

## CHAPTER II GOALS AND OBJECTIVES

### INTRODUCTION

The purpose of this Chapter is to identify the direction the Town of Salisbury should take in the future. The goals, the definition of which, for Master Planning purposes, is the general target to be reached through completing a series of tasks. These tasks are called “objectives” which are designed to meet the goal. Specific “recommendations” are made which accomplish the objective. Historically, the terms are used interchangeably and this Chapter attempts to synthesize the old material, where applicable, into an appropriate designation for ease of understanding and comparison.

When updating a Master Plan, it is important to have a thorough understanding of the demographics and economic strengths and weaknesses of a town. An understanding of population trends and other demographics is necessary to examine the past efforts and outcomes of previous Master Plans and community endeavors. By looking at the past, the Town can help gauge its present situation and guide itself for the future.

### MASTER PLAN GOALS

The Goals and Objectives were reached through a multi-level process beginning with the 2005 Community Survey whereby a response rate of 25% was obtained. Residents and landowners replied to numerous questions which are examined in the appropriate Chapter as well as contained in full within the **APPENDIX CHAPTER**. The October 2005 Visioning Session invited residents and interested people to talk about their issues and concerns for each of the topics covered by this Master Plan. Residents were invited to participate in Subcommittees for the topic Chapters where they had the opportunity to further provide input and shape how the Master Plan, and these vision principles, were developed.

The Goals and Vision Principles were developed by the Steering Committee for the Master Plan based upon the community involvement and opinions and the conclusions and Objectives developed by the individual Subcommittees. These Goals and Objectives should be considered in the decision-making processes of and policy decisions of every Town Board, Department, Committee, and Commission in Salisbury.

Adherence to these Goals and Objectives, developed by the people of Salisbury, will enable the Town of Salisbury to consistently apply the same standards during their hard work to better the community. Using this consistent method, in combination with completing the Recommendations in the **IMPLEMENTATION CHAPTER**, will more easily allow the Town to achieve these mutual goals.

History and Culture Goal

1. To raise awareness of and preserve the scenic and historic resources in the community.

Housing Goal

2. To encourage open space and conservation style housing development that helps maintain our Town's rural character.

Natural Features Goal

3. To protect valuable natural resources and the essential ecosystem services they provide.

Community and Recreational Facilities Goal

4. To provide reliable, efficient and cost-effective Town services to the residents of Salisbury.

Transportation Goal

5. To provide for the safe and efficient movement of traffic and emergency vehicles while preserving the rural nature of Salisbury.

Existing and Future Land Use Goal

6. To preserve the rural character and beauty of Salisbury. To preserve agricultural and forestry uses. To restrict and manage growth in certain areas of Town

## COMMUNITY SURVEY RESULTS

In 2005 a community survey was distributed to 411 Salisbury households with 102 total questionnaires received. The survey respondents were very supportive of maintaining Salisbury's small town/rural atmosphere. Many elements within the survey that the Town listed as a priority included the preservation and conservation of scenic areas, natural resources, outdoor/recreational opportunities, historic character, the education system and Town services.

Each topic Chapter of this Master Plan lists a series of Recommendations in order to meet the following Objectives set forth in the beginning of each Chapter. These Objectives, also Vision Principles, were developed based upon community input via the Community Survey and Visioning Forum, and upon the data collected for examination and subsequent analysis within the Chapters.

### HISTORIC RESOURCES

- Raise awareness of the scenic and historic resources in the community.
  - Map existing historic sites and structures of the Town.
  - Create a guidebook/map of historic sites and structures.
  - Purchase plaques for historic homes.
  
- Preserve the scenic and historic aspects of the Town.
  - Activate the authorized Historic District Commission.
  - Work in conjunction with the State Historical Society in order to preserve historical aspects of the Town.
  - Map existing Scenic Roads and identify roads within the Town that would qualify as Scenic Roads under RSA 231.

### HOUSING

- Encourage diversity in our housing that could include duplexes, cluster single family, manufactured housing on lots and elderly or age restricted housing.
  - Examine alternative density options as they relate to varied housing types to assure we retain the rural landscape character of the town while maintaining our minimum base density of one dwelling unit per two acre zoning.
  - Update the Salisbury Zoning Ordinance by defining new districts for duplex, clustered single family, manufactured and elderly/age restricted housing and describe how these housing types are applied to our existing Agricultural (A) and Residential (R) districts.
  - Maintain a balance of land zoned for a variety of housing types.

