



SALISBURY MASTER PLAN 2017

Town of Salisbury, New Hampshire



SALISBURY MASTER PLAN 2017

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ACKNOWLEDGMENTS

The Planning Board would like to express their sincere appreciation and gratitude to all of the people who assisted in the creation of the 2017 Salisbury Master Plan. From providing input and ideas for all the Chapters, to filling out a community survey and attending the visioning session, their participation in this process was critical and helped community leaders better understand the values, goals, and needs of the community. Without their help, this Plan would not have been possible.

For those not mentioned, the Planning Board sincerely appreciates your efforts and contributions.

Along with funds from Town of Salisbury, many additional financial contributors made the development of this Master Plan possible:



Funding was provided by the NH Department of Transportation through its annual agreement with the Central New Hampshire Regional Planning Commission (CNHRPC) to undertake local and regional planning transportation planning activities.



Funding was provided by the NH Office of Energy and Planning through its Targeted Block Grant agreement with CNHRPC. Much of the statistical data in the plan originated from NH OEP.



Most digital data for the maps of the Master Plan was made available through the NH GRANIT system before its modification to fit the needs of this Plan. Land Use GIS data was provided by Deering volunteers, and tax map data was provided by the Town.



Fall foliage along Route 127, Salisbury

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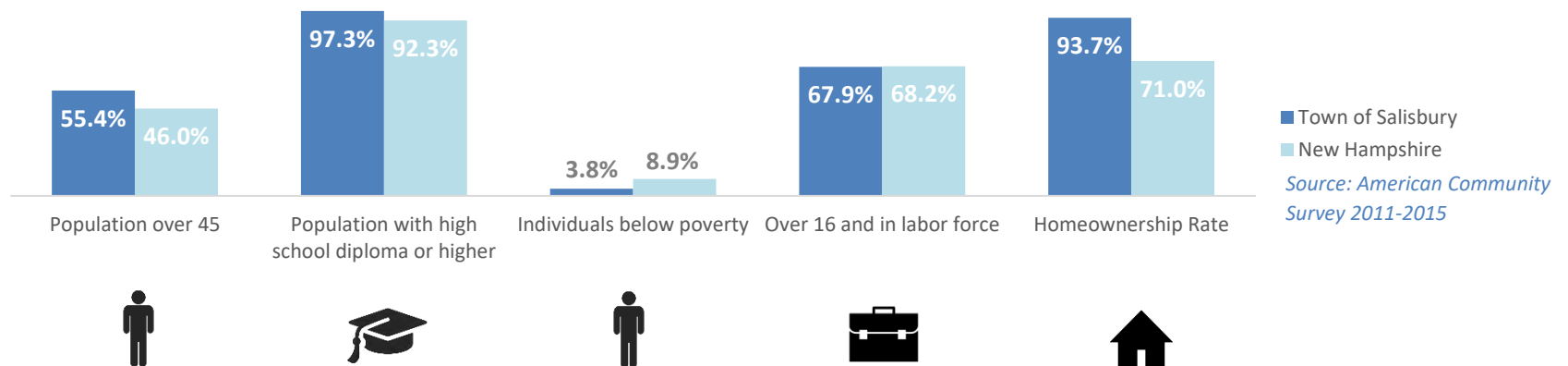
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SALISBURY TODAY

Knowing your community requires a step back to assess or inventory what we know is happening – what the demographic trends and patterns of development are and what residents perceive as positive influences or challenges going forward. By analyzing data in combination with the public outreach efforts, such as the survey and visioning session, the story of Salisbury today emerges and sets the framework for identifying what needs to be addressed now and in the future. There are two main parts to telling this story: where we are today and where we want to be going forward. Once we have an understanding of the present, including data and trend analysis and what we heard from the public outreach efforts, we can look to the future with an understanding of our vision and what we want to accomplish.

KEY COMPARISON AND OVERVIEW



Building the profile for Salisbury required the use of data from a variety of sources. Census 2010 and American Community Survey (ACS) are the main sources of data for much of the demographic information. Census data is collected every ten years by the US Census Bureau, gathering official counts of population at a variety of geographic levels. The Census now only asks ten questions and a new data source, the ACS, supplements Census data by asking questions used to measure social and economic characteristics of the population. The ACS is an ongoing survey that gathers trends from a smaller population sample annually, producing estimates on data originally only available in the decennial census. Smaller geographical areas are collected in three- or five-year samples, with ACS 2011-2015 being the most recent data available. When available, statewide data from the Office of Energy and Planning (OEP) was used for the estimated 2015 population, population projections, and building permit information. Data collected through Salisbury’s Community Survey and the visioning session is also shown throughout the Master Plan, representing the views of residents. Survey results tallied 90 responses, focusing on a wide range of topics from local infrastructure to rural character.

POPULATION

RECENT TRENDS

New Hampshire

New Hampshire experienced a jump in growth during the 1960s and 1970s, increasing the number of residents statewide by 50% through 2000. Since the 1980s, New Hampshire's rate of growth has slowed. Population estimates show New Hampshire only increasing 33,400 residents by 2020, a small percentage compared to the 80,000 residents gained between 2000 and 2010. Future projected populations continue to show a slower rate of growth, with only an additional 116,200 residents expected between the 2010 and the 2040 projected population. After a percent change of 6.5% between 2000 and 2010, projected values show a percent change of 2.5%, 3.9%, and 2.1% between 2010 and 2020, 2020 and 2030, and 2030 and 2040, respectively.

Merrimack County

Merrimack County's population trends follow a path similar to the statewide. The County began experiencing smaller increases in percent growth during the 1990s, and only gained 10,200 residents between 2000 and 2010. Projected populations also show a slower rate of growth into 2040, with only 20,300 additional residents between 2010 and the 2040 projected population.

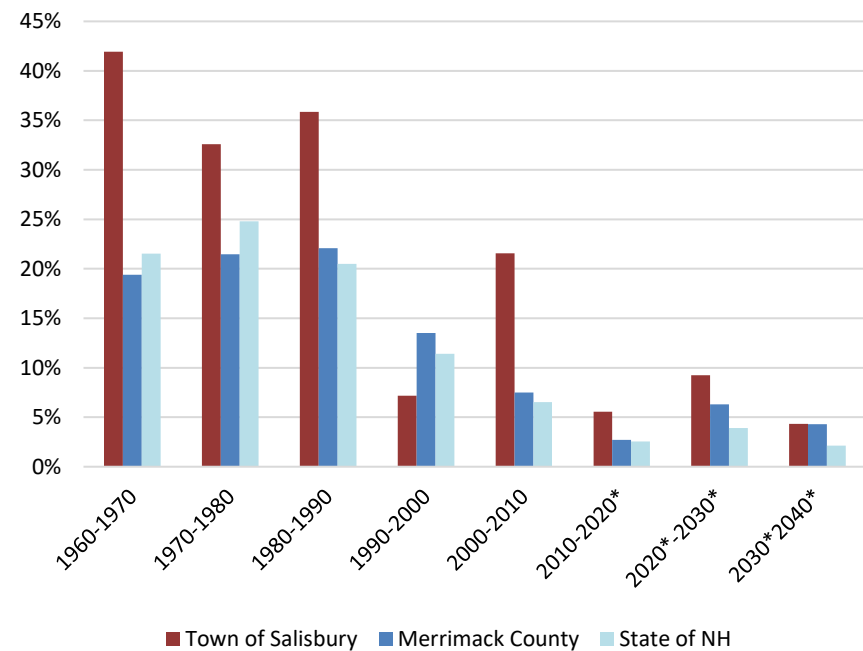
Town of Salisbury

Exceeding county and statewide trends, Salisbury experienced substantial growth from the 1960s through the 1980s due to its initial small population. During the 1990s, Salisbury's rate of growth dropped significantly, going below both the New Hampshire and Merrimack County average and gaining only 76 residents, a 7.2% increase, through the decade. Population projections show a slowing rate of growth, but Salisbury should still meet or exceed county and state growth expectations through 2040. With a 2010 population of 1,382, Salisbury is projected to gain just over 280 residents between 2010 and 2040, a total percent growth of 20.3%.

Table 1.1: Historic and Projected Population Trends

	Town of Salisbury		Merrimack County		New Hampshire	
	Population	% Change	Population	% Change	Population	% Change
1960	415	-	67,785	-	606,921	-
1970	589	41.9%	80,925	19.4%	737,681	21.5%
1980	781	32.6%	98,302	21.5%	920,610	24.8%
1990	1,061	35.9%	120,005	22.1%	1,109,252	20.5%
2000	1,137	7.2%	136,225	13.5%	1,235,786	11.4%
2010	1,382	21.5%	146,445	7.5%	1,316,470	6.5%
2020*	1,459	54.6%	150,434	2.7%	1,349,908	2.5%
2030*	1,594	9.3%	159,899	6.3%	1,402,878	3.9%
2040*	1,663	4.3%	166,771	4.3%	1,432,730	2.1%

Figure 1.1: Percent Change in Population, 1970-2040*



Source: U.S. Census Bureau

*NH Office of Energy and Planning Population Estimates 2015 and Population Projections, September 2016

DEMOGRAPHIC DETAILS

NATURAL INCREASE

Natural Increase, the difference between births and deaths per year, naturally fluctuates over time. Statewide, natural increase has been declining due to a steady rise in the number of deaths. Salisbury has experienced low natural increases throughout the later part of the last decade. But, despite a natural increase of (-2) in 2015, the number has consistently stayed positive over the last decade.

MIGRATION

Migration, the difference of people moving in and out of an area, historically accounted for the large increases in statewide population during the 1970s and 1980s. Many moved from Massachusetts, which added to the attainment level of education in the workforce, stimulated the economy, and provided employment opportunities. Recently, migration from Massachusetts has slowed from over 10,000 per year to about 1,500 a year over the past decade.¹ In addition to Massachusetts, new residents also moved into New Hampshire from Florida, Maine, New York, Vermont, and California.

¹ What is New Hampshire? An Overview of issues shaping the Granite State's Future. Published by the New Hampshire Center for Public Policy Studies, September 2015.

RELATIVE SHARE OF POPULATION (MERRIMACK COUNTY)

Salisbury's relative share has grown since 1970, with the largest growth occurring from 2000 to 2010. Salisbury's share of Merrimack County increased every decade, with the exception of the 2000s, in which it dropped to 0.83%.

Salisbury's relative share of New Hampshire's population increased from 1970 through 2010, going from 0.080% to 0.105%. Similar to Salisbury's share of Merrimack County, the largest increase occurred between 2000 and 2010, as a result of the Town gaining 245 residents.

Table 1.2: Births and Deaths in Salisbury, 2005-2015

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Births	14	7	16	17	11	8	11	10	13	8	7
Deaths	2	7	9	4	8	6	9	6	8	6	9
Natural Increase	12	0	7	13	3	2	2	4	5	2	-2

Source: Salisbury Annual Reports

Figure 1.2: Net Migration of NH (State to State and Foreign)

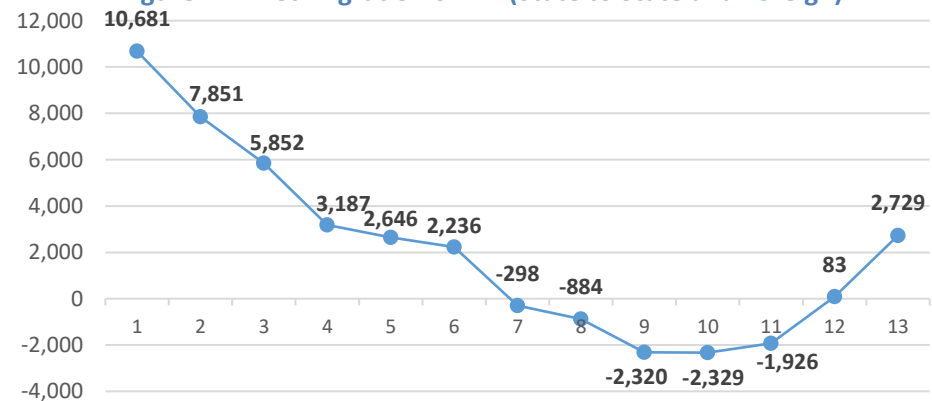
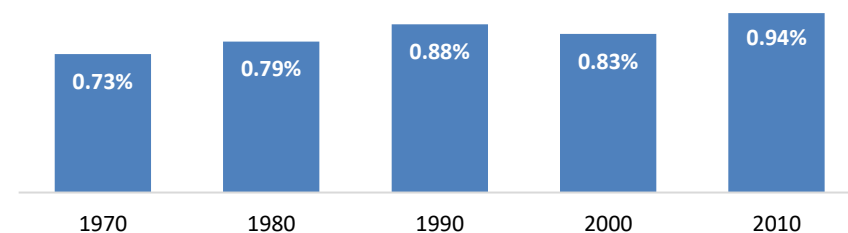


Figure 1.3: Salisbury's Relative Share of Population, Merrimack County



Source: U.S. Census Bureau and CNHRPC calculations

SALISBURY AND SURROUNDING COMMUNITIES

PAST AND PROJECTED POPULATIONS

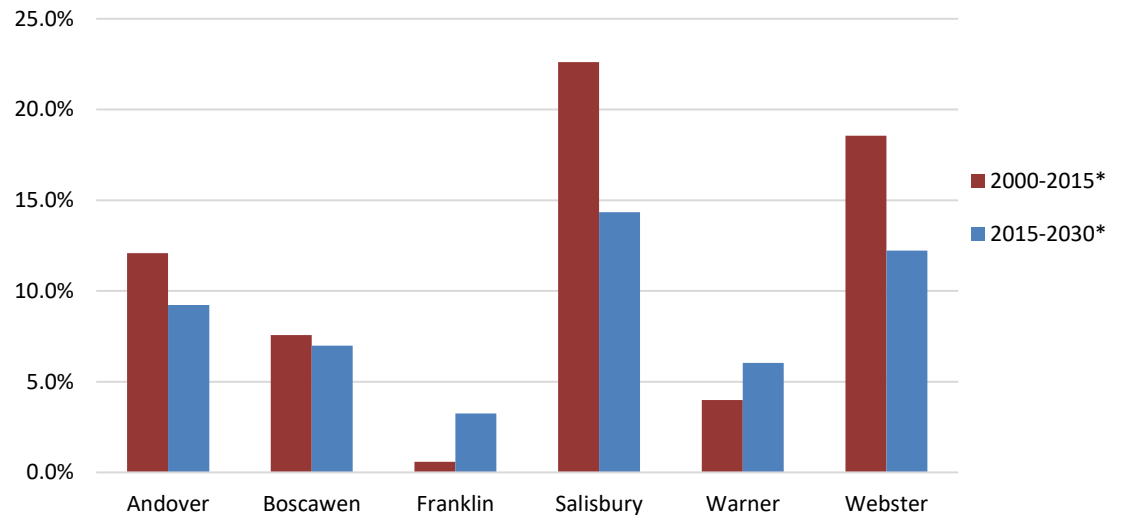
Compared to its neighbors, Salisbury's overall increase in population from 2000 to 2015 was lower than most with nearly 260 new residents, as shown in Table 1.3. However, this increase was the highest percent change in population of the abutting communities between 2000 and 2015, with 22.6%. Andover had the most similar increase in population of the time period, with just over 250 new residents, but had a lower percentage change of 12.1%. Franklin, which has the largest population of the abutting communities, only experienced a 0.6% growth between 2000 and 2015.

Examining the population projections shown in Table 1.3, Salisbury is expected to gain approximately 200 new residents between 2015 and 2030, which is higher (14.3%) than the abutting communities. In addition to Salisbury, Webster and Andover are expected to experience the largest percent increases in population growth between 2015 and 2030, with 12.2% and 9.2%. Franklin is projected to see the smallest percent increase in population with 3.3%, followed by Warner with 6.0%.

Table 1.3: Past and Projected Populations for Salisbury and Abutting Communities

	2000	2005	2010	2015*	2020*	2025*	2030*
Andover	2,109	2,219	2,371	2,364	2,418	2,494	2,582
Boscawen	3,672	3,848	3,965	3,950	3,998	4,082	4,226
Franklin	8,405	8,686	8,477	8,454	8,408	8,432	8,729
Salisbury	1,137	1,257	1,382	1,394	1,459	1,540	1,594
Warner	2,760	2,953	2,833	2,870	2,892	2,939	3,043
Webster	1,579	1,761	1,872	1,872	1,941	2,030	2,101

Figure 1.4: Percent Change in Population, 2000-2030*



Source: US Census Bureau

*2015 Estimate and Population Projections from the NH Office of Energy and Planning, September 2016

WHAT THE COMMUNITY SURVEY SAID...

"How long have you lived in Salisbury?"



AN AGING POPULATION

New Hampshire's population is growing older, and Salisbury is no exception. In the past decade, the number of residents forty-five and over has seen a notable increase, compared to the modest changes in the younger population. New Hampshire, along with much of the U.S., experienced a large increase in births due to the baby boom post-World War II. This baby boom now contributes to a larger adult population as Baby Boomers start to reach their fifties and sixties. This large age group is also expected to continue to increase as the over sixty-five population grows with aging baby boomers in the next two decades.

Figure 1.5: New Hampshire's Population by Age

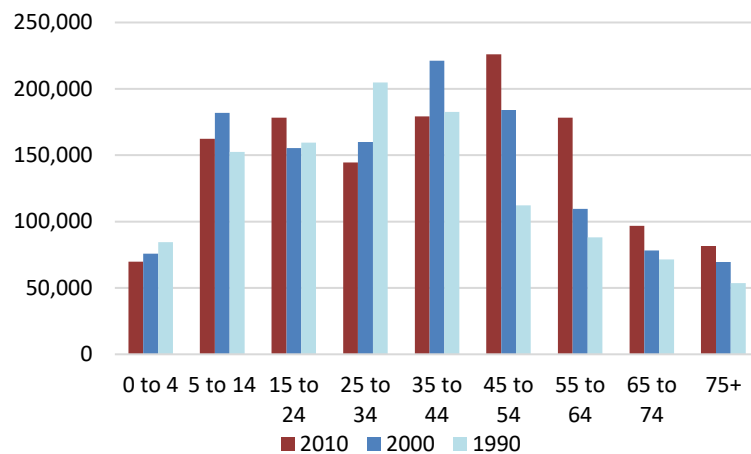
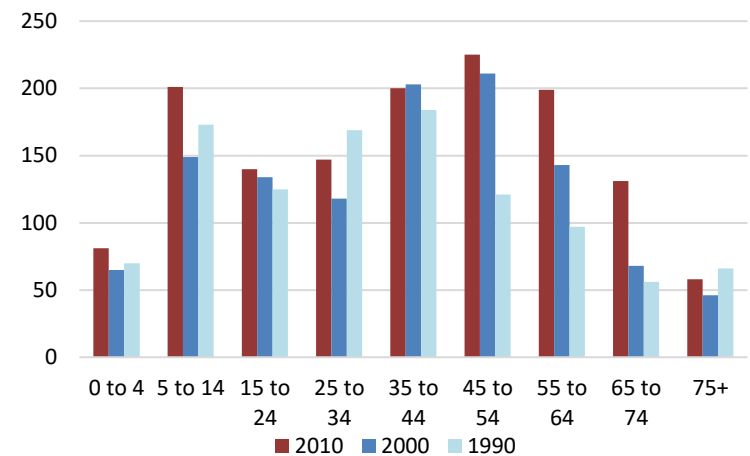


Figure 1.6: Salisbury's Population by Age



Source: U.S. Census Bureau

CHALLENGES DUE TO CHANGING DEMOGRAPHICS

Day-to-day living for an aging population is becoming more of a concern as many retirees are remaining in rural areas to be close to family or to enjoy the scenic and recreation amenities available in the Central New Hampshire Region. Recreation, housing, and transportation needs change as the population ages. Providing accessible year-round outdoor and indoor recreation opportunities to older residents as they age in place is important, especially as the pattern of retiring to the South fades.² The demand for smaller houses for downsizing families will likely continue to increase as the average household size continues to decrease statewide. Transportation, and the need of public transportation as the population ages could be especially problematic for those who must utilize different sources of transportation for everyday needs.

² New Hampshire Demographic Trends in the Twenty-First Century, written by Kenneth M. Johnson. Published by the Carsey Institute at the University of New Hampshire, 2012.

THE WORKFORCE

One of the advantages of having a strong middle aged population is a strong working population, with many in the peak of their careers and earning potential. This also means a large portion of New Hampshire's workforce will be retiring soon, potentially causing a shortfall of qualified workers available to fill their positions.

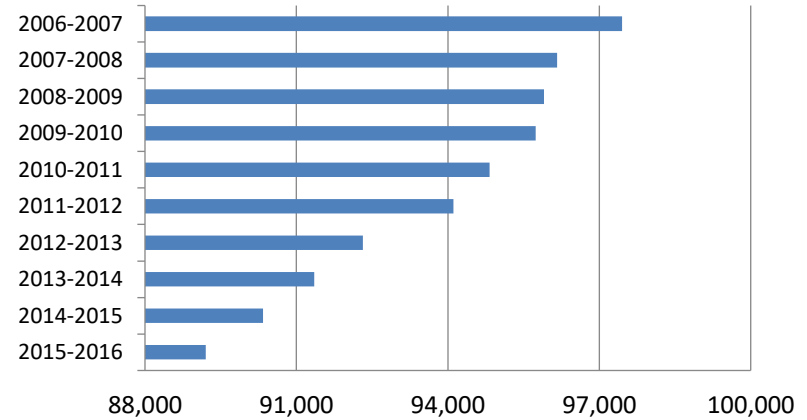
SCHOOL ENROLLMENT

ENROLLMENT TRENDS

In addition to a growing senior population, the trends also show a decrease in elementary school aged children. Statewide, elementary school enrollments have decreased over nine percent since the 2006-2007 school year, with an enrollment decrease of nearly 8,250 students. This trend is expected to continue, especially as the change in population growth slows and the percent of the population over sixty-five increases.

This statewide decrease can be seen in Figure 1.7 to the right.

Figure 1.7: State Elementary School Enrollments



Source: NH Department of Education

SAU #46 SALISBURY ELEMENTARY SCHOOL

Salisbury Elementary School has experienced a decrease in school enrollment, mirroring the statewide trend. Various fluctuations in enrollment have occurred between the 2006 and 2015 school years, of which there were two years of 0.0% percent change and five years of negative percent change. Additionally, of the ten school years shown below, larger decreases in enrollment have been occurring in the past five school years with a total decrease of 16.3% since 2010.

Table 1.4: Salisbury Elementary School Percent Change in Enrollment

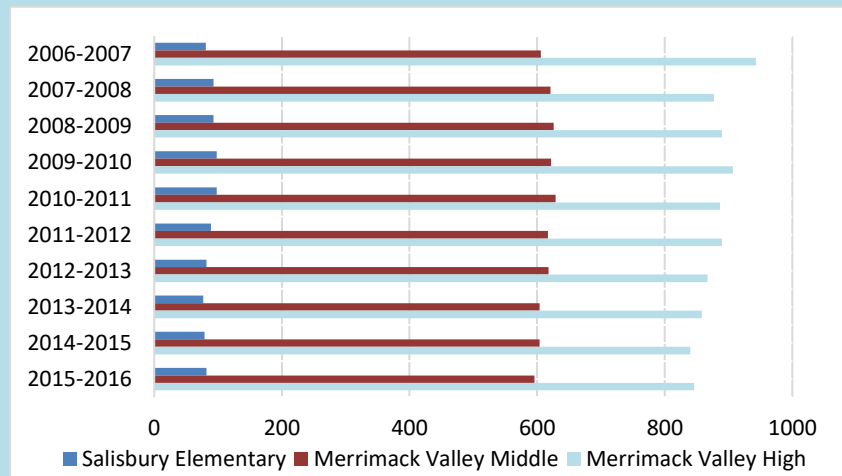
School Year	Percent	School Year	Percent
2006-2007	-2.4%	2011-2012	-9.2%
2007-2008	14.8%	2012-2013	-7.9%
2008-2009	0.0%	2013-2014	-6.1%
2009-2010	5.4%	2014-2015	-2.6%
2010-2011	0.0%	2015-2016	3.8%

Source: NH Department of Education

SAU #46 SCHOOL DISTRICT ENROLLMENT

Merrimack Valley Middle and High Schools, which enroll students from the Towns of Andover, Boscawen, Loudon, Salisbury, Webster, and Penacook Village, have also seen highschool enrollment drop by 7% since 2004.

Figure 1.8: Salisbury School District Past Enrollment



Source: NH Department of Education

EDUCATION ATTAINMENT, INCOME, AND POVERTY LEVEL

EDUCATION ATTAINMENT

According to ACS 2011-2015 data, 97.3% of residents in Salisbury have a high school diploma or higher post-secondary education.

Nationally, New Hampshire is well known for having a high percentage of educated residents. Though many New Hampshire natives choose to age in place, a large percent of the state's education attainment is gained through migrants moving to New Hampshire. In 2010, 36% of state residents with a college degree were migrants from out of state while only 24% were born in New Hampshire.

Table 1.5: Education Attainment for Salisbury and Surrounding Communities

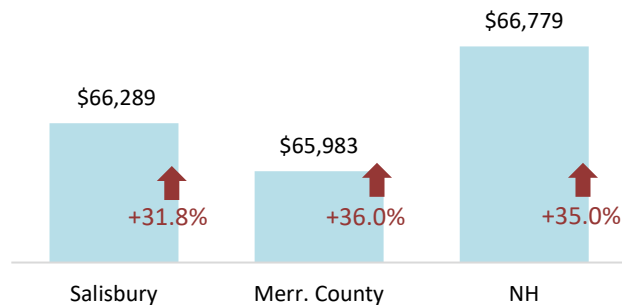
	Population Aged 25+	Less than 9th Grade	9th to 12th (no diploma)	HS Diploma or GED	Some College (no degree)	Associate's Degree	Bachelor's Degree	Graduate Degree
Andover	1,841	0.8%	6.1%	36.2%	15.3%	7.4%	21.4%	12.9%
Boscawen	2,901	1.9%	8.0%	44.1%	20.7%	9.4%	11.8%	4.2%
Franklin	5,886	3.3%	9.1%	39.3%	19.7%	10.5%	13.0%	5.1%
Salisbury	1,015	0.4%	2.3%	39.6%	21.7%	10.1%	16.7%	9.3%
Warner	2,037	1.5%	4.5%	23.9%	20.4%	12.0%	26.1%	11.7%
Webster	1,294	1.4%	3.0%	33.9%	20.4%	12.8%	19.9%	8.7%

Source: American Community Survey 2011-2015

MEDIAN HOUSEHOLD INCOME

Nationally, New Hampshire ranks among one of the highest in the nation in regard to the State's median income.³ According to ACS 2011-2015 data, the United States had an estimated median household income of \$53,889, 23.9% less than New Hampshire's median household income of \$66,779. Within the State, trends point towards higher median household income in

Figure 1.9: ACS 11-15 Median Household Income and Percent Change Since 2000



Source: American Community Survey 2011-2015

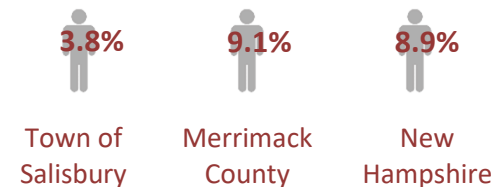
the southern portion of the state, similar to trends of education attainment and poverty. Salisbury had a median household income of \$66,289, which was a 31.8% increase from the median household income reported in 2000. Salisbury's median is slightly higher than Merrimack County, which experienced the third highest median household income in the State.

³Granite State Future The Statewide Snapshot Nashua Regional Planning Commission, June 2015.

POVERTY

Statewide, poverty levels are highest for children, predominantly in the North Country and along the border with Maine. This is most likely caused by lower education and income levels in these areas.

Percent below poverty



Source: American Community Survey 2011-2015

HOUSING

A PLACE TO CALL HOME

Table 1.6: Average Household Size

Average Persons per Household in Salisbury	
2000	3.10
2010	2.78

Source: US Census Bureau

Table 1.7: Persons Per Square Mile

	1970	1980	1990	2000	2010
Andover	28.4	39.6	47.0	52.6	59.0
Boscawen	127.5	138.5	144.6	148.1	159.2
Franklin	264.2	286.3	300.9	304.5	306.0
Salisbury	14.9	19.8	26.9	28.8	34.9
Warner	26.1	35.0	40.8	50.0	51.3
Webster	24.1	38.8	45.0	56.0	66.1

Source: NH Employment Security

Table 1.8: Residential Building Permits

	2012	2013	2014	2015
Andover	0	1	1	2
Boscawen	0	2	6	-1
Franklin	9	10	16	21
Salisbury	2	2	3	4
Warner	8	2	4	5
Webster	-1	0	2	3

Source: NH Office of Energy and Planning

AVERAGE HOUSEHOLD SIZE

The need for housing statewide and throughout Central New Hampshire can be attributed to a modest population growth and decreasing household size. Salisbury's average household size has varied over the past few decades, experiencing an increase in 2000 to 3.10 and then a decrease in 2010 to 2.78.

POPULATION DENSITY

Salisbury's persons per square mile increased 21.2% between 2000 and 2010, which was above the average of the surrounding communities. Andover, which has the most similar acreage of land area to Salisbury, experienced a 12.1% increase between 2000 and 2010; nearly 9.1% less than Salisbury.

BUILDING PERMITS

Current building trends continue to point towards slower construction gains. In a comparison of local communities, Salisbury saw a higher number of residential building permits between 2012 and 2015 at 11, with Franklin issuing the most permits at 56.

Note: values represent the net change of dwelling units and includes any demolitions that year. Thus, any negative values represent a net loss of dwelling units.

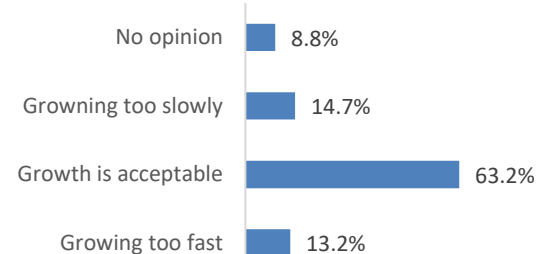
HOUSING NEEDS OF THE AGING POPULATION

Much of the aging population is choosing to age in place, instead of retiring south.⁴ This growing trend is creating a demand for smaller housing units as families downsize and choose to remain in rural and suburban areas. As the number of older adults is predicted to increase over the next two decades, concern of accessibility for the older demographic increases as access to day to day services becomes a challenge. These challenges include mobility issues for needs such as transportation to grocery stores, doctors' offices and recreational resources. Additionally, growing concern for the high cost of living, including housing and taxes in rural and suburban areas, can be challenging for the older population living on a fixed income.

⁴ New Hampshire Demographic Trends in the Twenty-First Century, written by Kenneth M. Johnson. Published by the Carsey Institute at the University of New Hampshire, 2012.

WHAT THE COMMUNITY SURVEY SAID...

In your opinion, which statement best characterizes Salisbury's rate of residential growth?



EMPLOYMENT

LABOR FORCE

According to New Hampshire's Economic and Labor Market Information Bureau (ELMI), the percent of civilians in the New Hampshire labor force increased between 2010 and 2015 by 0.4%, an overall increase in the labor force of nearly 2,900 residents. However, the number of civilians in the labor force has not increased consistently every year, as a decrease of nearly 1,300 residents occurred between 2013 and 2014. Similar to statewide trends, Salisbury has seen an increase in the number of civilians in the labor force. Between 2010 and 2015 Salisbury gained 0.4% of its labor force, with fluctuations of increases and decreases over the six years. The Town's overall number of employed civilians in the labor force also increased, rising 1.7% to over 770 people in 2015.

OCCUPATION AND EMPLOYERS

Within Salisbury, 2011-2015 ACS data indicates that 65.6% are employed, which is higher than the State's employment rate of 64.3%. Of these residents, the majority (40.2%) work within the management, business, science, and arts fields. Other common occupations include sales and office employment and service with 23.2% and 13.5%, as shown in Table 1.9. It should be noted that the numbers below do not necessarily represent the types of occupations available in the Town of Salisbury, but those occupations of Salisbury residents.

Table 1.9: Occupations of Employed Salisbury Residents

	Number Employed	Percent Employed
Management, business, science, and arts occupations	305	40.2%
Sales and office occupations	176	23.2%
Production, transportation, and material moving occupations	102	13.5%
Service occupations	101	13.3%
Natural resources, construction, and maintenance occupations	74	9.8%
Total employed persons over 16 years of age	758	100.0%

Source: American Community Survey 2011-2015

UNEMPLOYMENT RATE

Compared to its neighbors, Salisbury has a similar unemployment rate in 2015 at 3.0%. Webster, Warner and Andover experienced a lower unemployment rate (2.6%, 2.8%, and 2.9%). Salisbury's unemployment rate was also consecutively one of the lowest rate between 2010 and 2015, with the highest rate occurring in 2012 at 4.9%. Franklin experienced the highest unemployment rate all years between 2010 and 2015, while most recently having an unemployment rate of 4.0%.

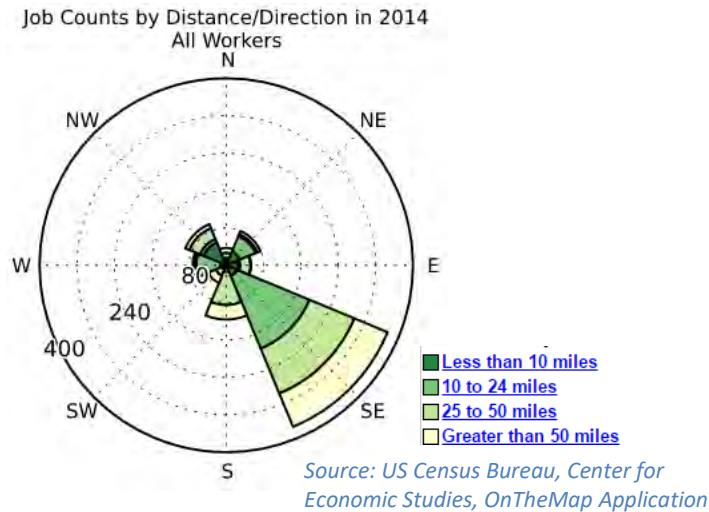
Table 1.10: Unemployment Rates for Salisbury and Abutting Communities

	2010	2011	2012	2013	2014	2015
Andover	5.7%	4.9%	4.8%	4.4%	3.6%	2.9%
Boscawen	6.3%	5.4%	5.4%	5.1%	4.2%	3.6%
Franklin	7.4%	6.5%	6.4%	5.9%	5.0%	4.0%
Salisbury	4.3%	3.9%	4.9%	4.6%	3.6%	3.0%
Warner	5.5%	5.0%	5.3%	4.8%	3.8%	2.8%
Webster	5.1%	4.3%	4.4%	4.0%	3.0%	2.6%

Source: NH Economic and Labor Market Bureau

COMMUTING PATTERNS

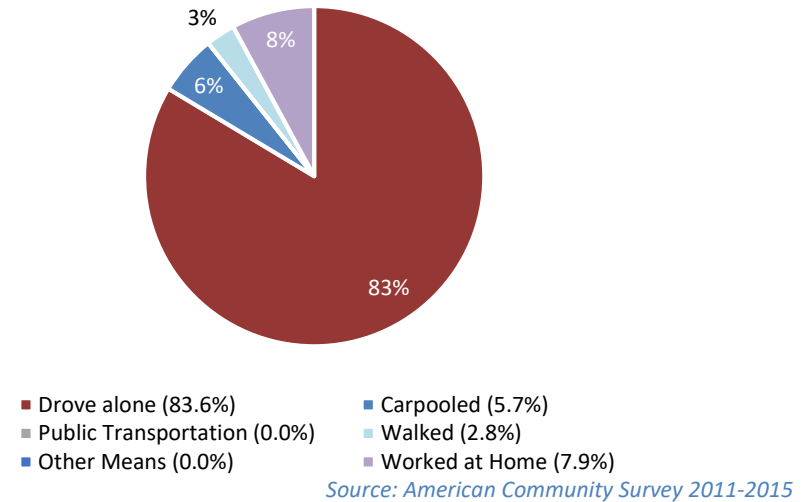
Figure 1.10: Job Counts by Distance/Direction in 2014



PLACE OF WORK

As shown in Figure 1.10 above, residents of Salisbury work in various locations across the state. The majority of residents work in Concord and Nashua. Residents of Salisbury had a mean travel time to work of 30.7 minutes according to the ACS 2011-2015 data, which is higher than New Hampshire's mean travel time of 26.9 minutes.

Figure 1.11: Means of Transportation to Work



MEANS OF TRANSPORTATION TO WORK

With a mean travel time of 30.7 minutes, the majority (83.6%) of residents drove alone to work. While some carooled, worked at home, or walked, none used public transportation as an alternative means for their commute. Please refer to the Transportation Chapter for additional information.

COMMUTING PATTERNS OF SALISBURY'S RESIDENTS

According to the US Census Bureau Center for Economic Studies, in 2014 the majority of residents were employed in a community outside of Salisbury, with 856 residents commuting to another community and only 11 residents employed in Salisbury. Additionally, the American Community Survey for 2011-2015 reports only 2.8% of residents work outside of New Hampshire. As presented in the US Census Bureau's On TheMap application, residents commute to Concord (17.4%), Nashua (5.0%), and Manchester (3.2%). Additionally, an estimated 72 non-residents commute into Salisbury for work, with the majority commuting from Franklin (4.8%). Please refer to the Transportation Chapter for additional information.

TOWN TAX RATES

Table 1.11: Salisbury's Tax Rates, 2010-2016

Year	Municipal Rate per \$1000	County Rate per \$1000	Local Education Rate per \$1000	State Education Rate per \$1000	Total Rate per \$1000
2010	\$3.1	\$2.65	\$10.76	\$2.27	\$18.77
2011	\$3.4	\$2.48	\$10.65	\$2.39	\$18.87
2012	\$4.3	\$2.90	\$14.14	\$2.79	\$24.15
2013	\$4.6	\$2.85	\$14.29	\$2.61	\$24.30
2014	\$3.9	\$2.88	\$13.99	\$2.54	\$23.30
2015	\$4.7	\$2.85	\$14.25	\$2.44	\$24.23
2016	\$4.3	\$2.97	\$14.88	\$2.38	\$24.56

Source: NH Department of Revenue Administration

Table 1.12: Equalized Tax Rates of Salisbury and Abutting Communities, 2015

Community	Net Valuation	Tax Rate per \$1000	Full Value Tax Rate per \$1000	Local School Tax Rate	State School Tax Rate
Andover	\$251,496,815	\$19.88	\$20.45	\$10.62	\$2.37
Boscawen	\$233,750,314	\$29.40	\$29.06	\$15.50	\$2.41
Franklin	\$524,340,346	\$25.03	\$23.70	\$6.63	\$2.45
Salisbury	\$126,669,847	\$24.23	\$22.73	\$14.25	\$2.44
Warner	\$280,406,495	\$26.64	\$27.63	\$12.46	\$2.16
Webster	\$208,542,144	\$24.08	\$25.03	\$12.67	\$2.49

Source: NH Department of Revenue Administration

A review of Salisbury's total tax rates between 2010 and 2016 shows that the rate increased from \$18.77 in 2010 to \$24.56 in 2016. In that time span the total rate has increased every year except from 2013 to 2014, where it dropped from \$24.30 to \$23.30. The municipal, county, and local rates have all seen various fluctuations in their values over the past six years, despite generally increasing.

Equalized valuation, or equalization, is an adjustment of the Town's local assessed values, either upward or downward, in order to approximate the full value of the Town's property. This process is due to an imbalance caused by varying local assessment levels. That being said, the full value tax rate is the equalized tax rate for a Town.

Compared to its surrounding communities, Salisbury had the lowest net valuation in 2015, with a value of \$126,669,847. Salisbury's equalized tax rate of \$24.23 is also lower than most for the abutting communities. Similarly, Salisbury's full value tax rate of \$22.73 is also lower than most, with Andover having the lowest rate at \$20.45.

WHAT DO RESIDENTS THINK?

Results of the Community Survey indicated varied opinions relating to the rate of economic growth occurring in Salisbury. When asked if they would be in favor of a commercial zoning district, 40.5% were in favor, 40.5% were not in favor, and 18.9% had no opinion. Of those who answered that they were in favor, the majority would prefer the district to be located along Route 127 and Route 4. Additionally, approximately 84.4% of survey participants were supportive of maintaining agriculture and forestry as economically viable land uses in Town. Opinions of those in attendance at the visioning session parallel the opinions expressed in the survey, with attendees supportive of appropriate economic development that could offset property taxes but maintain Salisbury's historic character.

SALISBURY TOMORROW

Our Vision

Salisbury is committed to supporting a high quality of life and sense of community for all residents. These commitments need to be reflected in our community programs, services and facilities alike. Salisbury residents value rural and historic character and the array of natural resources and protected lands located throughout Town. Residents want to ensure these characteristics and assets are preserved for future generations in the years to come. Salisbury's vision of the future builds on what the Planning Board heard from residents, the demographic trends and development patterns described in this Master Plan, and the story conveyed by history, community values and the present-day environment.

FROM SALISBURY TODAY TO SALISBURY TOMORROW...

Throughout the development of the Master Plan, engaging residents and other community stakeholders was a key goal. A 30-question community survey was available to residents during the outreach process and a visioning session invited people to a discussion forum to tell the Town what was important to them. The visioning session and the community survey gave the Planning Board important information on resident opinions on many topics related to Salisbury's land use, housing, transportation, natural resources, community facilities and regulations as well as other thoughts on priorities and concerns. Broad themes have been based on the public outreach and other stakeholder input, themes which

often overlap one another in their identification of important ideas in Town.

Unpolluted natural environment (81.4%), uncrowded and quiet living conditions (79.8%), and small Town/rural atmosphere (77.4%) were rated in the community survey as the most important characteristics that makes Salisbury a desirable place to live. Also, highly ranked were the conservation of natural resources (64.3%), natural resources themselves (57.1%), and people and community spirit (57.1%). Support was expressed for home businesses (90.7%), farms (85.7%), and river and water access (74.6%) to be established, while strong interest was shown in seeing agriculture and forestry maintained as economically viable land uses in Salisbury (84.4%).

Equally split opinions of survey participants provided interesting results to revisit later as the Towns works on implementing the Master Plan. People were 40.7% in favor of development along Class VI roads, while 40.7% were not in favor. Another split occurred between those who were in favor of a commercial zoning district and those who were not (43.1% for both yes and no).

Over 85% of respondents were in support of the development of a trail system available for recreational uses. For housing, more single family homes, accessory dwelling units, and elderly housing were considered as necessary in Salisbury.

Like many other small New Hampshire communities, Salisbury residents expressed concern that the rural character often viewed

as central to Salisbury's identity may be lost due to additional residential growth over the next few decades. There are many types of "rural character" images that shape Salisbury - traditional buildings, agricultural fields, protected lands, stone walls, natural forests, and many treasured scenic views. Often, it is the mix of landscapes that contributes to the concept of rural character, including current development patterns and the scenic vistas of hills, rivers, open space and forests. In Salisbury, small-scale agriculture is a land use to highly encourage and support in the future to contribute to a strong local identity.

Respondents were asked, "What would you prefer Salisbury to be like in ten years' time?" Responses were oriented toward retaining existing citizenry and ruralness while accommodating appropriate small businesses to provide convenient goods and services and to help alleviate the residential tax burden. Shown below is a snapshot of representative responses.

