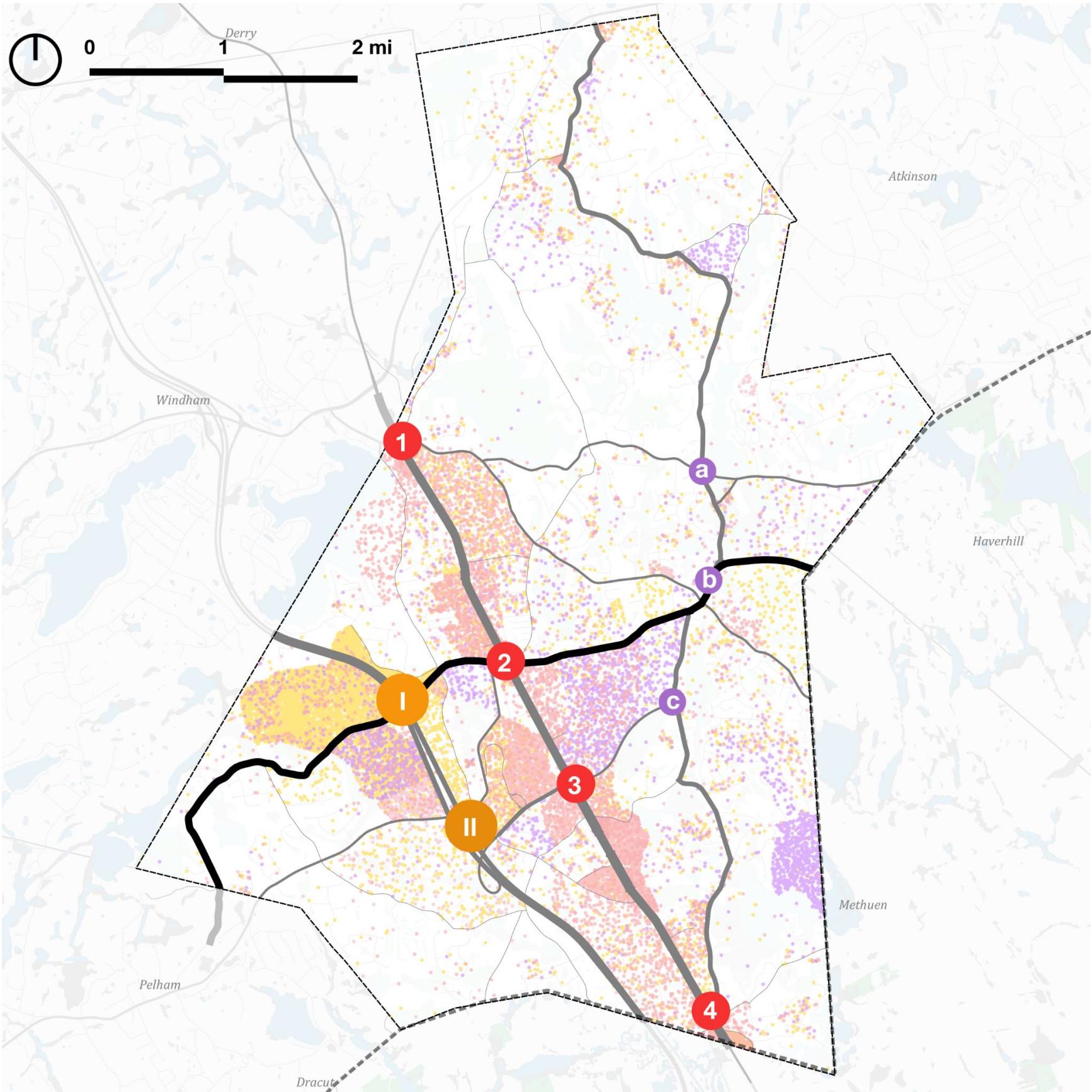




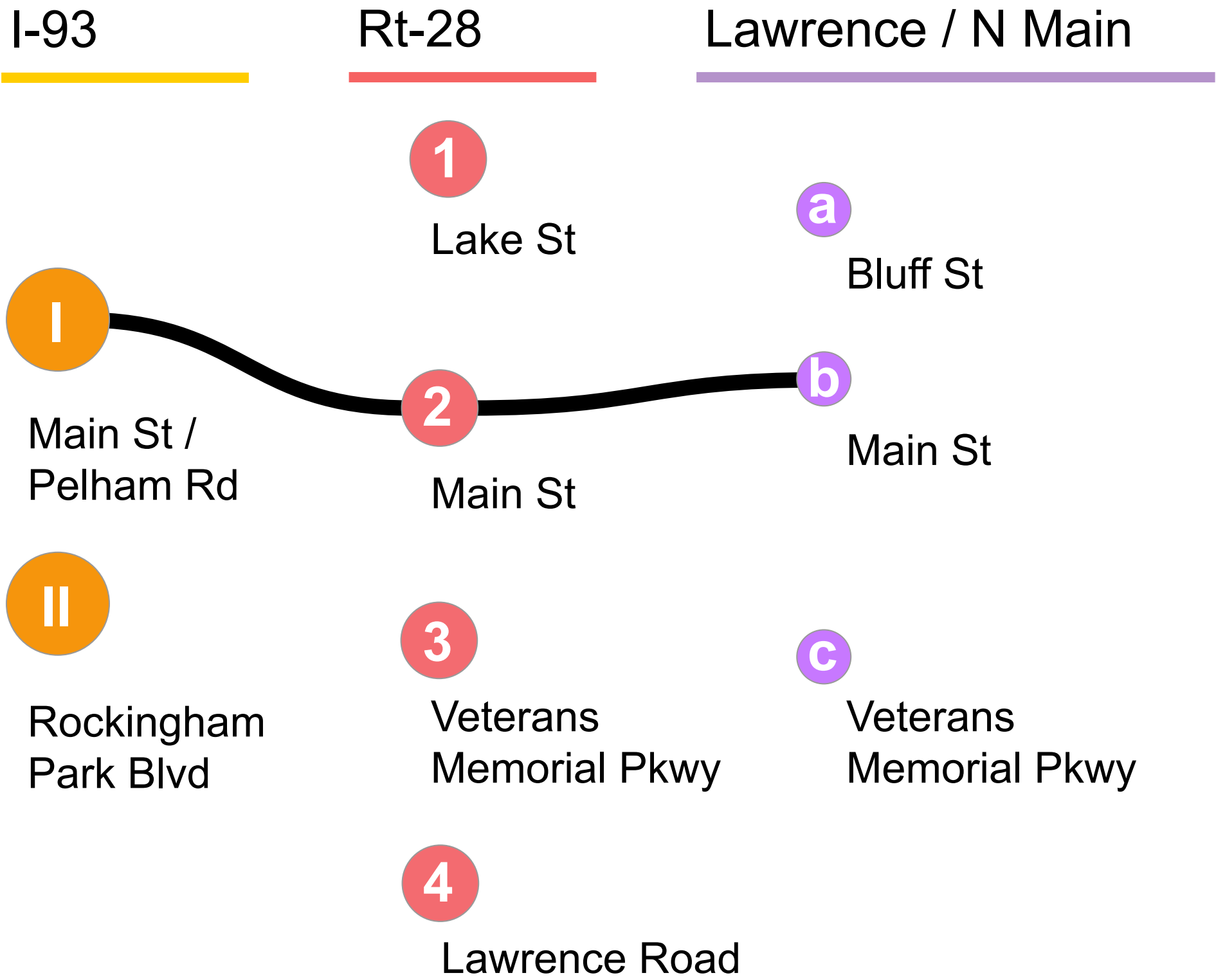
# Draft Plan Framework



# Early Insights: 3 Parallel Corridors



## Main Street is the central connector:



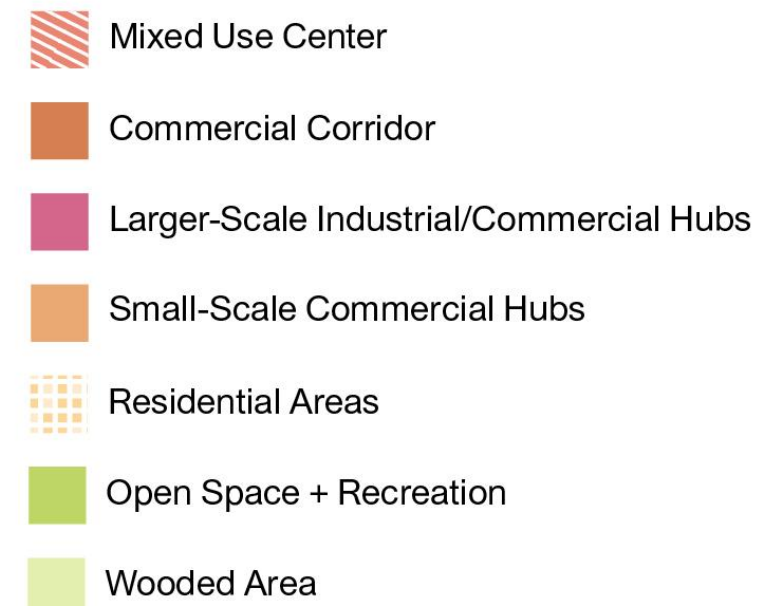


# Early Insights: Mental Map

This map diagrams existing land use and development patterns of Salem.

A couple things stand out:

- 1. Major Commercial and Mixed-Use Corridors**
  - a. Route 28 corridor