- Encourage open space and conservation style housing development that helps maintain our Town's rural character, that preserves existing open space and provides housing opportunities that two acre lot subdivisions cannot fulfill.
  - Create an Open Space Development section in the Salisbury Zoning Ordinance to define the nature of and requirements needed to implement this type of development.
  - Encourage developers to take advantage of the Open Space Development option in lieu of traditional subdivision.
  - Revise the Salisbury Site Plan Review regulations to guide this style of development with regard to site, layout, landscape, architectural character, etc.
- Guide future residential growth as Salisbury grows and encourage housing opportunities in response to the high housing demand that lies to our south and east.
  - Examine areas within the Town that could meet this potential housing demand in a responsible way with regard to density, impact on surrounding neighborhoods and town services.
  - Explore opportunities for partnering with federal, state and local organizations and/or qualified developers to meet this potential demand.
- Encourage opportunities for creating affordable housing that helps existing residents and their families to continue living in our town.
  - Explore partnerships with federal, state and local programs to create and help fund affordable housing.
  - Update the Salisbury Zoning Ordinance to include mechanisms that would allow developers to develop affordable housing.
- Encourage energy conservation construction and design for new homes and for the rehabilitation of existing homes.
  - Support the application of federal, state and local programs that provide funding for rehabilitation of existing homes that need energy efficiency and safety improvements.
  - Maintain and update our town building codes for compliance with current federal and state regulations that promote energy efficiency and sustainable construction.

### COMMUNITY FACILITIES

- Provide reliable, efficient and cost-effective Town service to the residents of Salisbury.
  - Continue to monitor the necessity for full-time Police Department coverage.
  - Undertake training seminars and recruitment for Rescue Squad personnel.
  - Acquire the proper number of pagers for Fire Department personnel.
  - Encourage the continued training of Fire Department personnel at appropriate seminars.
  - Continue to monitor any necessary major expenditures that are anticipated above the annual Cemetery maintenance budget.
  - Develop a true plastic recycling program at no additional expense to the Town.
  - Repair Whittamore Road in 2007.
  - Establish a regular cycle of repairing paved roads built into the Town budget through CIP allocation.
  - Investigate the hiring of an additional part or fulltime administrative assistant for the Town Hall.
  - Purchase an additional computer for the Town Hall to upgrade current equipment and to allow the hiring of an additional assistant.
  - Locate additional space for document storage for Town Hall files.
  - Evaluate the Town Hall building for compliance with health and safety standards and for compliance with the Americans with Disabilities Act.
  - Re-establish the Recreation Committee to expand the reach beyond youth sports teams and to re-focus Town initiatives for community recreation.
  
- Work with non-Town service providers to ensure the most cost effective and highest quality service to residents.
  - Examine the possibility of establishing an education committee to work with the Merrimack Valley School District regarding long-range planning of facilities, transportation and education.
  - Upgrade the Library and bring the facility into compliance with the Americans with Disabilities Act.
  - Continue to monitor utility providers to ensure that the level of high quality affordable service remains in effect.

### NATURAL RESOURCES

- Protect valuable natural resources and the essential ecosystem services\* they provide. Natural resources include water, agricultural/horticultural, forest, wildlife, and geologic resources. Ecosystem services include air and water purification, aquifer recharge, flood protection, carbon sequestration, wildlife habitat, organic waste and nutrient recycling, noise abatement, pollination of native plants and agricultural/horticultural crops, space for recreation, as well as useful products such as food and forage crops, lumber, biomass and fuelwood and the jobs they support.
  - Undertake a comprehensive natural resources inventory, using the skills and resources of the Conservation Commission, interested residents, outside consultants, and high school/college students.
  - Use the results of the wetlands assessment to designate “prime wetland” systems and other important natural resources sites within the Town.
  - Consider establishing watershed protection overlay zones to maintain water quality.
  - Update current zoning regulations to prohibit future “high-risk” commercial activities, such as vehicle service and repair shops, junkyards, and other activities that produce liquid waste near surface waters.
  - Propose a Town ordinance to restrict large, commercial groundwater withdrawals from within the Town.
  - Increase the percentage of the Current Use Change Tax directed to the Conservation Fund.
  - Develop and maintain a list of Tree Farms/managed forests, reviewing current use forms and forest management plans as a starting point.
  - Educate residents about various federal and state cost-sharing programs that provide financial support and technical assistance to landowners interested in improving wildlife habitat or implementing environmental practices. Current cost-sharing programs include:
    - EQIP (Environmental Quality Incentives Program):** EQIP helps install structural and management practices on eligible agricultural and forest land.. The cost sharing rate is 50 percent
    - WHIP (Wildlife Habitat Incentives Program):** WHIP provides up to 75 percent cost share to establish and improve fish and wildlife habitat.
    - NH Fish and Game Department Small Grants Program:** This state program helps restore, sustain, or enhance wildlife habitat on privately owned land. Owners of private, municipal, corporate or other non-governmental lands can apply for funds to implement habitat-improving practices. These grants can be used as a match for WHIP and other programs.