WHAT IS RURAL CHARACTER

When asked what residents like about their community, "rural character" is no doubt one of the most popular responses. While there is no book definition for rural character, it is clear there are some shared images that come to mind: farmlands, forested hills, historic buildings, ponds, unpaved roads, waterways, stone walls, etc.

However, rural character also refers to Salisbury's social structure, demonstrated by community spirit and the "help your neighbor" qualities identified by residents. Salisbury's rural character could also be defined by the easy access all residents have to Town Boards. Rural character is a "small town" feel.

Open space is another component of rural character and is reflected in settlement patterns. **Preserving** open space has been a common thread of the past twenty years of Master Plan public outreach events. While nearly every New Hampshire community identifies rural character as a value to preserve, it is important to identify what specific elements about a Town need preserving.

WHAT WOULD YOU PREFER SALISBURY TO BE LIKE IN TEN YEARS' TIME?

"Pretty much the same as it is now. That is why we choose to live here."

"I would like to see more small businesses in Salisbury. This Town needs businesses to help with the tax base and it will also provide additional jobs."

"I hope we can retain our "small Town" way of life. We must contain development while providing services to an aging population."

"More open farmland, more local food production."

"Rural and scenic."

"I would like to see more small businesses near the intersection of Routes 4 and 127, such as an antique shop, a coffee shop, craft shop, and a farmers' marketplace."

"Continue to stay a "small" family oriented Town with a little more grow- family or small businesses."

"A rural/residential Town with a certain logical area for business but many recreational opportunities and open land."

"Agricultural/farming rural community."

CONNECTIVITY AND SUSTAINABILITY

Common threads emerged from a close examination of the public outreach efforts throughout the Master Plan's development. Community values, ruralness and access to natural resources were repeated, time-honored strengths identified by residents. The themes of connection and sustainability of what the Town already "has" are important to retain as the Master Plan reflects the community vision for the future. To support positive steps forward, recommendations are provided to accomplish many difficult and rewarding tasks which will enhance Salisbury's preferences for the future. The identified following themes are carried forward throughout this Master Plan.

Improving connections.

Residents identified the need for improved connections- including woodland, trail, river, bicycling and walking to the Village (US 4/ NH 127)- and access for recreational activities like nature observation, hiking, snow shoeing, fishing, and canoeing and kayaking from various areas in Town.

Continuing preservation, protection and enhancement of open spaces, recreational trails, and water resources.

Striving to improve management of water resources and improve access to recreational resources are all important priorities as Salisbury continues to look for opportunities to support these activities through partnerships and grant opportunities.

Responding to population changes and demographic shifts by addressing any emerging issues in housing, broadband internet availability, economic development and transportation.

Salisbury should continue to invest in transportation improvements, broadband availability and economic development as a way to

attract new opportunities and be a participant in a more visible and vibrant economy for the different Central NH, Kearsarge and Blackwater River regions of which Salisbury is a part. Recognizing the need to accommodate an aging population throughout Salisbury and all of New Hampshire is an important factor for the future planning of housing, infrastructure, and transportation needs.

Keeping Salisbury's rural character while addressing the challenge of meeting the needs of residents.

This value, rural character, continues to have strong appeal to residents. One of the most common desires voiced by residents was a strong interest in preserving Salisbury's rural character and its associated historical sites, agricultural fields, open spaces and other natural resources. Residents value the protected lands in Kearsarge State Park and the federally owned land surrounding the Blackwater River.

Keeping fiscal responsibility a priority.

There is concern about increasing expenditures and resulting impacts on property taxes. While residents generally supported a wide variety of objectives and recommendations as described in the other Master Plan chapters, there are also challenges regarding taxes and any potential new burdens. As municipal government makes public investments in infrastructure, land protection, new programs and initiatives, consider the "bottom line".

Each resident has the ability to weigh in on the Town's planning and land use activities by serving on a municipal board or committee, and attending public hearings on new or proposed revisions to Planning Board regulations, zoning ordinances, or proposed developments. The support and participation of Salisbury residents is vital to ensure that the right path is chosen and the shared future is clearly understood.

SALISBURY IN A REGION

From a broader perspective, Salisbury is a component of several geographic, recreational, watershed and political regions, sharing characteristics and vision aspects with the Kearsarge area, Central NH region, Merrimack County, Currier and Ives Scenic Byway towns, its own close cluster of abutting communities, the Blackwater River network, and more regions. In most cases within this Master Plan, Salisbury is treated as a singularity when considering feedback, regulations, data, recommendations, and more.

However, no community can exist by itself without affecting others. Partnerships enable for greater support and capacity of a project. The Town should contemplate the regional perspective and invite others outside Salisbury to participate when making decisions that could have an impact on a wider area. As a single cog turning multiple, diverse wheels, the Town of Salisbury experiences both regional needs and opportunities alike, and should look to participate where available to further the Town's goals and vision.

REGIONAL CONCERNS

Watershed management, population and housing growth, transportation improvements, and natural resource protection are all areas where working as part of a regional effort can have many benefits for a community like Salisbury. Partnership opportunities with different organizations or neighboring communities are important to cultivate as they lead to addressing issues where working together can create momentum for various projects or protection efforts that benefit the Town as well as the surrounding region.

Specific opportunities where Salisbury could become involved in regional projects or efforts to protect resources were identified through public outreach efforts and discussions with the Planning Board. The emphasis is on being proactive in communicating and collaborating with other partners to address these issues. Some recommendations that are discussed in further detail throughout this Master Plan include the establishment of an annual Household Hazardous Waste collection day that is coordinated with neighboring communities or development of a regional collection site to keep such wastes out of the Town's municipal waste stream.

Natural resource protection often benefits from a regional focus. Wildlife corridors, habitat ecosystems and trail systems don't stop at municipal borders and need a broader approach to be successful in protection efforts. The [2015 NH Wildlife Action Plan](#) (WAP) mapped wildlife habitat areas in Salisbury, with much of the western area of Town included in the State's highest ranked habitat for conservation. Stewardship of natural resources is successful only when efforts reach out to other groups and communities as well as individual residents. The WAP can be used as an informational tool to inform local efforts to identify wildlife habitats and educate residents on the importance of wildlife habitat and diversity.

There are other Chapters in this Master Plan that discuss regional issues, including Transportation, Energy and Housing, all with the overarching vision that collaborating regionally has the potential to achieve many important synergies and shared benefits.

A VISION BY CHAPTER

The Master Plan Chapters, with their data analysis, community survey consideration, and recommendations for Town-wide implementation, support the future vision of Salisbury within their pages.

SALISBURY TODAY

Know the Town by examining demographic trends, patterns of employment and development, and feedback from community outreach to build a profile for Salisbury.

NATURAL FEATURES

Preserve the quality of life and the rural character of the Town by conserving open space, protecting important natural resources, habitat, and wildlife corridors, and enhancing natural recreational resources.

HOUSING

Encourage a mix of housing types to respond to changing demographic needs and economic trends, and ensure housing development is compatible with both Salisbury's existing rural character and its Village character, including historic preservation and architectural standards.

EXISTING AND FUTURE LAND USE

Maintain the high quality of the natural environment in Salisbury and ensure the rural agrarian character of the Town is not jeopardized by future growth and development.

TRANSPORTATION

Promote the improvement of public roads, encourage a cost-effective but well-maintained and efficient transportation system to meet the mobility needs of all local residents, maintain a commitment to the rural and historic character of the community by ensuring access management and regulation of proper development along roads, and develop a bicycle and pedestrian trails system that utilizes Class VI roads, US 4 and NH 127, and the open spaces and forests of the community for dual recreational and transportation use.

COMMUNITY FACILITIES

Provide reliable, efficient, cost-effective Town services to the residents of Salisbury while honoring community spirit and history.

ENERGY

Develop energy policies that support and preserve rural character and increase the community's vitality and long-term sustainability while looking for opportunities to reduce municipal expenditures, and promote energy efficient transportation, economic development and land use development patterns.

OUR VISION...

Salisbury fosters a high quality of life through preservation and enhancement of its rural character, historic heritage, and natural environment while meeting future service and infrastructure needs of its residents.

What do we know from Today? What makes Salisbury a great place to live?

- “Healthy and diverse environments, protected lands, Blackwater River, rural character and a sense of community.” These are the values to be kept in mind as we plan for and accommodate the necessary growth important for maintaining the quality of life and services that residents need and expect.

What do we value as important amenities?

- Our quality of life (leisure, recreation, employment, and preserving rural character) must be supported.
- We need to continue to be good stewards of our cultural heritage and natural environments. We will continue to work towards the preservation of open space and watersheds in connected networks. Our historic homes, the Village area, and scenic views should be preserved as part of the Town’s heritage.
- Infrastructure (roads, bridges, community facilities and services, and broadband) is vital to our community.

How do we respond to the challenge of making needed changes?

- An aging population brings into focus new challenges as many retirees are remaining in rural areas to remain close to family or to enjoy the scenic and recreation amenities available in a community like Salisbury. How we address the potential demands for smaller houses for downsizing families is important as we adapt to an aging population.
- We welcome businesses that align with our development patterns and rural character while supporting economic growth.
- We support housing choices for residents throughout their life cycle, from young adults, to families with children, to retirees.
- We look for opportunities to work with other communities on issues of regional concern and will continue to be proactive with planning and zoning ideas.

How do we allocate limited resources to maintain and enhance the rural character and quality of life that residents value?

- We must maintain fiscal responsibility, ensuring today’s decisions do not create hardship for future generations.
- We invest in our community through an open, transparent process prior to any decision-making.

IMPLEMENTATION

For the Town of Salisbury

The purpose of this Chapter is to support the Town of Salisbury to utilize, review and implement its 2017 Master Plan. The updated Master Plan contains the two statutorily required chapters, the Community Vision and Existing and Future Land Use. While these chapters are important to the community's decision making, additional chapters were developed, including Transportation, Housing, Community Facilities, Natural Resources, and Energy, to provide a more rounded analysis of the Town. All of these chapters have important conclusions to contribute in the form of recommendations.

These suggestions are the outcome of the Master Plan process that began with a Community Survey and Visioning Session and continued with the preparation of each chapter by the Planning Board with assistance from the Conservation Commission to prepare the Natural Resources Chapter. By compiling each of the Chapter's recommendations in one location, this Implementation Chapter will help enable the completion of the recommendations of this Master Plan. The actions are sorted by *Topic* which are accomplished by the identified *Leader* and often can receive *Assistance* from other Boards or Departments. Town official positions are not identified but fall within the general Department, Board, Committee or Commission responsibilities. These identified parties are the most likely to work on the actions listed, but are not specifically assigned to the task. Rather, the breakdown illustrates the relationship between recommendations

CHAPTER PURPOSE

674:2 Master Plan; Purpose and Description. –

I. The purpose of the master plan is to set down as clearly and practically as possible the best and most appropriate future development of the area under the jurisdiction of the planning board, to aid the board in designing ordinances that result in preserving and enhancing the unique quality of life and culture of New Hampshire, and to guide the board in the performance of its other duties in a manner that achieves the principles of smart growth, sound planning, and wise resource protection.

II. The master plan shall be a set of statements and land use and development principles for the municipality with such accompanying maps, diagrams, charts and descriptions as to give legal standing to the implementation ordinances and other measures of the planning board. Each section of the master plan shall be consistent with the others in its implementation of the vision section. The master plan shall be a public record subject to the provisions of RSA 91-A. The master plan shall include, at a minimum, the following required sections:

(a) A vision section that serves to direct the other sections of the plan. This section shall contain a set of statements which articulate the desires of the citizens affected by the master plan, not only for their locality but for the region and the whole state. It shall contain a set of guiding principles and priorities to implement that vision.

(b) A land use section upon which all the following sections shall be based. This section shall translate the vision statements into physical terms. Based on a study of population, economic activity, and natural, historic, and cultural resources, it shall show existing conditions and the proposed location, extent, and intensity of future land use.

III. The master plan may also include the following sections:

(m) An implementation section, which is a long range action program of specific actions, time frames, allocation of responsibility for actions, description of land development regulations to be adopted, and procedures which the municipality may use to monitor and measure the effectiveness of each section of the plan. (amended 2013)

and those most necessary to ensure their completion. Implementation is truly a Town effort.

VISION

Among its recommendations, the Master Plan encourages consideration for the establishment of two new Committees: an Energy Committee and Agricultural Committee. In addition, a number of new initiatives and changes to town regulations and the zoning ordinance are proposed. The recommendations seek to guide the community toward its future vision contained in the Master Plan:

- A vibrant, central Village attracts new businesses;
- New housing nestles between large lot, active agricultural and forestry lands;
- Important natural resources, fields, wetlands and woodlands are protected from development;
- Residents bring canoes to access to the Blackwater River;
- Town events sprawl across the Village Green for children, teens, adults and seniors alike to enjoy;
- Sidewalks, crosswalks and bicycle lanes enable commuters to safely journey along US 4/ NH 127 to reach the Crossroads;
- Village homes and businesses maintain appropriate historic color exteriors and architectural integrity;
- Enhanced, technology advanced Town buildings are energy efficient;

- Fast broadband internet and telecommunications service are available throughout the Town, enabling small home businesses to establish and thrive;
- An educated citizenry learns about agriculture, natural resources, hazardous waste disposal and more - and a new generation of volunteers is produced;
- And, what else can be envisioned from the recommendations?

IMPLEMENTATION PLAN

This overall vision is attainable by working to implement the Master Plan step by step, by completing the recommendations. Implementation is an all-Town, intensive effort. Nearly 30 different Topics were identified that group the recommendations into specific areas of action in Table 3.1. This enables us to summarize priorities.

Table 3.1: Implementation Topics

Access management	Landscaping / Erosion
Agriculture / Forestry	Light / Noise
Aquifers	Natural resources
Bicycle & pedestrian	New Dept/Committee
Cemeteries	Open space
Class VI Roads / Trails	Recreation and Programs
Conservation easements	Roads & Bridges
Dry hydrants	Rural character
Earth Excavations	School
Economic development	Technology
Energy efficiency	Town Buildings / Staff
Hazardous Materials	Town equipment
Historic preservation	Village
Housing	Wildlife & Habitat

The listed actions can be completed by undertaking Regulation revisions, Zoning amendments, Education of the public and Town officials, Funding acquisition or Budgeting, Policy adoption, Plan development, Data Analysis, placing the item into the Capital Improvements Program (CIP), and establishing Volunteer Programs. These are listed under *Accomplish How*.

The implementation plan in Table 3.2 should be reviewed annually by the Planning Board to ascertain status and direction. Project leaders could begin working on the recommendations without further direction and check in periodically with the Planning Board. The Planning Board should work with the Board of Selectmen to ensure a successful Plan implementation.

Table 3.2: Salisbury Master Plan Implementation Plan

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
7-TR	Examine land use trends and establish access management standards in the Subdivision Regulations and Site Plan Review Regulations for both Town and State maintained highways in appropriate locations.	Planning Board	Highway Department	Access management	Regulations
6-LU	Consider the adoption of highway oriented design standards in the Site Plan Review Regulations that address access and design standards for commercial uses along US 4 and areas of NH 127.	Planning Board		Access management	Regulations
4-NR	Promote local land-based businesses by supporting commercial farming and horticulture, forestry, and other resource-based enterprises that help preserve ecosystem services that benefit all residents.	Conservation Commission		Agriculture / Forestry	Education
4-NR, 6-LU	Consider the establishment of an Agricultural Overlay Zone whose purpose is to direct residential development away from prime agricultural soils and viable agricultural operations.	Agricultural Committee <i>new</i>	Planning Board, Conservation Commission, Board of Selectmen	Agriculture / Forestry	Regulations
4-NR	Educate landowners on the merits of sustainable, “working” forests. Include information about best management practices, current use, and conservation easements.	Conservation Commission		Agriculture / Forestry	Education
4-NR	Educate landowners on the merits of sustainably managed forests and other “working landscapes.”	Conservation Commission		Agriculture / Forestry	Education
4-NR	Develop and maintain a list of Tree Farms/managed forests, reviewing current use forms and forest management plans as a starting point.	Conservation Commission		Agriculture / Forestry	Planning
4-NR	Consider a Town ordinance to restrict large, commercial groundwater withdrawals within the Town.	Planning Board	Conservation Commission	Aquifers	Zoning
4-NR, 6-LU	Consider the adoption of aquifer protection measures that establish best management practices with the Town’s aquifer areas, including future “high-risk” commercial activities that produce liquid waste.	Planning Board	Conservation Commission	Aquifers	Zoning
7-TR	Consider widening, striping, and paving the shoulders of Town roads where applicable to accommodate bike lanes.	Highway Department	Recreation Committee	Bicycle & pedestrian	Planning

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
7-TR	Work with the NHDOT to ensure the rehabilitation of US 4 and NH 127 within the community for vehicle safety and to enhance the suitability of both highways as regional bicycle routes.	Highway Department	Recreation Committee	Bicycle & pedestrian	Planning
5-HS	Look for opportunities to address the concerns of traffic flow and walkability. Development patterns should include sidewalk construction and upgrades. Furthermore, shared driveways and access ways between properties could be beneficial.	Planning Board	Board of Selectmen, Highway Department	Bicycle & pedestrian	Regulations
7-TR	Research funding opportunities for creating and maintaining a local bicycle & pedestrian network with assistance of the CNHRPC.	Recreation	Highway Department, Board of Selectmen	Bicycle & pedestrian	Funding / Budgeting
7-TR	Adopt and support the statewide and regional bicycle networks and take all available steps to implement them within Town.	Recreation	Highway Department, Board of Selectmen	Bicycle & pedestrian	Policy
8-CF	Deter vandalism of graves and headstones at the cemeteries in Town.	Cemetery Trustees		Cemeteries	Education
8-CF	Continue cemetery maintenance and repair.	Cemetery Trustees		Cemeteries	Funding / Budgeting
8-CF	Continue researching the Searles Hill Cemetery for historical preservation.	Cemetery Trustees	Historical Society	Cemeteries	Planning
8-CF	Promote knowledge of local trails through the development of brochures, maps and the new Town website to encourage responsible use of the Class VI road hiking trails and other public trails in Town.	Conservation Commission	Recreation Committee	Class VI Roads / Trails	Education
4-NR	Promote knowledge of trails and encourage responsible use of the Class VI road hiking trails in Town.	Conservation Commission		Class VI Roads / Trails	Education
7-TR	Identify selected Class VI roads within Town for designation as Class A Trails, by working with abutting landowners.	Conservation Commission	Board of Selectmen	Class VI Roads / Trails	Planning
7-TR	Identify Class VI roads, existing paths, and areas along the various water bodies in Town connecting open space, forest, conservation, and/or agricultural land, to begin creating a greenway trail network.	Conservation Commission		Class VI Roads / Trails	Planning
7-TR	Identify Class VI roads where future development would be appropriate and identify those Class VI roads where development would not be appropriate to retain rural open space.	Planning Board	Board of Selectmen	Class VI Roads / Trails	Zoning
8-CF	Promote development of public conservation land trailhead signage, interpretive trails at natural areas, off street parking areas, etc. through fund raising drives and volunteer initiatives that further enhance the recreational experience in Salisbury.	Recreation Committee	Conservation Commission	Class VI Roads / Trails	Education
4-NR	Continue to educate landowners about the benefits of well-crafted conservation easements.	Conservation Commission		Conservation easements	Education
4-NR	Coordinate a meeting of the owners of conservation easements to develop a plan for public use of these lands.	Conservation Commission		Conservation easements	Education
4-NR	Acquire important land or easements on important land within the Town through the Land Conservation Investment program (LCIP) or similar programs.	Conservation Commission		Conservation easements	Funding / Budgeting

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
4-NR	Apply for grants to help fund acquisitions of land and conservation easements.	Conservation Commission		Conservation easements	Funding / Budgeting
4-NR	Establish criteria for identifying and selecting potential conservation lands for acquisition.	Conservation Commission		Conservation easements	Planning
8-CF	Maintain, repair and/or replace cisterns at North and Center Road (in CIP) and the various dry hydrants in Town.	Fire & Rescue Department	Planning Board, Budget Committee	Dry hydrants	CIP
8-CF	Consider the placement of dry hydrants in strategic locations in Town where development density is highest.	Fire & Rescue Department		Dry hydrants	Funding / Budgeting
6-LU	Establish provisions in both the Zoning Ordinance and the Site Plan Review Regulations governing earth excavations pursuant to NH RSA 155-E to ensure proper permitting, standards and reclamation of sites.	Planning Board	Central NH Regional Planning Commission	Earth Excavations	Regulations
6-LU	Consider rural economic development measures such as the promotion of specialty farming, tourism-related businesses associated with equestrian activities, and other related commercial activities.	Planning Board	Conservation Commission	Economic development	Planning
6-LU	Implement Major and Minor Site Plan Review criteria to clarify the Site Plan Review process and simplify the review and approval of home based businesses.	Planning Board		Economic development	Regulations
6-LU	Enhance the Town website to include an economic development section outlining the most desired activities in Town; include photos of rural assets, successful businesses and other tools readily accessible to interested people.	Town Administration		Economic development	Education
9-EN	Consider adopting RSA 72:61-72 to offer tax exemptions for renewable energy installations.	Board of Selectmen		Energy efficiency	Policy
9-EN	Continue to keep apprised of revisions to the Energy Building Code and opportunities for education and training offered for code enforcement officials.	Building Inspection		Energy efficiency	Education
5-HS	Support the application of federal, state and local programs that provide funding for rehabilitation of existing homes that need energy efficiency and safety improvements.	Building Inspection	Town Administration	Energy efficiency	Funding / Budgeting
5-HS	Maintain and update the Town's building codes for compliance with current federal and state regulations that promote energy efficiency and sustainable construction.	Building Inspection	Building Inspection	Energy efficiency	Regulations
9-EN	Pursue active monitoring of municipal energy usage and costs to track progress resulting from any energy saving initiatives.	Local Energy Committee <i>new</i>	Town Administration	Energy efficiency	Data analysis
9-EN	Look for opportunities to sponsor and/or partner with others on workshops or events on energy conservation, efficiency, and renewable energy, and/or notify residents of regional events.	Local Energy Committee <i>new</i>		Energy efficiency	Education
9-EN	Look for opportunities to implement building energy improvement plans to increase the efficiency of municipal buildings, and incorporate planned improvements into the municipal budgeting process.	Local Energy Committee <i>new</i>	Board of Selectmen	Energy efficiency	Planning
9-EN	Evaluate existing land use regulations periodically to ensure energy efficient development is addressed.	Planning Board		Energy efficiency	Regulations

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
9-EN	Evaluate adequacy of existing regulations for renewable energy installations such as solar arrays.	Planning Board		Energy efficiency	Regulations
9-EN	Encourage placing information and links on the Town of Salisbury's website and at the library for residents and business owners on home energy saving strategies, renewable energy system installation, business energy programs, available financing, tax credits, green building design, etc.	Town Administration	Local Energy Committee <i>new</i>	Energy efficiency	Education
4-NR	Educate residents about safe and effective alternatives to toxic household products.	Conservation Commission		Hazardous Materials	Education
4-NR	Educate landowners about backyard burning laws to avoid burning toxic materials.	Fire & Rescue Department	Building Inspection	Hazardous Materials	Education
4-NR, 8-CF	Consider the establishment of an annual Household Hazardous Waste collection day at the Town Transfer Station or a regional collection site to keep such wastes out of the Town's municipal waste stream. Alternatively, coordinate with surrounding Towns to set up a Household Hazardous Waste collection day.	Transfer Station	Conservation Commission, Board of Selectmen	Hazardous Materials	Education
5-HS	Ensure that large historic properties in the Village are not lost to excessive multi-family conversion.	Planning Board		Historic preservation	Planning
5-HS	Maintain historic preservation as a priority. Strategies such as a historic district, demolition delay bylaw, and other historic preservation tools could be employed to preserve the character and buildings within the village.	Planning Board	Historical Society	Historic preservation	Zoning
5-HS	Continue to monitor trends regarding workforce housing and housing affordability. Consider ordinances or other actions as needed.	Planning Board	Building Inspection	Housing	Data analysis
5-HS	Account for so-called "tiny homes" in the zoning ordinance. Research on current best management practices, including a regulatory audit, to allow for and regulate tiny homes. The American Planning Association's Zoning Practice Issue Number 11, Practice Tiny Homes, (November 2015) is available on CNHRPC's website.	Planning Board		Housing	Zoning
4-NR	Educate citizens and encourage environmentally friendly landscaping practices, including use of native plant materials on new and existing sites.	Conservation Commission	Planning Board	Landscaping / Erosion	Education
4-NR	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.	Conservation Commission		Landscaping / Erosion	Education
4-NR	Raise awareness of invasive/exotic plant species and measures citizens can take to prevent their spread.	Conservation Commission		Landscaping / Erosion	Education
4-NR	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.	Conservation Commission	Highway Department	Landscaping / Erosion	Volunteer programs
4-NR	Hold educational workshops for Town officials and the public on topics involving Salisbury's natural resources. Topics could include wildlife habitats, native plants, forest management, invasive/exotic species, and ecological landscaping.	Conservation Commission		Natural resources	Education

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
4-NR	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.	Conservation Commission		Natural resources	Education
4-NR	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.	Conservation Commission	Historical Society	Natural resources	Planning
4-NR	Provide recommendations about natural resources to the Planning Board for consideration during subdivision and site plan review.	Conservation Commission	Planning Board	Natural resources	Regulations
9-EN	Evaluate the feasibility of establishing an Energy Committee to advise the Town on energy matters and provide resources to residents and business owners relating to energy improvements.	Board of Selectmen	Energy Committee <i>new</i>	New Dept./Committee	Policy
4-NR	Evaluate the feasibility of establishing an Agricultural Commission to advise the Town on agricultural matters and provide associated resources to residents and business owners.	Board of Selectmen	Conservation Commission	New Dept./Committee	Policy
8-CF	Re-examine the need of the community for a locally staffed Police Department.	Board of Selectmen		New Dept./Committee	
6-LU	Develop amendments to the Open Space Development Ordinance to increase its use through the simplification of the approval process, the increase of incentives for its use, and the requirement of its use in certain locations.	Planning Board	Conservation Commission	Open space	Zoning
8-CF, 4-NR	Obtain public access to the Blackwater River and other waterbodies for canoeing, swimming, fishing and related activities.	Conservation Commission	Recreation Committee	Recreation and Programs	Planning
7-TR	Continue to support and promote the volunteer driver programs currently serving Salisbury.	Human Services	Town Administration	Recreation and Programs	Volunteer programs
8-CF	Continue improvements to the Maplewood Ballfield to create a year-round variety of recreational opportunities for all ages.	Recreation Committee		Recreation and Programs	Funding / Budgeting
8-CF	Research the need for and identify recreational programs of interest to teens and seniors.	Recreation Committee		Recreation and Programs	Volunteer programs
7-TR	Continue to work with NHDOT and CNHRPC to identify and conduct traffic counts on roads of concern in the community on an annual basis and incorporate results into transportation planning and Class V road management.	Highway Department	Planning Board, Board of Selectmen	Roads & Bridges	Data analysis
7-TR	Review crash location data annually and determine necessary enhancements to improve safety.	Highway Department	Fire & Rescue Department, Board of Selectmen	Roads & Bridges	Data analysis
7-TR	Review and analyze traffic counts and crash records to identify roads showing an increase in traffic over the years.	Highway Department	Fire & Rescue Department	Roads & Bridges	Data analysis
7-TR	Contribute to a Bridge Maintenance Capital Reserve Fund with a specific amount decided by the Board of Selectmen, to be appropriated annually.	Highway Department	Board of Selectmen, Budget Committee	Roads & Bridges	Funding / Budgeting
8-CF	Maintain highest priority roads and drainage locations.	Highway Department		Roads & Bridges	Funding / Budgeting

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
8-CF	Establish a regular cycle of repairing paved roads built into the Town budget through CIP allocation.	Highway Department	Planning Board, Budget Committee	Roads & Bridges	CIP
7-TR	Pursue State Highway Aid grant opportunities to maintain and improve the Town of Salisbury's transportation network. Examples include State Highway Aid and State Bridge Aid programs.	Highway Department	Board of Selectmen	Roads & Bridges	Funding / Budgeting
7-TR	Work with NHDOT to repair, replace, and/or upgrade bridges which have fallen into a serious state of disrepair.	Highway Department	Board of Selectmen	Roads & Bridges	Planning
7-TR	Consider inspecting the bridges and culvert stream crossings in Town that are Town-owned as part of the Road Agent's annual work program and provide a status report to the Board of Selectmen.	Highway Department	Board of Selectmen	Roads & Bridges	Planning
7-TR	Work with NHDOT annually to identify which roads are Town maintained, adding any new roads from development or designation.	Highway Department	Planning Board	Roads & Bridges	Planning
7-TR	Work with the NHDOT to address safety concerns on State maintained highways in Salisbury.	Highway Department		Roads & Bridges	Planning
7-TR	Implement a Road Surface Management System (RSMS) to guide the selection and prioritization of infrastructure improvements and maintenance activities such as paving and resurfacing.	Highway Department	Central NH Regional Planning Commission	Roads & Bridges	Planning
7-TR	Encourage the NHDOT to improve conditions for motor vehicles and bicycles on the Currier and Ives Scenic Parkway.	Highway Department	Currier & Ives Council	Roads & Bridges	Planning
7-TR	Continue to consider the functional classification of any road on which development is proposed to ensure that the development is appropriate for the existing roadway function by utilizing and updating the Planning Board's Subdivision Regulations and Site Plan Review Regulations.	Planning Board	Highway Department	Roads & Bridges	Regulations
7-TR	Publish traffic count data annually on the Town website and in the Town Reports so residents understand trends.	Town Administration		Roads & Bridges	Education
7-TR	Engage with the Central New Hampshire Regional Planning Commission (CNHRPC) and the New Hampshire Department of Transportation (NHDOT) to ensure Salisbury's transportation needs and priorities are adequately represented in the both the Regional and the Statewide Transportation Improvement Programs.	Town Administration	Board of Selectmen, Highway Department	Roads & Bridges	Funding / Budgeting
7-TR	Continue provide outreach and education to residents about the State Scenic Road Law and its potential for preserving the historic and rural qualities of Salisbury.	Conservation Commission	Currier & Ives Council, Planning Board	Rural character	Education
4-NR	Educate citizens about the community value of "working landscapes," lands that simultaneously conserve natural resources and produce current or future income for their owners.	Conservation Commission		Rural character	Education
7-TR	Identify roads with scenic vistas and aesthetic qualities, such as traditional New England stone walls, historic buildings, natural aesthetically important fauna,	Conservation Commission		Rural character	Planning

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
	and farms, to ensure appropriate future land uses and to support a recreational trail network.				
8-CF	Work to ensure high-speed internet (broadband, DSL, fiber optic, etc.) coverage is available to the entire community.	Board of Selectmen		Technology	Planning
8-CF	Continue technology upgrades for public use computers and electronic library circulation.	Library		Technology	Funding / Budgeting
8-CF	Consider adopting policies governing the public rights-of-way for the installation of telecommunications facilities within those rights-of-way.	Planning Board	Board of Selectmen, Highway Department	Technology	Policy
8-CF	Upgrade Academy Hall staff computers and software to enable the most compatible recordkeeping systems at Academy Hall.	Town Administration	Board of Selectmen	Technology	Funding / Budgeting
8-CF	Inventory municipal buildings that may be suitable for siting of personal wireless service facilities under the provisions of RSA 12-K:10 which allows the siting of such facilities on any structure which is capable of structurally supporting the siting.	Board of Selectmen	Town Administration	Town Buildings / Staff	Funding / Budgeting
9-EN	Include energy improvements for municipal buildings and vehicle fleets in long-range capital improvements planning discussions, and prioritize such improvements during the annual budgeting process	Board of Selectmen	Planning Board, Budget Committee	Town Buildings / Staff	Funding / Budgeting
9-EN	Investigate options for renewable energy at municipal buildings.	Local Energy Committee <i>new</i>		Town Buildings / Staff	Planning
9-EN	Use the 2011 "Preliminary Assessment on Energy Efficient Opportunities for Town Facilities" to develop priorities for energy improvements to municipal buildings.	Local Energy Committee <i>new</i>		Town Buildings / Staff	Planning
8-CF	Undertake Transfer Station building repairs (CIP).	Transfer Station	Planning Board, Budget Committee	Town Buildings / Staff	CIP
8-CF	Use the recycling revenue to make staffing and infrastructure improvements to the Transfer Station.	Transfer Station		Town Buildings / Staff	Funding / Budgeting
8-CF	Replace the Ambulance (in CIP).	Fire and Rescue Department	Planning Board, Budget Committee	Town equipment	CIP
8-CF	Purchase a brush chipper (CIP) for the Highway Department.	Highway Department	Planning Board, Budget Committee	Town equipment	CIP
8-CF	Purchase a compactor to facilitate recycling capacity (CIP).	Transfer Station	Planning Board, Budget Committee	Town equipment	CIP
8-CF	Increase the number of events to promote the Town Hall and other facilities as a community destination for residents of all ages.	Board of Selectmen	Historical Society, Library, Recreation Committee	Village	Education
8-CF	Maintain the Town buildings on "Salisbury Heights" and preserve the historic campus and Town Green.	Board of Selectmen	Budget Committee	Village	Funding / Budgeting
8-CF	Work with the Currier & Ives Scenic Byway Committee to assist in their efforts to preserve and enhance NH 127.	Highway Department	Board of Selectmen	Village	Planning

Chapter	Recommendation	Leader	Assistance	Topic	Accomplish How
5-HS	Encourage pedestrian-friendly development in the Village.	Planning Board	Board of Selectmen, Highway Department	Village	Planning
5-HS	Work towards implementing the 2013 Crossroads Charrette recommendations that were enthusiastically supported by the community in an effort to protect the Village.	Planning Board		Village	Planning
5-HS	Evaluate architectural design standards for the Village that could aid with protecting community and village character. Commercial standards could reside in the site plan regulations and residential standards in the zoning ordinance.	Planning Board		Village	Zoning
6-LU	Incorporate provisions for Cottage Style housing development in the Village Center Overlay District to meet the demand for an alternative to the traditional subdivisions.	Planning Board		Village	Zoning
4-NR	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.	Conservation Commission	UNH Cooperative Extension	Wildlife & habitat	Education
4-NR	Inventory the wildlife habitats in the Town.	Conservation Commission		Wildlife & habitat	Planning
4-NR	Examine ways the Town can conserve sensitive areas in which significant animal and plant species exist, such as wetlands, ponds, etc.	Conservation Commission		Wildlife & habitat	Planning

NATURAL RESOURCES

For the Town of Salisbury

Salisbury's predominantly rural 25,344 acres are blessed with an abundance of natural resources. The eastern slopes and foothills of Mt. Kearsarge border the western side of Town, and several hills, including Raccoon, Searles, Loverin, Bean, and Sawyer Hills characterize the terrain. The Blackwater River flows north to south through a broad, undeveloped floodplain; and several ponds and hundreds of wetlands are scattered across the landscape. Salisbury's extensive, unbroken tracts of forestland and undeveloped fields support diverse native plants and wildlife. These are the features that residents identify as important and key reasons for choosing to live here.

Currently, there are 5,103 acres of land under conservation easements and approximately 18,212 acres of land in current use (2016).

Conservation of the natural resources and rural heritage of Salisbury are important goals of this Master Plan and Natural Resources Chapter. The Natural Resources Chapter of the 2017 Master Plan includes data for various types of waterbodies, geologic resources, land resources, and ecological resources. A set of maps depicting the natural features in Salisbury is also included.

The Plan formulates a list of Objectives and Recommendations to help guide the Town toward maintaining the environmental and human-health benefits that derive from the "rural character" most residents desire.

CHAPTER VISION

Preserve the quality of life and the rural character of the Town by conserving open space, protecting important natural resources, habitat, and wildlife corridors, and enhancing natural recreational resources.

COMMUNITY SURVEY RESULTS

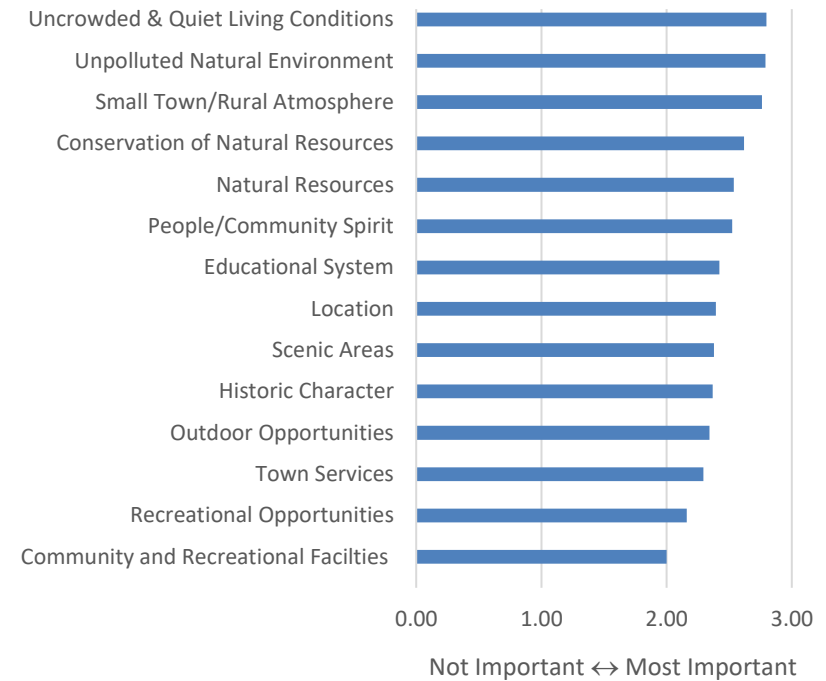
In 2016, the Planning Board conducted a Master Plan Community Survey that includes a range of topics covered in the Master Plan, including Natural Resources. In total, 90 surveys were collected and demonstrated residents' appreciation for the Town's natural features and rural atmosphere. Answers to the questions pertaining to natural resources issues are summarized below.

The Community Survey yielded favorable results supporting the preservation of natural resources. Responses show that the Town's rivers, streams, forests, ponds, and open space are the most important natural resources to residents. It was strongly felt that the Blackwater River and the surrounding floodplain area should be preserved and permanently protected.

Additionally, respondents supported the idea of creating a multi-use trail system within Salisbury, as many residents stated they already use the Town's resources for various recreational uses, including hiking, nature observation, snow shoeing, fishing, canoeing and boating.

Community Survey Question 3:

Please rank the importance of the following items in making Salisbury a desirable place to live?



Community Survey Question 13:

Do you support the acquisition of lands for conservation purposes?

Q. 13	Total	Percent
Yes	49	72.1%
No	9	13.2%
No Opinion	10	14.7%
Total	68	100.0%

Community Survey Question 14:

Do you support the 50% land use change tax that is allocated to the Conservation Commission for land purchases?

Q.14	Total	Percent
Yes	33	48.5%
No	18	26.5%
No Opinion	17	25.0%
Total	68	100.0%

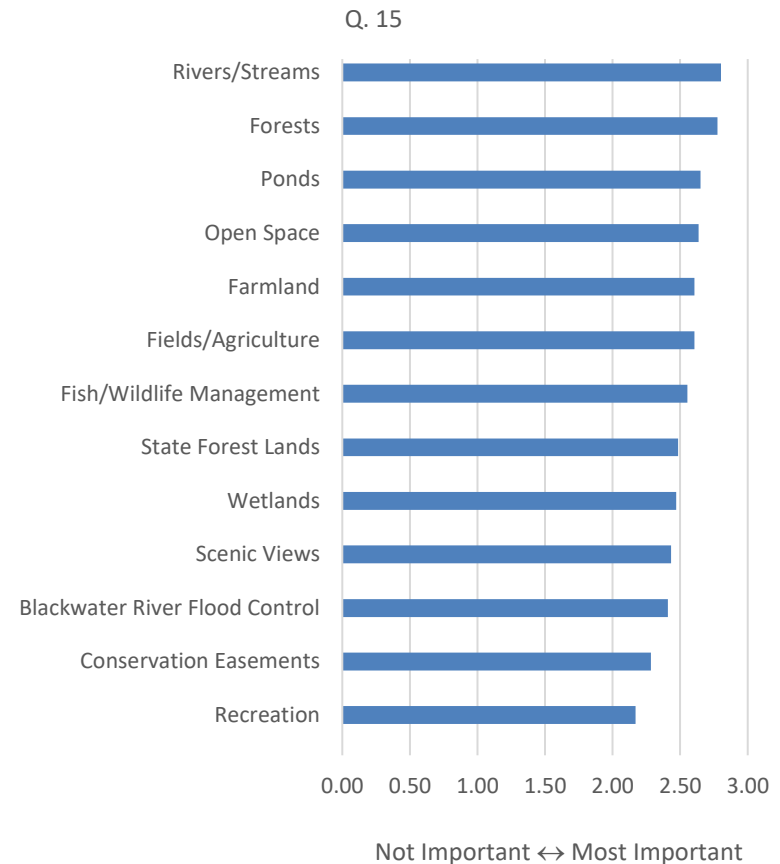
Community Survey Question 16:

If the Town could purchase one area for permanent protection against development, what or where should it be and why?

The majority of responses were in favor of protecting the Blackwater River and the surrounding flood control area. Other responses included the bog area along Bog Road, Rabbit Road Forest, and the area along Center Rangeway. Roughly 20% stated that they had no opinion or did not want to choose one specific area.

Community Survey Question 15:

Please rank the following in order of importance to you.



Community Survey Question 17:

In what ways do you enjoy Salisbury's recreational opportunities?
Please check all that apply:

Q.17	Total	Percent
Hiking	53	79.1%
Nature Observation	49	73.1%
Snow Shoeing	37	55.2%
Fishing	31	46.3%
Canoeing/Boating	26	38.8%
Mountain Biking	20	29.9%
Snowmobiling	20	29.9%
Cross-country Skiing	20	29.9%
Hunting	19	28.4%
Swimming	13	19.4%
Maplewood Recreational Area	13	19.4%
Horseback Riding	9	13.4%
Personal Watercraft	3	4.5%

Community Survey Question 18:

Would you support the creation of a trail system in Salisbury for recreational uses such as snowmobiling, horseback riding, mountain biking, walking, etc.?

Q.18	Total	Percent
Yes	58	85.3%
No	9	13.2%
No Opinion	1	1.5%
Total	68	100.0%

SALISBURY VISIONING SESSION

Attendees at the Salisbury Visioning Session in March 2016 demonstrated their strong appreciation for the Town's natural resources and the contribution it provides to the Town's rural character and atmosphere. It was unanimously agreed upon that the high percentage of protected land was one of the most appreciated resources, with many in favor of acquiring additional conservations land. It was suggested that the Conservation Commission take a more proactive role towards stewardship in the future.

The many Class VI roads present in Salisbury were highly valued by attendees. It was mentioned that they are used for various recreational activities, and those present were not in favor of large scale development along the roads, only private residences. Many were in favor of the development of a trail/Class VI road map that would be available to residents to show the locations of these trails in Town and state which trails allow public access.

INVENTORY OF NATURAL RESOURCES

A mapped inventory of many of Salisbury's natural features was performed as part of this Master Plan Chapter in order to allow the Planning Board to identify and manage the Town's varied natural resources. A majority of the resource information was gathered from the New Hampshire Department of Environmental Services (NHDES) and New Hampshire Fish and Game (NHF&G).

WATER RESOURCES

The ***Water Resources Map*** shows hydrographic features, including aquifers, wetlands, watershed boundaries, public water supplies and well locations.