  - b. Main Street
- 2. Commercial/Industrial Areas**
  - a. Concentrated between Route 28 & I-93
- 3. Residential Fabric**
  - a. Spectrum of suburban to rural





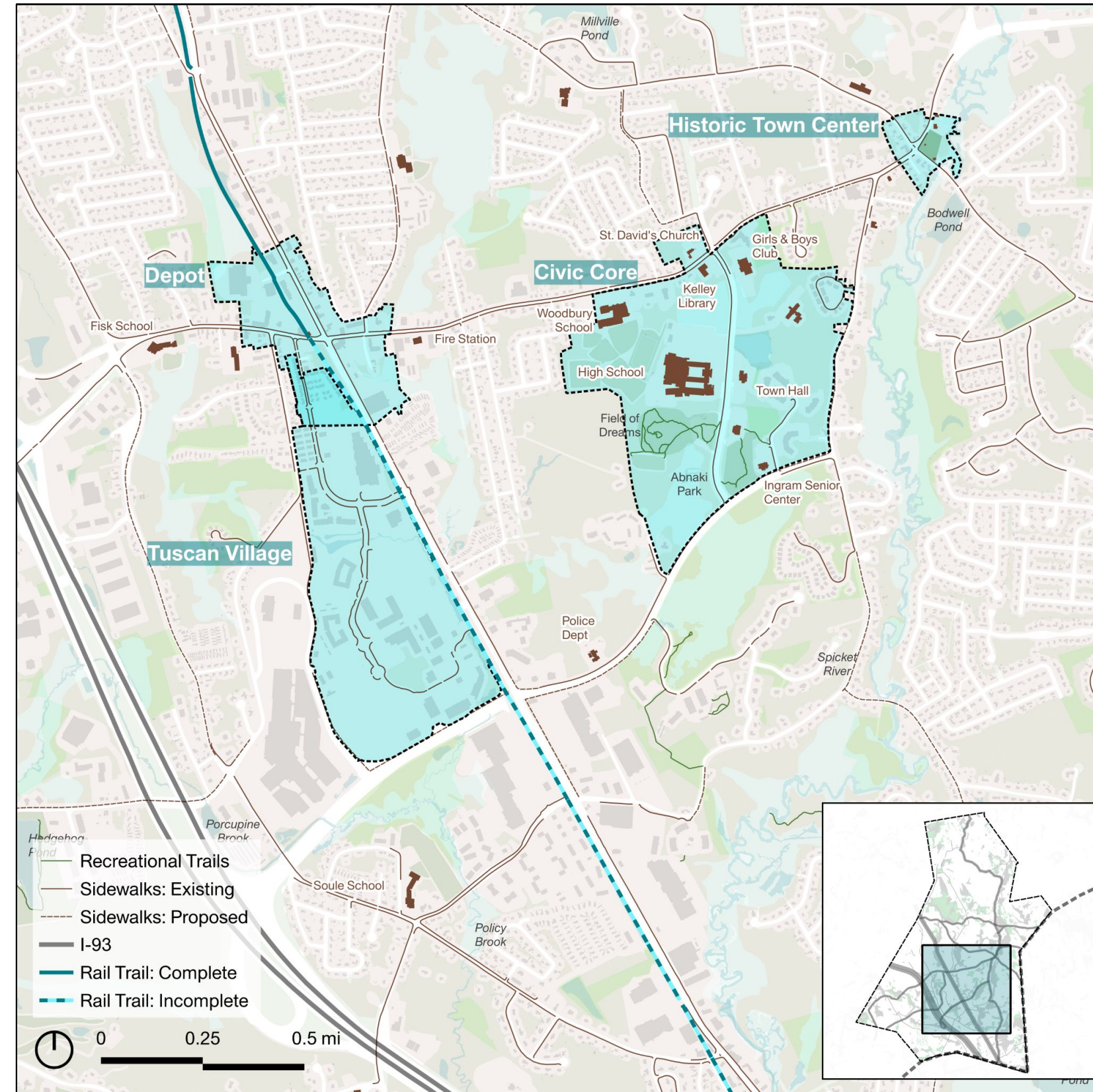
# Pressures & Opportunities in Salem

## The gift and curse of a “hot market” for development

Salem is unique in the region in terms of both the diversity and volume of commercial and mixed-use development. This supports jobs and the tax base.

