

XIII. IMPLEMENTATION OF THE MASTER PLAN

A. Introduction

There are three basic components to the implementation of the Master Plan:

- ! Adoption or amendment of land use regulations
- ! Adoption and fulfillment of a capital improvement program
- ! Facilitation of public/private partnerships for mutually beneficial projects

B. Land Use Regulations

Land use regulations consist of a zoning ordinance, subdivision regulations, and site plan review regulations, and Salem has previously adopted all three of these. These regulations are the principal means by which the Town provides direction to private development within the community in terms of the type, location, scale, intensity, and appearance of development as well as the rate at which it occurs. The regulations need to be amended to reflect the following recommendations of this Master Plan.

Recommendations for Revisions to the Zoning Ordinance

XThe current Zoning Ordinance is difficult to use, lacks clarity, and needs to be reorganized; to include tabular formats for permitted uses and dimensional standards

XThe Senior Housing Overlay District does not need to be an overlay district; housing for older persons could be allowed as a conditional use in specified districts, but should not be permitted in certain Commercial/Industrial districts or in the Rural District; revise or eliminate the floor/area ratio (FAR) so as to reduce allowable density; add a minimum requirement for affordable units.

XCompliance has been achieved with 674:32 by allowing Manufactured Housing in a manner similar to single family homes; the Manufactured Housing District could be eliminated; the expansion of existing parks could be allowed at current standards

XWhile mixed use is good in some locations and work well within a specific range of uses, the range of uses in the Commercial/Industrial Districts should be reduced in order to improve property values and increase the tax base return.

XUpdate and expand the off-street parking standards

XOpen Space Preservation Ordinance - revise per suggestions from R. Arendt; require some open space to be viewable from road and useable for passive or active recreation; allow duplexes or townhouses under certain conditions

XIn the Sign Ordinance, reduce maximum size of freestanding signs and size and number of wall signs; prohibit projecting and roof signs; require all signs on Main Street to comply with Business-Office II requirements; restrict amount of window signage; review electronic sign time limit; develop design guidelines for sign locations, materials, and lighting; review legality of ways to make old signs conform to new requirements; consider the use of master signage plans for each property.

XAffordable Housing Ordinance - add incentives; revise density bonus, affordability requirements, and plan submittal procedure

XWetland Ordinance - require a 20-foot natural buffer around all wetlands as defined in ordinance; require mitigation for certain impacts to wetlands.

XTown Center District - revise district boundaries to exclude residential areas and setback from Lawrence Road and Main Street; revise or eliminate FAR (reduce allowed density); add height limit

XEliminate the Highway Commercial District; include all such areas in the Commercial-Industrial C District

XMain Street is currently divided among eight districts; include all of Main Street in the Business Office District

XCommercial A District - allow mixed uses and taller buildings (4-5 stories); add incentives for redevelopment; require traffic mitigation; require greater front yard setbacks to allow for future road improvements; create a Redevelopment Overlay District

XCommercial-Industrial B - separate retail, industrial, and office areas into sub-districts

XCreate a new district for Rockingham Park with mixed uses (residential, office, entertainment, hotels), taller buildings, greater buffers/screening, restrictions on large retail projects, and limits on new driveways on South Broadway

XRoad Impact Fee Ordinance - update current road impact fee methodology and expand road impact fees to all areas of Town (need input from S. Pernaw)

XInclude incentives for redevelopment of older commercial properties

XEstablish a Recreation Impact Fee Ordinance; and require on-site recreation for larger projects, or require the payment of fee into Recreation Trust Fund in lieu of providing on-site recreation areas.

XRevise the lot coverage requirement to exclude open water and a specified percentage of wetlands

XRevise or delete the special exception clause in the Commercial - Industrial Districts

XInclude restrictions on non-residential lighting

XRevise the noise regulations to limit exemptions therefrom

XLimit the use of reduced lot frontage to cul-de-sacs

XRevise or delete the Major Home Occupation Ordinance to address the potential for recurring truck traffic

XChange the zoning map designation for some developed areas from Rural to Residential

Recommendations for Revisions to the Site Plan Regulations

XInclude a requirement for a number of trees and shrubs and maximum spacing allowed;

XExpand the requirements for plantings along street;

Xrequire irrigation systems;

Xadd building design and landscaping standards for other commercial-industrial projects;

Xadd standards/guidelines for sign placement and styles;

Xrefer to construction standards in subdivision regulations;

Xenhance enforcement provisions (require certified as-built plans, up-front performance bonds, outside inspections);

Xstrengthen traffic mitigation requirements;

Xaddress outside storage/displays

Recommendations for Revisions to the Subdivision Regulations

Xrevise/add requirements for sidewalks, curbing, recreation areas for large subdivisions;

Xadd enforcement provisions (certified as-built plans, up-front performance bonds, outside inspections);

Xsee comments from R. Arendt on cul-sac-length, pavement width, curved streets, side slopes, stormwater management, sidewalks, street trees, shared driveways, double frontage lots, etc.

Xrevise requirements for which waivers are frequently requested

C. Capital Improvement Program

Salem has employed a capital improvement program for a number of years to guide its public investment in the community=s infrastructure. The Master Plan contains recommendations for additions, expansions, and improvements to the Town=s community facilities, utilities, recreation facilities, highways, and open space and conservation lands. The capital improvement program creates an orderly approach to budgeting and implementing the Master Plan recommendations so that the Town may address its current infrastructure deficiencies as well as

its need to accommodate the demands from anticipated growth. The capital improvement program allows the Town to prioritize its expenditures and coordinate its scarce fiscal resources with a list of improvements in need of funding. The capital improvement program also provides a vehicle to justify and utilize impacts fees collected for schools, recreation facilities, and highway improvements. The recommendations for capital facilities are contained in the concluding sections of the chapters of this Plan relating to Community Facilities, Public Utilities, Recreation, Transportation, and Natural Resources and Conservation.

D. Public/private Partnerships

As Salem approaches the buildout of its vacant, developable land, the redevelopment of previously developed land becomes more important to the Town=s future. Fostering redevelopment often necessitates the cooperative effort of a municipality and a private developer in order to accomplish redevelopment projects. Older, more fully developed communities typically establish a public or non-profit agency that is charged with the initiation, promotion, coordination of redevelopment projects for identified areas of the community. Governmental models for a redevelopment agency include an economic development department of the municipality, or an industrial development authority which is a separate municipal corporation established by the Town, or a redevelopment authority established by invoking the powers available to a municipal housing authority. In the alternative, a non-profit development corporation can also be established.

While Salem still has some developable land remaining and a reasonable number of years before it is all used up, the process of establishing a redevelopment agency can be a long one, and it would be worth initiating the necessary public dialogue in the near future so that the Town will be prepared to meet the challenges inherent in redevelopment projects.