WATER SUPPLIES

The Town of Salisbury has no public water or sewer system. All Salisbury residents are served by private wells drawing water from the bedrock, overburden glacial till, and stratified drift aquifers. The NHDES has tracked the locations and number of well permits issued since 1984. Since that time, the greatest number of wells has been situated along Hensmith Road (with 25 wells), NH 127 (20 wells) and New Road (19 wells).

PONDS

The several ponds located in Salisbury are valued not only for aesthetic reasons, but also for the diversity of wildlife habitat they provide. These ponds include Tucker Pond, Stirrup Iron Pond, Wilder Pond, Greenough Pond and Marsh, Duck Pond and Shaw Mill Pond.

The largest pond in Salisbury, Tucker Pond, covers 56.6 acres. It is listed on the N.H. Official List of Public Waters and therefore falls under the protection of the State's Comprehensive Shoreland

VOLUNTEER RIVERS ASSESSMENT PROGRAM (VRAP)

New Hampshire's Department of Environmental Services (NH DES) established the Volunteer Rivers Assessment Program (VRAP) in 1998 to raise awareness of the importance of surface-water quality throughout the state, and to recruit volunteers to monitor the quality of the state's rivers, important for drinking water, wildlife habitat, flood control, and tourism.

Data collected by VRAP volunteers contributed directly to New Hampshire's obligations under the federal Clean Water Act. Measurements taken by volunteers are included in reports to the U.S. Environmental Protection Agency (EPA).

VRAP volunteer testing throughout the state is valued at about \$70,000 each year.

Since 2009, Salisbury VRAP volunteers have joined a team in Webster to sample and test the Blackwater River water from April through September. A kit of test equipment (on loan from the NHDES) is shared with the Webster team.

Water-quality measurements repeated over time create a picture of the fluctuating conditions of the Blackwater. The testing equipment will pick up any degradation of water quality that would help to determine steps to be taken to remedy the situation.

There's no cost to the Town or the volunteers for the training, supplies, testing equipment, and professional support. Volunteers who are interested in protecting local environment and maintaining wildlife habitat are always needed and more information on joining the VRAP team is available from the Conservation Commission.

Protection Act (CSPA). Tucker Pond serves as a tributary to Knight Brook, which flows into Boscawen.

RIVERS

The Blackwater River runs through Salisbury as a 5th order stream and comes under the protection of the State's CSPA. Stream classification is a process that looks at where the stream lies in relation to other streams in the watershed. The higher the stream order number, the more streams that feed into that stream, thus the larger the impact that stream can have on the watershed.

In the northern part of Salisbury, the Blackwater River is naturally impounded and forms "the Bay" - a riverine system consisting of approximately 75 acres of open, slow-moving water and associated wetlands. South of the Bay, the Blackwater meanders through the western part of Town and crosses the Webster Town line. In the southwest part of Town, the Blackwater River forms part of the US Army Corps of Engineers (ACOE) Blackwater Dam and Reservoir system. In the ACOE area, the land surrounding the river is federally owned and used for flood control purposes. As such, it cannot be developed and serves as a large unfragmented tract of conservation land. The expansive area flood-control land and its proximity to other large tracts of undeveloped land make this area an important water resource with significant wildlife habitat value.

BROOKS

Salisbury is located within two watersheds, the Blackwater River and the Merrimack River. Streams in the eastern side of Town, such as Punch Brook and Stirrup Iron Brook, generally flow southeastward to the Merrimack River. Streams in the western part of Town generally flow south to the Blackwater River. Many of Salisbury's brooks were the former sites of mills, and remnants of stone dams and retaining walls remain in some areas.

HYDRIC SOILS

Due to Salisbury's high position in the watershed, the complicated pattern of hills and valleys, and the relatively thin glacial soils overlying nearly impermeable glacial till, a relatively large area of Salisbury has poor drainage. Hydric soils of the Whitman, Greenwood, Ossipee, Moosilauke, Chocorua, Walpole, Pillsbury and Ridgebury Series, comprise approximately 15 percent of the soils in Salisbury.

AQUIFERS

An Aquifer is an underground geological formation composed of sand, soil, gravel, or porous rock through which groundwater moves and is capable of supplying significant quantities of groundwater to wells and springs. These aquifers are often an important source of water for public water supply, agriculture, and industry. The demand for groundwater from the bedrock aquifer is continuously increasing as new sources of surface water decrease and the cost of surface-water treatment increases. Aquifers can occur at various depths.

There are three major types of aquifers used for water supply:

- Stratified drifts are aquifers made up of sand and gravel materials. This aquifer is a prime source of water for municipalities or other large-volume users.
- Till aquifers are a mixture of clay, silt, and gravel materials that yield small volumes of water which may be adequate for small-scale users, such as private homes.
- Bedrock aquifers are wells drilled into bedrock. When a well is drilled into these rocks, the bore hole intercepts numerous fractures, allowing water to seep into the well. If a well hits an extensive fracture system, the water yields may be high. On the

average, these aquifers yield smaller volumes of groundwater than wells located within stratified drift.

The principal aquifer in Salisbury, a stratified drift aquifer of moderate to high transmissivity, lies along the course of the Blackwater River from the edge of Andover near Route 4, extending through Salisbury and on into the Town of Webster. This provides the Town with a valuable resource that should be protected for future use.

WETLANDS

Salisbury has a considerable acreage of high-value wetlands. The same factors that produce the Town's hydric soils contribute to the formation of wetland ecosystems. In addition, the presence of an active beaver population creates the conditions for continually evolving wetlands.

Wetlands perform many critical ecosystem services that help sustain life- support systems. Wetlands can:

- Buffer against floods by slowing and storing floodwaters;
- Clean water moving through by removing sediment and contaminants;
- Recharge groundwater;
- Provide critical spawning grounds for amphibians and fish;
- Provide wildlife habitat; and
- Provide aesthetic, recreational and educational opportunities.

The Salisbury Conservation Commission is working to develop an extensive natural resources inventory (NRI). This will provide a valuable reference for future planning and conservation decisions.

The largest contiguous area of wetlands occurs along the Blackwater River. These largely riverine wetlands are predominantly floodplain-forested (broad-leaved deciduous) and scrub-shrub (broad-leaved deciduous) wetlands. South of Scribners Corner, there are emergent wetlands (marshes) associated with the Blackwater River. As part of the Blackwater riverine system, these wetlands play a critical role in attenuating floodwaters, removing sediment and contaminants, nutrient cycling, providing wildlife habitat, and providing opportunities for education and recreation.

Other sizable wetlands include Greenough Pond, along Bog Road, near Shaws Mills Pond and Stirrup Iron Brook, Punch Brook, along the northern end of Route 4 near the Andover Town line, along New Road, and a peatland on Hensmith Road.

All of these wetlands perform important ecological functions.

VERNAL POOLS

Salisbury contains many vernal pools, which are small, isolated wetlands found in depressions in the landscape. Although varying in shape, size and location, all vernal pools fill with water in the spring from snow melt, groundwater, and precipitation. They are usually separate from other wetlands, although many pools are located in floodplains and other low-lying areas adjacent to rivers and other waterbodies. The duration of a pool's flood cycle depends on its size, depth, water source, and condition of surrounding upland, but most pools dry out by late summer.

Because most pools are isolated and temporarily flooded, they do not support fish, which prey on the eggs and larvae of many amphibians and invertebrates. Wood frogs and "mole" salamanders, which include spotted, blue-spotted, Jefferson's, and marbled salamanders, require vernal pools for breeding habitat. Others species, such as spring peepers, tree frogs, American toads,

green frogs, and Eastern newts, will also lay their eggs in vernal pools, but these species do not require them. Certain invertebrates, such as fairy shrimp and fingernail clams, also require these temporary wetlands for breeding and egg-laying. Vernal pools are especially important habitats for Blanding's and spotted turtles, which rely on them for protein-rich food in early spring, and take refuge in them during overland travels among adjacent wetlands and waterbodies.

Because vernal pool amphibians live in the uplands surrounding the pool, conservation of these species requires maintaining a relatively undisturbed forested habitat around each pool. In addition, because amphibians and turtles travel extensively among wetlands, it is essential to provide travel corridors among pools and wetlands in a given area.

POTENTIAL THREATS TO WATER RESOURCES

The need to identify and mitigate potential threats to water resources is very important. The Blackwater River provides part of the public water supply for the City of Concord. This primarily undeveloped River offers a wide variety of recreational opportunities: fishing, canoeing, kayaking, and swimming. The Blackwater provides outstanding habitat for many native wildlife species, and supports diverse plant communities.

Threats to water supplies arise from many different potential contaminant sources. Each pollutant threat may affect water at a different stage of its movement from water vapor in the atmosphere to liquid groundwater. Simply put, water is not static or stays in a single place; it collects in the atmosphere and may be released to the ground as rain or fog after which it is either absorbed into the ground, collected by plants or begins to move across the ground surface until it is collected into a water body.

POTENTIAL AQUIFER PROTECTION MEASURES

The Existing and Future Land Use Chapter contains recommendations related to the protection of the Town's Aquifer areas. The key recommendations are as follows:

- Require performance standards within the aquifer areas for commercial activities such as vehicle service and repair shops, junkyards, or other activities that produce liquid waste.
- Identify minimum Water Systems Protection Areas (WSPAs) for domestic wells (75 foot radius) and public water supplies (150 foot radius), and require performance standards within the WSPAs, such as regulating proposed land use activities, drainage to be sloped away, minimum 50 feet distance from roads, driveways or parking, and approved wastewater piping. In addition, provide maintenance, testing and inspection requirements.
- When the opportunity arises, obtain new permanently protected conservation land over the aquifer using the Conservation Fund or non-profit conservation assistance.

Ultimately, water flowing across the surface becomes absorbed into underground aquifers or flows into rivers, streams and ponds where, if not impounded for a local purpose, will continue downstream, eventually winding up in the ocean. Rainwater which reaches underground aquifer catchment areas may be pumped to the surface by public or private wells for use as a public water

supply resource. Surface water may also be converted back to water vapor either by evaporation or released from plants through transpiration. In this way, through these “evapotranspiration” processes, groundwater returns to the atmosphere.

Water in the atmosphere or collected on the earth’s surface has many opportunities to pick up pollutants which could dramatically affect its quality. Mercury and other air-borne pollutants emitted into the atmosphere by coal-fired power plants may affect water vapor collected in clouds and be widely scattered; fertilizer runoff from agricultural fields and shoreline landscapes can run into nearby streams; fecal material released from nonfunctional septic systems and gasoline or other chemicals spilled from commercial and industrial sites can leach into aquifer recharge and filtration areas and eventually reach and contaminate ground water.

Thus, there is an essential need to identify, analyze, monitor and appropriately control potential point and non-point water pollution sources throughout the Town of Salisbury. Part of this identification and control process is currently being carried out by the NHDES, the agency presently responsible for monitoring all public water supplies. There are, however, no regulations that monitor private water wells or the quality of private well water. Thus, this Chapter was developed in part to provide guidance so the Town may have an accurate record of where local water resources are located, how these resources may be threatened, and what actions and programs should be put into place which will remove or mitigate the perceived sources of pollution.

POINT-SOURCE POLLUTION

The Town of Salisbury has no municipal water supply or delivery system. Thus, all potable water comes from on-site bedrock or overburden (dug) wells. There is also no municipal sewer system

so all homes and businesses must be serviced by on-site sanitary disposal systems. The most common method of heating structures in the Town is via heating systems fueled by No.2 heating oil, which is stored on site in either Aboveground Storage Tanks (ASTs) or Underground Storage Tanks (USTs).

Based on the above information it becomes apparent that all homes and businesses in the Town use and rely on water resources. Proper management of businesses that use or generate waste products other than normal septic waste, such as petroleum related compounds, gasoline, paint, dyes, bleaches, as well as other hazardous waste components, must be monitored and carefully regulated to protect the underlying water resources. Point sources of groundwater and surface water pollution vary greatly. Contamination can result from specific point sources, such as ASTs, USTs, floor drains, dry wells, direct ground deposition, burying wastes, and septic systems.

One way to deal with potential point sources of contamination is via monitoring of surface and/or groundwater for potential impacts. NHDES requires an Underground Injection Control (UIC) permit for anyone discharging anything other than normal household waste to an on-site sanitary disposal system. The NHDES also regulates floor drains. Floor drains in areas where regulated contaminants are stored must discharge to a tight tank. Floor drains in such sensitive areas are not allowed to discharge to the on-site septic system, dry well, or ground surface. Non-residential ASTs and USTs may also be regulated, depending on the size, contents, and use of the tanks.

The use of the existing regulatory base and expansion on this base to fit the community needs is a cost-effective way to deal with some point sources of pollution. Locations potentially hazardous

to groundwater include junkyards, auto-body shops, above-ground storage tanks, and gravel pits.

NON-POINT-SOURCE POLLUTION

Another threat to Salisbury's waterways is non-point source (NPS) pollution, also known as polluted runoff. Non-point source pollution (NPS) is pollution that cannot be traced back to any specific source; it is the accumulated pollution resulting from everyday activities. Its effects are magnified by impervious surfaces, such as roofs and paved surfaces. Water cannot infiltrate these surfaces, causing more water to run off over the land. As water washes over the land, it picks up oil, pesticides, fertilizers, sediment, and other pollutants that have been placed into the environment by everyday activities. The runoff water flows into storm drains or directly into water bodies, carrying the pollutants that have been deposited. As little as a ten percent impervious surface on a lot can begin to negatively affect a waterway. Thus, the more intensively used a piece of land is, the more nearby waterways are negatively affected by polluted runoff.

Establishing protection from non-point source pollution is difficult in a rural, largely undeveloped Town such as Salisbury. Public education can help landowners understand the impacts of their landscaping, gardening and other practices on water resources, including their own drinking water supplies. Limiting the amount of salt on roadways offers another effective way to reduce NPS

LAND AND FORESTRY RESOURCES

The ***Conservation Lands Map, Soils Map, and Steep Slopes Map*** depict the conservation lands, public and quasi-public lands, and steep slopes noted here in this section.

AGRICULTURAL RESOURCES

New Hampshire has an active agricultural and silvacultural history

PROTECTING SALISBURY'S VALUABLE NATURAL RESOURCES

CURRENT USE, THE LAND USE CHANGE TAX, AND THE SALISBURY CONSERVATION FUND

New Hampshire citizens have always cherished the clean air and water, fish and wildlife habitat, flood protection, outdoor recreational spaces, and scenic views that undeveloped land provides.

The state's Current Use law helps protect undeveloped land by providing property-tax incentives to landowners who agree not to develop the protected properties. Current use lands are assigned a value based on the income-producing capability of the land in its *current* use, rather than its *market* value as real estate.

THE LAND USE CHANGE TAX AND THE CONSERVATION FUND

When land leaves its current-use designation to be developed for homes or businesses, the land is assessed a land use change tax (LUCT) of 10% of the market value of the land to reimburse taxpayers for the loss of natural benefits and for the money the Town didn't collect while the property stayed in current use.

State law also allows Towns to establish a Conservation Fund separate from the general fund, and to contribute to the fund in many ways. Many communities commit all or a portion of the LUCT revenues to their Conservation Fund, a painless way to help it grow.

Salisbury currently allocates 50% of the LUCT revenues to the Town Conservation Fund. The law requires a vote at Town Meeting to change the percentage of the LUCT to the Conservation Fund.

Funds for the conservation fund can also come from Town appropriations, grants, and gifts from private individuals.

that has slowly declined as development spreads to the more rural areas of the state. Critical agricultural assets such as dairy farms, meat product farms, hay crops, livestock breeders, orchards, produce farms, maple sugar houses, and open fields still help support agrarian livelihoods. Through venues like community farmer's markets, roadside farm stands, pick-your-own produce, and bulk sale to chain suppliers, locally produced food and goods are available for residents and consumers to purchase.

Salisbury currently supports only one full-scale family farm. Many families still plant vegetable gardens, raise a few chickens for eggs or meat, and/or raise beef, pork, and lamb for the family table.

But with increased fuel costs, mounting concerns about food safety, and increased participation in "buy-local" campaigns, opportunities abound in this still-rural community for residents to plant more home and market gardens, develop CSAs and pick-your-own operations, organize a Salisbury farmers' market, or raise a few animals for market. Because these activities help sustain ecological services and maintain the rural character most Salisbury residents cherish, Town officials should promote them vigorously and include agricultural and horticultural values when drafting ordinances and reviewing development plans.

PRIME FARMLAND SOILS

Prime farmland soils are described nationally as land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and are also available for these uses. In New Hampshire, prime farmland soils are:

- Soils that have an aquic¹ or udic moisture regime and sufficient available water capacity within a depth of 40 inches to produce the commonly grown cultivated crops adapted to New Hampshire in 7 or more years out of 10;
- Soils that are in the frigid or mesic temperature regime;
- Soils that have a pH between 4.5 and 8.4 in all horizons within a depth of 40 inches;
- Soils that have either no water table or have a water table maintained at a sufficient depth during the cropping season to allow cultivated crops common to New Hampshire to be grown;
- Soils that have a saturation extract less than 4 mmhoc/cm and the exchangeable sodium percentage is less than 15 in all horizons within a depth of 40 inches;
- Soils that are not frequently flooded during the growing season (less than a 50 percent chance in any year or the soil floods less than 50 years out of 100.);
- The product of the erodibility factor times the percent slope is less than 2.0 and the product of soil erodibility and the climate factor does not exceed 60;
- Soils that have a permeability rate of at least 0.06 inches per hour in the upper 20 inches; and
- Soils that have less than 10 percent of the upper 6 inches consisting of, rock fragments larger than 3 inches in diameter.

¹ Aquic defined as saturate with water long enough to cause oxygen depletion. Udic defined as humid or subhumid climate. Source:

<http://passel.unl.edu/pages/informationmodule.php?idinformationmodule=1130447033&topicorder=11&maxto=13>

FOREST RESOURCES

Historically and today, trees predominate in the New Hampshire landscape. More than 84 percent of New Hampshire's and nearly 88 percent of Salisbury's land base is forested.

Because forests provide the scenic backdrop to everyday life and the economic activity forests support is widely distributed, many residents take our forests for granted without fully appreciating their importance to our economy and our quality of life.

The annual contribution of forest-based manufacturing and forest-related tourism and recreation to the New Hampshire economy is more than \$2.6 billion². This forest economy supports about 20,000 jobs statewide. In fact, the state Division of Forest and Lands reports that each 1,000 acres of forestland in New Hampshire supports 2.0 forest-based manufacturing jobs and 2.3 forest-related tourism and recreation jobs. In Salisbury, there is one operating commercial sawmill and several small part-time sawmills in operation.

² Source:

<http://www.dred.state.nh.us/divisions/forestandlands/bureaus/director/index.htm>

CONSERVING VALUABLE NATURAL RESOURCES

As Salisbury grows and expands, there is a need to preserve certain natural values that protect public health and well-being such as clean air, soil, and water; flood protection; fish and wildlife habitat; and opportunities for public recreation.

Whenever land is developed for homes and businesses, some of those natural benefits are lost.

Occasionally, Towns choose to use their conservation funds to buy and own land outright, usually to prevent development of land with important natural resources. This is generally done in conjunction with fundraising initiatives and government or non-profit grants.

More often, Towns use conservation fund money to reimburse landowners for restricting development on their land, or to help pay the legal and transactional costs of setting up and maintaining a conservation easement.

A *conservation easement* is a legal contract in which a landowner still owns the property but usually places permanent restrictions on the kinds of activities that can take place there. An easement confers a number of tax benefits to the landowner

Conservation easements typically allow land-based business enterprises such as agriculture, forestry, and horticulture, as well as hunting, fishing, and public recreation that doesn't involve new construction or major modifications of the environment.

Conservation easements are typically overseen by a third-party steward, such as the Town or a nonprofit organization that monitors the land to ensure the conditions of the easement are being honored.

CAN THE TOWN FORCE ME TO SELL MY LAND OR DEVELOPMENT RIGHTS TO MY LAND?

No. Only titled landowners or their estates can choose to sell, donate, or place an easement on their land.

The growing importance of renewable biomass fuels and long-rotation forestry as “carbon sinks” will likely increase the economic value of New Hampshire forests in the near future.

Although we can quantify the direct economic value of forest products such as lumber, biomass fuels for, firewood, Christmas trees and wreaths, maple syrup, and the jobs they provide, the large tracts of unfragmented forestland best-suited to commercial harvesting also provide numerous ecosystem services, which include air and water purification, flood protection, aquifer and groundwater recharge, natural air conditioning, wildlife habitat, and numerous opportunities for recreation and spiritual recharge.

A number of factors determine the type of tree cover that occurs throughout Salisbury’s abundant forested land areas. Chief among them is soil type. As it has done with respect to identifying agricultural soils, the Natural Resources Conservation Service (NRCS) has developed an interpretation-based forestry soil type classification map for the entire state of New Hampshire. A description of each group class, as defined by NRCS, follows:

FOREST SOILS TYPE 1A

Approximately 15 percent of Salisbury’s soils are Type 1A Forest Soils. These soils favor shade-tolerant hardwoods, such as *American beech* (*Fagus grandifolia*) and sugar maple (*Acer saccharum*). These soils comprise loamy soil types on 3 to 15 percent slopes of the Becket, Dixfield, Henniker, Marlow, Ondawa, Podunk, Skerry and Sunapee series.

FOREST SOILS TYPE 1B

Approximately 60 percent of Salisbury’s soils are Type 1B Forest Soils. These soils favor tolerant hardwoods, such as American beech (*Fagus grandifolia*). These soils comprise a wide variety of sandy and

loamy soil types on 3 to 15 percent slopes, too numerous to mention here.

FOREST SOILS TYPE 1C

Approximately 5 percent of Salisbury’s soils are Type 1C Forest Soils. These soils are highly responsive to softwood production with limited hardwood competition, especially white pine (*Pinus strobus*). These soils comprise outwash sands and gravels on 3 to 15 percent slopes of the Becket, Dixfield, Henniker, Marlow, Ondawa, Podunk, Skerry and Sunapee series.

TOWN FORESTS

Salisbury has no Town Forests at present. However, included in the objectives for the Town’s Natural Resources Chapter is the goal of developing one or more Town Forests within the next 10 years, either by outright purchase or purchase of development rights or conservation easements.

FOREST MANAGEMENT

Currently, the Conservation Commission reviews all applications submitted to the State of New Hampshire to conduct logging in Salisbury. Occasional inspections of these operations by the Conservation Commission have resulted in identification of minor issues that were quickly resolved by the logger in charge of the operation.

TREE FARMS

Much of the land designated as Current Use functions as Tree Farms. These areas provide not only renewable timber harvests, but also wildlife habitat and watershed protection that are vital to the Town’s ecosystem. Many of these privately-owned lands remain available for public recreational uses, such as hiking, riding, and snowmobiling. Due to the many benefits, the establishment and

proper management of Tree Farms should be encouraged in the future.

GEOLOGIC RESOURCES

SURFICIAL AND BEDROCK GEOLOGY

Surficial geology across Salisbury is dominated by glacial features, including drumlins, contoured bedrock hills, kame terraces, and broad expanses of glacial till. A few locations have been identified as sources of sand and gravel in commercial quantities, and have been mostly exploited at this time. The single exception to the dominantly glacial terrain is in the Blackwater River valley, where fluvial deposits predominate. Surficial, unconsolidated deposits are generally thin throughout Salisbury, with the depth to bedrock generally shallow.

Bedrock outcrops are common across Salisbury, and the bedrock geology has been mapped by the U.S. Geological Survey. The ***Bedrock Geology Map*** depicts the bedrock geology of Salisbury. Following approximately along the path of US 4, bedrock beneath the Town is divided into two major types. The two types of rock are separated by an ancient fault, which presents little seismic danger in this era. To the east of Route 4 are Silurian age metasediments of the Rangely, Perry Mountain, and Smalls Falls Formations. These rocks range from schists to gneisses, and are very strongly banded. To the west of Route 4, are Devonian age slightly metamorphosed intrusive rocks of the Kinsman Granodiorite and the Spaulding Tonalite. These rocks are derived from the granitic intrusions that give our State its nickname.

With the exception of a small former copper mine located on the eastern flank of Mount Kearsarge, there are no known deposits of economic minerals of note.

HILLS AND MOUNTAINS

Five major hills are found in Salisbury. These hills, mostly named for prominent settlers, are Sawyer, Bean, Loverin, Searles and Racoon Hills. The tops of these hills are approximately 1,000 ft above sea level. The dominant feature of the landscape in Salisbury is Mount Kearsarge, which is located along the western edge of Town. Although the top of the mountain is in Warner and Wilmot, the eastern slopes of the mountain comprise the highest land in Salisbury, over 1,700 ft. above sea level.

STEEP SLOPES AND SCENIC VISTAS

The commonly exposed bedrock of Salisbury often occurs in small ledges and other outcrops. Many of these slopes are excessive, and are unsuitable for development, and also restrict access to other lands.

Being situated on relatively high ground between the Blackwater and Merrimack River valleys, much of Salisbury affords scenic vistas of the surrounding region. Salisbury is located to the east of Mt. Kearsarge, and many locations in the western part of the Town afford views of this monadnock. Certain locations in the eastern part of the Town have good views across the Merrimack River Valley.

EXCAVATION MATERIALS

Based on review of NRCS soil data for Salisbury, Salisbury's surficial deposits include materials that represent potential sources of economic quantities of sand and/or gravel. The following soil types are probable sources of sand; Adams Loamy sand, Adams-Lyman Complexes, Champlain Loamy Sand, Champlain-Woodstock Complexes, Colton Loamy Fine Sand and variants, Croghan Fine Sandy Loam, Hermon Fine Sandy Loam and variants, Monadnock Gravelly Fine Sandy Loam, and variants, Ondawa and Podunk Fine

Sandy Loams (these soils are frequently flooded), Skerry Fine Sandy Loam and variants, and Sunday fine Sandy Loam (these soils are occasionally flooded).

The following soil types are probable sources of gravel: Colton Loamy Fine Sand and variants, Hermon Fine Sandy Loam, Loamy Sand and variants and Skerry Fine Sandy Loam and variants. The preceding lists omit certain soils that are listed as probable sand or gravel sources, but are also listed as hydric soils, and would be unlikely sites for quarrying operations.

It is also notable that many of the sandy soils are also classified as “farmlands of local importance” by NRCS. Where such soils occur on relatively flat slopes, the benefits of restricting quarrying in order to preserve farmland should be considered during the quarry permitting process.

A small number of sand or gravel quarries are located in Salisbury. These include quarries located on Bay Road (Merkes), Plains Road, (Wunderlich), and a recently permitted gravel quarry on Bog Road (Reil). Older, former quarries were located on West Salisbury Road and New Road.

More detail related to the Town’s excavation areas and regulations can be found in the Existing and Future Land Use. Furthermore, the Existing and Future Land Use Chapter recommends that both the Zoning Ordinance and the Site Plan Review Regulations include provisions to ensure that the Town’s road system is preserved, that abutters and nearby residents are not inordinately disturbed by the excavation activities, and that the properties are restored quickly and effectively as each portion of the excavation is complete.

WILDLIFE

Salisbury’s extensive natural landscape supports hundreds of species of native wildlife, all of which require certain types of habitats and features to survive. Over the past few decades, New Hampshire has been the fastest-growing state in the northeast, and has lost an average of 20,000 acres of forests, farms, and wetlands to roads in each of the past 20 years to housing developments, strip malls, and other human uses. Remaining habitats become increasingly fragmented and impacted by such extensive conversion, and lose their capacity to provide the many services they once did, including clean air, clean water, forest products, and habitat for wildlife.

Wildlife habitats in Salisbury can be seen on the ***Natural Communities Map***. This map shows data published in the Wildlife Action Plan (2015 update) by NH F&G.

Although Salisbury still has large areas of natural landscape there are opportunities for the Town to actively pursue land conservation and preservation through easements or outright acquisitions. A completed Natural Resource Inventory can help to prioritize parcels for protection. The following sections describe the values of various habitat types for native wildlife:

AGRICULTURE AND OTHER OPEN LANDS

- Grasslands and other open lands support many wildlife species.
- Grassland habitat and associated species have declined throughout the Northeast, including New Hampshire.
- Agricultural soils are critically important for growing crops.

- Local land-based economy, locally grown food, energy conservation, and wildlife habitat protection are reasons to conserve agricultural lands.

DEER YARDS

- Deer need mature stands of softwood to survive the winter.
- In the southern half of the state, deer yards have shrunk in size and are more scattered.
- Softwood stands provide critical winter habitat for many species of birds and mammals.

FLOODPLAINS

- Floodplains store water during heavy flooding; trees and shrubs stabilize the bank from erosion.
- Deep, rich soils support diverse plants, which provide food and shelter for many wildlife species.
- Nut- and fruit-producing trees and shrubs are essential food sources for deer, bear, and many species of birds.
- Rich food sources in spring and fall make floodplains extremely important for migratory birds.
- Very little floodplain forest habitat remains in New Hampshire, as most floodplains were converted to agriculture by the early settlers, and much of this land subsequently has been developed.
- The Silver maple forest along the Blackwater River is typical of undisturbed floodplains, and has been identified by the NH Natural Heritage Bureau as a rare forest type.

SHORELINES

- Undeveloped shorelines of rivers, lakes, and ponds are rare and vulnerable to development.
- Natural vegetation protects the shoreline from erosion, helps maintain water quality, and provides important wildlife habitat.
- Species that require large bodies of open water (loons, osprey, eagle, etc.) need a large area of undisturbed habitat around their nest sites.

STREAMS

- Vulnerable to degradation, with few regulations for crossings, etc.
- Important for water quality downstream.
- Support many species, including trout, salamanders, and invertebrates.
- Need enough buffer to maintain input of organic nutrients, keep shaded, and prevent erosion and runoff.

WETLANDS

- About one third of all native wildlife species require wetland or aquatic habitat for all or part of their life cycle.

HABITAT FOR THREATENED AND ENDANGERED SPECIES, AND SPECIES OF CONSERVATION CONCERN

Salisbury has a few documented species listed as endangered or of Conservation Concern, including osprey, Blanding's turtle, wood turtle, although there are likely several more plants and animals that are uncommon or rare.

The greatest threats to wildlife, rare or common, are loss and degradation of habitats and fragmentation of the landscape. Some

species and habitats are rare and unique, not only within the Town, but also within the state and the Northeast. These include silver maple floodplain forest; rocky, south-facing slopes; unfragmented blocks of undeveloped land; vernal pools; wetlands; bogs and caves.

UNFRAGMENTED BLOCKS OF HABITAT

Large blocks of habitat can accommodate natural disturbance regimes, which result in landscapes that have “patchiness,” with uneven-aged forest stands, openings caused by tree-fall, etc. Natural disturbance factors include fire, wind, ice storms, hurricanes, insect outbreaks and other pathogens, and beavers. Fire is uncommon in the Northeast, except for in areas with deep sandy soils, such as the Ossipee Pine Barrens and along the Merrimack River, which historically supported pine barrens. Beavers are the most consistent disturbance factor, and before being nearly extirpated from the state during the 1700s, greatly influenced the landscape by flooding hundreds of acres. Although beavers have made a remarkable recovery, their activities are limited, and there are no massive beaver dams and ponds to support large heron colonies and many other species.

Large forest blocks are important to forest interior birds, such as wood thrush, ovenbird, and many other songbirds. Species that evolved in large forested landscapes lack defensive mechanisms for nest parasites, such as the brown-headed cowbird, and the excessive predator activity associated with small forest patches that have a high edge-to-interior ratio. Most predators concentrate along edges, such as a field/forest interface, but will explore the interior of a forest patch, often for long distances. Forest interior birds attempting to nest in a small block of habitat face a much higher chance of predation and parasitism than those nesting in large, unfragmented blocks.

HOUSEHOLD HAZARDOUS WASTE

Household hazardous waste is defined to be any household hazardous materials that are no longer wanted, needed, or wished to be disposed of. These materials are typically flammable, corrosive, explosive, or toxic, and become a hazard when disposed of improperly, causing a threat to the environment or human health. Examples of typical household hazardous waste include paints, solvents, drain openers, oven cleaners, polishes, waxes, pesticides, cleaning agents, and automotive products to name a few.

Household Hazardous Waste collection events benefit a community by allowing residents to drop off their hazardous wastes limiting the likelihood of improper storage or disposal. These community events can be hosted annually or semi-annually, and are often a joint effort with neighboring communities. Funding for a collection event can come from a variety of services, including the State HHW Grant Program administered through the NH Department of Environmental Services. For additional information, please refer to the [NHDES Household Hazardous Waste Program website](#).

TRAVEL CORRIDORS/CONNECTIVITY

Wildlife need to travel across the landscape to find food, shelter, and mates, and to disperse among populations. Birds are fairly unrestricted in their ability to disperse, but mammals, reptiles, and amphibians are very susceptible to mortality when trying to cross roads, housing developments, and other inhospitable areas. Small, slow moving species, such as turtles, snakes, salamanders, and frogs, are extremely vulnerable to road mortality. Wide- ranging

species, such as moose, bear, and bobcats, also tend to cross roads frequently and sometimes unsuccessfully.

Turtles, for example, need to travel from the streams or wetlands where they hibernate, to vernal pools where they feed in early spring. Females then must find a nest site, and may travel more than a mile away from their normal range. During overland travel, these species are vulnerable to road mortality, being found and kept as pets, and predation.

It is essential for such species to have travel corridors between the different habitats they need throughout the year.

INVASIVE ALIEN SPECIES

Invasive-alien aquatic plant species known to occur in Salisbury are limited to purple loosestrife, *Lythrum salicaria*. Alien-invasive terrestrial plant species known to occur in Salisbury include Japanese knotweed, *Polygonum cuspidatum*; Oriental bittersweet, *Celastrus orbiculatus*; autumn olive, *Elaeagnus umbellata*; Japanese barberry, *Berberis thunbergii*; and multiflora rose, *Rosa multiflora*.

The 2015 NH Wildlife Action Plan Update mapped wildlife habitat areas in Salisbury, with much of the western area of Town included in the State's highest ranked habitat for conservation. The areas can be found on the **Wildlife Action Plan 2015 Map**, and more information on the Wildlife Action Plan can be found at wildlife.state.nh.us/wildlife/wap.html.

NATURAL RESOURCE CONCERNS

Some of the most important natural resource concerns facing Salisbury involve the need to fully identify existing natural resources, develop and put into action appropriate management plans to use or conserve those resources, and also to educate the

public about those resources. Many of the goals associated with this Chapter aim at meeting these concerns.

CONTAMINATION OF WATER RESOURCES

There is an overall concern in the central New Hampshire region for maintaining high water quality throughout the area; this concern includes private wells. A goal of this Chapter is to identify present and potential sources of pollution that may affect any surface and groundwater resource in Town. Though point pollution sources are easier to identify and mitigate, the desire to identify and alleviate non-point pollution source is also an important goal. Practical steps, such as implementing local water-testing programs, continuing hazardous waste days and "roadside" trash clean-up days, are all tactics that help to decrease potential pollution of water resources.

LOSS OF UNDEVELOPED LANDS ("OPEN SPACE")

As discussed elsewhere in this Chapter, Salisbury's existing open spaces serve a number of important roles. First and foremost, they provide essential ecosystem services that protect and sustain human and environmental health. They also provide critical wildlife habitat, provide opportunities for many forms of public recreation, and preserve the Town's rural character.

With this in mind, a goal of this Chapter could be to identify the Town's most valuable natural resources and develop a plan that will conserve them for future generations.

CONSERVATION TECHNIQUES

REGULATORY CONSERVATION TECHNIQUES

Many techniques can help the Town conserve natural resources. Regulatory protection measures include modifications to the Zoning Ordinance, Subdivision Regulations, and Site Plan Regulations.

NON-REGULATORY CONSERVATION TECHNIQUES

Volunteer, non-regulatory efforts to conserve land are recognizable and are often more appreciated than regulatory requirements. They work hand in hand with regulatory methods to serve the community's conservation interests.

CONSERVATION EASEMENTS

A conservation easement is a permanent, legally binding agreement ensuring that certain uses will never be allowed on that property. Conservation easements typically prevent development uses, such as construction, subdivision and mining, while permitting and promoting uses such as agriculture, horticulture, forestry, wildlife habitat, scenic views, recreation, watershed protection and education. A conservation easement typically exists between a willing landowner and a qualified government or non-government steward, who assumes responsibility for ensuring that the provisions of the easement are followed. Each easement is tailored to the interests of the landowner, the steward and the unique characteristics of the property. Land affected by a conservation easement can be sold or deeded by the original owner and subsequent owners, but the easement is binding on all future owners.

MANAGEMENT AGREEMENTS

Management agreements primarily focus on a particular feature of open space administration. Such agreements can be custom-tailored to any specific situation, such as the following:

RIGHTS-OF-WAY FOR TRAILS

The Town may protect open spaces along a recreational trail corridor through the use of this type of management agreement. The right-of-way could be arranged and exist as a legal agreement

between the Town or nonprofit organization and the owner(s) of the land where the trail is located.

WILDLIFE CORRIDORS

Local private and public management plans that strive to protect open spaces associated with the natural movement and migration of wildlife is another practical use for management agreements. Typically, a management agreement for the protection or administration of a recognized wildlife corridor seeks to regulate how land in that corridor is used.

BUFFERS BETWEEN USES

Written agreements that relate to the establishment and maintenance of buffer areas between incompatible land uses can be used to ensure that activities related to development and growth do not have a negative impact on the ecosystem services, rural character, and scenic qualities valued by residents.

POTENTIAL REGULATORY CHANGES

The Existing and Future Land Use Chapter includes a number of suggestions for regulatory changes to protect agricultural lands and modify the Open Space Development Ordinance.

AGRICULTURAL LAND PROTECTION MEASURES

Viable agricultural lands can be lost due to poorly planned residential development, and this loss could adversely impact the existing rural character of Salisbury, which residents in the Community Survey overwhelmingly found to be of the highest importance. A possible method to protect agricultural lands is to establish an Agricultural Overlay Zone whose purpose is to direct residential development away from prime agricultural soils and viable agricultural operations.

The intent is to preserve the development potential of private property while preserving un-fragmented fields and orchards, allowing for continued agricultural use, and helping to preserve the communities' rural character.

Prime or significant agricultural lands can be identified through the existing USGS Soils map for Merrimack County. Existing agricultural fields, orchards, and significant fallow open fields can be identified using available aerial mapping and local knowledge. A one-time Agricultural Committee could be set up to review this information, identify important agricultural properties, and specify the relevant importance of each agricultural property.

The Agricultural Commission, in cooperation with the Planning Board, Conservation Commission, and Board of Selectmen, would develop an Agricultural Overlay zoning map and regulations. A consultant, such as the Central New Hampshire Regional Planning Commission, could assist the Town in the preparation of the Agricultural District Map and Regulations.

The purpose of the Agricultural Overlay Zone would be to direct new residential development away from the identified significant agricultural assets of the Town. For example, a major subdivision of three or more lots within the Agricultural Overlay District might only be approved as an Open Space Development, protecting most of the prime agricultural land as open space. For minor subdivisions of two lots, or the construction of a home on an existing lot, the Agricultural Overlay Zone would act to require homes to be constructed outside of the prime agricultural fields or orchards, wherever feasible. A possible incentive to preserve the prime agricultural areas would allow the new homes to be constructed on smaller lots, possibly lots as small as one-acre with 150' of road frontage, if said areas were permanently preserved through an

agricultural easement. Smaller lots might require a portion of the required DES septic tank receiving layer, as well as the required DES well head protective radius, to be located within the preserved agricultural areas.

AMENDMENTS TO THE OPEN SPACE DEVELOPMENT ORDINANCE

As described in the Existing and Future Land Use Chapter, a number of potential changes to the Open Space Development Ordinance have been developed to help encourage its use:

- Eliminate the yield plan as it often increases the cost of designing the subdivision.
- Allow development density in proximity to roadways. One unit would be allowable per two (2) acres of developable land consistent with the existing density of zones outside the Village Center Overlay District. It is understandable that the residents would be concerned about large scale subdivisions occurring that would change the character of the community by taking advantage of difficult to access buildable backland. One option might be to allow one (1) unit per two (2) acres of buildable land within 1,000 feet of an existing road. In the Subdivision Regulations, 1,000 feet is the maximum length of a dead-end road or cul-de-sac in Salisbury. Development density beyond the 1,000 foot depth could be assigned at a lesser development density such as 1 unit per 20 acres. This would go to great lengths to assuage community concerns and would still convey value to the landowners.
- Make Open Space Development Subdivisions mandatory for Major Subdivisions in the Agricultural District.
- Modify the 150-foot landscape buffer along existing roads to a smaller 75-foot buffer. Conventional subdivisions, existing

residents, or currently vacant lots on the same street do not have this requirement.

- Allow common private driveways for more than two dwelling units. Three (3) to eight (8) units could be allowed on a common driveway if the design standards for the driveway allowed for appropriate access by emergency and service vehicles, and limit the length of the common driveway to less than 1,000 feet.
- Require Open Space Development Subdivisions for any major subdivisions (3 or more new lots) in the following areas:
 - a. Between the Blackwater River Flood Control Reservoir and Mt. Kearsarge Forest Park.
 - b. In the Northeast quadrant of the Town.
 - c. In the Southeast quadrant of the Town.
 - d. Along the Blackwater River north of the Flood Control Reservoir.
 - e. In the Agricultural District.

As an option, large-lot subdivision could be allowed where a new lot would require a minimum lot size between 20 to 120 acres.

SUMMARY

Salisbury has a number of natural resources: many large, unbroken tracts of meadow and forestland that support numerous species of wildlife and native plants; the Blackwater River with largely undeveloped shorelands; thousands of acres of undisturbed wetlands; several ponds; and the eastern side of Mount Kearsarge,

features that residents both appreciate and are determined to protect.

The Master Plan, based upon opinions expressed by the members of the Conservation Commission, as well as the community as a whole, includes several key objectives with respect to Salisbury's natural resources:

- To protect valuable natural resources and the essential ecosystem services they provide.
- To preserve quality of life and the rural character of the Town by conserving open space, protecting important natural resources and preserving scenic vistas.
- To educate Town officials and the citizens of Salisbury about natural resources.
- To preserve the valuable wildlife habitat currently abundant in the Town.
- To preserve and enhance natural recreational resources.

That Salisbury still has these natural resources available for preservation in the early 21st century is a tremendous opportunity. Salisbury still has the opportunity to enact the changes necessary to avoid the over-development fate of other New Hampshire Towns, but it must act soon.

CHAPTER OBJECTIVES & RECOMMENDATIONS

OBJECTIVE 1

To protect valuable natural resources and the essential ecosystem services they provide. Natural resources include water, agricultural/horticultural, forest, wildlife, and geologic resources. Ecosystem services are functions of natural resources that 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, and space for recreation, as well as useful products, such as food and forage crops, lumber, biomass and fuelwood, and the jobs they support.

- Update current zoning regulations to incorporate best management practices related to future “high-risk” commercial activities that produce liquid waste.
- Develop agricultural land protection measures that seek to preserve un-fragmented fields and orchards, this allowing for continued agricultural uses.
- Evaluate the feasibility of establishing an Agricultural Commission to advise the Town on agricultural matters and provide associated resources to residents and business owners.
- Propose a Town ordinance to restrict large, commercial groundwater withdrawals within the Town.
- 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.

- Educate citizens about the community value of “working landscapes,” lands that simultaneously conserve natural resources and produce current or future income for their owners.
- Help coordinate 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. Alternatively, coordinate with surrounding Towns to set up a Household Hazardous Waste collection day.
- Educate citizens and encourage environmentally friendly landscaping practices, including use of native plant materials on new and existing sites.