Recently, with Tuscan Village, the pace and intensity of development has picked up and is attracting more out-of-town interest.

Without a clear vision and policies from the Town about where development should occur, developers will seek out any larger underutilized parcel for redevelopment.



## The importance of harnessing development pressure

In order to benefit from the development, Salem has to guide development to the places that are most aligned with community goals and initiatives.

For Salem, the best strategy to harness development for local benefit is to encourage thoughtful, compact development in the Town Center and along the RT-28 corridor. This reinforces existing infrastructure and amenities, while allowing rural development patterns and conservation to continue elsewhere in the town.

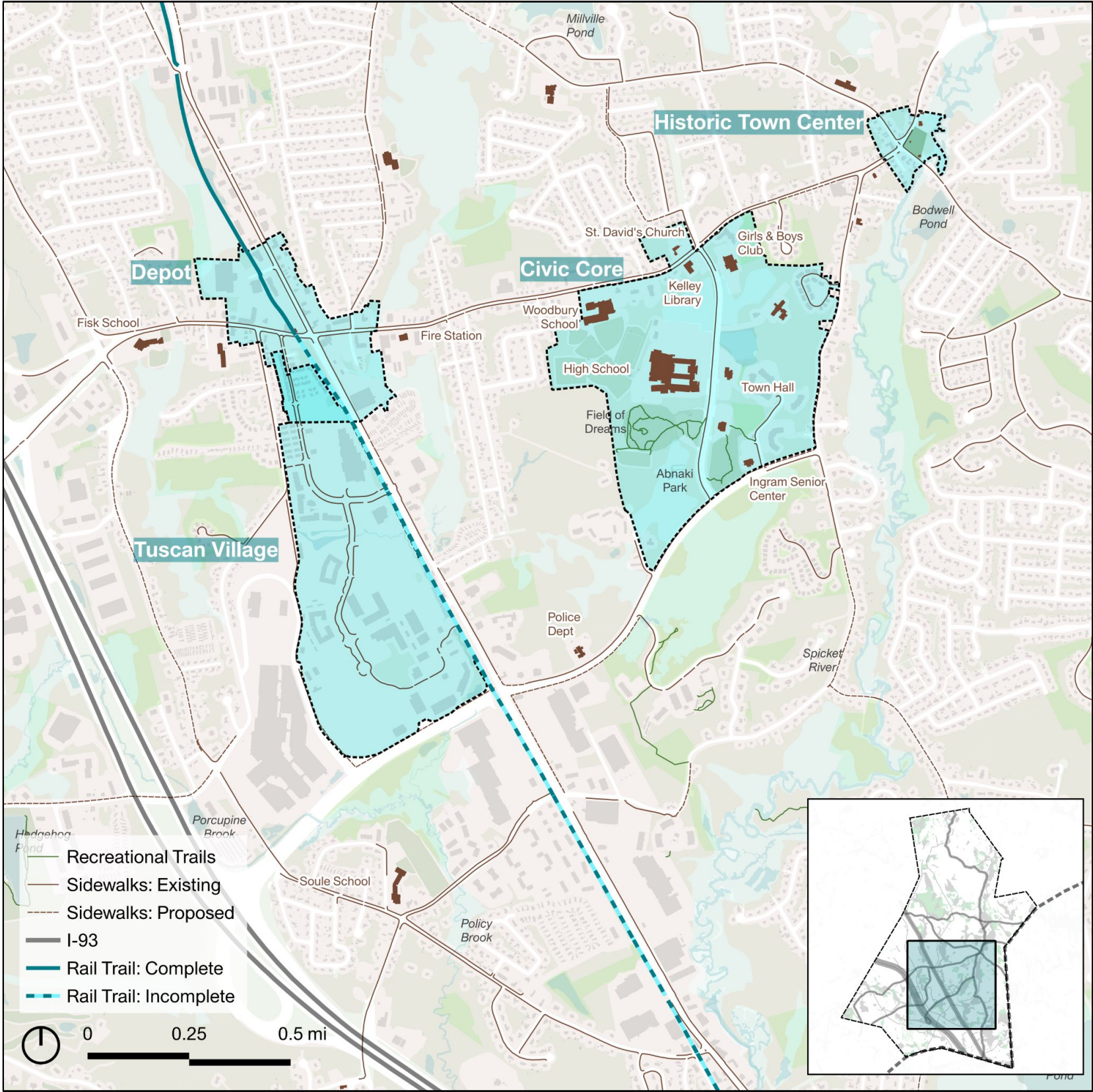


# Key Topics

ECONOMIC DEVELOPMENT

MISSING MIDDLE HOUSING

TOWN CENTER



BUILT FORM

COMPLETE STREETS

RECREATION

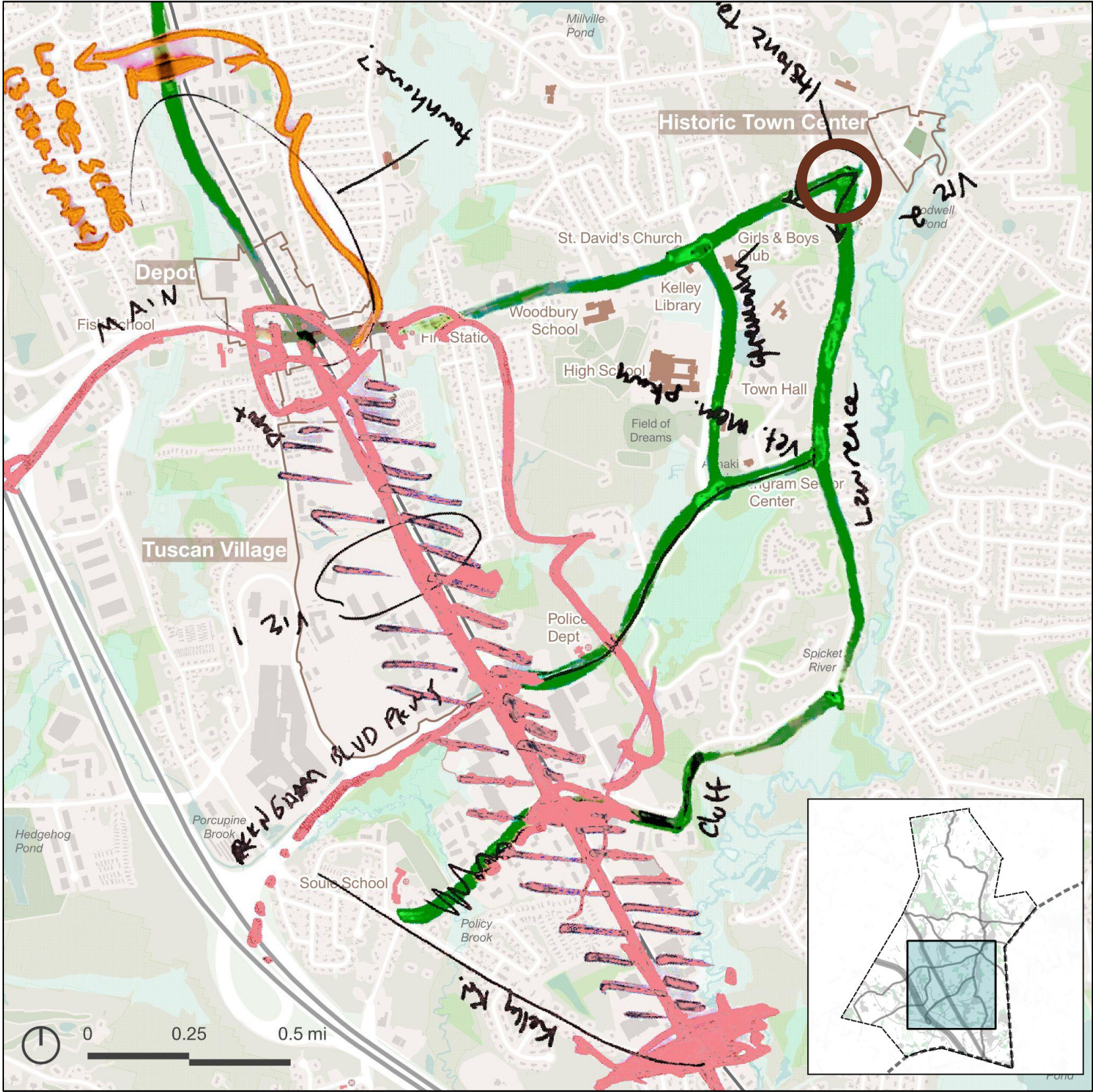


# Charrette Brainstorm

ECONOMIC DEVELOPMENT

MISSING MIDDLE HOUSING