- Educate citizens about the community value of “working landscapes,” lands that simultaneously conserve natural resources and produce current or future income for their owners.
  - Conduct an annual community-wide roadside clean-up.
  - Establish a volunteer program to seed and mulch open and exposed soils within the town’s rights-of-way along roads to prevent erosion and invasive species.
  - Educate residents about safe and effective alternatives to toxic household products.
  - Establish annual household hazardous waste collection days at the Town transfer station or a regional collection site to keep such wastes out of the Town’s municipal waste stream.
  - Educate citizens and encourage environmentally friendly landscaping practices, including use of native plant materials on new and existing sites.
- Preserve quality of life and the rural character of the Town by conserving open space, protecting important natural resources, and preserving scenic vistas. Protections would include limiting or mitigating lights and noise.
    - Educate town officials and the general public about the value of water resources, wildlife habitat, agricultural/horticultural land and open space in general.
    - Provide recommendations about natural resources to the Planning Board for consideration during subdivision and site plan review.
    - Ensure that town ordinances don’t inadvertently or unduly restrict commercial farming and horticulture, forestry, and other resource-based enterprises that help preserve ecosystem services that benefit all residents.
    - Develop ordinances that promote cluster development by special exception in appropriate zoning districts to facilitate the management and protection of water resources as permanent open space.
    - Educate landowners on the merits of sustainable, “working” forests. Include information about best management practices, current use, and conservation easements.
    - Continue to educate landowners about the benefits of well-crafted conservation easements.
    - Educate current landowners and prospective developers about the benefits of landscaping with native plants, as well as the harmful effects of invasive/exotic plant species.
    - Consider light and noise pollution during review of site plans and subdivisions.

- Educate landowners about backyard burning laws to avoid burning toxic materials.
  - Include provisions for the retention of rural character in the Subdivision Regulations.
  - Promote collaboration between the Conservation Commission and other town boards/organizations (e.g., the Salisbury Historical Society), to identify important natural resources that may have both historical and ecological value.
- Educate Town officials and the citizens of Salisbury about natural resources.
    - Establish criteria for identifying and selecting potential conservation lands for acquisition.
    - Acquire important land or easements on important land within the Town through the Land Conservation Investment program (LCIP) or similar programs.
    - Educate landowners on the merits of sustainably managed forests and other “working landscapes.”
    - Raise awareness of invasive/exotic plant species and measures citizens can take to prevent their spread.
    - Establish a volunteer program to seed and mulch open and exposed soils within the town’s rights-of-way along roads to prevent soil erosion and encroachment of invasive species.
    - Conduct an annual roadside clean-up program.
    - Hold educational workshops on topics involving Salisbury’s natural resources. Topics could include, among many others, wildlife habitats, native plants, forest management, invasive/exotic species, and ecological landscaping.
  - Preserve the valuable wildlife habitat currently abundant in the Town.
    - Inventory the wildlife habitats in the Town.
    - Examine ways the Town can conserve sensitive areas in which significant animal and plant species exist, such as wetlands, ponds, etc.
    - Apply for grants to help fund acquisitions of land and conservation easements.
  - Preserve and enhance natural recreational resources.

- Obtain public access to the Blackwater River and other waterbodies.
- Coordinate a meeting of the owners of conservation easements to develop a plan for public use of these lands.
- Promote knowledge of trails and encourage responsible use of the Class VI road hiking trails in Town.
- Host an ongoing series of talks and nature walks for children and adults that raise public awareness of the community value of natural resources and their protection.