OBJECTIVE 2

To 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.
- Promote local land-based businesses by supporting commercial farming and horticulture, forestry, and other resource-based enterprises that help preserve ecosystem services that benefit all residents.
- 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.
- Educate landowners about backyard burning laws to avoid burning toxic materials.
- 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.
- 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.

OBJECTIVE 3

To 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.
- Hold educational workshops on topics involving Salisbury’s natural resources. Topics could include wildlife habitats, native plants, forest management, invasive/exotic species, and ecological landscaping.

OBJECTIVE 4

To 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.

OBJECTIVE 5


To 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.


Water Resources Map


Salisbury Master Plan 2017


Legend


 Watershed Boundary


 Rivers & Streams

 Water Bodies


 100yr Floodplain


 Wetlands


 Public Water Supply


 Private Well

Aquifer Transmissivity

 0 - 1,000 sq. ft./day


 1,000 - 2,000 sq. ft./day


 2,000 - 4,000 sq. ft./day


 >4,000 sq. ft./day


Base Legend


Roads by Legislative Class


 Class I


 Class II


 Class III


 Class V

 Class VI

 Private/Trails

 Town Boundary

 Surrounding Town Boundaries



Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
2002 watershed boundaries via USDA Natural Resource
Conservation Service, 2000 Stratified Drift Aquifers via United
States Geological Survey, Town boundaries
NH DES: Public water supplies, private wells



Conservation Lands Map

Salisbury Master Plan 2017

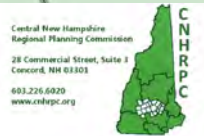
Legend

Water Features

- Water Bodies
- Rivers & Streams

Conserved Lands

- Agricultural Preservation Restriction
- Conservation Easement
- Fee Ownership
- Parcels



Base Legend

Roads by Legislative Class

- Class I
- Class II
- Class III
- Class V
- Class VI
- Private/Trails
- Town Boundary
- Surrounding Town Boundaries


Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Conservation Lands via various land trusts, Town Boundaries

ID	Name	Protection Type	Protecting Agency
1	Blackwater Flood Control Reservoir	Fee Ownership	Army Corps of Engineers
2	Borden Easement	Conservation Easement	SPNHF
3	Celmer	Conservation Easement	SPNHF
4	Higgs Easement	Conservation Easement	SPNHF
5	Kepper John C. Revocable Trust	Conservation Easement	SPNHF
6	Lake Easement	Conservation Easement	Five Rivers Conservation Trust
7	Mount Kearsarge State Forest	Fee Ownership	NH DRED
8	Reiner Woodland Conservancy	Conservation Easement	SPNHF
9	Sanborn	Agricultural Preservation Restriction	NH Dept. of Agriculture
10	Schmidl-Owen	Conservation Easement	Five Rivers Conservation Trust
11	State Forest Nursery	Fee Ownership	NH DRED


Soils Map


Salisbury Master Plan 2017


Legend


 Conservation Lands


Prime Farmland Soils

 Canterbury fine sandy loam, 3 to 8 percent slopes


 Dixfield fine sandy loam, 3 to 8 percent slopes


 Gilmanton fine sandy loam, 3 to 8 percent slopes


 Marlow fine sandy loam, 3 to 8 percent slopes


 Metacomet fine sandy loam, 3 to 8 percent slopes


Forestry Soils

 Group IA

 Group IIA


 Group IB


 Group IIB


 Group IC


Base Legend


Roads by Legislative Class


 Class I


 Class II


 Class III

 Class V


 Class VI

 Private/Trails

 Town Boundary

 Surrounding Town Boundaries

N



Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries, Soils data via Natural Resources Conservation
Service, Conservation Lands



0

1


2


4 Miles


Steep Slopes Map


Salisbury Master Plan 2017


Legend

 100' Contours

 Slopes >15%


 Water Bodies


 Rivers & Streams


 Wetlands


Base Legend


Roads by Legislative Class


 Class I


 Class II


 Class III

 Class V


 Class VI

 Private/Trails

 Town Boundary

 Surrounding Town Boundaries

N



Data Sources:

NH DOT: 2015 Roads data

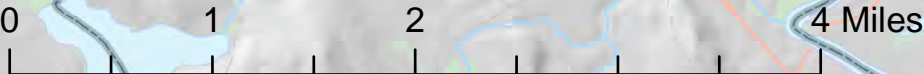
NH GRANIT: Surface waters via the NH Hydrography Dataset, Contours, Town Boundaries



Central New Hampshire
Regional Planning Commission

28 Commercial Street, Suite 1
Concord, NH 03301
603.226.6020
www.cnhrpc.org





Bedrock Geology Map

Salisbury Master Plan 2017

Legend

Bedrock Geology

Kinsman Granodiorite - Dk2x

Concord Granite - Dc1m

Lower Littleton Formation - Dll

Upper Littleton Formation - Dlu

Spaulding Tonalite - Ds1-6

Madrid Formation - Sm

Perry Mountain Formation, undivided - Sp

Lower Part of Rangeley Formation - Srl

Upper Part of Rangeley Formation - SrU

Small Falls Formation, undivided - Ssf

Base Legend

Roads by Legislative Class

Class I

Class II

Class III

Class V

Class VI

Private/Trails

Town Boundary

Surrounding Town Boundaries

Data Sources:
CNHRPC: Land Use data delineated from aerial imagery
NH DOT: 2015 Roads data
NH GRANIT: Soils data via Natural Resources Conservation Service, Town Boundaries



Natural Communities Map

Salisbury Master Plan 2017

The New Hampshire Fish and Game Department has worked with partners in the conservation community to create the Wildlife Action Plan. The plan, which was mandated and funded by the federal government through the State Wildlife Grants program, provides tools for restoring and maintaining critical habitats and populations of the state's species of conservation and management concern. It is a pro-active effort to define and implement a strategy that will help keep species off rare species lists. The data shown is the second edition of the data, made public in 2015.

Data Sources:
 NH Fish and Game 2015 Wildlife Action Plan: Habitat data
 NH DOT: 2015 Roads data
 NH GRANIT: Surface waters via the NH Hydrography Dataset,
 Conservation Lands via various land trusts, Town Boundaries



Base Legend

Roads by Legislative Class

- Class I
- Class II
- Class III
- Class V
- Class VI
- Private/Trails

- Parcels
- Conservation Lands
- Town Boundary



0 1 2 4 Miles

Legend

Wildlife Habitat

- | | |
|--|---|
| — Alpine | NLCD Developed or Barren |
| — Appalachian oak-pine | — Northern hardwood-conifer |
| — Cliff and Talus | — Northern swamp |
| — Dune | — Open water |
| — Floodplain forest | — Peatland |
| — Grassland | — Pine barren |
| — Hemlock-hardwood-pine | — Rocky ridge |
| — High-elevation spruce-fir | — Salt marsh |
| — Lowland spruce-fir | — Temperate swamp |
| | — Wet meadow/shrub wetland |

Wildlife Action Plan 2015

Salisbury Master Plan 2017

Legend

- Highest Ranked Habitat in NH
 - Highest Ranked in Region
 - Supporting Landscapes
 - Conservation Lands
- Water Bodies**
- Water Bodies
 - Rivers & Streams
 - Wetlands

Base Legend

Roads by Legislative Class

- Class I
- Class II
- Class III
- Class V
- Class VI
- Private/Trails
- Town Boundary
- Surrounding Town Boundaries



Data Sources:
NH Fish and Game 2015 Wildlife Action Plan: Habitat data
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Conservation Lands via various land trusts, Town Boundaries



HOUSING

For the Town of Salisbury

The purpose of the Housing Chapter is to identify Salisbury's housing inventory, housing needs, and to develop long term strategies that reflect public input, data analysis and projected needs. This Chapter also discusses the current housing climate and the implications of changing demographic trends.

The objectives and recommendations at the end of this Chapter are focused around three main themes that are derived from the public outreach process and form the foundation for the vision statement:

- Protecting Salisbury's high quality of life;
- Using a mix of housing types to respond to changing demographic needs and economic trends; and
- Ensuring that housing development is compatible with both Salisbury's rural character and its village character, including historic preservation and architectural standards.

Data for this Chapter are summarized from the Salisbury Today and Tomorrow Chapter and the 2014 Central NH Regional Planning Commission's Regional Plan. A wide range of data sources was used to compile the information in this Chapter, including the US Census Bureau, Decennial Census and the American Community Survey, the New Hampshire Housing Finance Authority (NHHFA) and other sources as noted in the individual tables.

CHAPTER VISION

Encourage a mix of housing types to respond to changing demographic needs and economic trends, and ensure housing development is compatible with both Salisbury's existing rural character and its Village Character, including historic preservation and architectural standards.

LINKING HOUSING AND DEMOGRAPHICS

As Salisbury's demographic trends change, so does and will its housing needs. Housing is a critical building block that supports a successful community and contributes positively to residents' perception of quality of life. The majority of communities in New Hampshire experienced the impact of the downturn in the housing market from 2006 to 2010. Sales slowed as people tended to stay in place in an effort to cope with job losses, lower property values and other economic concerns related to these experiences. Cyclically, these downturns lead to recoveries but it can be slow. If NH's population projections are accurate, Salisbury will experience an overall gain in population to 1,540 residents by 2025, an increase of 158 residents from the 2010 Census. While this is not a robust surge in growth, the continuing trends of an aging population and decreasing household size point to potential changes in the type and location of housing desired by these age groups and may signal the need for a wider variety of housing options.

COMMUNITY SURVEY AND VISIONING SESSION RESULTS

Residents who responded to the Community Survey expressed that their top three preferences of housing type, in order of preference, were Single Family, Accessory Dwelling Units (ADU), and Elderly Housing. Throughout the region, Accessory Dwelling Units are becoming more desired by residents. However, Salisbury is unique in that respondents preferred ADUs at almost the same rate as single family homes. The bottom three, in order of preference, were condominiums/town houses, apartments (i.e. multi-family), and mobile or manufactured homes. Collectively, this suggests a cautious approach to higher densities.

In terms of growth rates, the overwhelming majority of respondents indicated that the rate is acceptable, and, only 13.2% indicated that Salisbury is growing too fast.

From a zoning standpoint, the lot sizes and frontages were seen as appropriate for Salisbury and should not be altered.

Finally, in terms of where growth should take place, the south east corner of Town, followed by the village area and then the north east corner were, in order of preference, prioritized.

Collectively, the survey results suggested that people want to see controlled density around the village and less density in the more rural areas. They also suggest a mix of housing options that include, but are not dominated by the single family home. Lastly, people seem happy with the existing zoning framework.

The themes that emerged from the visioning session are somewhat similar to the survey responses and can be categorized as stated below:

- Support current two-acre zone;
- Support the village charrette;
- Cautious about converting large homes into apartments;
- For new apartments, no more than five units for every two acres; and
- Protect rural character through lower densities and no density incentives for cluster developments.

Community Survey Question 22:

Do you see the need for additional units of the following types of housing in Salisbury?

Q. 22	Yes	No	No Opinion	Total
Single Family	44.4% (28)	42.9% (27)	12.7% (8)	63
Two-Family Duplexes	30.7% (19)	54.8% (34)	14.5% (9)	62
Multi-Family	15.9% (10)	71.4% (45)	12.7% (8)	63
Elderly Housing	41.9% (26)	41.9% (26)	16.1% (10)	62
Conservation of Large Homes into Apartments	24.2% (15)	61.3% (38)	14.5% (9)	62
Manufactured/Mobile Home Parks	6.4% (4)	81.0% (51)	12.7% (8)	63
Manufactured/Mobile Home on Individual Lot	25.4% (16)	57.1% (36)	17.5% (11)	63
Condominium/Town Houses	16.1% (10)	71.0% (44)	12.9% (8)	62
Accessory Dwelling Units (Attached or Detached)	43.6% (27)	30.7% (19)	25.8% (16)	62

Community Survey Question 23:

In your opinion, which statement best characterizes Salisbury's rate of residential growth?

Q. 23	Total	Percent
Growing too fast	9	13.2%
Growth is acceptable	43	63.2%
Growing too slowly	10	14.7%
No opinion	6	8.8%
Total	68	100.0%

Community Survey Question 26:

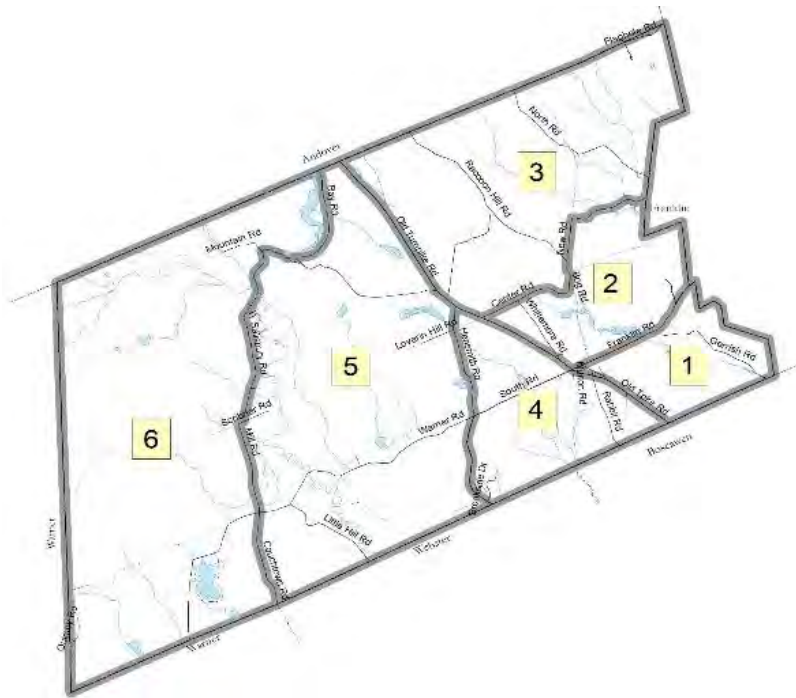
Are you in favor of increasing the lot size in Salisbury?

Q. 26	Total	Percent
Yes	18	28.6%
No	36	57.1%
No opinion	9	14.3%
Total	63	100.0%

Community Survey Question 27:

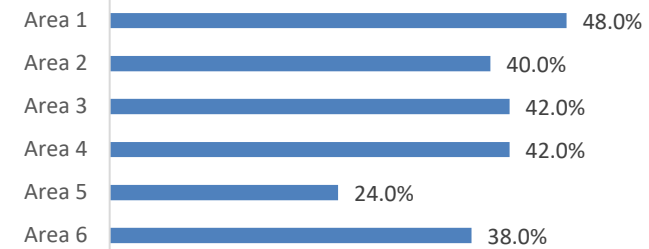
Are you in favor of increasing the frontage length in Salisbury?

Q. 27	Total	Percent
Yes	11	17.5%
No	40	63.5%
No opinion	12	19.1%
Total	63	100.0%



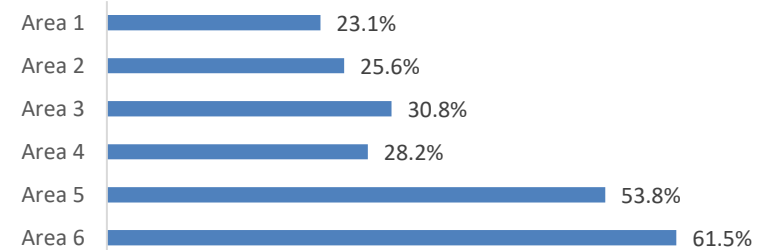
Community Survey Question 24:

Which areas are most suitable for additional development?



Community Survey Question 25:

Are there areas where growth should be restricted?



DESCRIPTION OF THE REGIONAL HOUSING MARKET

Overall, the region has seen several demographic and housing economic changes over the last decade. The region's growth has slowed, but is still expected to grow over the next 15 years. In terms of income, the region's median household income is greater than the state or the nation as a whole. There are some areas where the population faces challenges in obtaining quality housing, in particular due to income, and among some populations of interest. Lastly, the average household size is decreasing. For more detail, please refer to the Central New Hampshire Regional Planning Commission's Region Plan, completed in 2014.

The region's housing market itself has slowed as well. Building permits for new residential construction are down: in 2015, the number of building permits issued in the region was only 47% of the number of permits issued in 2000. In fact, of all the permits issued between 2000 and 2015, 65% were issued between 2000 and 2005. With regard to cost, both owner and rental housing are more affordable as the region is less expensive than the state and many of its other regions, but there is a segment of the population that has affordability problems. Transportation continues to be an issue for segments of the population: commute times are increasing and there are fewer options to driving a car.

Regionally, it has been identified that there is a need for more housing options for many segments of the population. Choices, affordability for those on modest or fixed incomes, and the opportunity for seniors to "downsize" and age in place are key issues.

Key trends to keep in mind from the New Hampshire Housing Financing Authority's 2014 publication, "Big Houses, Small Households: Perceptions, Preferences and Assessment:"

- **New Hampshire's current housing supply is poorly aligned with evolving preferences among different age groups.** This mismatch exists both for aging Baby Boomers and younger workers. Older residents are likely to seek to "down-size" to smaller living arrangements, yet housing units of 3+ bedrooms far outnumber one- and two-bedroom units in the state. Given the relatively small number of young households in the state it's unclear whether the larger units built for Boomers during their child-rearing years will draw sufficient interest from buyers in future years.
- **Affordability and the New Hampshire advantage.** These factors have an impact on the affordability of housing in New Hampshire, something which may have been a big part of New Hampshire's attraction to new migrants from higher-priced states over the past four decades. While the median price of homes is more affordable than just a few years ago, this is not necessarily true for first-time buyers, who have traditionally provided important liquidity to the housing market. The home purchases of first-time buyers enabled those who were selling their homes to "move up" or "down-size." But younger residents can often face inferior job prospects and high levels of student debt, and they are delaying marriage, and are unsure of the benefits of homeownership—including the ability to easily resell at a later date. In addition, the state's rental market has grown less affordable in recent years as well. The New Hampshire Housing Finance Authority's (NHHFA) 2016 rental housing survey indicated that between 2010 and 2015 the state median monthly gross rent for a two-bedroom apartment rose

by seven percent (in contrast to the 2 percent drop in the monthly mortgage cost) and vacancy rates decreased (6.4% to 2.7%), meaning renters were paying more, with fewer options to choose from. This reflects a national pattern for a growing percentage of households in rental housing.

- Seniors will occupy a growing proportion of the State’s housing units.** New Hampshire’s senior population nearly doubled between 2010 and 2015, from 178,000 to 323,000 people, a change that is not matched among younger age groups. As a result, seniors will occupy a growing proportion of the state’s housing units, filling one in three units by 2025. The number of senior households in the state, both owners and renters, will nearly double by 2025. While seniors generally want to age in place, this desire is complicated by several factors, including high rates of disability, lower median income and savings, declining caregiver population and other factors. The median income of the state’s senior homeowners is barely half that of the state median, and their home equity has been significantly reduced by the state’s housing downturn.
- New construction will likely be limited in a projected era of slower population growth.** The rehabilitation of the existing housing stock may become more needed, yet much of New Hampshire’s housing regulations, including local planning and zoning ordinances, are not currently geared towards this segment of the market.

HOUSING TRENDS IN SALISBURY TODAY

Population change in Salisbury has seen periods of dramatic increase as well as slow growth. Between 1980 and 1990, the population grew by more than one third. The following decade it had slowed dramatically to just under eight percent. Overall, the growth rate between 1980 and 2010 was about 77%. Between the turn of the century and 2010 it grew significantly again. Population projections from the NH Office of Energy and Planning show a slower rate of growth into the future, just 10.5%, between 2015 and 2025.

Change in housing units showed an overall decline during the 30 - year period but, overall, an increase in the number of units that was significantly greater than that of the population. But, by dividing the population among housing units in 2010, there would be 2.3 people per unit. US Census showed 2.72 people per household in 2010. This suggests that there is a need for more housing in Salisbury.

Table 5.1: Population and Housing Growth, 1980-2010

Growth	Population	Net Change		Housing Units	Net Change	
		#	%		#	%
1980 (US Census)	781	NA	NA	290	NA	NA
1990 (US Census)	1,056	275	35.2%	422	132	45.5%
2000 (US Census)	1,137	81	7.7%	514	92	21.8%
2010 (US Census)	1,382	245	21.5%	598	84	16.3%
Total Change 1980-2010	-	601	77%	-	308	106.2%

Source: US Census data

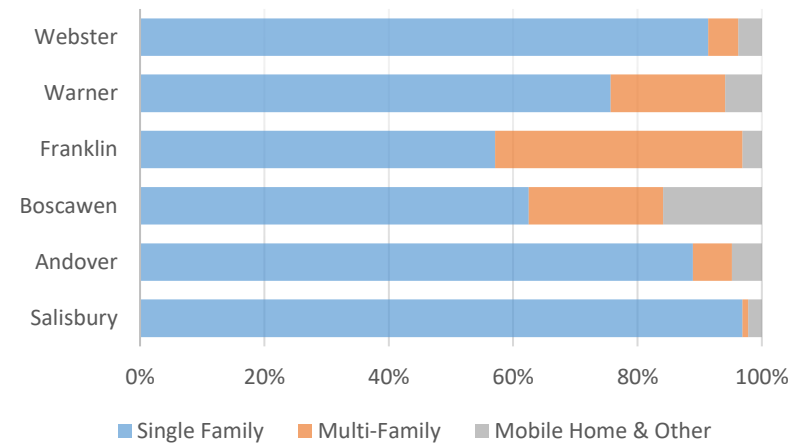
HOUSING STOCK AND SUPPLY

The amount and types of housing within a community are influenced by many factors, including land use regulations, population growth, property values and municipal services. A community's approach to land use and development impacts the overall housing stock. The following is a summary of current trends as identified through data resources. Overall, Salisbury has experienced a steady, though gradually decreasing supply of new housing. Additionally, a buildout analysis can be found in the Appendix of this Chapter. A description of what a buildout analysis is can also be found in the Recommendations and Objectives section of this Chapter.

The housing unit data shown in Figure 5.1 to the right show the units by type, reinforcing the prevailing pattern of single family homes, especially in Salisbury. Figure 5.2 also shown to the right shows the percentage of houses with none, one, two, three, and four or more bedrooms, indicating a high number of three or four plus bedroom homes that make up the majority of Salisbury's housing supply with over 90%. Additionally, the majority of homes in Salisbury were built from 1970 through the 2009 (Table 5.2), a time when New Hampshire experienced dramatic increases in population and trends point towards the construction of larger homes.

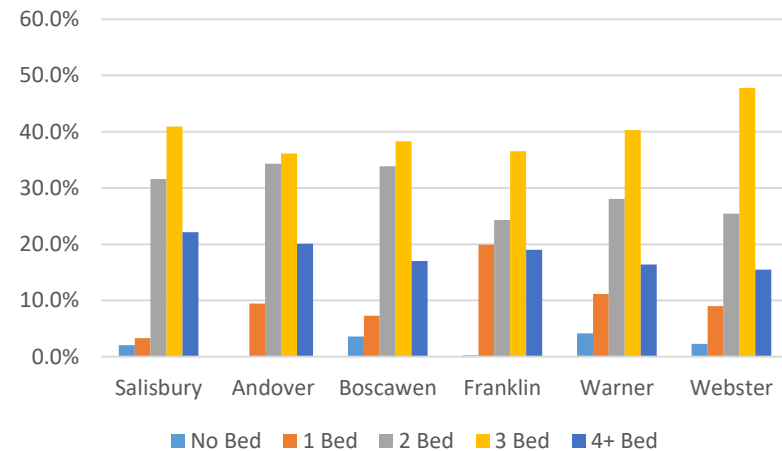
Nearly 89% of housing units in Salisbury were occupied in 2015 (Table 5.3). Of the occupied units, approximately 93.7% are owner occupied with the remaining 6.3% being rental. Surrounding communities though, have a greater percentage of rental units than does Salisbury. Franklin maintains the highest percentage of rental units at approximately 41.6%.

Figure 5.1: Housing Stock, By Type



Source: American Community Survey 2010-2014

Figure 5.2: Number of Bedrooms in Homes



Source: American Community Survey 2010-2014

Table 5.2 Age of Houses in Salisbury

Age	Number of Homes	Percent
2010 or later	3	0.5%
2000-2009	85	13.4%
1990-1999	69	10.9%
1980-1989	170	26.9%
1970-1979	101	16%
1960-1969	31	4.9%
1950-1959	27	4.3%
1940-1949	3	0.5%
1939 and earlier	144	22.7%

Source: American Community Survey 2010-2014

Table 5.3: Housing Occupancy, 2015

Community	% Occupied Units	Percent Owner Occupied Units	Percent Renter Occupied Units
Salisbury	88.6%	93.7%	6.3%
Andover	83.0%	86.1%	13.9%
Boscawen	89.8%	68.9%	31.1%
Franklin	85.4%	58.4%	41.6%
Warner	75.5%	78.6%	21.4%
Webster	83.3%	89.1%	10.9%
NH	84.1%	71.0%	29.0%

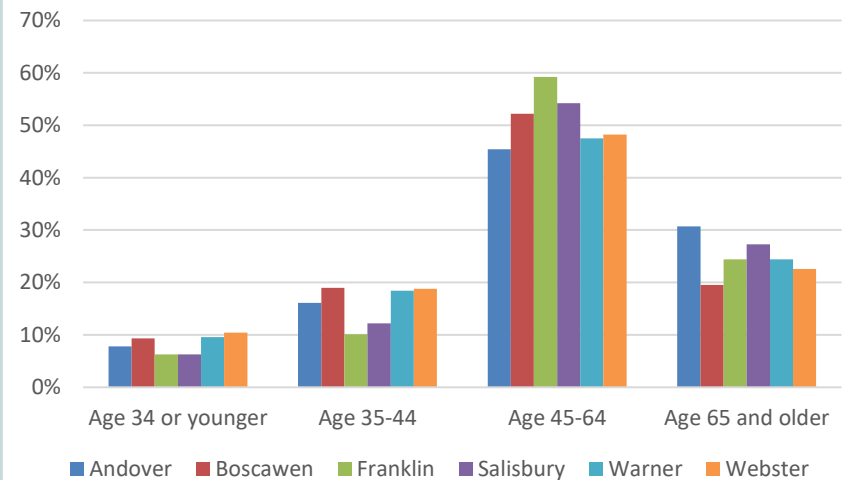
Source: US Census

AGE OF HOMEOWNERS

The graphic below reinforces the trends of an aging population and housing needs as discussed throughout this Chapter.

Approximately 82% of homeowners in Salisbury are over the age of 45, with about 27% over the age of 65. Compared to Salisbury's neighboring communities, Salisbury, Franklin and Boscawen have the highest percentage of homeowners in this age grouping. Salisbury and Franklin also have the lowest percentage of total homeowners under the age of 45, with just 18.5% and 16.3% respectively. Of those under the age of 45, approximately 6% are 34 or younger in Salisbury.

Age of Owner-Occupied Housing Units



Source: American Community Survey, 2011-2015

HOUSING DENSITY

Housing density is calculated by dividing the number of housing units by the square mileage of the area. It is a measure of how thickly settled an area is. Salisbury's number of square miles, excluding water, is 39.96. Table 5.4 to the right shows the average number of housing units per square mile for the Town of Salisbury and the surrounding communities from 2000 to 2010. While the amount of change varied over the surrounding communities, Salisbury experienced a 16.3% change in housing density, the largest behind the Town of Webster.

COST OF HOUSING IN SALISBURY

This section looks at the cost of owner and rental housing in Salisbury as a way to evaluate the housing market in Salisbury. The following Tables present information related to the availability and affordability of housing.

It is important to keep in mind that RSA 674:58 defines workforce housing as homes that are affordable at a 30% cost burden of a household's gross annual income. Based on the assumption that no more than 30% of a household's income should be spent on housing, Table 5.5 illustrates that only 8 units (Rent greater than 20% and rents between 20 top 29.9%) are in this category representing about 20% of total occupied rental housing units. The median household gross rent¹ was estimated to be \$1,025 for the five year average (2010-2014) by the American Community Survey.

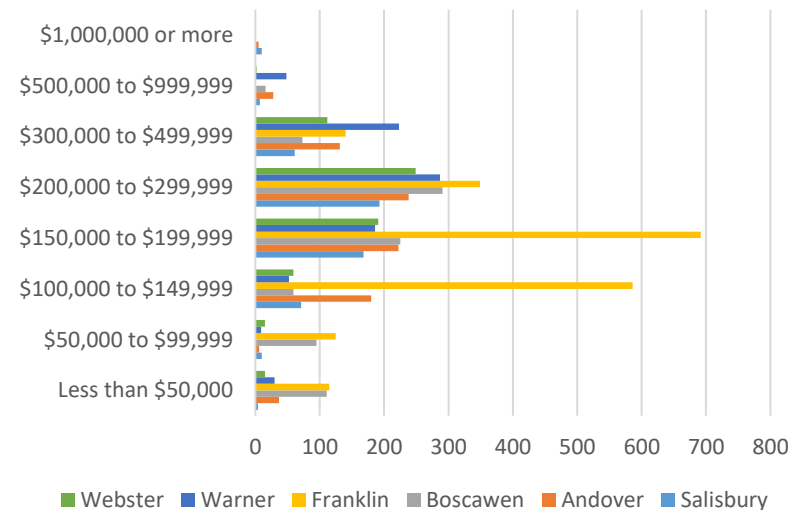
¹Gross Rent defined as the amount of contract rent plus the estimated average monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.) if these are paid for by the renter (or paid for the renter by someone else). Gross rent is intended to eliminate

Table 5.4: Housing Density of Salisbury and Abutting Communities

Community	Land Area (Sq Mi)	2000		2010		Percent Change 2000-2010
		# Units	Units/ Sq Mi	# Units	Units/ Sq Mi	
Salisbury	39.96	514	12.86	598	14.96	16.3%
Andover	40.46	1,038	25.65	1,121	27.71	8.0%
Boscawen	24.73	1,295	52.37	1,453	58.75	12.2%
Franklin	27.57	3,676	133.33	3,938	142.84	7.1%
Warner	55.65	1,228	22.07	1,358	24.40	10.6%
Webster	27.90	672	24.09	849	30.43	26.3%

Source: US Census Bureau

Figure 5.3: Median Home Value



Source: American Community Survey 2011-2015

differentials which result from varying practices with respect to the inclusion of utilities and fuels as part of the rental payment. (US Census Bureau)

Opposite of renters in Salisbury, the majority (about 61%) of homeowners spend less than 30% of their household income on housing (Table 5.6).

Additionally, the median value of an owner-occupied unit in 2015 was \$204,600 in Salisbury, about 10% lower than the average house value in Merrimack County of \$225,200 (per 2015 US Census ACS). This is higher than Andover, Boscawen, and Franklin, but lower than Warner and Webster as shown in Figure 5.3.

HOUSEHOLD SIZE

Household size and the number of new residential permits issued gives important information that directly relates to trends that impact land use decisions and the capacity of Town services. As is typical of many other trends, decreasing household size is a common occurrence in New Hampshire and is consistent with a lower birth rate and an aging population. Average household size in the Central NH Region was 2.61 in 2000 and 2.55 in 2010 respectively.

For Salisbury, average household size has gone up and down between 2000 and 2015 (Table 5.7). Between 2000 and 2010 Salisbury's average household size had increased from 2.61 to 2.69. The state's had declined during the same period from 2.53 in 2000 to 2.46 in 2010. By 2015 Salisbury had seen its average household size then decrease to 2.42, less than the State's 2.47 average household size.

As stated elsewhere in this Chapter, it is important to understand if the average household size reported in the Census is similar to the actual population-to-unit ratio. In the event that the actual unit to population number is greater than the reported Census number, it suggests that the number

Table 5.5: Gross Rent as Percent of 2014 Household Income, 2014

	Occupied Rental Units	Household Income						
		Less than \$10,000	\$10,000-\$19,999	\$20,000-\$34,999	\$35,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000 or more
Rent < 20% HH Income	6	0	0	0	3	0	3	0
Rent 20%-29.9% of HH Income	2	0	0	0	0	2	0	0
Rent > 30% HH Income	27	0	13	14	0	0	0	0
Percent not computed	6	0	0	0	0	4	0	2
All Renter Household	41	0	13	14	3	6	3	2
Median Gross Rent: \$1,025								

Source: US Census Bureau, American Community Survey 2010-2014

Table 5.6: Owner Households by Monthly Costs, 2014

Owner Households by Monthly Costs	Number of Units	Percent of Units
Monthly Costs < 20% of HH Income	169	33.0%
Monthly Costs 20%-29.9% of HH Income	142	27.7%
Monthly Costs > 30% of HH Income	198	38.7%
Percent not computed	3	0.6%
Total Households	512	100.0%

Source: US Census Bureau, American Community Survey 2010-2014

of units may exceed the needs of the population. The result is a “housing unit mismatch” number. The greater the housing unit mismatch number, the greater the likelihood that there are more units than the population needs. The closer the number is to zero, the more it suggests a balance between housing need and supply. For Salisbury, there was a mismatch number of 0.4 in 2000, and a change to -.2 in 2010. By 2015, it had declined to 0.28. These data suggest that while there is a mismatch, it is decreasing over time.

RESIDENTIAL BUILDING PERMITS

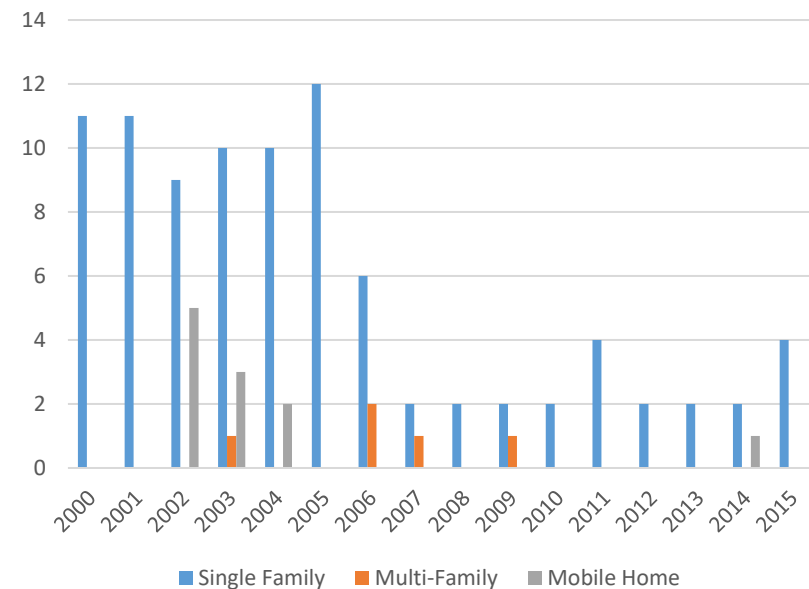
Figure 5.4 looks at the residential building permits by type through 2015. This slowing trend is the typical pattern seen throughout New Hampshire and the Central NH region. There is a noted increase in single-family permits in 2011 and 2015 but an overall decline from the midway portion of the century’s first decade.

Table 5.7: Actual Population to Unit Ratio and Household Size

	2000	2010	2015
Actual Units to Population Ratio	2.21	2.31	2.14
Census Reported Household Size	2.61	2.69	2.42
Housing Unit Mismatch	0.41	0.38	0.28

Source: US Census Bureau 2000 & 2010 Census; ACS 2015

Figure 5.4: Residential Building Permits by Housing Type, 2000-2015



Source: NH Office of Energy and Planning

COMMUTE TO WORK DATA

Most employed persons commute to work, with a high percentage commuting to Concord (31.2%) and Manchester (14.7). Commuters to Bow represented 8%, and those going to Hooksett, Bedford, Nashua, Merrimack, Londonderry, Pembroke, and Goffstown represented 1.1% to 3.6%. All others made up 30.2% (a number of locations that were grouped together because they represented 1% of the overall).

Of those who commute, nearly 58% drive 30 minutes or more. The largest segment of the population, 25%, commutes 30 to 34 minutes. About 13% have a commute less than 15 minutes.

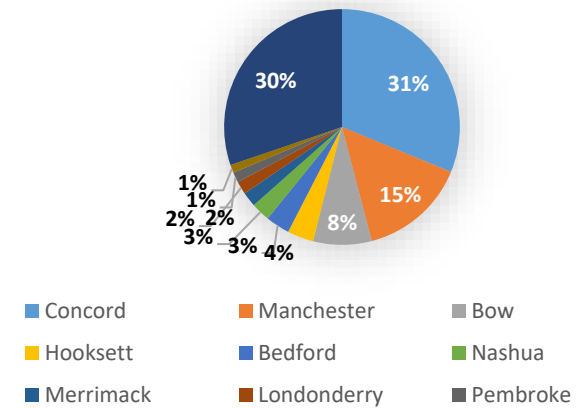
SUMMARY OF TRENDS

Housing through the Life Cycle and Future Workforce: It is commonly known that individuals and families look for different housing types as they age through the life cycle. By 2030, the population of New Hampshire is expected to increase by approximately 86,000 from the 2010 Census count of 1,396,470.

The group most likely to purchase larger homes, those aged 35-54, is expected to decline in many NH communities, including Salisbury. As households age, real estate preferences tend to change as well. Many of the baby boomers are looking to downsize, and the trend of smaller household sizes have impacts on supply and demand in the market.

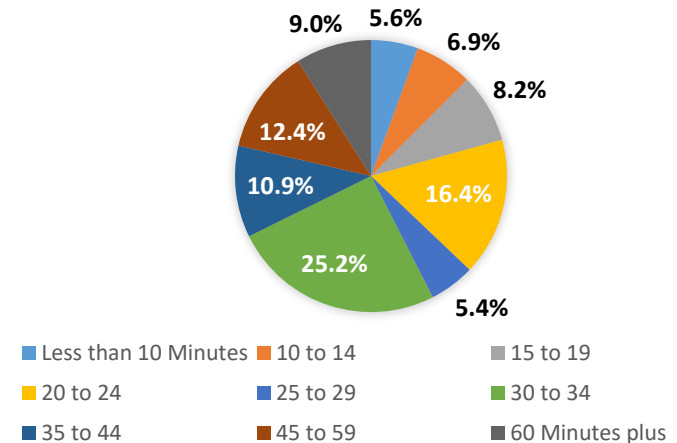
There is the potential for adopting new development approaches through incentives or other techniques but this does not guarantee a solution. There is also an interest in more walkable neighborhoods while still maintaining the rural character of the Town, another attractive amenity for an aging population.

Figure 5.5: Where Residents are Employed, 2014



Source: US Census Bureau OnTheMap Application

Figure 5.6: Travel Time to Work



Source: American Community Survey 2010- 2015

Ranch style or single level housing developments have been successful elsewhere because they can offer one story living with a potentially smaller lot size. Accessory Dwelling Units (ADUs) could be a potential solution to the housing needs of both seniors (and younger workers) as well. Supporting these changes would require an evaluation of overall policies on land use requirements, and regulatory changes to ordinances.

There is a competing need to expand the future workforce while enabling seniors to age in place. Housing as an economic development strategy requires the ability to attract those that are not only in the workforce today, but in the future as well. Much of this is similar to what downsizing baby boomers are looking for: smaller homes near amenities and places of employment. Care should be taken to foster policies that decrease competition for housing between seniors and younger workers.

HOUSING NEEDS ASSESSMENT

For Salisbury, the housing needs assessment has shown that there will be a continued demand for housing into the future, but also a demand for some housing diversity. Changing household composition and housing preferences are likely to affect Salisbury just as much or more than the rate of growth. Today, housing demand looks much different than it did 20 years ago. Like most communities in New Hampshire and the region, Salisbury has an aging population. Characteristics of an aging population include the tendency to downsize households, creating more demand for single level housing and potentially more demand for senior housing. The trajectory of the typical subdivisions and housing demand for an older population has been changing course the last few years and is expected to continue.

INTERPRETING THE HOUSING NEEDS ASSESSMENT

The Housing Needs Assessment can serve as the starting point for a dialogue in Salisbury on:

- Who can or cannot afford to live in our community?
- Can our children afford to stay or return to the community as they mature?
- Are populations with special housing needs given sufficient housing options?
- Do our elderly residents have sufficient alternatives to remain in the community if they chose to?
- Does our existing housing stock currently attract any economic development? Do we want it to?

HOUSING NEEDS ASSESSMENT OVERVIEW AND HOUSING PROJECTIONS

The Housing Needs Assessment (HNA) draws on U.S. Census data and considers demographic changes and projections and their potential impact on housing need. This information can then be used to help communities plan for housing demand.

The HNA begins with a base year (2010) analysis using U.S. Census data for the number of renters over and under the age of 65 years, as well as the number of home owners of the same age. Ratios were then established between the number of people per household and the number of households in each of the four groupings (renters under 65, renters over 65; owners under 65, owners over 65). Using the ratios and population growth projections from the New

Hampshire Office of Energy and Planning, an estimated number of needed owner and renter housing units in five-year increments between 2015 and 2040.

This section summarizes a projection of housing supply needs for the periods 2015 through 2040. This forecast of housing needs is designed to inform a community about the expected demand for housing in the future. This section includes projections of the needs for both owner and renter housing. It should be noted that the further out the projections go, the less reliable they may be. Historical data for population projections by age are available from the NH Office of Energy and Planning.

The following housing forecast is based upon the Population Headship Tenure Model included in *The Evolving Environment and Housing's Future* produced by the NH Center for Public Policy Studies for NH Housing as part of the state's Housing Needs Assessment (2014). The model estimates the future need for housing using anticipated changes in household size, tenure, and age group. Headship is defined as the ratio of the number of household heads relative to the total population. For this model, the headship ratio is computed for each population cohort and the total population. The projections are based upon headship rates by age group.

As mentioned earlier, the aging population has come to account for a greater share of all households in the region and state and a resultant decrease in household sizes. Decreased fertility rates have further reduced household sizes with fewer children per household, and young families represent a smaller share of all households than they have historically. This model accounts for these trends in household formation and home ownership trends dependent on the age of the head of household and thus presents a more accurate

reflection of future housing production needs to meet demand of a changing demographic. For the Central NH Region as a whole, there is a projected need for as many as an additional 6,280 units to meet demand by 2020 from the 2010 base year. However, it should be noted that new units do not necessarily equal new structures. For example, there could be the opportunity to add a small apartment or accessory unit with a single family home. Highlights of the HNA for the Central NH region include: a need for about a 6% increase in housing every five years between 2010 and 2025; about a 70/30 split, respectively, between owner-occupied and rental housing in 2015; and, about 47% of the rental housing needed by 2015 would be for those under 35 years of age or over 74 years of age. For Salisbury, there is a projected need for 494 units to meet demand by 2020 from the 2010 base year (28 additional units from 2010; see Figure 5.8). Of these units, about 7%, or 33 rental units are forecasted (3 additional units more than in 2010). By 2040, the overall projected need would be for 568 units would be needed (up 102 from 2010) and, of which 7% would be rental (9 units more than in 2010). On average, there is a need for about 3 units every year between now and 2040 to build on the 2010 base-year's stock.

With regard to housing, slowing population growth along with reasonable rent and home ownership costs would suggest that, on the surface, the housing needs are generally being met. However, there are some present trends that point towards challenges in the housing supply:

- The availability of smaller dwelling units for seniors to downsize;
- Transportation issues given the rural nature of the region and dependency upon the single occupancy vehicle; and
- The cost of housing for seniors on fixed incomes, disabled persons, and single parents.

- The need to close the housing mismatch gap though it is declining.