TOWN CENTER



BUILT FORM

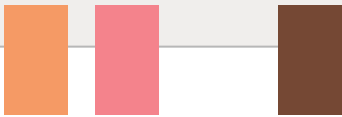
COMPLETE STREETS

RECREATION

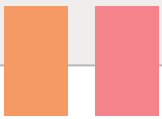


# Charrette Brainstorm

## ECONOMIC DEVELOPMENT



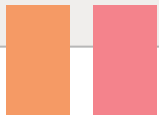
## MISSING MIDDLE HOUSING



## TOWN CENTER



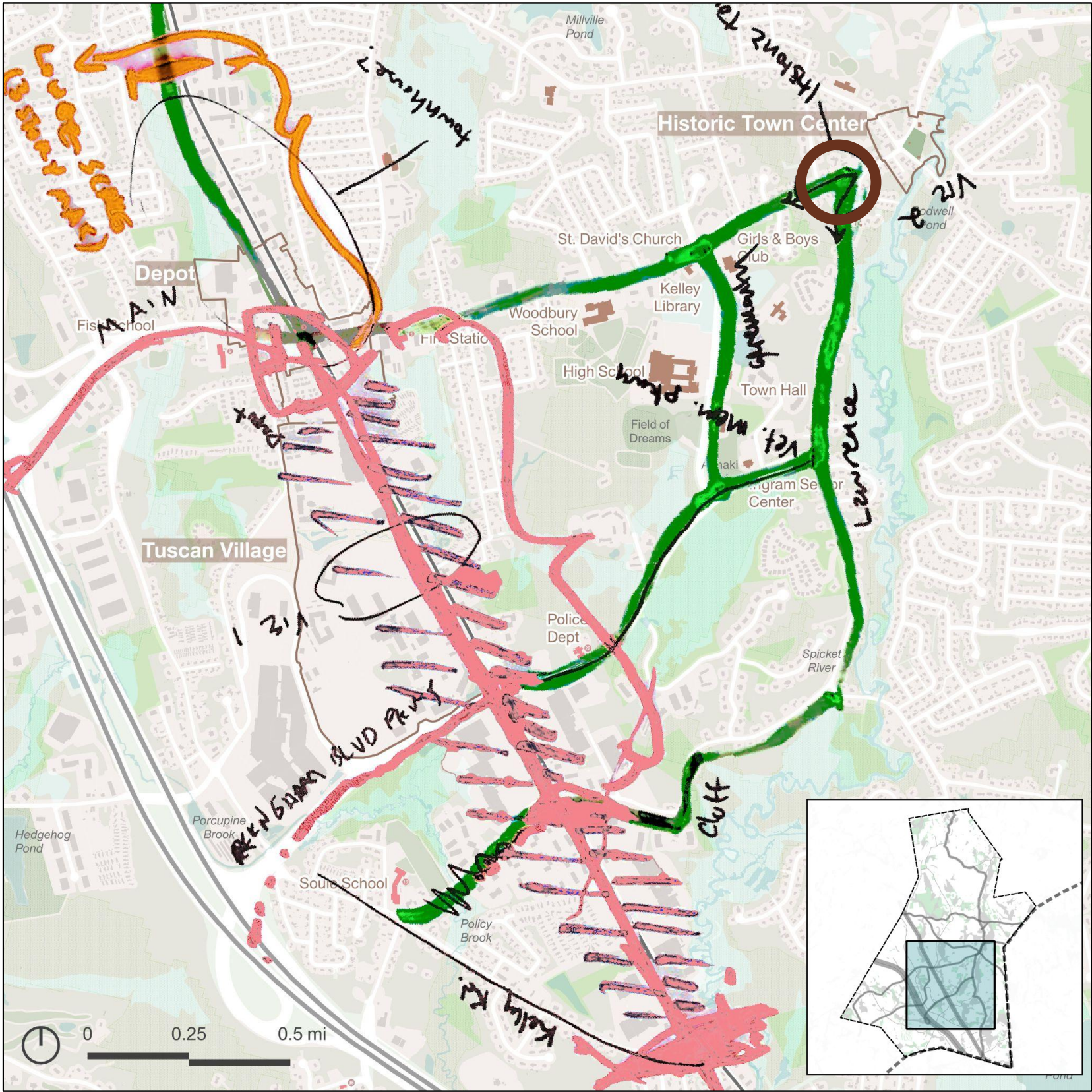
## BUILT FORM



## COMPLETE STREETS



## RECREATION





# Plan Framework: 4 Pillars

**MISSING MIDDLE EDGES**

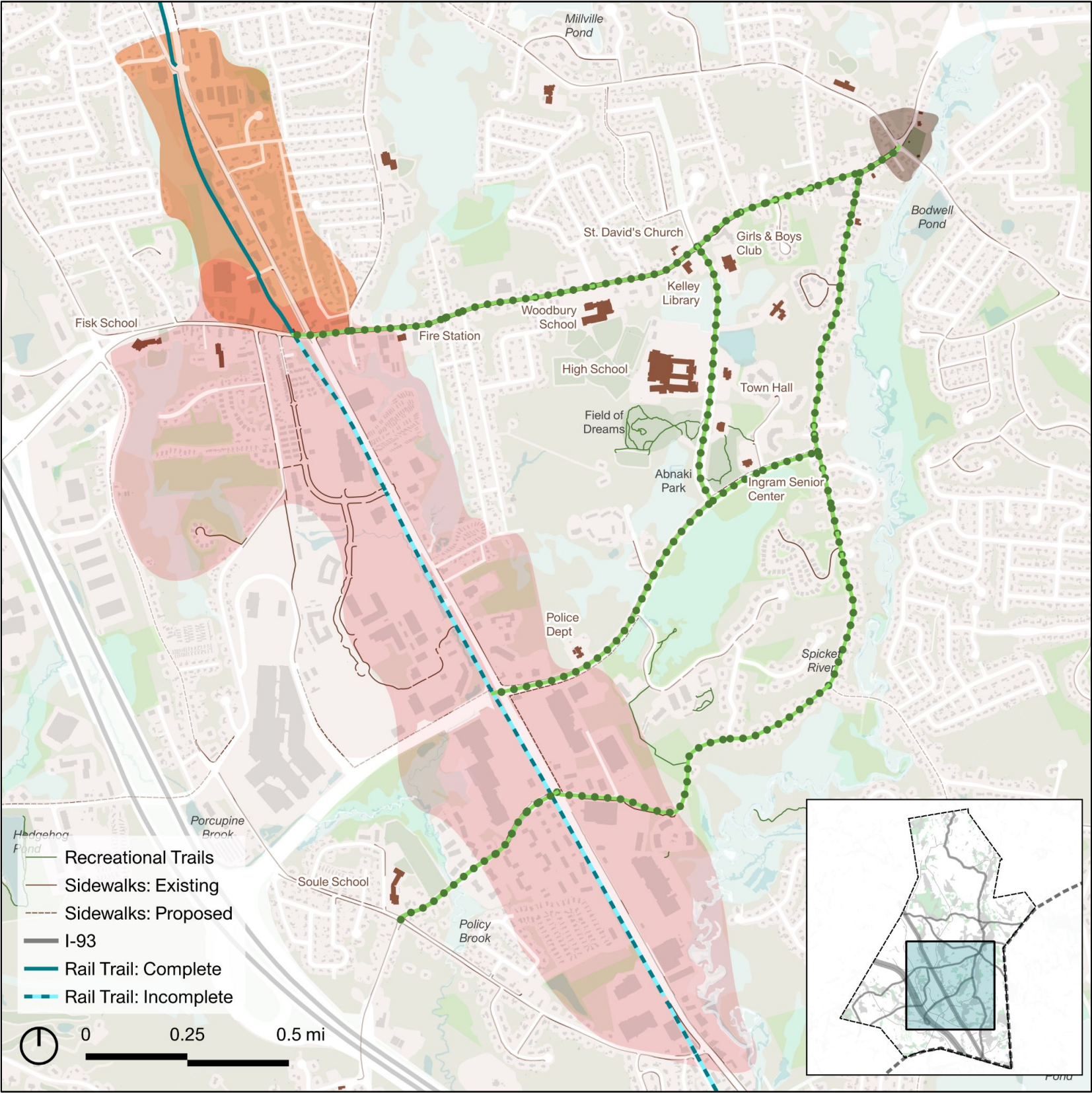
*Encourage quality housing aligned with residents' budgets and family sizes*