### LAND USE

- Preserve the rural character and beauty of Salisbury.
  - Adopt aesthetics-based land use policies to regulate the visual look, feel and placement of new buildings and roadways, the design consequence of lot fragmentation that takes place during the subdivision process, judge the design and placement of signage and lighting, and regulate design changes which are proposed for historic residential and commercial structures.
  - Provide the Planning Board with greater flexibility in the application of land use and design regulations in order to assist in the positive design and building of a new development project. Flexible zoning regulations could be explored to encourage mixed use development where appropriate in the Town.
  - Require commercial development to be visually attractive and in keeping with Salisbury's colonial history and landscape character.
  - Establish historic overlays in areas of town with concentrations of historic buildings.
  - Preserve existing recreational trail systems and develop others when opportunities occur.
  - Adopt a noise ordinance to restrict activities which produce high noise levels.
- Preserve agricultural and forestry uses.
  - Develop open space conservation subdivision design and conceptual requirements.
  - Use overlay zoning districts to encourage agricultural and forestry uses throughout town with concentration on the west side of Town in the vicinity of the Blackwater River and Mount Kearsarge
- Protect the environment.

- Establish protective buffers around wetlands, streams and water bodies.
  - Establish wetlands conservation overlays for areas of poorly drained soils.
  - Use current use funds to purchase environmentally sensitive areas.
  - Rather than filling all available space with similar-sized houses centered on uniformly sized lots, Salisbury should adopt an open space development strategy focusing construction in a smaller portion of the total land being developed, and providing for permanent protection of the open space not used for construction. The land selected for permanent open space protection should be designed to fulfill the open space and environmental interests of the entire community.
- Restrict and manage growth in certain areas of Town.
    - Incorporate provisions for phased growth for approved subdivisions in the Subdivision Regulations for the purpose of controlling the rate at which a development project is constructed (for example, by spacing the construction of a large project over a multi-year period) in order to provide the time needed for the town to adequately cope with the impact which that development would have on the town.
    - Insure that developments cover the costs of necessary road upgrades and other infrastructure improvements caused by those developments.
    - Allow for continued commercial development along the Route 4 corridor on the southern end of town in ways that discourage strip commercial development.
    - Encourage more diverse residential housing and carefully located commercial and light manufacturing.
    - Update Zoning Ordinance land use regulations consistent with Master Plan findings and recommendations.

### TRANSPORTATION

- Provide for the safe and efficient movement of traffic and emergency vehicles while preserving the rural nature of Salisbury.
  - Periodically review accident reports from New Hampshire Department of Transportation in order to identify problem areas with the Town.

- Review the Town classification for existing roads and document those findings. Identify each road as to its functional classification as well as its State Aid classification.
  - Review zoning pertaining to road widths and use of common roads to developments.
  - Review and utilize the 2004 UNH Recommended Technical Standards for New Roads to update new road standards appropriate for varying levels of development.
  - Review condition of existing roads and determine long range plan to upgrade roads in need of repair.
  - Develop long term maintenance plan for existing paved and gravel roads.
  - Develop long term maintenance plan to assist residents in culvert maintenance.
- Maintain rural character and further develop recreational use.
    - Develop long term maintenance plan that accommodates recreational use of town roads.
  - Educate citizens about driveway maintenance.
    - Develop long term maintenance plan to assist residents in culvert maintenance.
  - Compile data sufficient to assist in making a determination regarding the use of exactions and adopting an impact fee ordinance relative to the impacts of development on the Town's transportation infrastructure.
  - Review the CNHRPC Regional Bicycle and Pedestrian Plan to identify possible improvements to the Bicycle and Pedestrian infrastructure of the Town.
  - Identify transportation improvement needs with a regional and state scope.

**SUMMARY**

The combination of community input through the Community Survey, the Visioning Session, from residents comprising the Subcommittees of the Master Plan, and from the Steering Committee unites in a common vision for the Town of Salisbury. This vision is, simply, to carefully monitor the growth and changing conditions in the community and act accordingly to preserve and enhance the identity that is Salisbury. To assist with this vision, a number of Recommendations were developed as a result of the data and analysis of the Chapters of the Master Plan.

Measures to implement the Recommendations should be taken as an immediate first step after the completion and adoption of this Master Plan by the Planning Board. Modifications to regulations and the zoning ordinance are proposed within the document. While the Planning Board can amend its regulations with duly noticed public hearings, zoning ordinance changes can occur only through a vote at Town Meeting. Cooperation and delegation are essential for the new Master Plan to make a difference to Salisbury. The Board of Selectmen, Planning Board, Zoning Board of Adjustment, and Town Departments, Committees, and staff all need to play a role in ensuring the success of this Master Plan and its Recommendations through their weekly or monthly activities.