Shown in both Figures 5.7 and 5.8 are the results for Salisbury, using the Housing Needs Assessment. As mentioned previously in the Master Plan, using the Housing Needs Assessment tool highlights the dominance of a rural development pattern that influences the housing character of Salisbury. Coupled with the slowdown in growth over the last decade, the projected dwelling unit demand is not a large increase over the current supply of both renter and owner units yet there should be opportunities to evaluate the existing housing supply and the emerging trends mentioned above. It's an obvious conclusion that people look for different housing types as they go through the life cycle. The group most likely to purchase larger homes, people aged 25-54, is declining and some communities are looking at ways to attract the younger workforce population (such an approach could also help to alleviate the housing mismatch gap). The challenge for Salisbury is looking at ways to encourage a mix of housing that continues to support the rural character of the Town through regulations and/or regulatory flexibility and other mechanisms in balance with environmental concerns.

Figure 5.7: Salisbury's Population By Age 2010 to 2040 Comparison

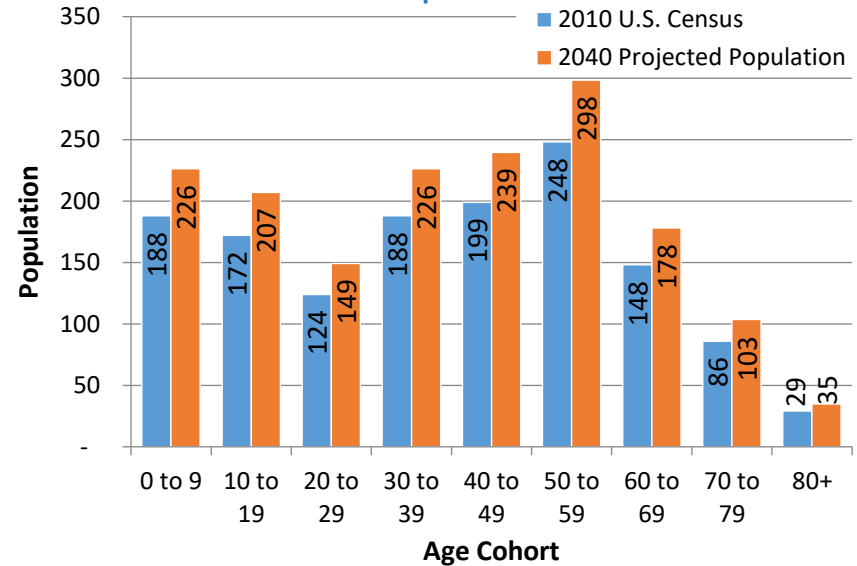


Figure 5.8: Salisbury Projected Dwelling Unit Demand

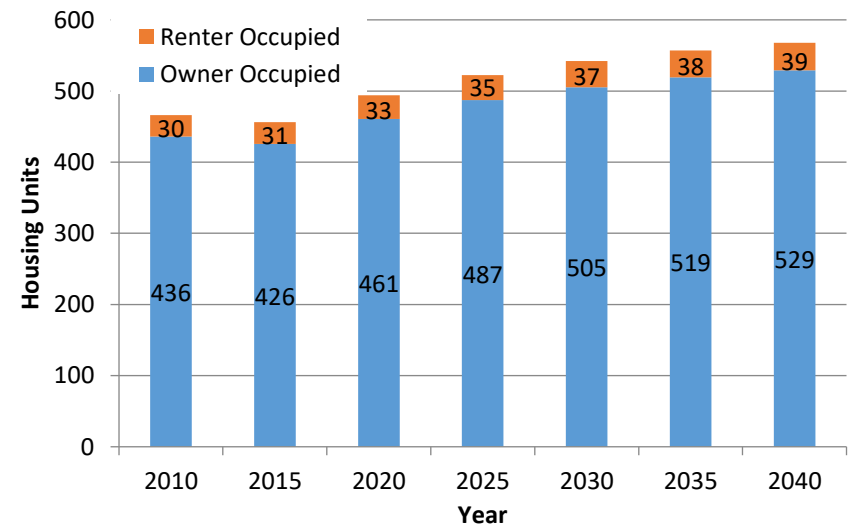
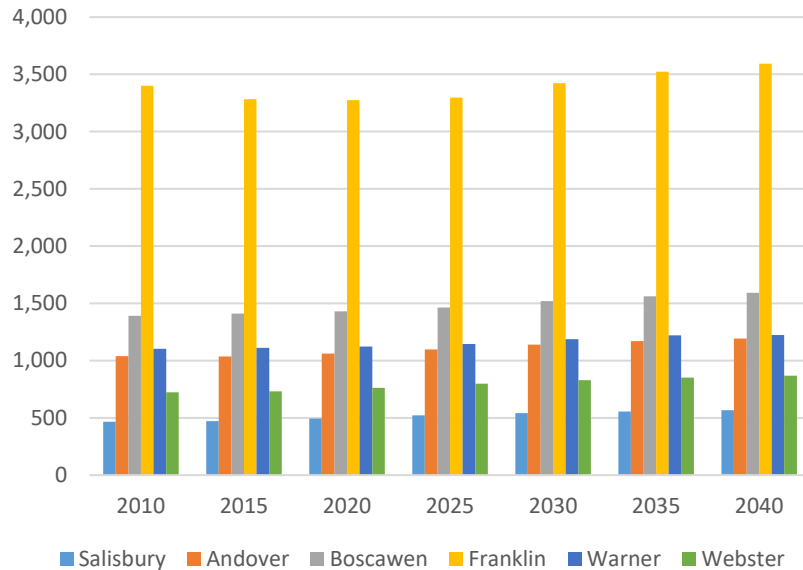


Figure 5.9: Regional Housing Changes



WHAT IS A BUILDOUT ANALYSIS AND HOW IS IT USED?

- A buildout analysis is designed to show the full development of a community based on the zoning ordinance as currently written. It also uses certain assumptions in its projections (slopes, wetlands, efficiency of development etc.). It is an *approximate* picture of how the zoning would work over a long period of time.
- The best way to use a buildout analysis is to understand, roughly, where development will take place, what an approximate number of houses may be built town wide, and how densely development could unfold. While it is not an exact predictor of development on each lot, it suggests how the zoning impacts growth. For Salisbury, the buildout represents a baseline that can be revisited during the next Master Plan update to get a sense for how development is occurring.

CHAPTER OBJECTIVES & RECOMMENDATIONS

OBJECTIVE 1

Ensure lot size zoning includes low-density housing and large lots to maintain Salisbury's rural character.

- Maintain 2-acre zoning to protect rural character.
- Support multi-family zoning that does not allow for density greater than 5 units per 2 acres for multi-family housing.
- Allow for clustering of housing but do not allow density that would be greater than a conventional subdivision.
- Continue to monitor this Chapter's buildout analysis until the next Master Plan update.

OBJECTIVE 2

Preserve the current Village development pattern.

- Maintain historic preservation as a priority. Strategies such as a historic district, demolition delay bylaw, and other historic preservation tools could be employed to preserve the character and buildings within the village.
- Evaluate architectural design standards in the village that could aid with protecting community – and village – character. Commercial standards could reside in the site plan regulations and residential standards in the zoning ordinance.
- Work towards implementing the Plan New Hampshire Charrette's recommendations that were enthusiastically supported by the community in an effort to protect the Village.
- Look for opportunities to address the concerns of traffic flow and walkability. Development patterns should include sidewalk

construction and upgrades. Furthermore, shared driveways and access ways between properties could be beneficial.

OBJECTIVE 3

Ensure a mix of housing.

- Permit manufactured housing but ensure that it does not negatively impact the community character of Salisbury.
- Care should be taken to ensure that large historic properties in the village are not lost to excessive multi-family conversion.
- Identify opportunities for senior housing and ensure that the zoning ordinance allows for senior housing development.
- Continue to monitor trends regarding workforce housing and housing affordability. Consider ordinances or other actions as needed.
- Include a mix of uses, including housing types in Village district zoning.
- Encourage pedestrian-friendly development in the village.
- So-called "tiny homes" need to be accounted for in the zoning ordinance. Research on current best management practices should be conducted, including a regulatory audit. Changes to allow for and regulate tiny homes may be prudent. The American Planning Association's Zoning Practice Issue Number 11, Practice Tiny Homes, (November 2015) is available on CNHRPC's website.

OBJECTIVE 4

Promote energy conservation.

- 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 the Town's building codes for compliance with current federal and state regulations that promote energy efficiency and sustainable construction.

EXISTING AND FUTURE LAND USE

For the Town of Salisbury

Land use in Salisbury is strongly influenced by the Town's location, topography, soils, and water resources. Geographically, Salisbury is well removed from major cities. Thus, a pattern of extensive, rural land uses has developed from the Town's earliest years. Land use along Salisbury's eastern border with Franklin has been affected by its proximity to that industrial community. Salisbury is 16 miles from Concord, and 89 miles from Boston, Massachusetts. The Town has a total land area of 39.3 square miles with 0.3 square miles of water bodies, totaling 39.6 square miles.

Salisbury's historic development pattern dictates to some degree where future growth occurs. The crossroads of US 4 and NH 127 form a natural "center of town" along with the Country Store, Post Office, Town Hall and Safety Complex. A large number of survey respondents reported that while they were not advocating for significant commercial growth, a few additional small businesses such as a restaurant or market would be desirable in the future as they would serve the needs of the town's citizens and provide employment opportunities for youth. This area of relatively high traffic volumes would be ideal for light commercial development while maintaining the treasured rural character of the Town away from the crossroads.



The Crossroads in Salisbury (US 4 and NH 127)

The purpose of this Chapter is to identify and explore land use trends in Salisbury in the areas of housing, economic development, environmental protection, and land use needs of the community. How zoning reflects the balance of encouraging both residential and economic development with natural resource conservation is a challenge that continually needs to be reviewed and addressed.

CHAPTER VISION

Maintain the high quality of the natural environment in Salisbury and to ensure the rural agrarian character of the Town is not jeopardized by future growth and development.

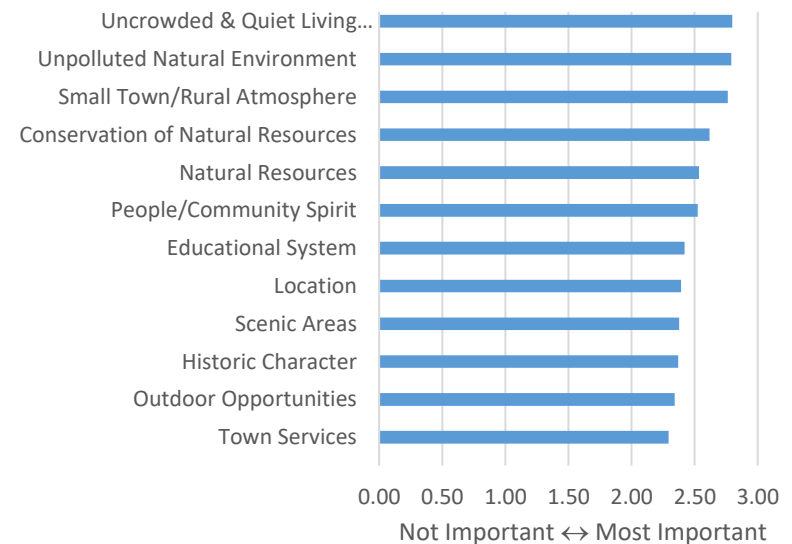
COMMUNITY SURVEY AND VISIONING SESSION RESULTS

Residents who responded to the Community Survey identified Rural Character as the most appreciated aspect of the Town. When asked what was important related to making Salisbury a desirable place to live, the top three answers were as follows: Uncrowded & Quiet Living Conditions, Unpolluted Natural Environment, and Small Town/Rural Atmosphere.

The importance of the natural environment to the citizens in Salisbury is undeniable as the fourth and fifth most popular answers were Conservation of Natural Resources and Natural Resources, respectively.

Community Survey Question 3:

Please rank the importance of the following items in making Salisbury a desirable place to live.



Residents were asked what they would like Salisbury to be like in ten years' time. Many respondents stated they wanted Salisbury to stay the same, but a near equal number also said they would like to see a few small, community-focused businesses established over the coming years. The open responses echoed the "bedroom community" feel of the Town, but many recognized the potential upside of welcoming small businesses to Town. Small business would help the tax base, provide goods and services closer to home and offer employment to local youth.

When asked if Salisbury should create a Commercial Zoning District, support and opposition could not have been more equal.

Community Survey Question 12:

Would you be in favor of a Commercial Zoning District?

Q. 12	Total	Percent
Yes	30	40.5%
No	30	40.5%
No Opinion	14	18.9%
Total	74	100.0%

In 2014, Salisbury revised the Town's Zoning Ordinance to add a Village Center Overlay District, the purpose of which is to: "Encourage a mix of uses, including residential, commercial, civic, and open space in proximity to one another in a manner consistent with Salisbury's traditional development patterns."

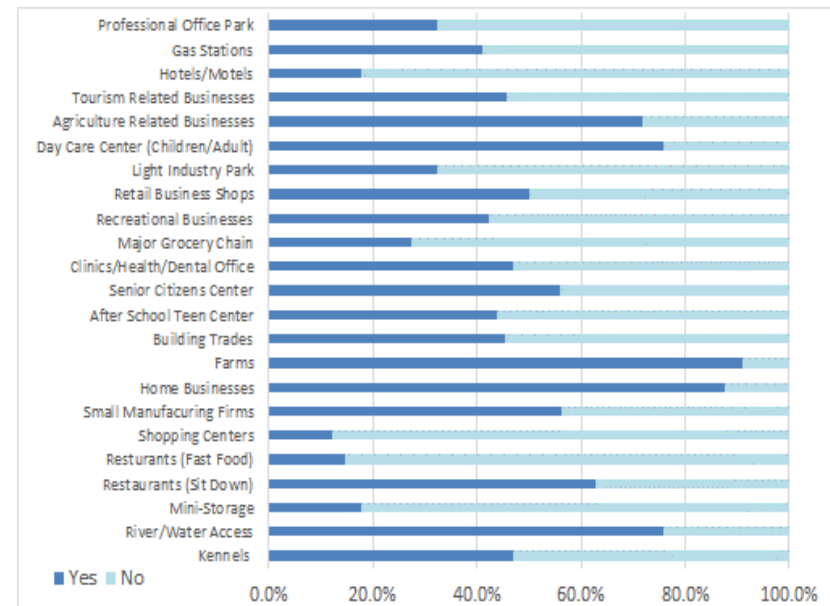
The Village Center Overlay District is located around the crossroads of US 4 and NH 127. The district allows for a higher density of buildings than the other districts in Town.

Regarding businesses, the most desired businesses for the Town include Home Businesses, Farms, Agriculture Related Businesses, Day Care Centers (Children/Adult), River/Water Access, and Sit-

Down Restaurants. The least desired businesses were Shopping Centers, Mini Storage, Hotels/Motels, Fast Food Restaurants, and a Major Grocery Chain.

Community Survey Question 11:

State whether or not you want the following enterprises/services located in Salisbury.



Community Survey Question 23:

In your opinion, which statement best characterizes Salisbury's rate of residential growth?

Q. 23	Total	Percent
Growing too fast	9	13.2%
Growth is acceptable	43	63.2%
Growing too slowly	10	14.7%
No opinion	6	8.8%
Total	68	100.0%

The majority of Community Survey respondents felt the current level of growth is acceptable (63%) while 15% thought the Town was growing too slowly and 13% thought the Town was growing too fast.

A series of questions were posed related to possible changes in the Zoning Ordinance. Most respondents felt that current frontages for districts were adequate (64%) while 18% favored an increase.

It was felt that existing lot sizes were adequate, with 57% desiring no changes. However, 29% of people felt sizes needed to be increased.

Community Survey Question 26:

Are you in favor of increasing the lot sizes in Salisbury?

Q. 26	Total	Percent
Yes	18	28.6%
No	36	57.1%
No opinion	9	14.3%
Total	63	100.0%

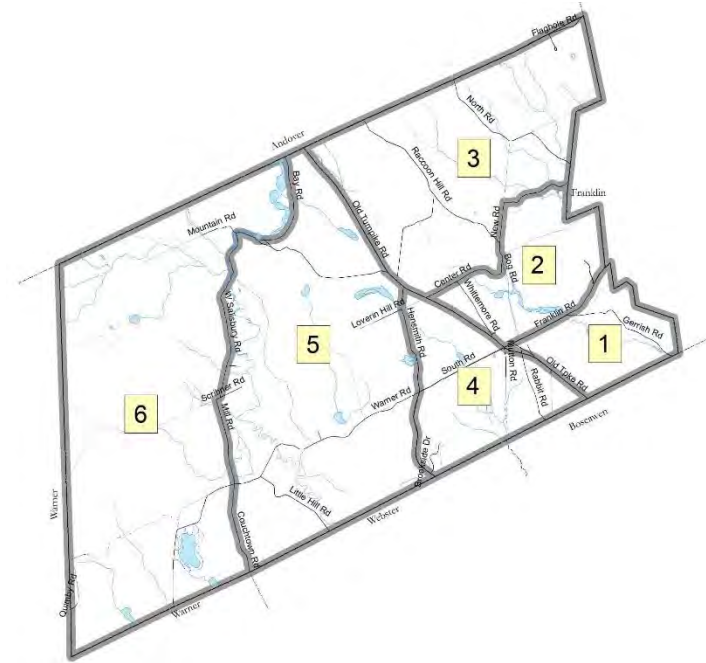
Community Survey Question 27:

Are you in favor of increasing the frontage length in Salisbury?

Q. 27	Total	Percent
Yes	11	17.5%
No	40	63.5%
No opinion	12	19.0%
Total	63	100.0%

Several survey questions referred to delineated areas of Salisbury on a map that accompanied the Community Survey. The purpose was to understand the respondents' preferences for future development and growth restriction.

Delineated areas of Town for Community Survey:



When future development occurs, respondents felt Area 1 (48%), the large block between US 4 and NH 127 in the southeast corner of Town would be the best area to develop. Respondents could choose more than 1 answer. Area 3 in the block of northeast Salisbury between US 4 and Searles Hill Road and Area 4 in a triangle along US 4 and Hensmith Road to the Boscawen town line both received 42% of the votes. The areas chosen are those which are the most developed in Town.

When asked if there are any Areas where future growth should be restricted, respondents overwhelmingly chose Area 6 (62%) and Area 5 (54%), both of which are the rural, western section of Town.

Community Survey Question 25:

Are there any areas where you feel growth should be restricted?

Q. 25	Total	Percent
Area 1	9	23.1%
Area 2	10	25.6%
Area 3	12	30.8%
Area 4	11	28.2%
Area 5	21	53.9%
Area 6	24	61.5%
Total Respondents	39	

Community Survey Question 24:

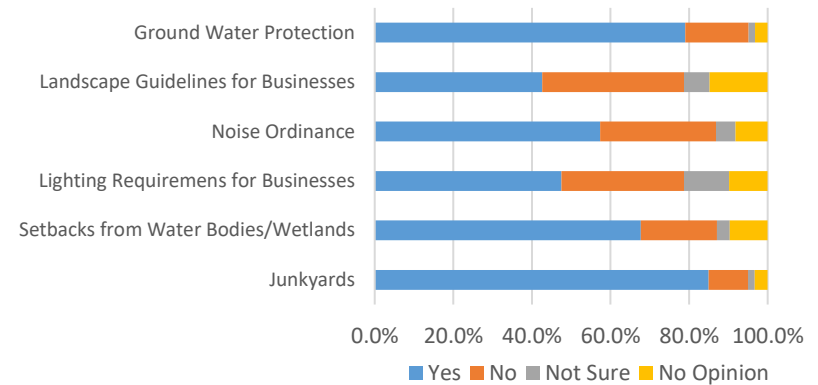
Which areas in Salisbury are most suitable for additional development?

Q. 24	Total	Percent
Area 1	24	48.0%
Area 2	20	40.0%
Area 3	21	42.0%
Area 4	21	42.0%
Area 5	12	24.0%
Area 6	19	38.0%
Total Respondents	50	

Respondents supported additional zoning regulations, including junkyard regulation, ground water protection, and setbacks from water bodies and wetlands.

Community Survey Question 29:

Should the Town create or maintain regulatory standards for the following?



Agriculture and forestry and important enterprises to rural Salisbury. Respondents strongly supported their use (84%) to bolster the local economy.

Community Survey Question 28:

Should maintaining agriculture and forestry as economically viable land uses in Salisbury be important objectives of the Master Plan?

Q. 28	Total	Percent
Yes	54	84.4%
No	5	7.8%
No opinion	5	7.8%
Total	64	100.0%

A significant percentage (79%) of survey respondents stated they enjoy hiking in Salisbury for recreation. Respondents expressed a desire for a trail system and identified hiking, nature observation (73%), and snowshoeing (55%) as the three top ways residents enjoy Salisbury's existing recreation opportunities. Respondents could choose more than 1 answer.

Community Survey Question 17:

In what ways do you enjoy Salisbury's recreational opportunities?
Please check all that apply:

Q. 17	Total	Percent
Hiking	53	79.1%
Nature Observation	49	73.1%
Snow Shoeing	37	55.2%
Fishing	31	46.3%
Canoeing/Boating	26	38.8%
Mountain Biking	20	29.9%
Snowmobiling	20	29.9%
Cross-country Skiing	20	29.9%
Hunting	19	28.4%
Swimming	13	19.4%
Maplewood Recreational Area	13	19.4%
Horseback Riding	9	13.4%
Personal Watercraft	3	4.5%

SALISBURY VISIONING SESSION

Residents who attended the Salisbury Visioning Session in March 2016 highly valued the Town's rural and historic character, including the large number of historic houses and the small-scale agriculture that is present across Town. Many shared their desires for appropriate economic development as it could help mitigate the high property taxes paid by Salisbury residents; however, it was agreed that development not matching the historical character of Town be limited. It was suggested new businesses be encouraged to use existing vacant buildings downtown instead of new construction.

The themes that emerged from the Visioning Session are similar to the survey responses and can be categorized as stated below:

- Maintaining the high quality of the natural environment in Salisbury is important to its citizens.
- The rural, agrarian character of Salisbury should not be jeopardized by future growth and development.
- A trail system to allow further enjoyment of Salisbury's natural resources, developed primarily through landowner permission, is highly desirable.
- Some small business development within the Village Center Overlay District would be acceptable.

EXISTING LAND USE TYPES

The existing land use pattern in Salisbury is typical of many communities in New Hampshire; commercial land uses are located along US 4 and NH 127, while the majority of residential development is scattered throughout Town. The ***Land Use and Conservation Lands Map*** contains more detailed information.

RESIDENTIAL LAND

Residential land uses are found throughout the community, with development influenced primarily by the constraints of natural features such as wetlands, poorly drained soils, and steep slopes. Additionally, existing conservation lands, the Blackwater Flood Control Reservoir and the road network place limits on residential development. The residential category includes single family/duplex and multi-family dwellings. In total, residential land uses, with a total of 608 acres, occupy 49% of the community's developed land area or 2% of the Town's entire area of 25,468 acres.

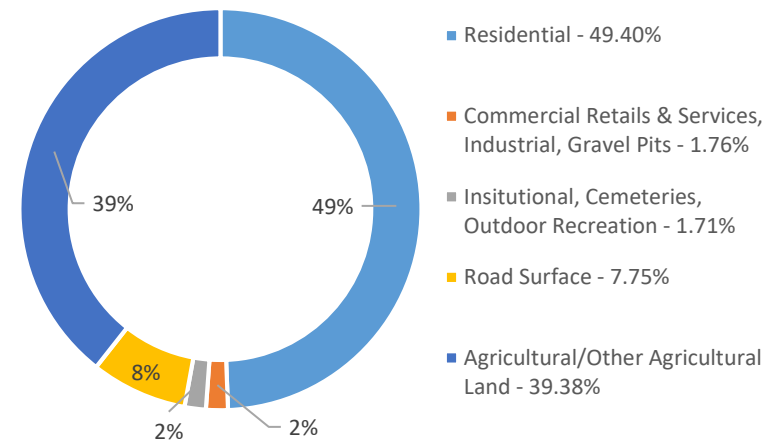
AGRICULTURAL LANDS, OPEN SPACE & RECREATION

Lands that have been cleared for agricultural purposes (486 acres) account for nearly 40% of Salisbury's developed land. This also includes structures built for agricultural purposes such as barns or stables. The open space of Salisbury which includes all land not developed, waterbodies, agricultural lands, and outdoor recreation area comprise 24,236 acres or 95% of Salisbury's total area. A total of 5,103 acres, or 20% of the Town's total area, is protected from future development via Conservation Easement, Fee Ownership, or Agricultural Preservation Restriction.

ROAD SURFACES & AUXILIARY TRANSPORTATION

Road surface area comprises approximately 0.4% of Salisbury's total land area. These relatively few roadways are a product of low levels

Figure 6.1: Developed Acreage Comparison by Land Use Category



Source: Town of Salisbury

of residential and commercial development and a large town footprint.

COMMERCIAL RETAIL & SERVICES

In total, commercial retail and services occupy approximately 0.03% of the Town's land area. Examples include retail stores like the Barn Store of New England on US 4, the Crossroads Country Store or commercial services like Blackwater Veterinary Services on US 4.

INSTITUTIONAL

This is another small land use category within Salisbury, comprising roughly 0.03%. Institutional land uses include the Elementary School, Town buildings, churches, and cemeteries.

INDUSTRIAL AND UTILITIES

This use occupies roughly 0.06% of the community's total land area.

Industrial uses are any land use where raw materials are processed, modified, or assembled to create a finished or value added product. Industrial uses can include the excavation of materials and lands classified as utilities.

Table 6.1: Delineated Land Use Acreage

Land Use	Acreage
Single Family/Duplex	607.4
Multi-Family	1
Other Residential	0.5
Commercial Retail	3.8
Commercial Mix/Other Commercial	3.1
Institutional	8.5
Industrial	8.7
Gravel Pits	6.3
Road Surface	95.5
Communication or Utilities	0.5
Cemeteries	10.3
Outdoor Recreation/Developed Parks	2.3
Agricultural Land	450.7
Other Agricultural Land	45.1
Water	409.9
Undeveloped	23,815.4
Total	25,469.0

Source: Town of Salisbury

VILLAGE CENTER OVERLAY DISTRICT

The Village Center Overlay District (VCOD) was established to encourage a mix of uses within the “crossroads” area, the intersection of Route 4 and Route 127. The uses permitted in this district include residential, commercial, civic, and open space in proximity to one another in a manner consistent with Salisbury’s traditional development patterns.

Prior to the adoption of the District in 2014, a Charrette was held in June of 2013 for the Crossroads. Themes that emerged from the Charrette include creating more pedestrian friendly walkways; a safer environment and connecting community activity centers, which included pedestrian paths and crosswalks for pedestrian safety, green areas, and traffic calming measures; and encouraging a New England village environment which included enlarging the village boundary, modifying land development regulations, and implementing design guidelines for both buildings and the surrounding landscape.

The Salisbury Village Charrette can be found in Appendix C of this Master Plan.

HISTORICAL DEVELOPMENT PATTERNS

Salisbury amended a controlled growth ordinance in 1997 establishing a maximum number of new building permits to 3% of the number of dwellings in Town. Table 6.2 shows the growth rate since 2010 has not come close to the limit set by the 1997 ordinance. At the 2017 Town Meeting, a warrant article to discontinue the controlled growth ordinance was approved.

Table 6.2: Residential Building Permit Growth, 2010-2015

	2010	2011	2012	2013	2014	2015
Number of Permits	2	4	2	2	3	4
Dwelling Units	600	604	606	608	611	615
Growth Percentage	0.33%	0.66%	0.33%	0.33%	0.49%	0.65%

Source: NH Office of Energy and Planning

CURRENT USE

In 1973, the New Hampshire State Legislature enacted RSA 79-A:1 and created the Current Use program, a tool landowners can use to reduce the amount of property tax they pay on open space within their property limits as well as an incentive to keep the land in its traditional use. Before the statute was enacted, financial burdens were being placed on individuals with large open space land holdings, since property taxation was based on the highest and best use of the land. Now under the program, current use value is the assessed valuation per acre of open space land based upon the income-producing capability of the land in its current use - not its real estate market value.

Property owners can file for reduced property taxes through the current use taxation program at the Town Offices where the

valuation shall be determined by the municipality's assessor in accordance with the range of current use values established by the state's Current Use Board (CUB). Eligible land types include farm land, forest land, open space land, unproductive land and wetlands.

By allowing open space land to be classified as current use, it acts as an incentive for landowners not to develop property. When land is removed from Current Use, ten percent of the full and true value of the land, not the Current Use assessed value, must be paid as a Land Use Change Tax (LUCT). It is important to understand that the Current Use classification can be placed on or removed from land at the landowner's discretion, which is why these lands vary from conservation lands. For more information on Current Use, please refer to the Master Plan's Natural Resources chapter and the NH Department of Revenue Administration:

www.revenue.nh.gov/current-use/index.htm.

Table 6.3 illustrates the amount of land in Current Use over the period of 2010-2016. Approximately 72% of Salisbury's total land area was categorized as current use in 2016, which has steadily increased over the past seven years.

Table 6.3: Current Use Acreage, 2010-2016

Year	Acres in Current Use	# of Owners in Current Use	Land Use Change Tax Collected
2010	17,491	244	\$19,250
2011	17,556	249	\$16,910
2012	18,099	240	\$15,410
2013	18,114	239	\$2,190
2014	18,115	239	\$2,190
2015	18,155	246	\$8,342
2016	18,212	230	\$223

Source: Annual NH Department of Revenue Administration Current Use Reports

CURRENT ZONING REGULATIONS

Today, Salisbury relies on four primary Zoning Districts, one of which is an overlay district, to regulate land use within the

community. The location of these Districts is displayed on the **Zoning Map**. Table 6.4 is a summary of the Zoning Districts and their permitted uses and minimum lot sizes.

Table 6.4 Zoning Districts in Salisbury

Residential District
<p>Purpose: To provide for low to moderate density residential housing that encourages a variety of housing type to accommodate a range of households. Such housing will be served by private wastewater treatment systems and wells and will be developed in a manner that will maintain the rural character of Salisbury.</p> <p>Applicability: This district shall include the areas so indicated on the official Zoning Map to a depth of 300 feet from the center line of the state or town roads on which they abut.</p> <p>Permitted Uses: Single and two-family dwellings, general farming, roadside stands, stables, plant nursery, greenhouses, dog daycare facility, farmer’s market, churches, and minor home occupations, new telecommunications tower, Open Space Subdivision (> 20 acres).</p> <p>Permitted Uses Requiring a Special Exception: Bed & Breakfast.</p> <p>Permitted Uses Requiring a Conditional Use Permit: Multi-family dwellings (three to five units/building), kennel, outdoor commercial recreation, camps, assisted living facility/residential care, business, convenience store, retail sales establishment, restaurant, indoor commercial recreation, major home occupations.</p> <p>Minimum Lot Size: Two buildable acres with a minimum lot frontage of 200 feet. Minimum setback yard requirements are as follows: 75 feet for the front yard and 35 feet for both the rear and side yards. The maximum allowable height of a building is 35 feet. There are no imperious surface limitations in the Residential District. OSD lots have different dimensions*.</p>
Retail Village District
<p>Purpose: To encourage a mix of compatible uses including residential, civic, retail, commercial and recreational in relatively close proximity. Such uses shall maintain or enhance the historic, cultural and architectural quality of this area. Such mixed uses may be served by private and/or common wastewater treatment systems and wells.</p> <p>Applicability: This district shall include the areas so indicated on the official Zoning Map to a depth of 300 feet from the center line of the state or town roads on which they abut.</p> <p>Permitted Uses: Single and two-family dwellings, general farming, roadside stands, stables, plant nursery, greenhouses, dog daycare facility, farmer’s market, churches, bed & breakfast, hotel, inn, lodging house, motel, assisted living facility/residential care, business, convenience store, retail sales establishment, restaurant, service station, gas station, and minor home occupations.</p> <p>Permitted Uses Requiring a Conditional Use Permit: Multi-family dwellings (three to five units/building), kennel, outdoor commercial recreation, camps, indoor commercial recreation, and major home occupations, new telecommunications tower.</p> <p>Minimum Lot Size: Two buildable acres with a minimum lot frontage of 200 feet. Minimum setback yard requirements are as follows: 75 feet for the front yard and 35 feet for both the rear and side yards. The maximum allowable height of a building is 35 feet. There are no imperious surface limitations in the Retail Village District.</p>

Table 6.4 Zoning Districts in Salisbury (Cont.)

<p>Agricultural District</p> <p>Purpose: To preserve Salisbury’s rural character. This zone will provide for agricultural and farming practices and low-density residential development served by private wastewater treatment systems and wells. It will be developed in a manner that preserves Salisbury’s rural, natural and scenic environment.</p> <p>Applicability: This district shall include all areas of the Town not included in a Residential District or the Village Retail District as described above, or as may be added to or subtracted from those districts at a later date.</p> <p>Permitted Uses: Single and two family dwellings, general farming, roadside stands, stables, plant nursery, greenhouses, dog daycare facility, farmer’s market, churches, bed & breakfast, and minor home occupations, new telecommunications tower, Open Space Subdivision (> 20 acres).</p> <p>Permitted Uses Requiring a Conditional Use Permit: Multi-family dwellings (three to five units/building), kennel, outdoor commercial recreation, camps, assisted living facility/residential care, business, convenience store, retail sales establishment, restaurant, indoor commercial recreation, and major home occupations.</p> <p>Minimum Lot Size: Two buildable acres with a minimum lot frontage of 200 feet. Minimum setback yard requirements are as follows: 75 feet for the front yard and 35 feet for both the rear and side yards. The maximum allowable height of a building is 35 feet. There are no imperious surface limitations in the Agricultural District. OSD lots have different dimensions*.</p>
<p>Village Center Overlay District</p> <p>Purpose: To encourage a mix of uses, including residential, commercial, civic, and open space in proximity to one another in a manner consistent with Salisbury’s traditional development patterns. The district will also provide a diversity of housing styles, types, and sizes to accommodate households of all ages, sizes, and incomes; retain existing buildings with historical features or architectural features that enhance the visual character of the community; encourage new buildings to be consistent with the current village architectural character and building patterns; encourage a more efficient use of land through compact development that promotes a more walkable environment; and provide consistency with Salisbury’s Master Plan.</p> <p>Applicability: The Village Center Overlay District (VCOD) is defined on the Zoning Map of the Town of Salisbury and is generally located along US Route 4 and NH Route 127 in the “Crossroads” area and is identified on the Town Zoning Map, as amended, to include all of or portions of specific lots. The VCOD shall be construed as overlaying the other existing zoning districts but does not remove or alter the zoning rights permitted by the underlying districts.</p> <p>Permitted Uses: Single and two-family dwellings, general farming, roadside stands, stables, plant nursery, greenhouses, dog daycare facility, farmer’s market, churches, bed & breakfast, hotel, inn, lodging house, motel, assisted living facility/residential care, business, convenience store, retail sales establishment, restaurant, service station, gas station, and minor home occupations.</p> <p>Permitted Uses Requiring a Conditional Use Permit: Multi-family dwellings (three to five units/building), kennel, outdoor commercial recreation, camps, indoor commercial recreation, and major home occupations.</p> <p>Minimum Lot Size: Necessary 30,000 SF² with 75 feet of frontage. Minimum setback yard requirements are as follows: front yard requires 75 feet for State roads and 50 feet for Town roads and 15 feet for both rear and side yards. The maximum allowable height of a building is 35 feet. Maximum allowable impervious lot coverage is 50% and a one space of parking is required for each dwelling units.</p>

Table 6.5: Zoning District Acreage

Zoning District	Acres**	Percent of Total Land Area
Residential	1,468	5.8%
Retail Village District	64	<1%
Agricultural District	23,898	94.0%
Village Center Overlay District	177*	<1%*
Total	25,430	100%

*Village Center Overlay District is not counted in total Town acreage

Source: CNHRPC GIS Analysis **Calculated acreage will be different than reported acreage

As noted in Table 6.5 above, the largest zoning district is the Agricultural District, covering 94% of the Town's land area.

SPECIAL ZONING AND LAND USE REGULATION PROVISIONS

In addition to the four Zoning Districts, Salisbury has adopted other Land Use Regulations that influence and help shape the land use patterns in Town. Most of these regulations apply to the entire Town. The following is a summary of the major regulatory provisions.

OPEN SPACE DEVELOPMENT

The purpose of the Open Space Development (OSD) provisions contained in Article XXI in the Zoning Ordinance is to further the recommendations of the Salisbury Master Plan by encouraging flexibility in the design and development of land to preserve open space and traditional rural character, retaining and protecting important natural, scenic and historic resources, providing for more efficient use of land and Town services, and promoting the development of balanced residential communities in harmony with the natural landscape.

Open Space Development (OSD) is intended to promote the following objectives:

- Maintain rural character through preservation farmland, forests and rural viewsapes and encouraging residential development that is sited in harmony with the environment and promotes a sense of neighborhood.
- Preserve those areas of the site that have high environmental or ecological value such as wildlife habitat (as identified in the Salisbury Master Plan and areas of high quality habitat as based on NH Fish and Game's Wildlife Action Plan) and significant water resource value such as critical watersheds, wetlands, streams and rivers.
- Provide for alternative housing opportunities.
- Minimize impact of development sprawl by reducing potential for consecutive lot development on major roadways.
- Locate buildings and structures on those portions of the site that are the most appropriate for development and avoiding developing in areas not suitable for development such as hydric soil conditions, areas subject to flooding and steep slopes.
- Preserve historic, archeological, and cultural features located on the site. g. Create a permanently protected contiguous network of open spaces or "greenways" by linking the common open spaces within the open space subdivision and to open space on adjoining lands wherever possible.
- Reduce the number of roads, sidewalks, and storm water management structures that must be built and maintained.

- Preserve undeveloped frontage along existing roads, protecting transportation corridors from encroachment of structures.

EARTH EXCAVATION – SAND AND GRAVEL REMOVAL

The state law that governs excavations is RSA 155-E. The law was enacted in 1979, and saw significant revisions in 1989 and other revisions in 1991, to ensure that no town could prohibit any excavation. In that sense, RSA 155-E preempts local zoning because it states that if a zoning ordinance has no provisions for excavation, then by law it is considered to be a use that is allowed by special exception, based on specific criteria. RSA 155-E contains standards for the operation and reclamation of excavation sites, as well as a list of projects that would be prohibited (for example, damaging a known aquifer). A permitting process is also described, with a list of excavations that are exempt from a permit.

The law gives regulatory authority over excavations to the Planning Board, including the authority to adopt specific regulations for this activity. However, at Town Meeting in March 1981, Article #9 passed affirmatively which granted the Board of Selectmen the authority to be the regulators of earth excavation in Salisbury. In 2005, the Board of Selectmen developed and adopted excavation regulations for the Town.

The Town of Salisbury has only two (2) operational permits within the community consisting of > 5 acres, a very small area of the community's 25,469 acres.

While the operation of sand and gravel excavation is not a major issue today, it would be desirable to have Excavations listed as a specific use within the Zoning Ordinance requiring either a Special Exception or Conditional Use Permit, as well as Site Plan approval. These protections will ensure the excavations occurring in the future will meet the needs of the community as well as the

Table 6.6: Active Excavation Operations, 2016

Map/ Lot#	Location	Total Acres
220/1	Plains Road	3.3
219/43	West Salisbury Road/ Bay Road	2.1
Total:		5.4

Source: Town of Salisbury

operator. The purpose of the regulations would be to ensure that the Town's road system is preserved, that abutters and nearby residents are not inordinately disturbed by the activity, aquifers are protected, and that the property is restored quickly and effectively as each portion of the excavation is complete.

Reclamation of depleted pits should consider the potential future uses of the site. Some, for example, may remain vacant and undeveloped with the primary considerations being soil stabilization and proper establishment of drainage patterns. If, on the other hand, there are immediate plans to develop the land, the accompanying site work becomes, in effect, the reclamation.

Another consideration for pit owners is to be sure that they have not conducted excavation in a way that could potentially limit the future uses of the site; for example, if the land is to be used for residential development after the gravel is removed, enough material should be left so to allow the construction of septic systems and other underground systems.

FUTURE LAND USE

Salisbury is largely forested, rural community with scattered housing and a limited amount of active farmland. Salisbury is fortunate to retain large unbroken areas of open space in and around the Mount Kearsarge State Forest Park and the US Army

Corps of Engineers Blackwater River Flood Reservoir. Other significant areas of open space are found in the southeastern part of town adjacent to a large tracts of protected open space in Boscawen and in the northeast section of Town next to a large area of protected open space in Franklin.

It is important to be aware of the following trends affecting the shape of land use in Salisbury:

- The aging population;
- The growing need for affordable housing for all ages;
- Technological changes that impact the home and business development; and
- The desire for sustainable development.

VISION FOR FUTURE LAND USE

The dominant themes identified in the Community Visioning Session process were the desire to maintain the high quality of the natural environment in Salisbury and to ensure the rural agrarian character of Salisbury is not jeopardized by future growth and development.

Historically, Salisbury has been characterized by single family residential structures on 2 acre lots or larger and there is no strong desire to see this change over most of the community.

The Town does not have central potable water or sanitary sewer services and there is no intention of providing these services in the foreseeable future.

The residents of Salisbury at the same time do not want to adversely impact the ability of land owners to develop private property, and they recognize the need to address the issues of an aging population and the need for affordable housing.

The Salisbury Village Charrette held in 2013 enabled the creation of the Village Center Overlay District but also described the desire for a more pedestrian-friendly mixed-use village, the possibility for a Town green and maintaining historic character.

As a result, the Town of Salisbury established the Village Center Overlay District in 2014 centered around the Intersection of US 4 and NH 127. This area is substantially larger than is needed to provide for non-residential and multi-family development for the next twenty years.

The uses permitted in this District include residential, commercial, civic, and open space in proximity to one another in a manner consistent with Salisbury's traditional development patterns.

ISSUES AND CONCERNS

A number of issues exist which may adversely impact the ability of Salisbury to maintain its rural character and still allow for desirable growth and development to occur.

- Regulatory protection for undeveloped areas between the Mt. Kearsarge State Forest Park and the Blackwater River Flood Control Reservoir is needed. Protecting open space linkages in the northeast and southeast portions of the Town to maintain the rural character and natural values of these areas is crucial. The use of Open Space Residential Subdivisions can help preserve these areas.
- Strip commercial development along US 4 and to a lesser extent along NH 127 should be avoided. The relatively weak market for non-residential and multi-family development in the community can lead to the development of unattractive, land intensive, and low value development along highway corridors unless a community practices due diligence. Specific land use

regulations are needed to guide future development along the entire length of US 4 and along NH 127 in the Village Center Overlay District. These regulations would further the community's desire for both aesthetically pleasing and traditional patterns of rural development, while at the same time reducing the ambiguity of the existing regulations.

- Specific standards to promote viable alternative housing types in the Village District should be available. Cottage development is one type of development which may be both appropriate and viable within the Village Center Overlay District.
- The continued protection and support of the rural/agricultural landscape through the use of existing tools such as the Open Space Development Ordinance or more proactive efforts such as agricultural land protection measures.

REGULATORY RECOMMENDATIONS

The recommendations can have positive impacts on the future land use development of the Town. These recommendations specifically focus on regulatory controls and changes the Town can implement to meet the future land use vision.

PROTECTION OF POTENTIAL OPEN SPACE AREAS

As mentioned above, the community is fortunate to hold large contiguous areas of open space. However, only portions of these areas are permanently protected from development. Regulatory measures to preserve these areas could include requiring very large lot subdivisions from 20 to 120 acres per lot or to require mandatory Open Space Development Subdivisions for any major development in these areas.