**Big Move** Update zoning to encourage appropriately scaled multifamily housing options along RT-28 north of Depot

**MIXED USE CORE**

*Focus and contain higher density mixed use in the core, and deter elsewhere*

**Big Move** Update zoning to encourage walkable mixed use development along RT-28 between Depot & Tuscan Village



**TOWN CONNECTORS**

*Connect key assets and gathering places with safe and complete streets*

**Big Move** Complete streets connecting Rail Trail to Historic Town Center & Civic Core

**GATHERING SPACES**

*Invest in beautification and infrastructure to reinforce gathering spaces*

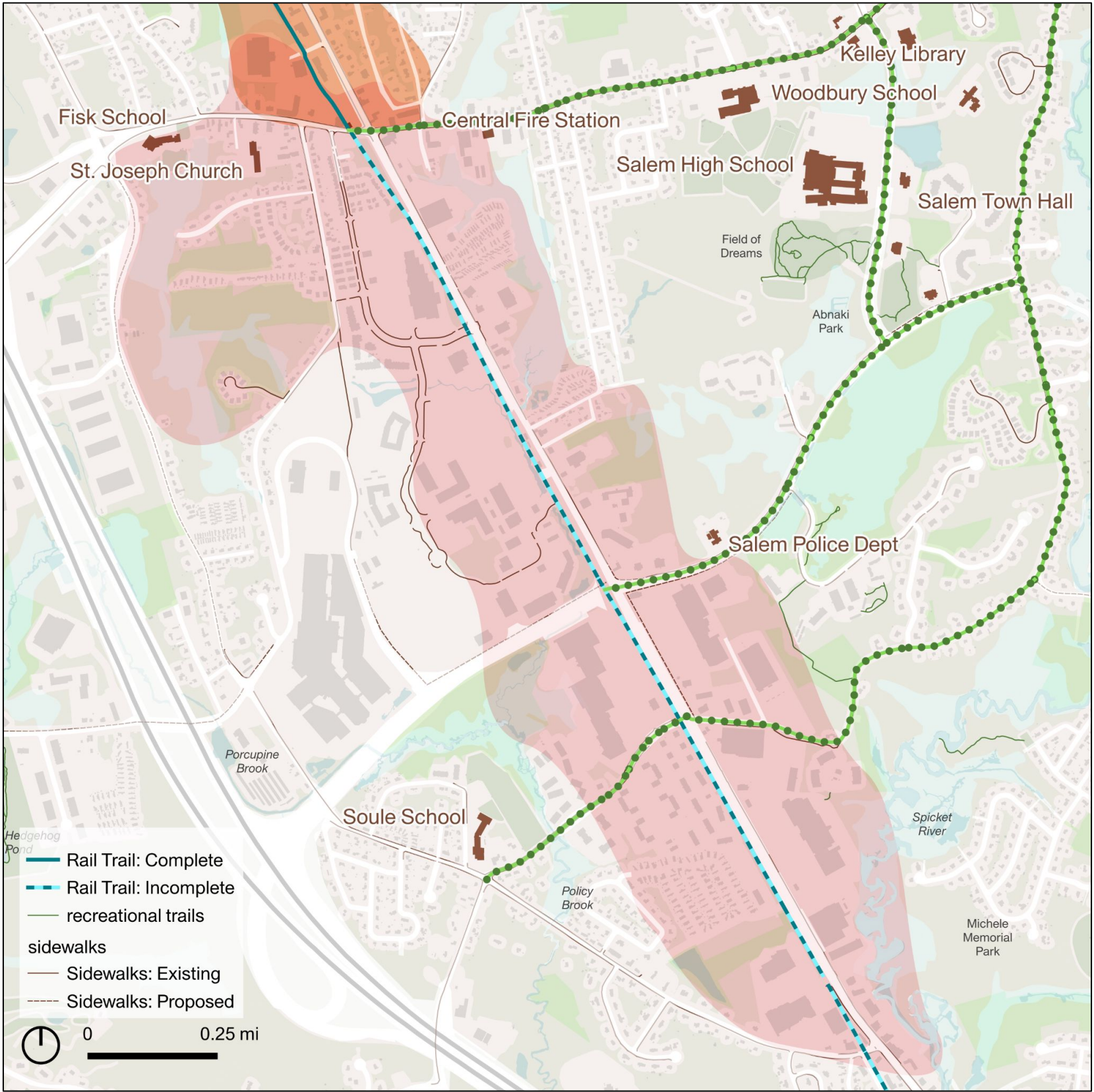
**Big Move** Activate Historic Town Center with traffic calming & adaptive reuse



# MIXED USE CORE

*Focus and contain higher density mixed use in the core, and deter elsewhere*

- **Engagement Driver(s):** RT-28 has proven itself a healthy commercial corridor with retail at multiple scales and low vacancy. Let the market continue to do its thing. But at the same time, harness and guide the trend towards growth brought on by Tuscan in order to alleviate residents' concerns about densification (60% of Pol.is respondents are opposed to higher density in future development)
- **Goal/Rationale:** absorb development pressure spurred by Tuscan to maintain lower density in rest of Town; leverage Tuscan's growth to give some teeth to the Depot Overlay;
- **Big Move:** incentivize mixed-use development on market-viable parcels along RT-28 and Depot intersection of Main St. e.g.,
  - a. 33% commercial ground floor; parking in back
  - b. 3 stories max without retail; 5 max with ground floor retail
  - c. parking minimums to dictate developable gsf per parcel ("tail wagging the dog")
- **Supporting Townwide Strategies:** TBD



Topics:

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Precedent:



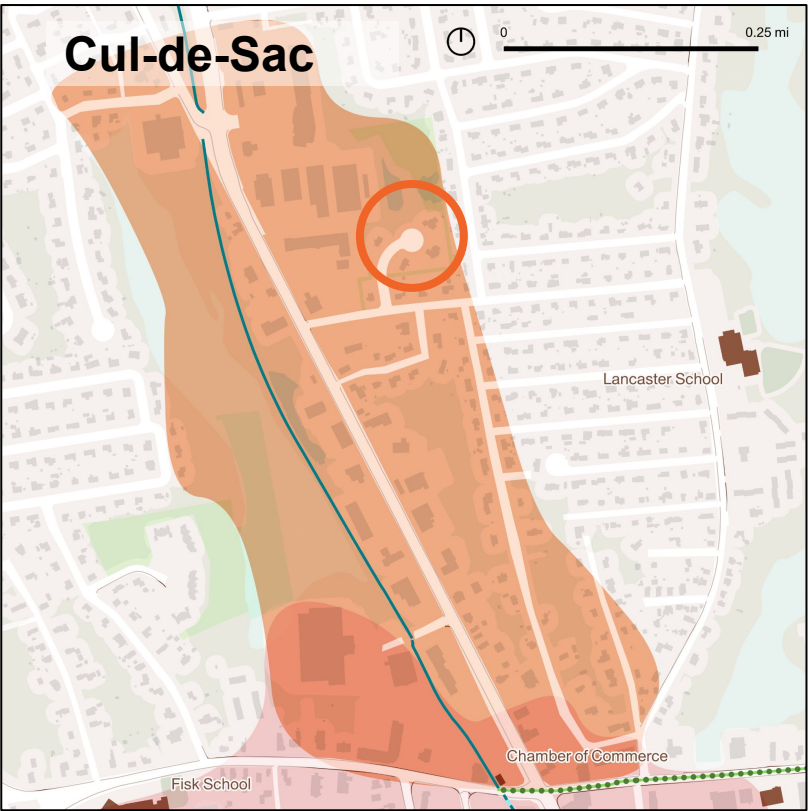
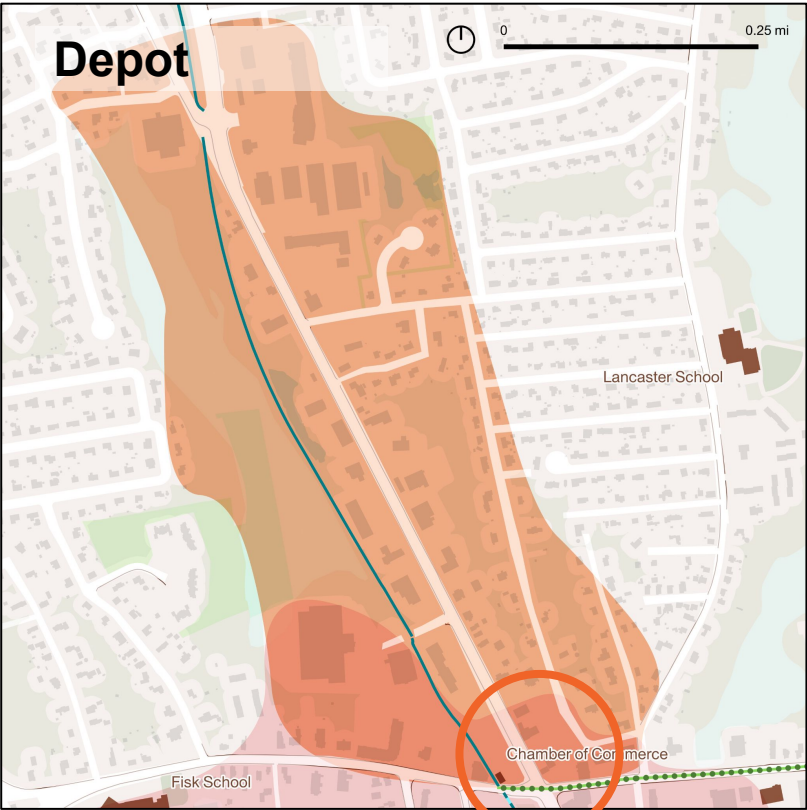
Source: Utile, Imagine Nashua Scenario Planning