AMENDMENTS TO THE OPEN SPACE DEVELOPMENT ORDINANCE

Concerns have been raised as why the Open Space Development (OSD) Ordinance has not been used since it was adopted. The extremely low demand for new housing since 2008, both in the Central NH region and the State as a whole, is the primary contributing factor. Only 17 units have been constructed in Salisbury in the period from 2010 through 2016. The Planning Board has received testimony that incentives might be needed to encourage the use of the OSD Ordinance. Several provisions of the OSD Ordinance can function as a disincentive to its use, especially in weak economic conditions. The following are suggested changes to the Ordinance to encourage its use:

- Eliminate the yield plan as it often increases the cost of designing the subdivision.
- Allow development density in proximity to roadways. One unit would be allowable per two (2) acres of developable land consistent with the existing density of zones outside the Village Center Overlay District. It is understandable that the residents would be concerned about large scale subdivisions occurring that would change the character of the community by taking advantage of difficult to access buildable backland. One option might be to allow one (1) unit per two (2) acres of buildable land within 1,000 feet of an existing road. In the Subdivision Regulations, 1,000 feet is the maximum length of a dead-end road or cul-de-sac in Salisbury. Development density beyond the 1,000 foot depth could be assigned at a lesser development density such as 1 unit per 20 acres. This would go to great lengths to assuage community concerns and would still convey value to the landowners.

- Make Open Space Development Subdivisions mandatory for Major Subdivisions in the Agricultural District.
- Modify the 150 foot landscape buffer along existing roads to a smaller 75 foot buffer. Conventional subdivisions, existing residents, or currently vacant lots on the same street do not have this requirement.
- Allow common private driveways for more than two dwelling units. Three (3) to eight (8) units could be allowed on a common driveway if the design standards for the driveway allowed for appropriate access by emergency and service vehicles, and limit the length of the common driveway to less than 1,000 feet.
- Require Open Space Development Subdivisions for any major subdivisions (3 or more new lots) in the following areas:
 - a. Between the Blackwater River Flood Control Reservoir and Mt. Kearsarge Forest Park.
 - b. In the Northeast quadrant of the Town.
 - c. In the Southeast quadrant of the Town.
 - d. Along the Blackwater River north of the Flood Control Reservoir.
 - e. In the Agricultural District.

As an option, large-lot subdivision could be allowed where a new lot would require a minimum lot size between 20 to 120 acres.

AQUIFER PROTECTION

The Town of Salisbury does not have an Aquifer Protection District but residents and other users rely entirely on groundwater for both potable and non-potable uses.

Much of the Town's stratified drift aquifers mapped by the US Geological Survey are situated along the Blackwater River Flood Control Basin area and are already located within protected open space. The aquifer areas in Salisbury fall within the Contoocook River (Blackwater River sub basin) and Upper Merrimack River watersheds. Large volumes and transmissivity of groundwater are present along the Blackwater River and Beaverdam Brook in Salisbury. The need exists to protect this critical water resource from land uses on or nearby that could adversely affect groundwater.

The Town should consider adopting regulations establishing best management practices for land uses within the identified stratified drift aquifer areas and to establish best management practices to protect existing and proposed private wells. These include:

- Require performance standards within the aquifer areas for commercial activities such as vehicle service and repair shops, junkyards, or other activities that produce liquid waste.
- Identify minimum Water Systems Protection Areas (WSPAs) for domestic wells (75 foot radius) and public water supplies (150 foot radius), and require performance standards within the WSPAs, such as regulating proposed land use activities, drainage to be sloped away, minimum 50 feet distance from roads, driveways or parking, and approved wastewater piping. In addition, provide maintenance, testing and inspection requirements.
- When the opportunity arises, obtain new permanently protected conservation land over the aquifer using the Conservation Fund or non-profit conservation assistance.

MINOR AND MAJOR SITE PLANS

While the Salisbury Subdivision Regulations include a distinction between major and minor subdivisions, the Site Plan Review Regulations contain no such distinction. In an effort to clarify the review process and required materials for site plans, an option would be to modify the Site Plan Review Regulations to include the following threshold definition for minor site plans:

- (1) The plan is for a change of use or expansion of use with minimal traffic impact, no change in access to a public street, and the increase in parking is no more than 2 spaces.
- (2) The increase in gross floor area is no more than 30% of the existing gross floor area, on no more than 700 square feet.
- (3) There are no special issues or concerns regarding the proposal.

Home-based businesses application that meet the requirements of the Zoning Ordinance and the above thresholds would then only be subject to Minor Site Plan Review.

COTTAGE DEVELOPMENT

Within the Village Center Overlay District, provisions for Cottage Development could be added. Cottage Development is a type of cluster development where smaller than typical units are grouped around common areas and facilities. Often Cottage style units are freestanding and are attractive to both single persons and elderly residents wishing to downsize.

There are examples of successful Cottage-style developments in New England and beyond. Cottage development would be more consistent with the intent of maintaining the rural, traditional land use atmosphere while providing alternative and affordable housing



Source: Spokane (WA) Municipal Code

in Town, especially when compared with traditional multi-family and duplex developments.

HIGHWAY ORIENTED DESIGN

The Town of Salisbury's Zoning Ordinance regulations allow for a wide variety of intensive land uses in most of the community by either the granting of Special Exception by the Zoning Board of Adjustment, or by issuance of a Conditional Use Permit by the Planning Board.

To assist in retaining the Town's rural character in the future, a number of standards could be included in the Site Plan Review Regulations to address the potentially negative impacts of frontage development on US 4 and NH 127.

- **Driveway design standards:** Examples for new single-family homes include: Right angle driveway between 12-22 feet in

width located at least 150 feet from an intersection and at least 300 feet away from existing driveways on same side of the street where possible.

Non-residential driveways should have a minimum width of twenty feet (20) and a maximum width of twenty-eight feet (28). Driveways along US 4 and on NH 127 within the Village Zoning District should not be located within 200 feet of an intersection when the posted travel speed is 40 MPH or less. When posted speeds exceed 40 MPH, driveways should not be located within 300 feet of an intersection. The spacing between driveways should be a minimum of 300 feet, with 500 feet being the desired minimum, along US 4 and on NH 127 within the Village Zoning District.

Driveway locations should be selected to provide safe sight distance and shall be in accordance with the standards of the American Association of State Highway and Transportation Officials (AASHTO) or New Hampshire Department of Transportation (NHDOT) standards, the where the stricter regulation shall apply.

- **Community character standards:** Examples for new development or modifications to existing buildings include: lighting, community color scheme, stone or brick base signage, picket fence or hedge screening and architectural treatments.
- **Building placement:** Buildings should be set forward on the lot with landscaping in front of the buildings. No more than 25% of the building frontage should be encumbered with buildings. Larger buildings may be built behind the frontage buildings.
- **Landscape buffer:** As an alternative, a minimum 300-foot natural landscape strip could be maintained between the right

of way and the proposed uses in order to fully screen the use from view from the highway. The 300-foot natural buffer should only include an access driveway and a utility corridor from the highway which both shall be bent or curved so the proposed use is not directly viewable from the highway. Additional plantings may be needed to provide the proper screening.

- **Parking:** Specific standards should be established for each major category of use within the Site Plan Review Regulations. The Board could allow up to 35% of the required parking to be shown but not initially constructed. Parking should be placed to the rear and sides of the building.
- **Landscaping** should be provided along the highway frontage including decorative masonry or wooden fences between three and four foot in height, along with evergreen hedges and a mixture of shade and evergreen trees to provide year- round color and to soften the hard surfaces. Existing native vegetation can be preserved on site to meet all or part of the landscaping requirements. Invasive species shall be removed and the area replanted with native species.
- **Buildings:** All buildings within 300 feet of the right-of-way should have width of no more than 80 feet fronting the highway, have a peaked roof, and all mechanical equipment should be located behind the buildings or be fully screened from view. The buildings within 300 feet of the highway shall be clad with either wood or cementitious planking, be provided with wooden trim including corner boards, window trim, facias and soffits. The Planning Board should only approve buildings which are in keeping with the appearance and scale of historical New England rural development unless

the use can be fully screened from the highway or the abutting properties.

It is recognized that many rural uses such as the Barn Store of New England or a Recreation Commercial Outdoor use will have a need for outside sales and storage. The US 4 and NH 127 frontage should not be dominated by these uses, while still allowing for the opportunity for business to present their merchandise. Requirements could be established which limit the amount of frontage along the highway devoted to these uses; for example, outside display and sales could be limited to no more than 25% of the road frontage to a depth of 50 feet so a business can display their materials and equipment sold or produced on site. Said areas should be neatly maintained. A five-foot landscape strip consisting of low flowering plants could be required along the display frontage. All other areas of outside storage should be fully screened from view from public rights of way and adjacent land uses.

FLOOD HAZARD PROTECTION

The Town of Salisbury's Floodplain Development Ordinance has been adopted as part of the community's Building Code. The Ordinance was last updated in 2010 to accommodate the new National Flood Insurance Program April 19, 2010 maps. An advisory note should be added to the Zoning Ordinance, Subdivision and Site Plan Review regulations to let potential developers and home builders know about the community's participation in the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program.

EXCAVATION OF EARTH MATERIALS

Provisions should be established in both the Zoning Ordinance and the Site Plan Review Regulations governing earth excavations

pursuant to NH RSA 155-E. The purpose of the regulations would be to ensure that the Town's road system is preserved, that abutters and nearby residents are not inordinately disturbed by the activity, and that the property is restored quickly and effectively as each portion of the excavation is complete.

AGRICULTURAL LAND PROTECTION MEASURES

Viable agricultural lands can be lost due to poorly planned residential development, and this loss could adversely impact the existing rural character of Salisbury, which residents in the Community Survey overwhelmingly found to be of the highest importance. A possible method to protect agricultural lands is to establish an Agricultural Overlay Zone whose purpose is to direct residential development away from prime agricultural soils and viable agricultural operations.

The intent is to preserve the development potential of private property while preserving un-fragmented fields and orchards, allowing for continued agricultural use, and helping to preserve the communities rural character.

Prime or significant agricultural lands can be identified through the existing USDA Natural Resources Conservation Service (NRCS) soils map for Merrimack County. Existing agricultural fields, orchards, and significant fallow open fields can be identified using available aerial mapping and local knowledge. A one-time Agricultural Committee could be set up to review this information, identify important agricultural properties, and specify the relevant importance of each agricultural property.

The Agricultural Committee would in cooperation with the Planning Board, Conservation Commission, and Board of Selectmen, develop an overlay zoning map and regulations. A consultant, such as the Central New Hampshire Regional Planning Commission, could assist

the Town in the preparation of the Agricultural District Map and Regulations. This process could also include renaming the existing Agricultural zone as the Rural zone.

The purpose of the Agricultural Overlay Zone would be to direct new residential development away from the identified significant agricultural assets of the Town. For example, a major subdivision of three or more lots within the Agricultural Overlay District might only be approved as an Open Space Development, protecting most of the prime agricultural land as open space. For minor subdivisions of two lots, or the construction of a home on an existing lot, the Agricultural Overlay Zone would act to require homes to be constructed outside of the prime agricultural fields or orchards, wherever feasible. A possible incentive to preserve the prime agricultural areas would allow the new homes to be constructed on smaller lots, possibly lots as small as one-acre with 150' of road frontage, if said areas were permanently preserved through an agricultural easement. Smaller lots might require a portion of the required DES septic tank receiving layer, as well as the required DES well head protective radius, to be located within the preserved agricultural areas.

NON-REGULATORY RECOMMENDATIONS TO MEET FUTURE LAND USE GOALS

The focus of this section is on Conservation, Open Space, and Economic Development. Open space and agricultural preservation are importance to maintain the community's sense of character and are strongly interrelated to potential economic development opportunities now and in the future for the Town of Salisbury.

CURRIER & IVES SCENIC BYWAY



The Currier & Ives Scenic Byway stretches approximately 40 miles through the five towns of Salisbury, Webster, Warner, Hopkinton, and Henniker. Originally designated in 1976 as one of several picturesque New Hampshire “Yankee Trails”, the route became a state-designated Scenic and Cultural Byway in 1994. The Currier & Ives Scenic Byway Council formed in 2010, as a recommendation of the Corridor Management Plan. The Council is composed of Selectmen as well as members of local, regional, and state agencies, committees, and organizations. They play an advisory-only role and their purpose is to promote the Byway, encourage collaboration among the Towns along the route, and to advocate corridor-wide protections and improvement efforts. The Council meets quarterly and all meetings are open to the public.

Today the Byway runs the length of NH 127 from the Franklin town line to NH 103, along Route 103 to US 202, along US 202 to Old Concord Road and down Western Ave to the Hillsborough town line. A spur was added to the Byway in June 2017 that extends down NH 103 West up Kearsarge Mountain Road. More information can be found at currierandivesbyway.org.

CONSERVATION, PRESERVATION, AGRICULTURE AND OPEN SPACE

All of the Town's resources, whether natural or human-made, are interconnected and any change to one resource can and will have significant impact on the others. As the Town's population increases, demands on many of these resources will increase, some to the point of threatening the quality and quantity of the resource. The goal is to help develop a balance between development and resource protection within the Town.

When asked to choose the desirable features of Salisbury, maintaining the high quality of the natural environment, and the protection of the rural atmosphere and development pattern were the respondents' major focus.

The Town's existing open space consists mainly of forests, flood control reservoirs, fields, small farms, and wetlands.

While significant areas of protected open space exist, a large undeveloped area between the Mt. Kearsarge State Forest Park and the Blackwater River Reservoir is not protected. Other linkages between existing protected open space remain developable, especially in the northeast and southeast portions of the community.

It is important for the Town to identify critical habitats, greenways, agriculture lands, and corridors that should be protected through purchase, easements, or other means. These actions will help to reduce land fragmentation and help maintain the rural, cultural, and historic character of the Town that makes Salisbury the place it is today and the vision of what it wants to be tomorrow.

With this in mind, the Town should maintain the existing 50% land use change tax set aside for conservation purposes.

The Town should coordinate land protection efforts with state, federal and private agencies interested in protecting both locally, and regionally significant open space, within and adjacent to Salisbury.

RURAL ECONOMIC DEVELOPMENT

The Town of Salisbury desires to develop an economic base and services for its residents that are compatible with both the existing high quality natural environment and the community's rural character.

The Town's main economic assets are its natural resources, a well-educated and prosperous population, and transportation linkages, most notably US 4.

Along US 4, placement of gateway signs would welcome an active Village feel and increase economic development opportunities. The placement of crosswalks and traffic calming measures such as striped or raised vegetated islands and trees planted along shoulders would ensure drivers kept speeds lower.

There are several types of economic activities which the Town could encourage to build its economic base while still retaining its rural character.

- Tourism-related businesses which focus on active recreation, especially non-motorized and equestrian activities. Tourism business could support additional lodging establishments such as Bed and Breakfast establishments or a small lodge, recreational outfitters, equestrian facilities or a farm-to-table type restaurant.
- Some institutions, such as a residential treatment facility attracted to rural communities, can generate high-quality jobs,

additional property taxes, and can be operated with minimal adverse impacts on the community.

- Specialty farming, including horticultural and floral operations, as well as small-scale vegetable and fruit production targeting restaurants, and health food establishments and pick-your-own orchards and patches.
- The Town website should include a section expressly outlining what types of economic development activities are most desired in the community. Include photos of the Town's rural assets, successful businesses, Community Survey Results, and post the Zoning Ordinance, Subdivision Regulations, and Site Plan Review Regulations on the same page for ease of availability.

CHAPTER OBJECTIVES & RECOMMENDATIONS

The following Objectives were developed that capture the overall aims of the Chapter. Individual Recommendations were developed that correlate to existing conditions and needs of the community.

OBJECTIVE 1:

Consider the implementation of regulatory recommendations that seek to protect Salisbury's rural character and implement the recommendations that are an outgrowth of the 2013 Crossroads Charette.

- Develop amendments to the Open Space Development Ordinance to increase its use through the simplification of the approval process, the increase of incentives for its use, and the requirement of its use in certain locations.
- Consider the adoption of aquifer protection measures that establish best management practices with the Town's aquifer areas.
- Develop agricultural land protection measures that seek to preserve un-fragmented fields and orchards, this allowing for continued agricultural uses.
- Incorporate provisions for Cottage Style housing development in the Village Center Overlay District to meet the demand for an alternative to the traditional subdivisions.
- Enhance the Town website to include an economic development section outlining the most desired activities in Town; include photos of rural assets, successful businesses and other tools readily accessible to interested people.

- Consider the establishment of an Agricultural Overlay Zone whose purpose is to direct residential development away from prime agricultural soils and viable agricultural operations.

OBJECTIVE 2:

Promote appropriate levels review and design of commercial uses through an update of the Site Plan Review Regulations.

- Implement Major and Minor Site Plan Review criteria to clarify the site plan review process and simplify the review and approval of home based businesses.
- Consider the adoption of highway oriented design standards in the Site Plan Review Regulations that address access and design standards for commercial uses along US 4 and areas of NH 127.
- Establish provisions in both the Zoning Ordinance and the Site Plan Review Regulations governing earth excavations pursuant to NH RSA 155-E to ensure proper permitting, standards and reclamation of sites.

OBJECTIVE 3:

Utilize non-regulatory measures to sustain the Town's rural atmosphere and enhance the existing economic base.

- Implement the recommendations found in the Natural Resources Chapter, specifically related to working landscapes and education related to the criteria for identifying and selecting potential conservation lands for acquisition.
- Consider rural economic development measures such as the promotion of specialty farming, tourism-related businesses associated with equestrian activities, and other related commercial activities.

Land Use & Conservation Lands Map

Salisbury Master Plan 2017

Legend

Land Use

- Single Family/Duplex - 607.4 Acres
- Multi-Family - 1.0 Acre
- Other Residential - 0.5 Acres
- Commercial Retail - 3.8 Acres
- Commercial Mix/Other Commercial - 2.1 Acres
- Institutional - 8.5 Acres
- Industrial - 8.7 Acres
- Gravel Pits - 6.7 Acres
- Road Surface - 95.5 Acres
- Communication or Utilities - 0.5 Acres
- Cemeteries - 10.3 Acres
- Outdoor Recreation/Developed Parks - 2.3 Acres
- Agricultural Land - 450.7 Acres
- Other Agricultural Land - 45.1 Acres
- Water - 409.1 Acres

Conserved Lands

- Agricultural Preservation Restriction
- Conservation Easement
- Fee Ownership
- Parcels

Data Sources:
CNHRPC: Land Use data delinated from aerial imagery
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries

Base Legend

Roads by Legislative Class

- Class I
- Class II
- Class III
- Class V
- Class VI
- Private/Trails

- Town Boundary
- Surrounding Town Boundaries

ID	Name	Protection Type	Protecting Agency	Acreage
1	Blackwater Flood Control Reservoir	Fee Ownership	Army Corps of Engineers	2591.9
2	Borden Easement	Conservation Easement	SPNHF	290.4
3	Celmer	Conservation Easement	SPNHF	281.8
4	Higgs Easement	Conservation Easement	SPNHF	100.1
5	Kepper John C. Revocable Trust	Conservation Easement	SPNHF	83.0
6	Lake Easement	Conservation Easement	Five Rivers Conservation Trust	18.7
7	Mount Kearsarge State Forest	Fee Ownership	NH DRED	396.3
8	Reiner Woodland Conservancy	Conservation Easement	SPNHF	661.9
9	Sanborn	Agricultural Preservation Restriction	NH Dept. of Agriculture	100.2
10	Schmidl-Owen	Conservation Easement	Five Rivers Conservation Trust	135.7
11	State Forest Nursery	Fee Ownership	NH DRED	442.4

Zoning Map



Salisbury Master Plan 2017

Legend

Zoning









-  Agricultural
-  Retail Village District
-  Residential
-  Village Center Overlay District
-  Parcels

Water Bodies

-  Water Bodies
-  Rivers & Streams

Base Legend

Roads by Legislative Class

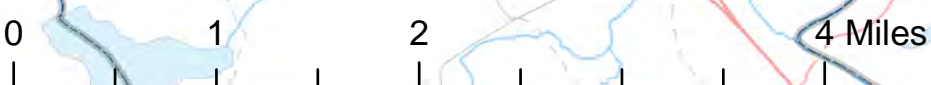
-  Class I
-  Class II
-  Class III
-  Class V
-  Class VI
-  Private/Trails
-  Town Boundary
-  Surrounding Town Boundaries



Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries
Town of Salisbury: Zoning Districts



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TRANSPORTATION

For the Town of Salisbury

A safe and efficient transportation network is an essential component for the development of a well-functioning and accessible community. Informed and thoughtful transportation planning is an essential part of guiding development in order to preserve valued features of the community while achieving and enhancing community goals. Salisbury's transportation system and its connections to the regional and state network provide access to the goods and services that residents and commerce require. It plays a large role in the development of the Town, and in defining the Town's rural character. With any future development, balancing the desires of residents to maintain Salisbury's rural character with the increasing demand on the transportation system will be vital to the Town's future.

All land use activities, regardless of scale or type require access to adequate transportation routes and are most likely to locate where access is the easiest and least costly. Due to the financial commitment required for the improvement and maintenance of an adequate transportation system and the direct relationship between land use patterns and traffic circulation, the identification and analysis of current transportation needs is crucial to for the orderly accommodation of growth and development. This section of the Master Plan is intended to provide such an analysis, while also enabling the Town of Salisbury to fully participate in all levels of transportation planning – local, regional, state and federal.

CHAPTER VISION

Promote the improvement of public roads, encourage a cost-effective but well-maintained and efficient transportation system to meet the mobility needs of all local residents, maintain a commitment to the rural and historic character of the community by ensuring access management and regulation of proper development along roads, and develop a bicycle and pedestrian trails system that utilizes Class VI roads, US 4 and NH 127, and the open spaces and forests of the community for dual recreational and transportation uses.

In order to fulfill these purposes, data is provided for all sectors of local transportation and Recommendations are formulated to help achieve the vision this Chapter has set out to accomplish.

The six maps of the Chapter, Roads by Legislative Class, Roads by Federal Functional Class, Bridges by Ownership, Average Annual Daily Traffic Counts, NHDOT 2014 Pavement Conditions, and Reportable and Locatable Vehicle Crashes 2011-2015, can be found at the end of the Chapter.

COMMUNITY SURVEY RESULTS

In preparation for the Master Plan update, a Community Survey was available for residents to provide input. Like many municipalities in the Central NH Region, Salisbury has a long history of residents with strong ties and commitment to their community.

Completed in 2016, the Survey demonstrated resident's appreciation of Salisbury's rural setting and unpolluted natural environment. The majority of survey respondents reported concerns over the intersection configuration of US 4 and NH 127, some cited US 4 as hazardous for pedestrians and cyclists. Nearly sixty percent of responders were in favor of keeping Salisbury's local roads unpaved.

Comment responses regarding the quality of roads were mixed. Respondents indicated quality of roads are "fair" (50%), while many indicated the quality is "good" (43%). While respondents indicated the remaining unpaved Class V roads do not need to be paved (60%), they felt the roads should be maintained to a higher standard.

Community Survey Question 6:

In your opinion, what is the general year-round condition of the roads you travel on in Salisbury?

Q. 6	Total	Percentage
Good	36	42.9%
Fair	42	50.0%
Poor	6	7.1%
No opinion	0	0.0%
Total	84	100.0%

Community Survey Question 5:

Should the Town develop a long-term plan to pave the remaining Class V (Town-maintained) gravel roads?

Q. 5	Total	Percentage
Yes	29	34.5%
No	50	59.5%
No opinion	5	6%
Total	84	100.0%

Respondents did not favor development along Class VI Roads (45%), but a surprisingly high number did support development on these Town unmaintained roads (39%).

Community Survey Question 7:

Do you support development along Class VI roads?

Q. 7	Total	Percentage
Yes	32	38.5%
No	37	44.6%
No opinion	14	16.9%
Total	83	100.0%

A follow up question asked, if Class VI development did occur, how far should it occur from a Class V road. Responses were mixed, with a majority indicating "no opinion" (27%). However, remaining respondents replied development "depends on Soil/Topography" (24%), should occur "greater than 1,000 Feet" (22%) from the Class V Road and should occur "600 Feet" (21%) from the Class V Road.

Community Survey Question 8:

If so, at what distance should development along the road occur as measured from the nearest Class V (maintained) road? The current maximum distance is 600 ft.

Q. 8	Total	Percentage
600 Feet	13	20.6%
1,000 Feet	4	6.4%
Greater than 1,000 Feet	14	22.2%
Depends on Soil/Topography	15	23.8%
No Opinion	17	27.0%
Total	63	100.0%

A number of ideas materialized from the 2013 Village Charrette for transportation. The focus was on a pedestrian-friendly Village with walking paths to community facilities, safe crossings, and constructing a walking loop within the Village, traffic calming and better signage.

SALISBURY VILLAGE CHARETTE

In June 2013 the Town of Salisbury partnered with the Mettee Planning Team to conduct a series of meetings and interviews with residents and Town officials in order to create a vision for the Crossroads Village Area. The results were a graphic design of the area and series of recommendations and strategies to create the village concept. Based off the citizen engagement there were several common themes that included: making the area more pedestrian friendly, consistent building design and aesthetics, mixes of different uses, improved safety on US 4 and NH 127, parks and green spaces, better signage and cultural activities. The results of the Charette can be found in Appendix C.

The strategies for improving circulation where aimed at creating a more pedestrian friendly, safer environment and connecting community activity centers. Recommendations included creating a path from the school to the ballfield, proving safe crossings, developing a pedestrian loop within the village area, adding welcoming gateway signs and encouraging traffic calming measures on US 4 (Old Turnpike Road).

EXISTING TRANSPORTATION NETWORK

A key component in planning for future transportation improvements in a community is to carry out a complete inventory of the existing transportation infrastructure serving the Town. As previously mentioned, Salisbury's transportation network is dominated by US 4 (Old Turnpike Road) and NH 127 (South Road/Franklin Road). Other roads such as Warner Road, West Salisbury Road/ Mill Road/Bay Road, Hensmith Road, Center Road/New Road, and North Road provide additional linkages within Salisbury and to surrounding Towns.

HIGHWAY CLASSIFICATION & BLOCK GRANT AID

The State Aid classification system, which is identified by NH RSA 229:5 and 229:231, establishes responsibility for construction, reconstruction, and maintenance as well as eligibility for use of State Aid funds. This classification system also provides a basic hierarchy of roadways.

Of the seven possible state classifications, Salisbury's roads primarily fall into four of these: Class II, Class V, Class VI and private roads. Only a tiny segment of Class III Road (0.01 miles of the Kearsarge Mountain road) is located in Salisbury. Salisbury's road system is typical of most New Hampshire Towns, in that the most mileage is accounted for by Class V roads. Table 7.1 displays roadway mileage by legislative classification. It should be noted that the New Hampshire Department of Transportation (NHDOT) data identifies all of Gerrish Road as a Class V road when in fact the Town does not maintain the entire road. In addition to Table 7.1, these roads can be seen on the ***Roads by Legislative Class Map***.

The state provides funding to Towns for road maintenance on Class IV and V roads in the form of Highway Block Grant Aid. Table 7.2 shows

Table 7.1: State Legislative Class of Roads in Salisbury

Classification	Mileage	Percent
Class II: State Aid Highways	9.8 miles	16.6%
All existing or proposed highways on the secondary state highway system, excepting portions of the highways within the compact sections of Cities and Towns, which are classified as Class IV highways. All sections improved to the state standards are maintained and reconstructed by the state. All other sections must be maintained by the city or Town in which they are located until brought up to state standards. The same applies to bridges on Class II highways.		
Class III: Recreational Roads	0.01 miles	57.6%
All roads leading to, and within, state reservations designated by the Legislature. NHDOT assumes full control of reconstruction and maintenance.		
Class V: Rural Highways	34.1 miles	22.3%
This classification consists of all traveled highways that the Town or City has the duty to maintain regularly.		
Class VI: Unmaintained Highways	13.2 miles	
Unmaintained Highways: This class consists of all other existing public ways, including highways discontinued as open highways and made subject to gates and bars, and highways not maintained and repaired in suitable condition for travel thereon by the Town for five (5) or more successive years.		
Private Roads	2.1 miles	3.5%
Private Roads are not part of the Town network but may be open to travel.		

Source: New Hampshire Department of Transportation (NHDOT)

the Block Grant Aid Salisbury has received over the last five fiscal year cycles. These funds are distributed by the State of New Hampshire on a yearly basis with partial disbursements made four times a year. The payments are made as follows: 30% in July, 30% in October, 20% in January and 20% in April with unused balances carrying over. The funds come from a portion of the total road toll and motor vehicle registration fees collected by the State. The funds can only be used to fund or match funding for constructing, reconstructing or maintaining Class IV and V (Town maintained) highways as well as equipment for maintaining local roads.

The funds are allocated from an annual apportionment of not less than twelve percent (12%) of the total highway revenues collected from the preceding year. As seen in Table 7.2, Salisbury received more funds in 2011 and 2012 because of the State's increased revenue due to the American Recovery and Reinvestment Act.

Similarly, the impact from the Senate Bill 357 (the road toll or gas tax) increased the grant in 2016. Half of that total apportionment is distributed based on population and the other half is distributed based on Class IV and V road mileage. This equates to about \$1,200 per mile of Class IV and V highway and about \$11 for each person.

A second apportionment of funds is allocated from a sum of \$400,000. The formula for disbursement is based on the value of property and roadway miles. The formula is designed to give the greatest benefit to municipalities with low property values (on an equalized basis) and high road mileage.

To ensure Salisbury receives the proper allotment it is crucial to provide accurate information regarding Class IV and Class V road mileage to NHDOT. Highway Block Grant Aid distribution formulas do not take into consideration the condition of roads or the traffic on municipal roads.

Table 7.2: Highway Block Grant Aid payments for Salisbury

2011	2012	2013	2014	2015	2016
\$66,320	\$ 64,628	\$ 57,191	\$ 57,378	\$ 57,767	\$ 65,336

Source: New Hampshire Department of Transportation (NHDOT)

FEDERAL FUNCTIONAL CLASSIFICATION SYSTEM

The functional classification system identifies roads by the type of service provided and by the role of each highway within the state system based on standards developed by the US Department of Transportation. While the state aid classification system outlined above is the primary basis for determining jurisdiction, the following system is important for determining eligibility for federal funds.

Recognition of the principal function that a highway, road, or street is intended to serve can reduce potential conflicts between land use activities and traffic movements. For example, from a theoretical standpoint, residential development should never be permitted or encouraged to locate along major highways due to the opportunity for direct land use/traffic conflicts. The need for direct access to residential properties causes numerous left turn and crossover movements as well as ingress/egress movements, all of which slow and/or interrupt the smooth flow of traffic, while substantially increasing the potential for crashes to both pedestrians and vehicles. The five basic functional classifications are described below.

Generally, future development in Salisbury should only be permitted to take place at locations where the primary road function is appropriate for the type of development proposed. As part of its Site Plan Review Regulations, the Planning Board should consider the functional classification of any road on which development is proposed to ensure that the proposed development is appropriate for the existing roadway function.

Table 7.3 displays the mileage of federal functional class of roads in Salisbury as well as an explanation of each functional class type. In addition to this table, these roads can be seen on the ***Roads by Federal Functional Class Map***.

Table 7.3: Federal Functional Class of Roads in Salisbury

Classification	Mileage	Percent
Principal Arterial/Controlled Access	0.0 miles	0.0%
These highways consist of interstates and some primary state routes that form the basic framework of the State roadway system. They primarily function as the main routes for interstate commerce and traffic.		
Minor Arterials	0.0 miles	0.0%
These roadways primarily serve as links between major population areas, or between distinct geographic and economic regions.		
Major Collectors	9.8 miles	16.5%
This classification consists of all traveled highways that the Town or city has the duty to maintain regularly.		
Minor Collectors	0.0 miles	0.0%
These roads provide access to smaller communities within a geographic area or economic region. They also serve as links between two or more major collectors.		
Local Roads	34.2 miles	57.7%
These roads and streets are used primarily to provide access to adjacent properties. These roads have numerous turning movements in and out of abutting driveways and curb cuts.		
Class VI or Private Roads	15.3 miles	25.8%
Not part of Town network but may be open to travel.		

Source: New Hampshire Department of Transportation (NHDOT)

TRANSPORTATION ADVISORY COMMITTEE

The regional transportation planning process in the Central NH Region is driven by bottom-up community participation through the Planning Commission's Transportation Advisory Committee (TAC). The TAC is an advisory committee to CNHRPC and is comprised of representatives from all twenty (20) Central NH communities. TAC representatives vary from municipal staff, such as Town planners and road agents, to municipal officials, such as planning board members and selectmen. CNHRPC and NHDOT work collectively to inform all members of the TAC regarding transportation at the local, regional and state level. The members act as liaisons between CNHRPC, municipal and state officials as well as the general public.

TAC Members provide input on transportation related issues and the needs of the local and regional communities in Central New Hampshire. This is done partially by assisting CNHRPC staff with the development of transportation related plans and programs including the regional Transportation Improvement Program (TIP). The regional TIP is the plan where projects originate from for the statewide Ten Year Plan (TYP). The TYP identifies and prioritizes the critical transportation projects in New Hampshire in an ongoing effort to address transportation needs at the local, regional and statewide levels. The TYP is updated every two years – allowing transportation priorities to be revisited, existing projects to be removed as appropriate and allowing new projects including, roads, bridges, transit, rail and aviation projects to be added.

CNHRPC staff also work with the TAC to solicit and provide guidance on local projects such as Road Surface Management Systems and Road Safety Audits. A well informed, well represented Transportation Advisory Committee is essential in regional coordination and the success of CNHRPC transportation planning activities.

BRIDGE NETWORK

Bridges are a key component of the highway system. Bridges are the most expensive sections of roads, and a lack of adequate bridges can create transportation bottlenecks, which are often difficult to remedy.

The New Hampshire Department of Transportation (NHDOT) maintains an inventory of all bridges and culverts, with a span over 10 feet, in New Hampshire using Federal Sufficiency Ratings (FSR), a nationally accepted method for evaluating bridges. An FSR represents the relative overall effectiveness of a bridge as a modern day transportation facility. With an FSR greater than 80 a bridge is generally accepted to be in good condition overall. A bridge having an FSR between 50 and 80 is eligible for Federal bridge rehabilitation funding. A bridge with an FSR less than 50 is eligible for either Federal bridge replacement or rehabilitation funding. These ratings are based on modern, federally accepted standards, and often historic bridges do not meet these standards.

Table 7.4 displays the bridges in Salisbury as listed on the NHDOT Bridge Summary. The classification of Structurally Deficient or Functionally Obsolete does not mean that the bridge is necessarily unsafe for use. Rather, it indicates that the bridge does not meet a particular standard, for example it is a one lane bridge or has a particular feature that is outdated. Only five bridges are listed in Salisbury all of which are the responsibility of the Town.

Bridge locations and ownership can also be seen on the **Bridges by Ownership Map** located at the end of the Chapter.

TRAFFIC VOLUMES

The Central New Hampshire Regional Planning Commission (CNHRPC) collects traffic count data for the New Hampshire Department of Transportation (NHDOT) in accordance with federal guidelines under the Federal Highway Performance Monitoring System (HPMS).

Table 7.4: Bridges in Salisbury

Bridge	Location	FSR	Deficiency	Owner	ADT/ Year	Inspection Year
W. Salisbury Rd	Blackwater River	94.3	ND	Town	200 / 1984	Mar 2010
Mountain Rd	Blackwater River	91.6	ND	Town	50 / 1984	Dec 2011
Warner Rd	Blackwater River	94.3	ND	Town	200 / 1984	Mar 2010
North Road	Billy Mowe Brook	99.9	NA	Town	290 / 2008	Mar 2010
Gerrish Road*	Stirrup Iron Brook	64.5	NA	Town	100 / 1984	Mar 2010

FO= Functionally Obsolete NA=Not Available ND=Not Deficient ADT= Average Daily Traffic *not Town maintained

Source: New Hampshire Department of Transportation (NHDOT)

The **Average Annual Daily Traffic Counts Map** displays the Average Annual Daily Traffic (AADT) volumes for 2009 – 2016, which are published on the NHDOT website at the following link:

www.nh.gov/dot/org/operations/traffic/documents.htm. AADT is a basic measure of traffic demand for a roadway and represents the volume of traffic travelling in both directions. As stated above, CNHRPC provides traffic count data to the NHDOT, who then calculates the AADT by applying correction factors to raw data to account for weekday and seasonal variations in traffic volumes.

Highways and roads in Salisbury have shown little or no change in AADT on most roads in the community from 2009-2015, most volumes either stayed the same or decreased. The largest decrease in traffic volume was seen on NH 127 at the Franklin Town line. The largest volume counted in 2015 for Salisbury was an AADT of 3000 on US 4 at the Boscawen Town Line.

ROADWAY CONDITIONS

Pavement condition data from 2014 was obtained from the NHDOT's Pavement Management Section for state-maintained roads and is displayed in the ***NHDOT 2014 Pavement Conditions Map***. The pavement condition is rated based on its Ride Comfort Index (RCI), which is calculated directly from the average pavement roughness measured in the left and right wheel paths of roadways. That data indicates that condition along NH 4 in Salisbury are generally in fair to poor condition with most the road segments requiring some or major work. NH 127 is a Tier 3 or lower road and receives limited maintenance by NHDOT. Most sections of NH 127 have been improved since the pavement condition data was collected.

Many communities in New Hampshire have begun to establish Road Advisory Committees and implement Road Surface Management Systems (RSMS) to help prioritize road improvements and develop a transparent system for short, medium and long term improvements. The Central New Hampshire Regional Planning Commission offers a RSMS at no cost to its member communities. RSMS is a methodology intended to provide an overview and estimate of a road system's condition and the approximate costs for future improvements. RSMS provides a systematic approach for local officials to answer basic questions about their road system, to gauge current network conditions and to guide future improvement and investment in line with municipal Capital Improvement Programs.

Salisbury can be commended for developing a Capital Improvement Program that identifies future highway projects. The Salisbury 2016 Town Report listed the six (6) projects programmed between 2017 and 2022. The Road improvements, one per year consecutively, were North Road (4 Phases) and Raccoon Hill Road (2 Phases).

MOTOR VEHICLE CRASHES

Motor vehicle crash data from 2011 – 2015 was obtained from NHDOT, who receives the data from the Department of Safety for crashes with over \$1,000 in damage. The data represents roughly 80% of all crashes with over \$1,000 in damage that took place during this time period; the remaining 20% of crashes are not locatable based on the information contained in the crash reports. Locatable crashes were reviewed and are summarized for the most frequent locations in Salisbury in Tables 7.5 and 7.6 and on the ***Reportable and Locatable Vehicle Crashes 2011-2015 Map***.

Table 7.5: US 4 Cumulative Crash Data, 2011-2015

Road or Intersection Length 5.3 miles	Crash Type				Crash Severity						Conditions	
	Type	Description	Type Total	Intersection	Fatality	Incapacitating	Non-Incapacitating	Possible	Unknown	No Apparent Injury	At night	During snow, rain, or sleet
US 4 from Boscawen Town Line to Andover Town Line	Collision	Other Motor Vehicle	4	1			2	2			2	
	Collision	Animal	2							2	1	
	Collision	Fixed Object	12		1		4	2		5	5	4
	Collision	Parked Motor Vehicle	1							1		1
	Non-Collision	Unknown	1							1	1	
Location Totals			20	1	1		6	4		9	9	5

Source: New Hampshire Department of Transportation (NHDOT) and NH Department of Safety

Table 7.6: NH 127 Cumulative Crash Data, 2011-2015

Road or Intersection	Crash Type			Crash Severity						Conditions	
	Type	Description	Type Total	Intersection	Fatality	Incapacitating	Non-Incapacitating	Possible	Unknown	No Apparent Injury	At night During snow, rain, or sleet
NH 127 from Franklin Town Line to Webster Town Line	Collision	Other Motor Vehicle	4				2			2	
	Collision	Fixed Object	5					1		4	1
	Non-Collision	Other	2				1			1	1
	Non-Collision	Overturn	1							1	1
Location Totals			12				3	1		8	3

Source: New Hampshire Department of Transportation (NHDOT) and NH Department of Safety

The crash counts at the intersections are also included in the roadway totals. It is also reasonable to assume that a number of smaller crashes may also have occurred during this time period which did not require assistance from the Police Department. Any crash reported in Salisbury are a cause for concern and should be monitored at regular intervals to determine locations where improvements are needed on account of safety.

Table 7.7 identifies areas where frequent vehicle crashes occurred between 2011-2015. The most numerous crashes occurred on US 4/Old Turnpike Road (20) and NH 127/South Road/Franklin Road (12). On Town maintained roads, the most crashes occurred on Warner Road (5) and New Road (4).

Table 7.7: Crash Hot Spots 2011-2015

State Maintained Highways	Number Crashes 2011-2015
US 4 – Old Turnpike Road	20
NH 127 – S Road/Franklin Rd	12
Town Maintained Roads	Number of Crashes 2011-2015
Warner Road	5
New Road	4
West Salisbury Road	3
Raccoon Hill Road	3
Hensmith Road	2
Intersection Locations	Number of Crashes 2011-2015
US 4 with Hensmith Road	2
US 4 with NH 127 & Mutton Road	1

Source: New Hampshire Department of Transportation (NHDOT) and NH Department of Safety

COMMUTING PATTERNS

The US Census Bureau's American Community Survey (ACS) is an ongoing survey that provides data every year in the form of 1-, 3- and 5-year period estimates representing the population and housing characteristics over a specific data collection period. The ACS differs from the decennial Census in that the Census shows the number of people who live in an area by surveying the total population every 10 years. The ACS shows how people live by surveying a sample of the population every year. ACS collects and releases data by the calendar year for geographic areas that meet specific population thresholds; for areas with populations under 20,000, such as Salisbury, 5-year estimates are generated. The most recent release represents data collected between January 1, 2010 and December 31, 2014.

Journey to Work Commuting data from the 2010-2014 five-year estimates for Salisbury were reviewed and are displayed graphically in the charts below. In general, the majority of the working population residing in Salisbury works outside of the community but within New

Hampshire, drives to work alone, and commutes an average of about 32.7 minutes to work. It should be noted that the category “Public Transportation,” is an option under “Means of Transportation to Work,” however, there were zero respondents who chose that option and only 2% were able to walk to work.

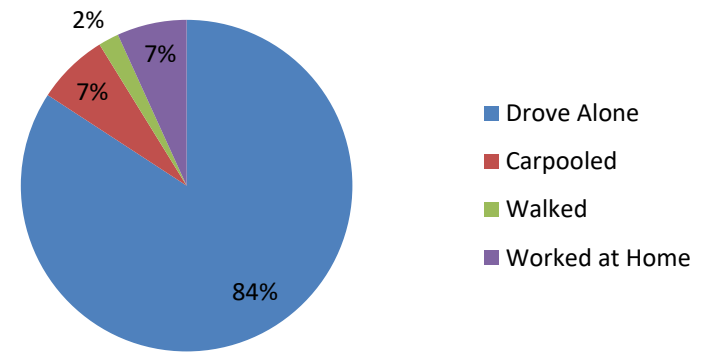
Depicted in Figure 7.1, as is typical in most New Hampshire Towns, the most popular transportation option for Salisbury residents commuting to work is the private automobile. Salisbury residents drove alone to work (84%) while 7% of people worked at home. Carpooling, where one or more passengers accompany the vehicle driver to a shared destination point was also 7%. The closest park and ride lot on US 4 in Boscaawen is heavily utilized and has been found to be over capacity on occasion.

Figure 7.2 shows that 57% of Salisbury’s residents travel time to work exceeds 30 minutes. This statistic highlights the importance of the arterial and collector road system that serves the Town. In all future planning decisions, at the local, regional or state level, Salisbury should ensure that the functionality of these important routes is maintained and that future land-use and transportation decisions support Salisbury’s road network to ensure continued ease of access for residents and visitors to the Town.

Displayed in Figure 7.3, most of Salisbury’s workforce is employed in the City of Concord (17%), while others are employed in the neighboring Towns to the north, Andover and New London (12%). More people are employed in Nashua (5%), over an hour drive, than are employed in the next door City of Franklin (3%).

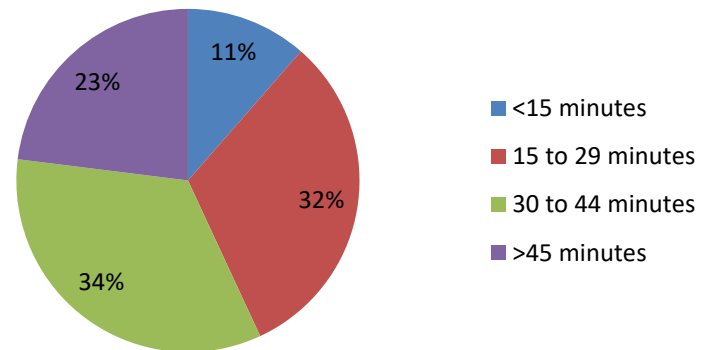
The most workers (49%) are employed at “All other Locations” which is the highest percentage found in the Central NH Region. In reviewing the raw data, the “All Other Locations” are widely distributed to many communities in New Hampshire, Massachusetts, Maine, and even

Figure 7.1: Means of Transportation to Work



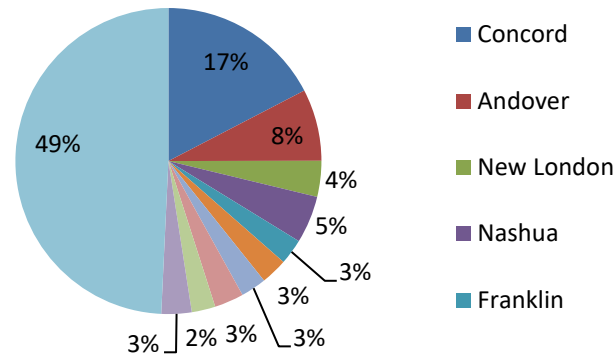
Source: U.S. Census Bureau, 2010-2014 American Community Survey

Figure 7.2: Travel Time to Work



Source: U.S. Census Bureau, 2010-2014 American Community Survey

Figure 7.3: Place of Work (Town or City)



Source: U.S. Census Bureau, 2010-2014 American Community Survey

further afield. None of these destinations attract more than 2% each of the total resident workers.

Understanding the commuting patterns of the labor force in the community can assist in planning roadway improvements that will make important travel routes more efficient, safe, and promote economic growth in a sound and coordinated fashion. Similarly, local residential roads that are not suited for heavy commuter traffic should be identified and this “through traffic” should be minimized wherever viable alternatives can be provided. Traffic counts should be reviewed and analyzed to identify roads that have shown an increase in traffic over the years. Finally, yearly traffic counts should be carried out on roads that the Town sees as a concern in order for reliable usage patterns to be analyzed.

ACCESS MANAGEMENT

Access management involves providing (or managing) access to land development while simultaneously preserving the flow of traffic on the surrounding road system in terms of safety, capacity, and speed. It

is the practice of coordinating the location, number, spacing, and design of access points to minimize site access conflicts and maximize the traffic capacity of a roadway.

Current planning efforts should focus on all modes of transportation including vehicles, public transit, bicycles, and pedestrians. In general, there are a number of techniques that the Town of Salisbury can use to take a proactive approach to access management.

In Salisbury the limited amount of non-residential development is located along US 4. Access along this corridor needs to be managed as the community grows. Research since the 1940’s has consistently found that highways with 50 or more driveways per mile have 2-4 times the number of crashes as compared to highways with 10 to 20 driveway per miles. *Philip Demosthenes, for the International Right-of Way Association Conference June 23, 1999.*

In 1955 a national highway system was the “top national economic and defense priority”. With regard to access control the report stated, “One of its principal features in the provision for adequate right of way is to permit control of access to the highway itself. Otherwise, experience shows that the facility becomes prematurely obsolete due to developments crowding against the roadway which make it unfit for the purposes for which it was designed. Control of access to the degree required by traffic conditions is essential to the protection of life and property. It is also essential to preserve the capacity of the highway. So far as the investment of funds in major roads is concerned, provisions for control of access to the extent required by traffic is fundamental.” *A Ten Year National Highway Program, 1955.*

The Town of Salisbury does not currently face the level of congestion and crashes along its major highways found in more urban or suburban locations through the region. New development should not

use the highways to facilitate on site circulation and existing driveway should be consolidated where ever the opportunity is available.

A number of actions will help ensure access management is integrated into the community:

1. Think land use AND transportation.

Before approving a subdivision, site plan or rezoning, consider what road design and improvements will be needed to support the development and link it to the surrounding area.

2. Link access regulations to roadway function.

Access requirements in your zoning and subdivision regulations should fit each roadway's functional classification. Recognize that the greatest access control is needed for those roads intended to serve longer, higher speed trips.

3. Connect local streets between subdivisions.

Give your residents convenient options for travel from one neighborhood to another by connecting local streets from one subdivision to the next.

4. Design subdivisions with access onto local streets.

Avoid lot designs with driveways that enter onto major state or county highways. Orientate business and residential driveways to local streets that feed onto the highway at a few carefully designed and spaced intersections.

5. Practice good site planning principles.

Locate entrances away from intersection corners and turn lanes. Provide adequate space on the site for trucks to maneuver and for vehicles to queue at drive-through windows without backing or stacking on the roadway. Adjacent businesses should provide shared driveways and cross access so customers can make multiple stops without entering the arterial.

6. Correct existing problems as opportunities arise.

Adopt a long range vision for improving access along older, developed corridors. Correct unsafe accesses as individual parcels expand or redevelop. Work with affected property owners to consolidate driveways and provide internal access between parcels. Fill in the supporting roadway network with local access roads as part of the redevelopment process.

7. Coordinate local development plans with NHDOT.

Share plans for subdivisions, **rezoning**, and site plans with affected road authorities early in the development process.

SCENIC ROADS

A major component of a Town's rural character can be its unpaved and scenic roads. These roads help to retain a sense of history and rural quality that Salisbury's residents have indicated a strong desire to maintain. RSA 231:157 allows Towns by a vote at Town meeting to designate any road other than a Class I or II highway as a Scenic Road. A municipality may rescind its designation of a scenic road using the same procedure.

The effect of designation as a scenic road is that, except in emergency situations, there shall be no cutting of trees with a circumference of 15 inches at 4 feet from the ground or alteration of stone walls by the Town or a public utility within the right-of-way without a hearing, review, and the written approval of the Planning Board. This law does not affect the rights of individual property owners; nor does it affect land uses as permitted by local zoning.

In recognition of the fact that the state law is not very stringent, the statute was amended in 1991 to allow Towns to adopt provisions other than what determined by the law. These additional regulations could include giving protection to smaller trees or by inserting criteria for the Planning Board to use in deciding whether to grant permission.

RSA 231:157 is an important piece of legislation for the preservation of culturally important and scenic roads in Salisbury. Its residents cherish the historic and aesthetic qualities of the Town. The Town of Salisbury should therefore consider identifying roads with scenic vistas and aesthetic qualities to protect and preserve the intrinsic qualities of the Town.

The Currier & Ives Scenic Byway, a New Hampshire Designated Scenic Byway starts on NH 127 at the Franklin Town line and proceeds south through Salisbury into Webster, Hopkinton, Henniker and ending at the Henniker/Hillsborough Town line. It is recommended that safe pull-off areas be provided along NH 127 to allow for safe view of scenic sites and vistas.

BICYCLE & PEDESTRIAN INFRASTRUCTURE

Residents of Salisbury value the rural and historic character of the Town. In certain locations the volume of traffic and associated speeds can be detrimental to this sense of place that was evident in the community survey. Pedestrian facilities, such as paved sidewalks and gravel walking paths are essential features for roadways with high volumes of traffic or high speeds. The primary purpose of sidewalks is to improve safety for pedestrians by separating them from travel lanes of roadways. In addition to this, sidewalks can also serve as a source of recreation for residents, a non-motorized mode of travel, serve to beautify an area, or stimulate economic activity in village settings.

Similar to the provision of pedestrian infrastructure, planning for a bicycle network requires a different approach from that of motorized transportation planning. Bicyclists have different needs from those of motorists, including wider shoulders, better traffic control at intersections, and stricter access management.

PUBLIC TRANSPORTATION

The median age in Salisbury is 41.1 years which is on par with the State of NH and Merrimack County, while 13.7% of the population in Salisbury is over the age of 65 (2010 US Census). Increase in demand for public transit has been established as a defined need for aging populations throughout the United States.

The Mid-State Regional Coordinating Council for Community Transportation runs a volunteer driver program that serves the region's elderly and disabled populations. The Franklin Senior Center (Community Action Program) provides transportation for individuals 60 and over and seniors in Salisbury are eligible to use this service. The primary purpose of these trips are for essential services and medical appointments (including long distance medical). Currently, there is no charge for both of these systems although donations are accepted.

CLASS VI ROADS & TRAILS

Class VI roads are roads that are not maintained by the Town, may be subject to gates and bars, and normally consist of a gravel or dirt surface. A Class V road can become a Class VI road if the Town has not maintained it for five years or more. Under RSA 674:41, I(c), for any lot whose street access (frontage) is on a Class VI road, the issue of whether any building can be erected on that lot is left up to the "local governing body" (Town Selectmen) who may, after "review and comment" by the planning board, vote to authorize building along that particular Class VI road, or portion thereof. Without such a vote, all building is prohibited.

Even if the Board of Selectmen does vote to authorize building, the law states that the municipality does not become responsible for road maintenance or for any damages resulting from the road's use. The purpose of RSA 674:41, I(c) is to prevent scattered and premature

development. It seems that the residents of Town are in agreement with this law, as a strong view was represented during the community survey and visioning sessions that future development should be limited in remote areas of Town and on Class VI roads.

The Town of Salisbury does not allow the subdivision of land along a Class VI road unless said roadway is brought up to standards for new roads as set forth in the Town of Salisbury Subdivision Regulations. The Town of Salisbury has a significant amount of Class VI Roads (13.2 miles). Many are located where they could provide significant connections to existing open space in Town and the adjacent communities.

Across the State, many communities are beginning to look at Class VI roads as candidates for designation as Class A Trails. These roads have little or no development associated with them, are scenic, have no inherent liability concerns, public access is already allowed, and also serve to connect large areas of open space, conservation, and/or agricultural lands. By reclassifying certain roadways that meet these criteria to Class A Trails, the community could be taking a step in creating a community-wide system of greenway trails. Unlike Class VI roads that the Town does not maintain, Towns, at their option, may conduct maintenance on Class A Trails.

The Town of Salisbury has an extensive system of snowmobile trails on both public and private properties. Class A trail designation can act to preserve and protect portions of these trails. Portions of Gerrish Road, Mountain Road and Range Road are possible candidates for Class A trail designation.

It is important to stress that reclassification of Class VI roads to Class A Trails will not inhibit the access rights of landowners along the roadways. In the case of a Class A trail, landowners can continue to use the trail for vehicular access for forestry, agriculture, and access

to existing buildings. However, under such classification, new building development as well as expansion, enlargement, or increased intensity of the use of any existing building or structure is prohibited by New Hampshire Statute. The Town and owners of properties abutting Class VI roads are not liable for damages or injuries sustained to the users of the road or trail.

Class VI roads can be underused assets of a Town's transportation infrastructure, helping to preserve rural character, forests and open space and to provide potential recreational opportunities.

CHAPTER OBJECTIVES AND RECOMMENDATIONS

The following Objectives were developed that capture the overall aims of the Chapter. Individual Recommendations were developed that correlate to existing conditions and needs of the community.

OBJECTIVE 1

To work with the New Hampshire Department of Transportation (NHDOT) to ensure State maintained roadways within the Town of Salisbury adequately maintained and achieve a reasonable service life and to improve the safety of State maintained highways which serve commuting traffic on US 4 and NH 127.

- Work with NHDOT annually to identify which roads are Town maintained, adding any new roads from development or designation.
- Pursue State Highway Aid grant opportunities to maintain and improve the Town of Salisbury's transportation network. Examples include State Highway Aid and State Bridge Aid programs.
- Review and analyze traffic counts and crash records to identify roads showing an increase in traffic over the years.
- Work with the NHDOT to address safety concerns on all State maintained highways in Salisbury.
- Encourage the NHDOT to improve conditions for motor vehicles and bicycles on the Currier and Ives Scenic Parkway.

OBJECTIVE 2

To guide future development in Salisbury to locations where the primary road function is appropriate for the type of development proposed, to establish access management guidelines to properly plan

for the traffic impacts of new developments in Salisbury and to discourage inappropriate, scattered and premature development along Class VI roads in Salisbury.

- Continue to consider the functional classification of any road on which development is proposed to ensure that the development is appropriate for the existing roadway function by utilizing and updating the Planning Board's Subdivision Regulations and Site Plan Review Regulations.
- Establish access management standards in the Subdivision Regulations and Site Plan Review Regulations for both Town and State maintained highways.
- Identify Class VI roads where future development would be appropriate and identify those Class VI roads where development would not be appropriate to retain rural open space.

OBJECTIVE 3

To ensure a safe, reliable, and efficient system of bridges that will meet the transportation needs and goals of the Town.

- Work with NHDOT to repair, replace, and/or upgrade bridges which have fallen into a serious state of disrepair.
- Contribute to a Bridge Maintenance Capital Reserve Fund with a specific amount decided by the Board of Selectmen, to be appropriated annually.
- Consider inspecting the bridges and culvert stream crossings in Town that are Town-owned as part of the Road Agent's annual work program and provide a status report to the Board of Selectmen.

OBJECTIVE 4

To utilize available traffic count data from NHDOT & CNHRPC to identify corridors and routes with potential for impact by future development trends.

- Examine land use trends and adopt access management policies in locations where traffic may increase to best maintain and promote an efficient transportation network.
- Continue to work with NHDOT and CNHRPC to identify and conduct traffic counts on roads of concern in the community on an annual basis and incorporate results into transportation planning and Class V road management.
- Consider creating a long-term traffic counting program with CNHRPC.
- Publish traffic count data annually on the Town website and in the Town Reports so residents understand trends.

OBJECTIVE 5

To regularly monitor road conditions in the Town to ensure road improvement projects strategically important to Salisbury's transportation network are adequately addressed and to reduce the number of crashes in Salisbury which may be caused by unsafe road conditions or poor transportation infrastructure.

- Implement a Road Surface Management System (RSMS) to guide the selection and prioritization of infrastructure improvements and maintenance activities such as paving and resurfacing.
- Engage with the Central New Hampshire Regional Planning Commission (CNHRPC) and the New Hampshire Department of Transportation (NHDOT) to ensure Salisbury's transportation needs and priorities are adequately represented in the both the

Regional and the Statewide Transportation Improvement Programs.

- Review crash location data annually and determine necessary enhancements to improve safety. This action should be undertaken by emergency responders, Fire Chief, Town Road Agent and associated staff/committees.

OBJECTIVE 6

To ensure transportation options are available to all residents of Salisbury regardless of age or socio-economic status by facilitating the creation of a safe and efficient bicycle & pedestrian infrastructure network in selected locations and by encouraging the development of more volunteer driving programs.

- Continue provide outreach and education to residents about the State Scenic Road Law and its potential for preserving the historic and rural qualities of Salisbury.
- Adopt and support the statewide and regional bicycle networks and take all available steps to implement them within Town.
- Research funding opportunities for creating and maintaining a local bicycle & pedestrian network with assistance of the CNHRPC.
- Consider widening, striping, and paving the shoulders of Town roads where applicable to accommodate bike lanes.
- Work with the State Police and the Elementary School to promote bicycle safety to school children and residents.
- Work with the NHDOT to ensure the rehabilitation of US 4 and NH 127 within the community for vehicle safety and to enhance the suitability of both highways as regional bicycle routes.

- Continue to support and promote the volunteer driver programs currently serving Salisbury.

OBJECTIVE 7

To encourage, support and facilitate an expanded, multi-use Town recreational trail network in Town.

- Identify selected Class VI roads within Town for designation as Class A Trails, by working with abutting landowners.
- Identify roads with scenic vistas and aesthetic qualities, such as traditional New England stone walls, historic buildings, natural aesthetically important fauna, and farms, to ensure appropriate future land uses and to support a recreational trail network.
- Identify Class VI roads, existing paths, and areas along the various water bodies in Town connecting open space, forest, conservation, and/or agricultural land, to begin creating a greenway trail network.

Roads by Legislative Class Map

Salisbury Master Plan 2017

Legend

Legislative Classification

Class I/II State Highway - 11.35 Miles

Class III Recreational Roads - 0.71 Miles

Class V Locally Maintained Road - 39.26 Miles

Class VI Unmaintained Road - 13.55 Miles

Class 0 Private Road - 2.14 Miles

Water BodiesWater BodiesRivers & StreamsTown Boundary

Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries

Roads by Federal Functional Class Map

Salisbury Master Plan 2017

Legend

Functional Class

Interstate Highways 0.0 Miles

Principal Arterials 0.0 Miles

Minor Arterials 0.0 Miles

Collectors - 11.35 Miles

Local Roads - 40.0 Miles

Class VI or Private Roads - 15.69 Miles

Water Bodies Water Bodies Rivers & Streams Town Boundary


Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries

Bridges by Ownership

Salisbury Master Plan 2017


Legend

Bridges




Municipality

Water Bodies




Water Bodies




Rivers & Streams


Roads by Legislative Class




Class I




Class II




Class III




Class V



Class VI



Private/Trails



Town Boundary

Data Sources:
NH DOT: 2015 Roads data, Bridge data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries











Average Annual Daily Traffic Counts Map


Salisbury Master Plan 2017


Legend


 Count Locations


Legislative Classification

 Class I/II State Highway


 Class III Recreation Roads


 Class V Locally Maintained Road


 Class VI Unmaintained Road

 Class 0 Private Road

Water Bodies

 Water Bodies

 Rivers & Streams

 Town Boundary

US 4
At Andover TL
2,300 (2015)
2,400 (2012)
2,400 (2009)

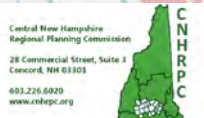
NH 127
At Franklin TL
980 (2015)
930 (2012)
1,200 (2009)

NH 127
West of US 4
1,100 (2015)
1,000 (2012)
1,100 (2009)

US 4
At Boscawen TL
3,000 (2015)
2,900 (2012)
3,000 (2009)

NH 127
At Webster TL
810 (2015)
840 (2012)
840 (2009)


Data Sources:
NH DOT: 2015 Roads data, Count data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries





NHDOT 2014 Pavement Conditions Map


Salisbury Master Plan 2017

Legend


 Good


 Fair

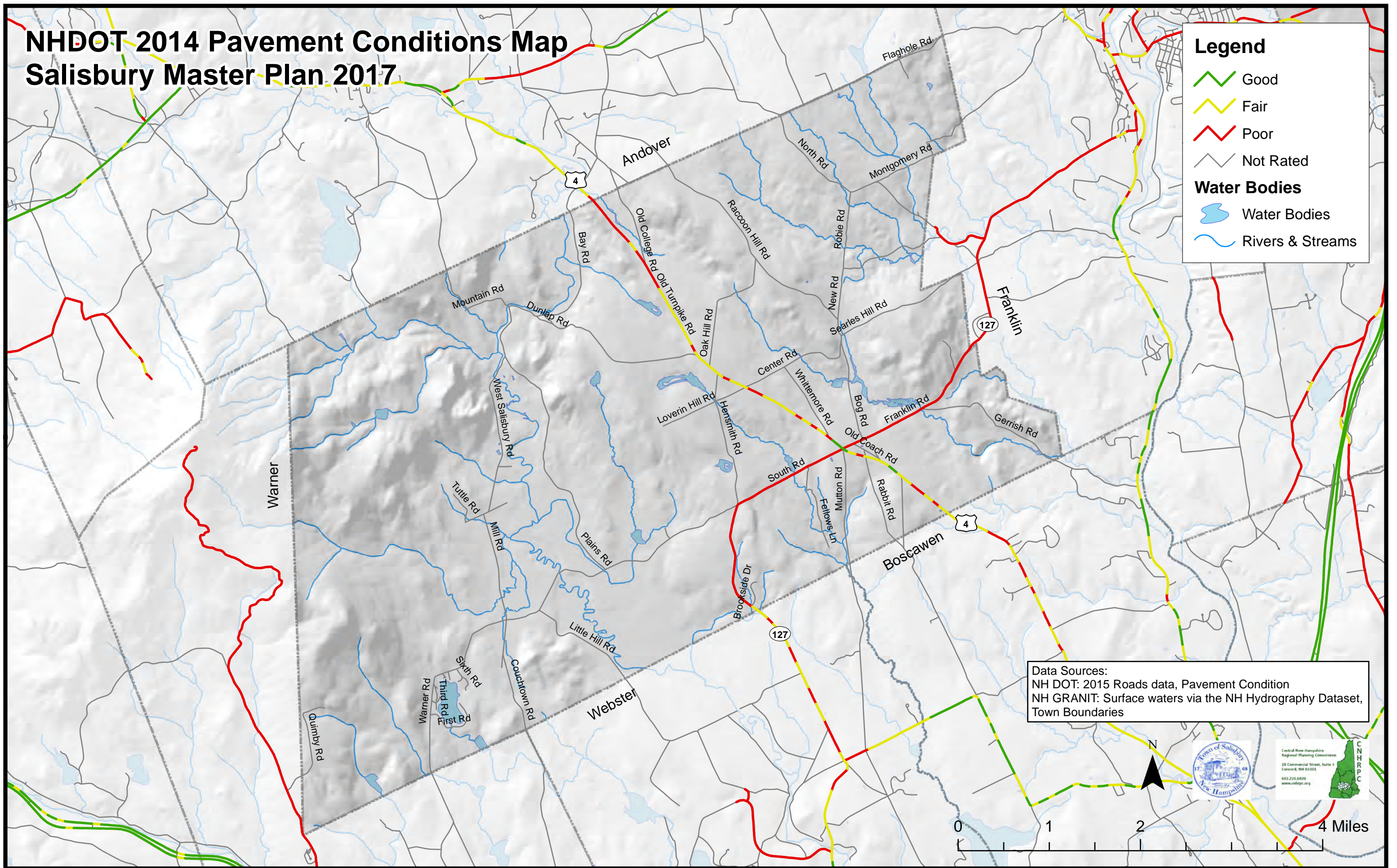
 Poor

 Not Rated

Water Bodies

 Water Bodies

 Rivers & Streams



Data Sources:
NH DOT: 2015 Roads data, Pavement Condition
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries



Reportable and Locatable Vehicle Crashes

2011 - 2015 Map

Salisbury Master Plan 2017

Legend

Severity

- Killed
- Incapacitating
- Non-Incapacitating
- Possible
- No Apparent Injury
- Unknown

Roads by Legislative Class

- Class I
- Class II
- Class III
- Class V
- Class VI
- Private/Trails

Water Bodies

- Water Bodies
- Rivers & Streams
- Town Boundary

Data Sources:
NH DOT: 2015 Roads data, Crash data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries

COMMUNITY FACILITIES

For the Town of Salisbury

The purpose of this Chapter is to evaluate Salisbury's community facilities, recreational facilities, and utilities. Providing and maintaining the essential services of community and recreational facilities and utilities are jointly one of the primary functions of government. As the population and demographics of the community grow and change over time as portrayed in the Salisbury Today Chapter, it is important for the community to adjust its delivery of services to meet the needs of the changing populace.

Historically, rural communities in New Hampshire have provided very limited community facilities and services. In many cases, community facilities were limited to only a Town Hall and later, a public school. However, as the population of the state increased, more services were required to meet the needs of the citizenry. Today, modern communities are expected to provide a full range of services even though not all are necessary in smaller communities like Salisbury.

This Chapter will inventory and assess current Town facilities, identify and assess the adequacy of existing equipment, and also identify current and long-term staffing needs. Recreational facilities are equally important and provide residents with a place to interact and create a sense of community beneficial to people of all ages. In addition, recommendations on how to meet some of these needs are provided.

CHAPTER VISION

Provide reliable, efficient, cost-effective Town services to the residents of Salisbury while honoring community spirit and history.

This Community Facilities Chapter is organized into evaluations of Community Facilities, Public Utilities and Recreational Facilities. The strength and efficiency of each service is paramount to the community's well-being. Community Survey results help obtain residents' perspectives into these critical components of the Town's infrastructure. Some of the facilities were provided with their individual Short-Term (2018-2022) and Long-Term (2023-2027) recommendations.

Recommendations for these Community Facilities, Recreational Facilities and Utilities sections are provided at the end of this Chapter.

The location of the Town's community facilities are provided on the ***Community Facilities Map***.

COMMUNITY SURVEY RESULTS

The Community Survey results provide important insights to the residents' opinions of how well Salisbury's community facilities serve the townspeople.

Community Survey Question 9:

Please rate the following Town services.

Q. 9	Good	Fair	Poor	No Opinion/ No Answer	Total Responses
Animal Control	15.1%	20.8%	22.6%	41.5%	53
Cemetery Care	37.5%	37.5%	0.0%	25.0%	48
Fire Protection	66.7%	18.8%	4.2%	10.4%	48
Library	74.5%	13.7%	0.0%	11.8%	51
Natural Resource Conservation	32.0%	30.0%	14.0%	24.0%	50
Recreation	28.6%	36.7%	10.2%	24.5%	49
Police Protection	36.7%	22.4%	28.6%	12.2%	49
Rescue / Ambulance Service	56.0%	20.0%	6.0%	18.0%	50
Road Maintenance	51.0%	36.7%	10.2%	2.0%	49
School System	42.0%	28.0%	6.0%	24.0%	50
Snow Removal	74.0%	24.0%	0.0%	2.0%	50
Garbage Disposal & Recycling	50.0%	30.0%	14.0%	6.0%	50
Planning Regulation Admin & Enforcement	30.0%	26.0%	12.0%	32.0%	50
Zoning Administration & Enforcement	24.0%	28.0%	14.0%	34.0%	50
Health Regulations & Enforcement	16.7%	31.3%	12.5%	39.6%	48
Ambulance Service	51.0%	13.7%	5.9%	29.4%	51

The following tables indicate the preference of survey respondents regarding the Town's ability to perform the listed services. These results indicate that the residents of Salisbury are generally satisfied with the quality of services the Town provides. This is portrayed by the high number of "Good" ratings in most categories. Although, often a majority had no opinion on the services offered or declined to answer the question.

Salisbury residents are most satisfied with the Library (75%), Snow Removal (74%), Fire Protection (67%) and Rescue/ Ambulance Services (56%) which all received "Good" ratings. When adding the "Good" plus "Fair" ratings, these same Departments came out ahead of the others, plus Road Maintenance (88%) and Garbage Disposal and Recycling (80%).

The lowest rated services, based on "Good" plus "Fair" ratings, are Animal Control (36%), Health Regulations and Enforcement (48%), and Zoning Administration and Enforcement (52%). The most unsatisfied service was Police Protection (29%), which received the highest "Poor" rating, although its "Good" plus "Fair" rating was (60%).

Community Survey Question 10:

Do you have any suggestions for improvements to the Transfer Station?

- Open additional day
- Open one evening
- Better monitoring or dumping
- No improvements needed

DISCUSSION OF POPULATION TRENDS

HISTORIC TRENDS

Table 8.1 shows the population of Salisbury increased about 22% between 2000-2010 to 1,382 people while housing growth increased 16% to 598 units. Salisbury's overall growth since 1970 has increased by 135% in population and 99% in housing units, about doubling both population and housing units over the last four decades.

CURRENT TRENDS

Population trends over the past 15 years are presented in Table 8.2. Much of the region's growth occurred between 2000 and 2010 and the newest 2015 population estimates are conservative. Of the area communities, Salisbury had the highest overall percentage increase in population at 257 people, a 23% increase over 15 years. When examining the increase in people, Webster gained the most residents (293 or +19%) followed by Boscawen (278 or +8%). Franklin grew the least at <1% (49 people) from 2000-2015. Overall, Merrimack County grew by 9% or 11,595 people. The 2015 figures are population estimates and subject to change but are adequate for planning purposes.

FUTURE PROJECTIONS

Table 8.3 displays population projections for Salisbury through 2040. Salisbury's population is projected to increase slowly through 2040, with an overall expected increase of 526 residents since the 2010 Census, an average of 60 people per year beginning with 2020. Overall, statewide population projections show New Hampshire will continue to grow, but at a slower pace than experienced in the past.

Table 8.1: Growth Trends, 1970-2010

Growth	Population	Net Change		Housing Units	Net Change	
		#	%		#	%
1970	589	N/A	0	301	N/A	0
1980	781	192	32.6%	355	54	17.9%
1990	1,063	282	36.1%	421	66	18.6%
2000	1,137	74	7.0%	514	93	22.1%
2010	1,382	245	21.5%	598	84	16.3%
Change 1970-2010	---	793	134.6%	---	297	98.7%

Sources: US Census 1970, 1980, 1990, 2000, 2010

Table 8.2: Population Trends for Salisbury and Abutting Communities, 2000-2015

	2000	2010	2015	% Increase	# Increase
Andover	2,109	2,371	2,364	12.1%	255
Boscawen	3,672	3,965	3,950	7.6%	278
Franklin	8,405	8,477	8,454	0.6%	49
Salisbury	1,137	1,382	1,394	22.6%	257
Warner	2,760	2,833	2,870	4.0%	110
Webster	1,579	1,872	1,872	18.6%	293
Merrimack Co.	136,225	146,445	147,820	8.5%	11,595

Source: 2015 Population Estimates of NH Cities and Towns, 2000 & 2010 US Census

Table 8.3: Population Projections 2015-2040

2010 Census Population	2015 Estimate	Population Projections				
		2020	2025	2030	2035	2040
1,137	1,394	1,459	1,540	1,594	1,635	1,663

Source: NH OEP Municipal Population Projections, September 2016

DEPARTMENT INVENTORY

HIGHWAY DEPARTMENT

The Highway Department is comprised of a privately contracted Road Agent and crew. The contractor provides the necessary equipment and labor to maintain the Town's Class V roadways. There is no Town facility housing Highway Department equipment, although there is an existing Town sand/salt shed at the Transfer Station on Warner Road to be refurbished to enclose the Station's loader/ backhoe.

Salisbury is to be commended for developing a Capital Improvement Program that identifies future highway projects. In the Salisbury 2015 Town Report, six roadway improvements projects were allocated between 2016 and 2021. Maintenance projects for 2016 included West Salisbury Road and Bay Road.

In Table 8.4, Salisbury spends less on its highway budget than neighboring Towns, at \$5,383 per mile in 2016. The second lowest area comparison in Webster at \$5,537 per mile. Not including Franklin (a city), the highest area community was Boscawen at \$13,530 per mile.

STAFFING

The Road Agent provides their own small roads crew as necessary to perform the grading, paving, repairs, drainage, plowing and maintenance of Class V roads. Although all activities are coordinated through the Road Agent, larger operations such as reconstruction and rehabilitation are sometimes contracted to larger firms.

EQUIPMENT

The Road Agent provides their own equipment when servicing the roads. The Town has not needed to contribute funding for highway equipment.

Table 8.4: Highway Department Comparisons with Area Communities, 2016

Town	2015 Estimated Population	Miles of Town Owned Road (Class V & VI)	Total Highway Expenditure, 2016	Highway Expenditure per Mile	Highway Expenditure Per Capita
Andover	2,364	60.5	\$529,970	\$8,760	\$224
Boscawen	3,950	31.3	\$423,498	\$13,530	\$107
Franklin	8,454	61.6	\$1,438,340*	\$23,350	\$170
Salisbury	1,394	47.3	\$254,616	\$5,383	\$182
Warner	2,870	88.0	\$921,859	\$10,476	\$321
Webster	1,579	37.4	\$207,073	\$5,537	\$131

Source: Town Reports, 2016, NH OEP Population Estimates, 2015

The Town is responsible for over 39 miles of Class V roadway. Although the Town owns about 14 miles of Class VI roads, these roads are unmaintained by law. The NH Department of Transportation is responsible for maintaining and plowing over 11 miles of highway on US 4 and NH 127.

The following roads appear in the 2016 Town Report and are a priority for improvements. The projects were identified through the Capital Improvements Program and funding is appropriated on an annual basis:

- 2017 North Road Phase 1
- 2018 North Road Phase 2
- 2019 North Road Phase 3
- 2020 North Road Phase 4
- 2021 Raccoon Hill Road Phase 1
- 2022 Raccoon Hill Road Phase 2

The Transportation Chapter has more information on Salisbury's road network. Another way of prioritizing road projects is through the Road Surface Management System (RSMS).

HIGHWAY DEPARTMENT NEEDS SUMMARY

Short Term Needs (2018 to 2022)

- Maintain highest priority roads and drainage locations.
- Work with the Currier & Ives Scenic Byway Committee to assist in their efforts to preserve and enhance NH 127.
- Establish a regular cycle of repairing these paved roads built into the Town budget through CIP allocation.

Long Term Needs (2023 to 2027)

- Purchase a brush chipper (CIP).

VOLUNTEER FIRE AND RESCUE DEPARTMENT

The Salisbury Volunteer Fire and Rescue Department is housed in the Municipal Safety Complex at 273 Old Turnpike Road (US 4). Known to all as the Safety Building, the facility is not open to the public unless staffed.

Salisbury is a member of the Capital Area Mutual Aid Fire Compact which covers twenty-two communities. Calls are dispatched by Concord Fire Alarm of the Compact.



Salisbury Safety Complex on Old Turnpike Road

STAFFING

There are approximately 20 volunteers in the Fire Department and Emergency Medical Services (EMS); many members serve on both teams. Recent training exercises included cold water winter ice rescue training. Firefighters and EMS must complete two in-house training sessions per month on Tuesdays.

An Explorer Post for 12 young adults aged 14-21 continues to thrive. These individuals learn about becoming fire fighters and often assist with local events. Many are retained to become full fire fighters when they become of age.

EQUIPMENT

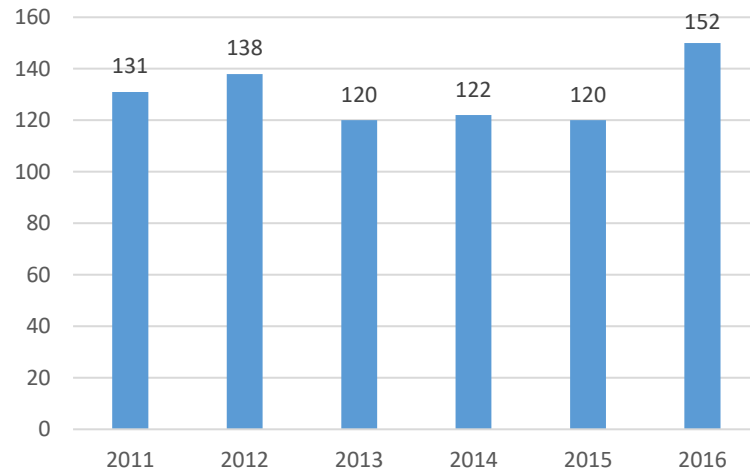
The Department's needs for capital equipment are placed into the Capital Improvements Program. Radios and pagers are upgrades on a regular basis. At the 2016 Town Meeting, approval for a new tanker truck was granted. As of February 2017, the truck was being assembled to specifications by a local fire equipment assembly business. New protective clothing for members will be purchased in 2017. In 2018, a replacement ambulance is anticipated. Existing equipment is displayed in Table 8.5.

Table 8.5: Existing Fire and Rescue Department Equipment

Unit ID	Year & Equipment
Engine 1	1997 Freightliner FL80
Car 1	1984 Chevy
Rescue 1	2006 International 7400
Tanker 1	2017 Tanker International
Ambulance 1	2001 Ford E-350/Road Master
Forest 1	1989 Ford F-350
UTV 1	2016 Kawasaki KAF820 Utility Task Vehicle

Source: www.firenews.org; Town of Salisbury

Figure 8.1: Fire Department Calls, 2011-2016



Source: Town of Salisbury Annual Reports

In Figure 8.1, from 2011-2016, the Fire and Rescue Department experienced a 14.5% increase in the number of calls for service. Between 2015-2016 alone, the Town experienced a 27% increase in calls, from 120 calls to 152. As a member of the Capital Area Fire Mutual Aid Compact, neighboring communities also came to Salisbury's aid. Increases in call volume levy additional strain on local Department resources.

Response time is a critical component of providing effective emergency services. Most of the 20 volunteer firefighters work outside of Salisbury during daytime hours. As response time to emergency calls increases, the likelihood of increased property damage or loss of life increases.

FIRE AND RESCUE DEPARTMENT NEEDS SUMMARY

Short-term needs (2018 to 2022)

- Consider the placement of dry hydrants in strategic locations in Town where development density is highest.
- Replace the Ambulance (in CIP).
- Continue training of its members at appropriate seminars.

Long-term needs (2023 to 2027)

- Maintain, repair and/or replace cisterns at North and Center Road (in CIP) and the various dry hydrants in Town.



Fire Department Engine 1, Safety Building on Old Turnpike Road

POLICE DEPARTMENT

The Police Department is located in the Safety Building on Old Turnpike Road with the Fire Department. There are currently no business hours open to the public.

STAFFING

Police coverage is provided by the NH State Police and the Merrimack County Sheriff's Office. In 2010, voters rejected a motion to re-staff its Police Department after the two part-time police officers tendered their resignations. The Community Survey suggested support for local police services.

EQUIPMENT

The Town sold its cruisers and turned over its equipment to the County Sheriff's Office in 2010.

Without a Police Department, Salisbury saves over \$60,000 per year in personnel costs alone. There is no maintenance or replacement of vehicles and safety equipment, no training costs, computers and software, or overhead costs when policing services are provided by the NH State Police and Merrimack County.

State troopers have made appearances at the Elementary School and at senior citizen luncheons to help maintain a connection with the community. Individuals seeking pistol permits must apply to the Merrimack County Sheriff's Office in Boscawen.

POLICE DEPARTMENT NEEDS SUMMARY

Short Term Needs (2018 to 2022)

- Re-examine the need of the community for a locally staffed Police Department.

TOWN OFFICES AT ACADEMY HALL

The Town Offices are located in Academy Hall at 9 Old Coach Road. The offices of the Selectmen which house the Town Clerk, the Tax Collector and the Building Inspector/Health Officer are located here. Meeting space is available for the Board of Selectmen, Conservation Commission, Planning Board, Budget Committee and the Zoning Board of Adjustment. The office is routinely staffed by the Town Administrator, Administrative Assistant, a Municipal Secretary, and the Town Bookkeeper as well as Deputy positions.

Vital documents are kept at Academy Hall including licenses, taxation assessments and records, election registrations, accounting records, budgets, human resource information and meetings minutes for all Boards. Fireproof cabinets help safeguard these records.

STAFFING

Due to the increase in the Town's population and increased activity in Salisbury, it is anticipated that an additional administrative assistant will be needed. Existing staffing:

- Town Administrator (Full-Time)
- Administrative Assistant (Part-Time)
- Municipal Secretary (Part-Time)
- Town Bookkeeper (Part-Time)
- Town Clerk (Part-Time)
- Tax Collector (Part-Time)
- Planning/Zoning Board Secretary (Part-Time)

At the 2017 Town Meeting, attendees voted affirmatively to increase the Town Clerk's hours from 8 hours per week to 8-12 hours per week to better serve the public and maintain records. Hours are Monday 9am to 1pm and Tuesday 4:30pm to 8:30pm, with the recently added 1st and 3rd Fridays of the month from 10am to 2pm.



Academy Hall on Old Coach Road



Salisbury Heights: Town Hall, Library and Historical Society Museum on Old Turnpike Road

The Selectmen's Office in Academy Hall is staffed Tuesday, Wednesday and Thursday from 9am to 1pm and during the fourth Tuesday of the month from 6:30pm to 8:30pm. The Planning and Zoning Assistant holds office hours on Tuesday and Thursday from 9am to 1pm.

The Building Inspector holds office hours on Tuesday evenings from 6:30pm to 8:30pm. In 2015, 4 new home construction permits were issued as well as 1 accessory dwelling unit (ADU).

EQUIPMENT

Recent equipment upgrades include fireproof cabinets and new a computer plus a multifunction printer/fax machine. Emergency lights and an automatic defibrillator were installed at Academy Hall. The defibrillator is portable and will allow it to be used in other buildings such as Town Hall during Town functions.

USERS OF THE TOWN OFFICES/ACADEMY HALL

Membership to the Board of Selectmen, Planning Board, Zoning Board of Adjustment, Conservation Commission and Recreation Commission is voluntary by appointment and Boards/Committees are currently fully staffed. There has been a desire expressed to make the ZBA members elected instead of appointed, but no formal application to change this has been made. There are no anticipated equipment or staffing needs for these Boards. Most Boards and Committees generally meet monthly except for the Board of Selectmen which meets twice per month on Wednesdays at 5:30 pm.

SALISBURY TOWN HALL AND SALISBURY HEIGHTS

The historic Town Hall at 645 Old Turnpike Road is situated in the Town's "Salisbury Heights" and includes the Town Green. Both the Town Hall and Town Green continue to host meetings and events for the community. The other buildings in Salisbury Heights are the Salisbury Free Library, the Historical Museum and the Salisbury Historical Society. For instance, the Town Hall hosts Cribbage Night every Thursday and the Town Green supports a seasonal Farmer's Market on Mondays from May to September. The Salisbury Heights area should be promoted as a destination for residents and visitors to participate in community activities.

TOWN WEBSITE

In 2017, voters funded the development of a new Town website to better serve residents. The existing website at www.salisburynh.org will not be updated until the new website is posted. A modern website will enable the Town to better communicate Department activities, public notices, the Town calendar and more with the public.

TOWN OFFICES/ACADEMY HALL NEEDS SUMMARY

Short Term Needs (2018 to 2022)

- Upgrade staff computers and software to enable the most compatible recordkeeping systems.

Long Term Needs (2023 to 2027)

- Maintain the Town buildings on “Salisbury Heights” and preserve the historic campus and Town Green.
- Increase the number of events to promote the Town Hall and other facilities as a community destination for residents of all ages.