# MISSING MIDDLE EDGES

*Encourage quality housing aligned with residents' budgets and family sizes*

- **Engagement Driver(s):** Residents have expressed concerns about affordability (62% of Pol.is respondents do not feel confident that they could find a home within their budget if they had to move within the Town); seniors have expressed their desire to age-in-place; Tuscan commercial growth creating demand for young workforce.
- **Goal/Rationale:** Increase housing supply to stabilize housing market; offer smaller (and ADA-accessible) home options for young workforce and downsizing seniors; leverage Tuscan's growth on RT-28 to strategically locate multi-family typologies
- **Big Move:** upzoning residential parcels along RT-28 north of Depot to permit 2-3 stories for townhouse-style / apt development, 4-5 stories if delivering ground floor of commercial
- **Supporting Townwide Strategies:**
  - a. Encourage missing middle housing on parcels that can accommodate it in all areas with sewer access, and especially in areas within a 15 minute walk of the Town Center(s).
  - b. Additional TBD



Topics:

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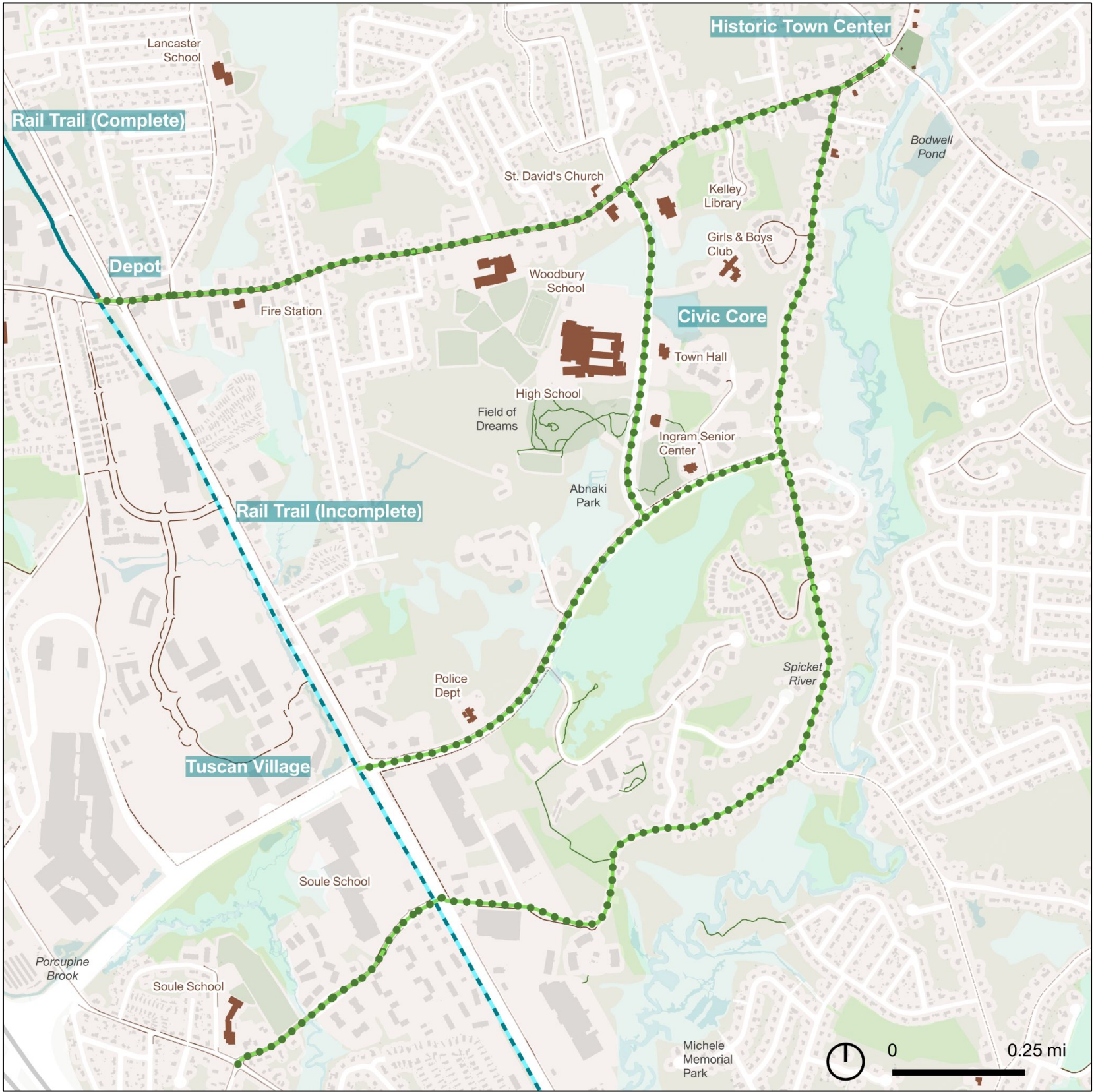
Nashua St, Milford. Source: Google Street View



# TOWN CONNECTORS

*Connect key assets and gathering places with safe and complete streets*

- **Engagement Driver(s):** 71% of Pol.is respondents believed the Town should invest in sidewalk infrastructure and a linked network of open space; relatedly, 57% disagreed with the claim that bike and ped access is a waste of resources.
- **Goal/Rationale:** Increase pedestrian & bike safety; integrate Tuscan Village into Town at pedestrian scale; activate potential of Rail Trail; physical and symbolic connection of old Town Center and Tuscan Village
- **Big Move:** extend Rail Trail along E-W axis to Old Town Center & High School with Complete Streets framework on Main St, Geremonty Dr, Lawrence Rd, Veterans Memorial Pkwy, and Cluff Rd
- **Supporting Townwide Strategies:** TBD



Topics:

ECONOMIC DEVELOPMENT

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RECREATION

Precedent:



Source: Lincoln Rd, Lincoln. Google Street View



# GATHERING SPACES

*Invest in beautification and infrastructure to reinforce gathering spaces*

- **Engagement Driver(s):** 70% of Pol.is respondents agreed that a vibrant Town Center active through the evening hours will be an asset to the entire town.
- **Goal/Rationale:** Cultivate Historic Town Center as a counterweight/complement to Tuscan Village; Preserve historic character and assets of Town; Increase walkability, recreation, and civic space access for residents.
- **Big Move:** Decrease turning radii; remove slip lane; turn intersection into 4-way stop; encourage creative uses and reinvestment in pharmacy (e.g. Inn or Hotel)
- **Supporting Townwide Strategies:** TBD



Topics:

ECONOMIC DEVELOPMENT

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Source: Goffstown, NH Google Street View



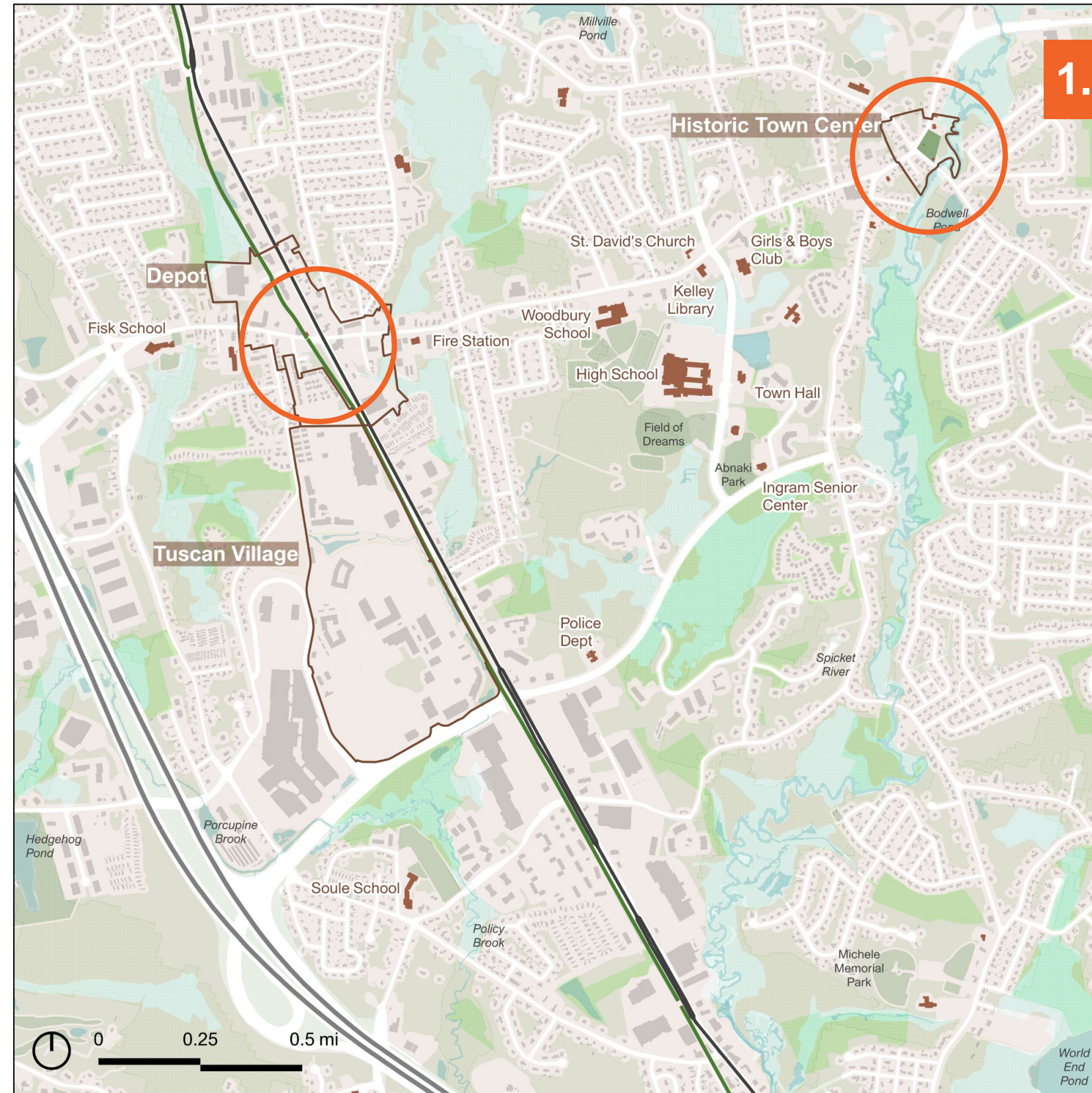
# Development Vision Focus Areas



# Development Vision Focus Areas

## 2. Depot

- Adaptive Reuse of Historic Train Station with Public Realm Improvements (already in progress)
- Recreational Development on Vacant Town-Owned Parcels
- Rail Trail Enhancements & Continuation
- New Mixed Use & Multifamily Residential Development



## 1. Historic Town Center

- Street Safety & Traffic Calming
- Public Realm Improvements
- Adaptive Reuse & Street Activation for Existing Historic Buildings
- Programmatic Activation of Salem Common



# Next Steps

- 1. **Summer Public Outreach**
  - a. Community Event Participation
  - b. Other Outreach & Awareness Building
- 2. **Fall Draft Plan Survey**  
September Launch (to coincide with Workshop)
- 3. **Draft Plan Public Workshop**
  - a. When: September, Date TBD
  - b. Where: Aiming for High School
- 4. **Next Steering Committee Meeting**
  - a. When: Wednesday, Nov 20th, 6-8pm
  - b. Focus: Draft Plan Feedback & Refinement

## Upcoming Steering Committee Meeting Dates & Times:

*Generally the 3rd Wednesday of each month, 6pm-8pm, with a few exceptions. We are reserving every month for flexibility but will cancel meetings that are not needed as the project schedule solidifies. We anticipate no more than 6 meetings.*

- November 20th
- December 11th

**Please reserve these dates from 6-8pm.**



# Thank You!