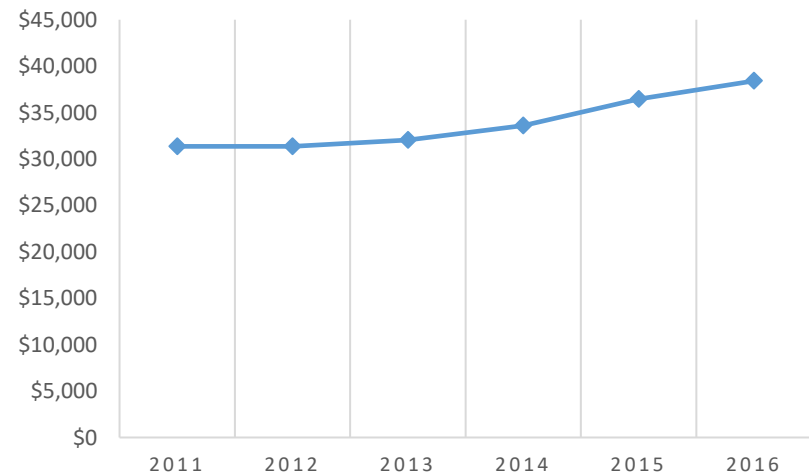
SALISBURY FREE LIBRARY

As of 1960, the Salisbury Free Library resides at 641 Old Turnpike Road, repurposing the former Town schoolhouse, adjacent to Town Hall. Open Monday 10am to 3pm, Tuesday 1pm to 7pm, Thursday 1pm to 7pm, and Saturday 10am to 3pm, the Library offers a number of programs and equipment for loan. Two public access computers and free wi-fi are available for use. A 3-D printer was recently purchased and workshops are offered to learn to use this innovative piece of equipment. A telescope is available for loan. Membership in the NH Downloadable Books consortium allowed residents to check out e-books and audiobooks, comprising 16% of the Library’s circulation in 2015.



Salisbury Free Library on Old Turnpike Road

Figure 8.2: Library Budget 2011-2016



Source: Salisbury Free Library and Annual Reports

In 2008, the building was completely restored and an addition was constructed to better serve patrons. Today, programs offered by the Salisbury Free Library include yoga, bi-weekly storytime, a monthly Book Group, Town-wide Yard Sale, Summer Reading Program, Old Home Day Events, Holiday Craft Fair. Meeting rooms that serve the greater community are available for reservation.

From Figure 8.2, the amount of funding spent on Library operations, salaries, and on library materials (books, magazines, e-books, audio books, etc), increased between 2011 to 2016, from about \$31,000 to \$38,000 per year. The budget funds a Director and Children’s Aides. Library Trustees are involved in running the facility on a volunteer basis.

SALISBURY FREE LIBRARY NEEDS SUMMARY

Short-term needs (2018 to 2022)

- Continue technology upgrades for public use computers and electronic library circulation.

Long-term Needs (2023 to 2027)

- Continue fulfilling the Library’s circulation needs and meeting the interests of the community, adding programs to support user activities.

TRANSFER STATION AND RECYCLING PROGRAM

The Transfer Station is located at 334 Warner Road, two miles from NH 127. The hours of operation of the Transfer Station are Saturdays from 8:30 am to 4:00 pm. Additional hours on Wednesdays will be held from May 3 - October 25, 2017 from 2:00 pm to 6:00 pm. The Transfer Station recently was upgraded to improve traffic flow and to encourage recycling which is a voluntary activity in Salisbury.

The Station charges disposal fees ranging from \$5 - \$20 for certain large appliances, televisions and computer monitors, furniture, and

demolition debris. Salisbury is a member of the Northeast Resource Recovery Association (NRRRA) that helps find markets for the recyclables. The Town actively recycles paper, aluminum cans, glass, and fluorescent bulbs. Yet, there are no household hazardous waste collection days so residents cannot properly dispose of environmentally damaging materials such as used oil, oil-based paint, household cleaners, and more.

STAFFING

Staffing of the Transfer Station consists of three paid employees, one certified Operator and two Attendants. Volunteers are used for the recycling program.

EQUIPMENT

Many buildings at the Transfer Station have been upgraded in past years. However, building repairs need to be undertaken in 2017. The purchase of a compactor in 2020 will enable better recycling capacity and an upgrade of electricity to the Transfer Station will be necessary.

An on-site building, the “Ed Sawyer Salisbury Free Mall” is utilized for leaving good used items, such as kitchen utensils, toys, furniture, books and more for others to take home.

From Table 8.6, the amount of scrap metal and electronic waste has increased steadily between 2011-2016 while aluminum and paper tonnage have decreased.

Table 8.6: Tonnage Delivered to Incinerator 2011-2016

Recycled Material	2011	2012	2013	2014	2015	2016
Aluminum Cans lbs.	2,780	2,270	2,040	2,550	1,880	2,515
Paper tons	51.7	48.3	56.8	52.5	45	47
Scrap Metal tons	15	-	11.8	35.8	10	34.3
Electronics lbs.	-	-	6,990	7,374	10,121	15,679

Source: Town of Salisbury Annual Reports, Town Office



Aerial View of Transfer Station on Warner Road

TRANSFER STATION NEEDS SUMMARY

Short Term Needs (2018 to 2022)

- Undertake Transfer Station building repairs (CIP).
- Purchase a compactor to facilitate recycling capacity (CIP).
- Host an annual household hazardous waste collection.

Long Term Needs (2023 to 2027)

- Undertake electrical improvements at the Transfer Station (CIP).
- Use the recycling revenue to make staffing and infrastructure improvements to the Transfer Station.

ENERGY AND THE TOWN'S COMMUNITY FACILITIES

The Energy Chapter highlights that there are opportunities to include energy improvements for municipal buildings and vehicle fleets in long-range capital improvements planning discussions, and prioritize such improvements during the annual budgeting process.

SALISBURY SCHOOL DISTRICT

A member of the Merrimack Valley School District (MVSD) SAU #46, the Salisbury School District is comprised of the Salisbury Elementary School (SES) on 6 Whittemore Road which resides on 16 acres. MVSD provides public education to area communities and encompasses the five elementary schools in Salisbury, Loudon, Webster, Boscawen, Penacook and the shared MVSD Middle School and MVSD High School in Penacook. MVSD provides services to Andover which occupies a Grades K-8 Elementary School. The District holds a tuition agreement with Andover to accept students in grades 9-12 into the MV High School. In 2017, the Andover School Board agreed to study the feasibility of entering into a tuition agreement for Grades 6-8 as well.

Salisbury Elementary School was originally built in 1959 with additions in 1988 to classrooms, bathrooms, gym, and upgrades to the HVAC system. In 2001 kindergarten classrooms, bathrooms and upgrades to the HVAC system were done. In 2013, the office area was moved into a new addition at the front of the school along with landscaping and a new security entrance. A new playground was installed in 2015. The current size of SES is 18,000 square feet.

From the MVSD SES Capital Improvements Plan, security improvements to the school are a high priority between 2016-2019, including classroom intruder locks, panic button and key fobs. In 2017-2018, kitchen terminal will be replaced and building renovations to old restrooms and the nurse's office will occur. Bathroom upgrades and renovations are planned for 2018-2019 and electrical upgrades including a potential generator are scheduled for 2019-2020.

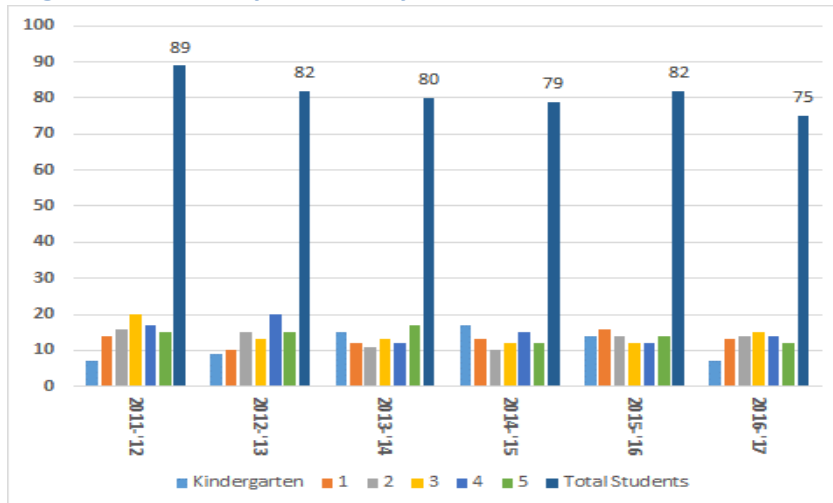
Table 8.7 compares the relationship of SES students to the other schools in the district. Salisbury students represented the smallest student body in the MVSD with 75 students in the SES and 205 overall students (8%) in the District in 2016.

Table 8.7: Merrimack Valley School Enrollment, 2016-2017

Grade	SES	BES	LES	PES	WES	MVMS	MVHS	MVSD Total
Pre-School		23		33				56
Kindergarten	7	27	40	53	19			146
Grade 1	13	43	43	50	13			162
Grade 2	14	32	44	55	14			159
Grade 3	15	44	42	64	16			181
Grade 4	14	37	61	65	17			194
Grade 5	12	32	52	60	16			172
Grade 6						181		181
Grade 7						190		190
Grade 8						202		202
Grade 9							205	205
Grade 10							226	226
Grade 11							196	196
Grade 12							212	212
Total	75	238	282	380	95	573	839	2,482

Source: MVSD October 2016-2017 Enrollment

Figure 8.3: Salisbury Elementary School Student Trends, 2011-2017



Source: NH Department of Education Enrollments, 2011-2017



Salisbury Elementary School on Whittemore Road

In Figure 8.3, the number of Salisbury Elementary School (SES) students has declined steadily since 2011, when the students numbered 89. As of the October 2016 enrollment, 75 students were enrolled, depicting an overall decline of 16%. The lowest enrollment year during this 2011-2017 period is the current school year, 2016-2017.

SALISBURY SCHOOL DISTRICT NEEDS SUMMARY

Short Term Needs (2018 to 2022)

- Undertake security upgrades per the MVSD Capital Improvements Plan.
- Undertake the bathroom renovations, generator installation, and other planned improvements.

Long Term Needs (2023 to 2027)

- Continue to monitor enrollment trends and develop a plan to handle future decline of students.

TOWN CEMETERIES

There are several cemeteries throughout Town as displayed in Table 8.8. A regular maintenance program which has been instituted is expected to continue indefinitely and this has seemed to put the cemeteries in their best state of repair in years.

STAFFING

Administration of the cemeteries is handled by the Town Cemetery Trustees. The Trustees have had difficulty filling their positions until this year, but now are fully staffed. Trustees monitor projects such as the recent Maplewood stone wall rebuilding.

EQUIPMENT

The private contractor provides its own equipment when servicing the cemeteries.

The Town of Salisbury is dotted with cemeteries. Most are owned by the Town but a few are on private land. The Historical Society inventoried the stones and has a record of interment in each cemetery. These historic resources are located on private property and enrich the history of the community.

Vandalism of both public and private headstones is a prevalent concern in Town. Watson Cemetery has had its headstones desecrated and are unrestorable. This is a permanent loss to the culture and history of the community.

Because of the low Town population and open cemeteries, there seems to be no need for future cemetery expansion at this time. Perpetual care trust funds are invested and used to help maintain the cemeteries.

Table 8.8 Salisbury Cemeteries

Cemetery Name	Location	Map & Lot
Baptist Cemetery	Old Turnpike Road (Salisbury Heights)	Map 238, Lot 44
Bog Road/ Calef Yard Cemetery	Bog Road	Map 245, Lot 37
Bean/Smith's Corner	Adjacent to Maplewood Cemetery	Map 244, Lot 39
Fellows Cemetery	South Road (NH 127)	Map 244, Lot 27
Maplewood Cemetery	Old Turnpike Road (US 4)	Map 257, Lot 2
Mary Baker Gravesite	US 4 NB, after NH 127	Private land
Mills/ Pingry Cemetery	West Salisbury on Mill Road	Map 219, Lot 16
Oak Hill/Shaw Cemetery	Oak Hill Road (Salisbury Heights)	Map 237, Lot 22
Severens Family Cemetery	North Salisbury	Private land
South Road/ Congregational Cemetery	NH 127 (private land)	Map 244, Lot 53
Watson Yard & Quimby Cemetery	Quimby Road	Private land
Whitaker Cemetery	Dunlap Road	Private land

Source: Salisbury Hazard Mitigation Plan 2014, Salisbury Historical Society
www.salisburyhistoricalsociety.org

CEMETERY FACILITIES NEEDS SUMMARY

Short Term Needs (2018 to 2022)

- Continue cemetery maintenance and repair.
- Deter vandalism of graves and headstones in Town.

Long Term Needs (2023 to 2027)

- Continue researching the Searles Hill Cemetery for historical preservation.

PUBLIC UTILITIES

As part of the infrastructure of daily lives, public utilities are an important component of any community and its future growth. As New Hampshire's economy strengthens, a robust collection of public utilities is needed to serve the present and future needs of Salisbury's residents and businesses.

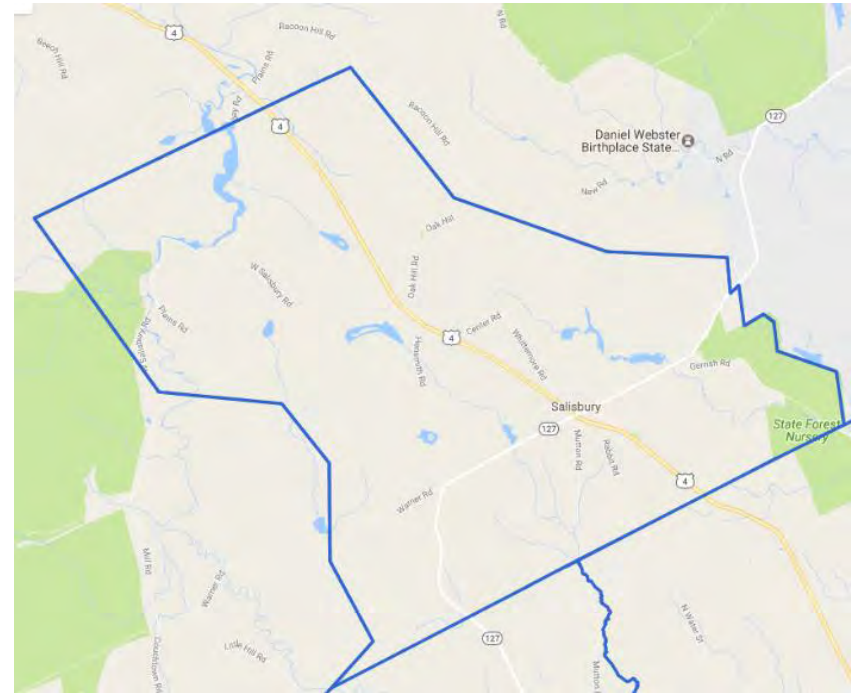
ELECTRICAL SERVICE

Eversource Energy currently provides regulated electric service in Salisbury along with Unitil and NH Electric Co-op (NHEC). All three providers support areas of the community. The NHEC has 90 customers in Salisbury, Eversource serves 125 and Unitil serves the remainder, 456 customers as of May 2017. Unitil's coverage area includes the most populated areas of Town, Salisbury Heights, the intersection of NH 127 and US 4 and continuation along these and nearby roadways from the Boscawen/Webster Town line to Bay Road.

In such a forested community, severe winter events or wind storms can easily blow down powerlines or trees and limbs that fall onto the powerlines and disrupt electrical service to residents. Many households have generators and woodstoves to use until service is restored. The Town and Salisbury School District are working to obtain a grant to install a generator at the Elementary School within the next few years that will enable the school to serve as an emergency shelter.

TELEPHONE SERVICE

Basic landline telephone service once played a critical role in everyday life but as cellphone usage increased, there became less of a reliance on landlines. The technology has evolved over the past 60 years from mechanical switching centers and a fragmented network with party



Unitil Electrical Coverage of Salisbury

lines to digital switching systems and fiber optic networks. Universal service, once a distant vision, is now a reality. Telephone companies now offer wireless services, internet access, satellite television, and digital subscriber services (DSL) to many of their customers. While many still use their landline phone for a DSL or dial-up connection, there is less of a reliance on landlines with the use of cellphones.

Landline residential telephone service in Salisbury is provided mostly by TDS Telecom. The section of the Town abutting Franklin has access to Verizon which includes cable TV service. TDS Telecom does not provide cable TV but numerous homes access satellite TV through either DISH Network or Direct TV.

BROADBAND INTERNET

The term broadband commonly refers to high-speed Internet access that is always on and faster than the traditional dial-up access. Broadband includes several high-speed transmission technologies such as: Digital Subscriber Line (DSL), Cable Modem, Fiber, Wireless, or Satellite. Salisbury's primary broadband providers are TDS, Fairpoint and Comcast Xfinity. TDS fiber availability has increased over the last several years. All told, there are eleven different internet providers across a variety platforms and delivery systems. The data can be found at <http://broadbandnow.com/New-Hampshire/Salisbury>.

Several areas of Salisbury still do not have access to high-speed broadband internet as shown in Figure 8.4 on the following page. Two large areas, the southwest and northeast corners of Town are served by mobile wireless as the fastest available internet service. DSL service is available across most of the Town, but the fiber service is the fastest and is widely available.

Areas of Salisbury that report being underserved by broadband include the southwestern corner from the Blackwater River Reservoir to the Town of Warner and the topmost northeastern corner abutting the City of Franklin. The majority of Salisbury reports as being served by broadband or fiber. The areas reported as served have high-speed service defined as an average download speed greater than 10 Mbps and an advertised upload speed greater than 6 Mbps.

Tables 8.9 to 8.13 display the providers of different types of broadband internet and communications services available in Salisbury. Residential and commercial broadband are available, as is mobile internet service (cellular providers), satellite internet and television, including cable and satellite. Salisbury residents have choices for these services; once, they were luxury amenities, but now and moving into the future, communications have become essential services for our daily lives.

Table 8.9: Residential Broadband Service

Provider	Type of Service	Fastest Speed	Price/Month	Availability
Xfinity	Cable	150 Mbps	\$49.95/10 Mbps	16.0%
FairPoint	DSL	25 Mbps	\$50.95/10 Mbps	6.5%
TDS DSL	DSL	50 Mbps	\$34.95/15 Mbps	60.1%
TDS Fiber	Fiber	1,000 Mbps	\$44.95/25 Mbps	98.9%

Mbps = Megabits per second; GB = Gigabyte

Table 8.10: Business Broadband Service

Provider	Type of Service	Fastest Speed	Price/Month	Availability
Comcast Business	Cable	150 Mbps	\$69.95/16 Mbps	9.2%
FairPoint	DSL	1.5 Mbps	\$55.99/10 Mbps	8.3%
Comcast Business	Cable – Enterprise	150 Mbps	Call for quote	9.2%

Table 8.11: Mobile Internet Service

Provider	Fastest Speed	Price/Month	Availability
AT&T	10 Mbps	\$50.00/5 GB	98.1%
Verizon	10 Mbps	\$60.00/12 Mbps	99.7%
Sprint	6 Mbps	\$50.00/6 GB	15.0%
U.S. Cellular	3 Mbps	\$40.00/10 GB	100%

Table 8.12: Satellite Internet Service

Provider	Type of Service	Fastest Speed	Price/Month	Availability
HughesNet	Satellite	15 Mbps	\$49.99/25 Mbps	100%
Dish	Satellite	10 Mbps	Unavailable	18.4%

Table 8.13: Television Service

Provider	Type of Service	Number of Channels	Price/Month	Availability
Xfinity	Cable	Up to 260	\$30 - \$110	10.6%
TDS	IPTV	Up to 190	\$60 - \$75	91.5%
Satellite TV	Satellite	Up to 315	\$50 - \$125	100%

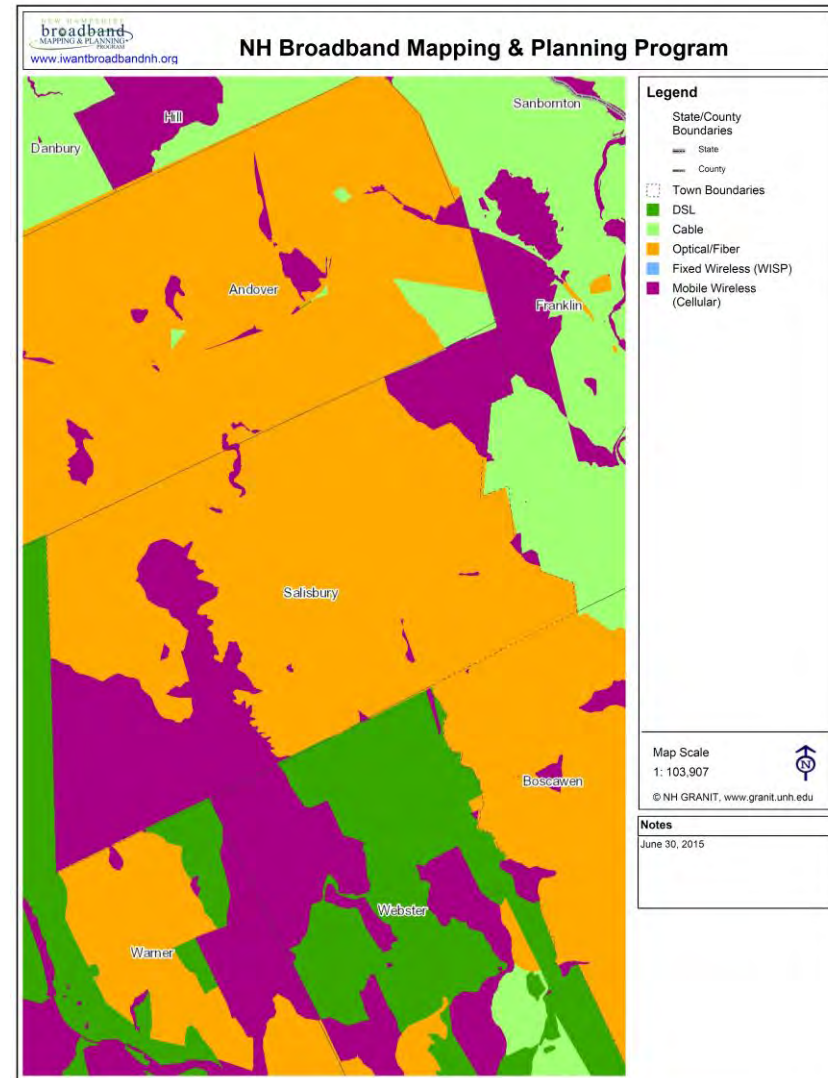
Source Tables 8.9 to 8.12: www.broadbandnow.com; Table 8.13: www.InMyArea.com

The NH Broadband Mapping and Planning Program (NHBMP) cataloged in 2015 displays the availability of broadband internet service in Salisbury by Census tract. The number of broadband providers available in Salisbury per tract ranged from four to nine different providers, offering most residents a choice of service. The NHBMP tested broadband speeds ranging from 1 to >18 Mbps while those participating in the survey reported maximum advertised download speeds ranging from 3 Mbps to > 1 Gbps. The Town is covered at moderate speed but does not have full coverage over its entire geographic area as depicted in Figure 8.4.

TELECOMMUNICATIONS

Telecommunications law in general is shaped by a mix of federal, state and local laws and regulations, and a developing body of case law. The federal Telecommunications Act of 1996 (TCA) was the first major overhaul of communications law in over 60 years, amending the Communications Act of 1934. The goal of the law was to ensure that all communication businesses are allowed to compete with each other in any market and to promote such competition. Broadly, the Act preempts all state and local laws that would prohibit or have the effect of prohibiting an entity from providing telecommunications services. The TCA sets boundaries for local land use decisions on wireless tower applications and for management of public rights-of-way. The Act also creates separate regulatory tracks for cable and telecommunications – the telephone industry, not broadband per se, but there are implications for broadband since much of the infrastructure necessary for the provision of broadband overlaps with telecommunications, cable, and increasingly, wireless facilities.

Figure 8.4: Broadband Availability in Salisbury, 2015



Source: www.iwantbroadbandnh.org

Salisbury voters originally approved a Wireless Telecommunications Towers and Antennas (cellular tower) ordinance in 2000. The 2015 Central NH Regional Broadband Plan identified several recommendations for municipal governments to consider adopting as part of a comprehensive approach to telecommunication in local communities, including Salisbury. Possible measures include:

- Inventory municipal buildings that may be suitable for siting of personal wireless service facilities under the provisions of RSA 12-K:10 which allows the siting of such facilities on any structure which is capable of structurally supporting the siting. This could allow for potential complementary additions to the Town's broadband infrastructure through introduction of wireless broadband services, and add rental and tax revenue.
- Adopt, outside of any cable franchise negotiations, a policy stating the basic municipal objectives sought through cable franchising (i.e. cable and broadband coverage areas, access programming service to public library and other public buildings).
- Consider drafting and adopting a comprehensive telecommunications ordinance stating the Town's policies governing the public rights-of-way, stating cable franchise policies, incorporating by reference the wireless telecommunications facilities ordinance adopted by the legislative body and stating the municipal policy promoting the siting of such facilities on municipal law, including a funding mechanism by which right-of-way fees, rental fees from wireless siting, and franchise fees from cable franchises could be reserved to promote broadband infrastructure.

The current Town ordinance allows for the new construction of a telecommunication tower as a permitted use in the Residential and Agricultural/Conservation districts or via a conditional use permit in the Retail Village District. Currently, there is one tower in Salisbury,

located on Humphrey Road, close to the Andover Town line. There are several towers nearby which also serve Salisbury including several in Franklin and two each in Webster, Boscawen, Warner, and Sutton.

RECREATIONAL FACILITIES

As an important part of a healthy community, recreational facilities offer the chance for socialization, exercise and community spirit. Cultural bonds are forged during events that take place annually such as Old Home Day or during baseball games. Residents can canoe the Blackwater River or hike along trails. The Town and Elementary School together own several recreational facilities that further bring townspeople together, enriching the lifestyle and fabric of Salisbury. Using these facilities, an active Recreation Committee works to ensure recreational programs are available to people of all ages.

COMMUNITY SURVEY RESULTS FOR RECREATIONAL FACILITIES

Community Survey Question 17:

In what ways do you enjoy Salisbury's recreational opportunities?

Please check all that apply:

Q. 17	Total	Percent
Hiking	53	79.1%
Nature Observation	49	73.1%
Snow Shoeing	37	55.2%
Fishing	31	46.3%
Canoeing/Boating	26	38.8%
Mountain Biking	20	29.9%
Snowmobiling	20	29.9%
Cross-country Skiing	20	29.9%
Hunting	19	28.4%
Swimming	13	19.4%
Maplewood Recreational Area	13	19.4%
Horseback Riding	9	13.4%
Personal Watercraft	3	4.5%



Maplewood BallField on Old Turnpike Road

In the summer, Old Home Day is one of the very popular events organized by the Recreation Committee. The annual event is held at the Maplewood Ballfield and on the Town Green and includes fireworks. A winter ice rink continues at the Maplewood Ballfield to be a huge success. The Winter Carnival held hockey tournaments, human sled dog events, and artistic snow coloring for children.

Community Survey Question 18:

Would you support the creation of a trail system in Salisbury for recreational uses such as snowmobiling, horseback riding, mountain biking, walking, etc.?

Q. 18	Total	Percent
Yes	58	85.3%
No	9	13.2%
No Opinion	1	1.5%
Total	68	100.0%

Community survey results indicate hiking (79%), nature observation (73%), snowshoeing (55%), fishing (47%) and canoeing/boating (39%) are the primary ways Salisbury residents recreate in Town. Many use their own land for these activities. Respondents highly support a trail system in Town (85%) which would further encourage hiking, the number one recreational activity per the Survey.

MAPLEWOOD BALLFIELD

The Maplewood Ballfield on Old Turnpike Road is a popular recreational venue for children and adults alike. Adjacent to the Maplewood Cemetery, the 3.5 acre facility includes dugouts and a concession stand. Recent renovations were completed, including installing batting cages for both dugouts, repairing frost-heaved poles, and maintaining field markings for summer ball games. Annual

Turnpike Softball Tournaments are a success for fans and players alike.

With the ballfield's growing popularity and program diversity, many now refer to it as the "Maplewood Recreational Area". In the fall, the Fire Department hosts a Halloween hay ride in the field. In 2016, an Eagle Scout completed a project that included building and installing picnic tables for the field. Maplewood continues to grow in terms of both facilities and activities.

CONSERVATION AREAS

Eleven (11) conservation land areas cover over 5,100 acres (20% of total land area) in Town. Various agencies such as the Society for the Protection of NH Forests (SPNHF), Five Rivers Conservation Trust and NH Department of Resources and Economic Development (NHDRED) oversee conservation easements and protected property in Town as shown in the Natural Resources Chapter. Some of the lands are deeded to the Town and others are owned by private property owners who have conservation easements on their land managed by one of these agencies. Private trails on conservation land have the potential for public usage with landowner agreement. The Blackwater Flood Control Reservoir Land which encompasses Town roads could be a location where recreation is possible during low-flow times.

The Blackwater River Flood Control Reservoir land owned and operated by the Army Corps of Engineers Land was separated from this list.

Some of the public and conservation properties contain non-motorized trails. Winter snowmobile trails are managed by the Kearsarge Trail Snails who maintain trail #345 running from Franklin to Warner. The trail crosses US 4 to follow much of Warner Road from the Blackwater Reservoir into Warner as depicted in Figure 8.5. The Conservation Commission is currently developing a Natural Resources

Inventory (NRI) which will identify, examine, and prioritize natural features. These include wetlands, vernal pools, soils, wildlife,

Figure 8.5: Winter Snowmobile Trail System in the Area



Source: NH Snowmobile Association Interactive Mapper, May 2017

endangered plants and natural communities, water bodies, and more. The NRI will also help identify future conservation lands, some of which should be suitable for public recreational trails.

RECREATION COMMISSION

As described earlier, the Recreation Commission has many responsibilities for a variety of annual programs and the maintenance of Maplewood Ballfield.

From Table 8.14, the Recreation Commission is provided with a very small operating budget which has grown by nearly \$1,000 since 2011

to reach about \$2,500 in 2016. The equivalent spent for recreation was \$1.82 per capita last year. The Commission, with lots of volunteers and fundraisers, successfully produces fun recreational programs for residents.

In addition to an annual budget for the Recreation Commission, The Town has had a Recreation Capital Reserve fund since 1987 to which voters usually allocate \$4,000 - \$5,000 per year. Most of the operating budget is allocated toward maintaining Maplewood Ballfield. The Capital Reserve Fund (balance \$12,700 in 2016) can be used for designated capital expenditures in the CIP such installing a new playground and replacing the bleachers which are planned within the next year or two.

The Town Green on the Salisbury Heights campus is used for many of the events organized by the Recreation Committee.

Salisbury does not have senior center or teen center and associated programs for each. Indoor recreation facilities available are the Elementary School gymnasium at 6 Whittemore Road, Salisbury Free Library at 651 Old Turnpike Road (US 4, Salisbury Community Church at 13 Franklin Road (NH 127) and the Salisbury Historical Society's History Museum at 651 Old Turnpike Road (US 4) (see www.salisburyhistoricalsociety.org).

The Currier and Ives Byway Committee is a both a resource and possible partner to additional recreational sites in Salisbury.

Table 8.14: Recreation Budget Expenditures, 2011-2016

Year	Recreation Department Spending	Total Town Budget (Expended)	% of Town Budget (Expended)	Per Capita - 1,394 (2015 estimate)
2011	\$1,492	\$1,082,505	0.13%	\$1.07
2012	\$1,345	\$1,004,307	0.13%	\$0.96
2013	\$1,049	\$1,074,507	0.10%	\$0.75
2014	\$1,460	\$1,058,429	0.14%	\$1.05
2015	\$3,113	\$1,149,895	0.27%	\$2.23
2016	\$2,543	\$1,248,633	0.20%	\$1.82

Source: Town Reports 2011-2016



Salisbury Historical Society on Old Turnpike Road

CHAPTER RECOMMENDATIONS

COMMUNITY FACILITIES

Efficient community facilities and services that meet the needs of the public are important for maintaining and improving the quality of life in Salisbury. Each Department in Salisbury has specific needs that could include additional staff, new or expanded facilities, or equipment upgrades. It is anticipated that once each municipal Department is upgraded to meet its current needs, it is unlikely that any significant expansions thereafter will be needed for the foreseeable future. An increase in development would likely have a heavy impact on the existing Town services and infrastructure, which may not be able accommodate much future growth without facilities expansion and staffing increases. The following are a list of recommendations that the Town should implement to improve Town and School services and facilities.

- Maintain highest priority roads and drainage locations.
- Work with the Currier & Ives Scenic Byway Committee to assist in their efforts to preserve and enhance NH 127.
- Establish a regular cycle of repairing these paved roads built into the Town budget through CIP allocation.
- Purchase a brush chipper (CIP) for the Highway Department.
- Consider the placement of dry hydrants in strategic locations in Town where development density is highest.
- Replace the Ambulance (in CIP).
- Continue training of Fire and Rescue members at appropriate seminars.
- Maintain, repair and/or replace cisterns at North and Center Road (in CIP) and the various dry hydrants in Town.
- Re-examine the need of the community for a locally staffed Police Department.
- Upgrade Academy Hall staff computers and software to enable the most compatible recordkeeping systems at Academy Hall.
- Maintain the Town buildings on “Salisbury Heights” and preserve the historic campus and Town Green.
- Increase the number of events to promote the Town Hall and other facilities as a community destination for residents of all ages.
- Continue technology upgrades for public use computers and electronic library circulation.
- Continue fulfilling the Library’s circulation needs and meeting the interests of the community, adding programs to support user activities.
- Undertake Transfer Station building repairs (CIP).
- Purchase a compactor to facilitate recycling capacity (CIP).
- Host an annual household hazardous waste collection.
- Undertake electrical improvements at the Transfer Station (CIP).
- Use the recycling revenue to make staffing and infrastructure improvements to the Transfer Station.
- Continue cemetery maintenance and repair.
- Deter vandalism of graves and headstones at the cemeteries in Town.

- Continue researching the Searles Hill Cemetery for historical preservation.
- Review the potential of the Crossroads and Salisbury Heights to become the Town Center and a destination for residents. Town services and events regularly convene at the Town Green, Salisbury Free Library and Town Hall. This could become a cultural Village Center for the community.
- Continue the plan to utilize the Salisbury Elementary School as an emergency shelter with the forthcoming generator grant and installation. This can generate future opportunities for partnerships with the Salisbury Elementary School and possible use of additional space.

UTILITIES

Continual upgrade of utilities will provide the necessary infrastructure and technology Salisbury residents require to live, work and recreate. Many public utilities are a choice to consumers such as cellular, telephone and internet providers while other services are territory-based such as electrical and cable internet. The Town government should strive to ensure its citizens and businesses are provided with the best available utilities to enable prosperity and future development opportunities. The following are a list of recommendations that the Town should implement to improve Salisbury's public utilities.

- Work to ensure high-speed internet (broadband, DSL, fiber optic, etc.) coverage is available to the entire community.
- Inventory municipal buildings that may be suitable for siting of personal wireless service facilities under the provisions of RSA 12-K:10 which allows the siting of such facilities on any structure which is capable of structurally supporting the siting.

- Consider adopting policies governing the public rights-of-way for the installation of telecommunications facilities within those rights-of-way.

RECREATIONAL FACILITIES


The following are a list of recommendations that the Town could implement to improve Salisbury's recreational facilities and programs.

- Research the need for and identify recreational programs of interest to teens and seniors.
- Obtain public access to the Blackwater River and other waterbodies for canoeing, swimming, fishing and related activities.
- Coordinate a meeting of the owners of conservation easements to develop a plan for appropriate public use of conservation lands.
- Promote knowledge of local trails through the development of brochures, maps and the new Town website to encourage responsible use of the Class VI road hiking trails and other public trails in Town.
- Continue improvements to the Maplewood Ballfield to create a year-round variety of recreational opportunities for all ages.
- Encourage the Recreation Committee, with assistance of the Conservation Commission to promote development of public conservation land trailhead signage, interpretive trails at natural areas, off street parking areas, etc. through fund raising drives and volunteer initiatives that further enhance the recreational experience in Salisbury.


Community Facilities Map


Salisbury Master Plan 2017

Legend

 Community Facilities


Water Bodies


 Water Bodies


 Rivers & Streams


Base Legend


Roads by Legislative Class


 Class I


 Class II


 Class III


 Class V

 Class VI

 Private/Trails

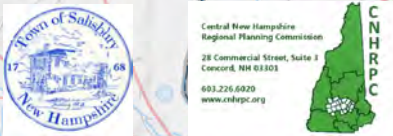
 Town Boundary

 Surrounding Town Boundaries



N

Data Sources:
NH DOT: 2015 Roads data
NH GRANIT: Surface waters via the NH Hydrography Dataset,
Town Boundaries
Town of Salisbury: Community Facilities



ENERGY

For the Town of Salisbury

Energy and its impact on communities in areas such as municipal expenditures, economic development, land use planning, and transportation is increasingly of interest to residents, local officials and business owners. Reliable, affordable sources of energy are critically important to our overall quality of life and the stability of the economy.

This Energy Chapter presents a framework that can be used to support Town efforts in the areas of energy use, efficiency and planning. The use of energy for electricity, heating, and transportation has direct links to land use, individual lifestyles, natural resource conservation, and environmental quality. The purpose of this Chapter is to provide some background on energy usage and issues and to identify potential strategies and tools for energy conservation, energy efficiency, and efficient development. After a brief introduction to the role of energy in planning, there is a summary of New Hampshire's energy profile and sources as well as a series of recommendations for achieving the overall vision of a resilient, efficient community through programs, operational practices, ordinances and regulations. There is also limited data on Salisbury's energy profile, municipal energy consumption and an overview of potential opportunities for usage and cost savings, energy efficiency improvements and renewable energy options.

Many municipalities in New Hampshire, including Salisbury, are looking at opportunities to reduce energy consumption, improve

CHAPTER VISION

Develop energy policies that support and preserve rural character and increase the community's vitality and long-term sustainability while looking for opportunities to reduce municipal expenditures, and promote energy efficient transportation, economic development and land use development patterns.

energy efficiency, and investigate renewable energy sources by developing Energy Chapters in the Master Plan. New Hampshire **RSA 674:2 III(n)** was adopted in 2008, authorizing municipalities to incorporate an energy section into their Master Plan that "includes an analysis of energy and fuel resources, needs, scarcities, costs, and problems affecting the municipality and a statement of policy on the conservation of energy."

THE ENERGY LANDSCAPE

Energy efficiency and renewable sources of energy continue to emerge as topics in discussions of energy usage and costs. Many view them as solutions to high energy costs and supply concerns as well as a response to environmental sustainability.

An important concept to remember is that New Hampshire is part of a region and really a world market when it comes to energy. Since 1997, ISO-NE (Independent System Operator of New England) has been managing the regional electricity demand and supply in New England; what we can do as a state and region is influence overall use and fuel choice.

Energy is a very broad topic and also has some specific terms that need to be understood, particularly in the area of renewable energy. Below is a list of definitions that clarify some of the terms used in this Chapter.

1. **Energy conservation** means reducing the overall use of energy, particularly wasted energy (such as installing programmable thermostats that turn on the heating or cooling only when a building is occupied).
2. **Energy efficiency** refers to the ability to produce the same output or benefit using less energy in the process (such as replacing an incandescent light bulb with a fluorescent one). Anywhere energy is used, there are opportunities to increase efficiency.
3. **Renewable energy** describes energy sources and systems that produce power from sources that are unlimited or can be cyclically renewed, such as solar, wind, geothermal, or biomass. Non-renewable energy sources are those with a finite supply, such as oil, natural gas, or coal.
4. **Renewable Portfolio Standard (RPS)** was established in May 2007 as RSA 362-F and requires the state's electricity providers - with the exception of municipal utilities -- to acquire by 2025 renewable energy certificates (RECs) equivalent to 24.8% of retail electricity sold to end-use customers. The RPS includes

four distinct standards for different types of energy resources; these are classified as Class I (largest class and includes new and existing renewable facilities), Class II (solar), Class III (existing biomass and landfill gas facilities) and Class IV (existing, small hydro with certain restrictions). See the Public Utilities Commission's [website](#) for a detailed explanation of the classes. What an RPS does is establish a base level of demand but allows the market to determine which renewable energy resources will meet that demand. Initially proposed as a mechanism to support renewable energy development in competitively restructured electricity markets, the RPS model today is now seen to serve other functions such as encouraging fuel diversity and economic development.

5. **Renewable Energy Credits or Certificates (RECs)** – are sold separately from the underlying physical electricity and are tracked, traded and sold in the market. As renewable generators produce electricity, one REC is created for every 1 megawatt-hour (MWh) of electricity placed on the grid. RECs represent the “attributes” (environmental, social, and other non-power qualities of renewable electricity generation) of renewable electricity generation from the physical electricity produced, serving as “currency” for renewable energy markets. Since RECs only represent the non-power attributes, they are not subject to delivery constraints.
6. **Alternative Compliance Payments (ACPs)** are made to the state by utilities for every megawatt hour of energy for if their renewable energy quotas are not met. These alternative compliance payments are essentially an assessed fee to those utilities and competitive electricity providers that have not complied with the RPS. If RECs are not available or prices exceed the alternative compliance price, the electrical supplier

will often elect to pay the fee, i.e., the alternative compliance payment.

Typically, it makes sense to strive for energy conservation first as using less energy has minimal costs and is fairly straightforward to implement. Improving energy efficiency can also reduce energy use, although it does not always result in lower consumption (for instance, a person who buys a more fuel efficient car may drive the same number of miles, thereby saving energy and money or he or she may drive *more*, which costs the same but does not reduce the amount of fuel used). Finally, constructing renewable energy systems, particularly those where the energy is used on-site, is a valuable strategy for long term energy cost savings and reduction in pollutant emissions.

STATEWIDE ENERGY USE OVERVIEW

Some Quick Facts from U.S. Energy Information Administration, June 2016:

- New Hampshire was the ninth lowest per capita consumer of energy among the states in 2014.
- The Seabrook nuclear power reactor, the largest in New England, provided 47% of New Hampshire's 2015 net electricity generation.
- Nearly half of all New Hampshire households relied on fuel oil for heat in 2014.
- New Hampshire is third in the nation, after Maine and Vermont, in the proportion of its net electric generation that comes from biomass, mainly wood and wood by products.

- New Hampshire's Renewable Portfolio Standard requires 24.8% of electricity sold to come from renewable energy resources by 2025; 17% of New Hampshire's 2015 net electricity generation came from renewable energy.

Energy use in the Central NH Region parallels patterns throughout the state and the northeast. New Hampshire relies on a number of different types of energy supplies – each with its own unique costs. Some important facts to remember:

FACT: New Hampshire relies on external sources of energy for nearly 90% of its total energy consumption.

FACT: Population growth has slowed but is still increasing. Household changes are also leading to changes in how energy is used – computers, phones, TVs. Any gains in efficiency may be partially offset by the increasing electric demand associated with the number of devices and appliances per household.

FACT: Energy costs and supply are dynamic; costs are not fixed.

FACT: Demand patterns for energy may decrease, BUT expenditures can increase due to rising fuel prices.

FACT: Decisions concerning energy supply and usage directly impact individual energy bills and the overall economy.

SOURCES

In this section, there is discussion of the major supply sources such as gas, petroleum and coal. Smaller sources such as kerosene, propane are not covered. It should be noted that Eversource is currently in the process of selling its power plants in New Hampshire. It is expected that the sale of the power plants, including three fossil fuel plants and nine hydropower facilities, will take place by auction sometime in 2017/2018.

NATURAL GAS

In New Hampshire, there are four natural gas pipelines. The significant line for state residents is the Tennessee Gas Pipeline (TGP) which is owned by Kinder Morgan and brings gas from Texas, Louisiana, and the Gulf of Mexico into New England. This pipeline crosses New York and Massachusetts and distributes gas across a large section of Massachusetts. There are several tributaries off of the main line, one of which branches off near Lowell and heads north through the communities along the Merrimack River and into the Lakes Region. Natural gas is not currently available in Salisbury.

According to the EIA, “about one in five New Hampshire households uses natural gas for primary home heating. Because of recent differences between natural gas and home heating oil prices, there has been an increase in the number of homeowners who have been switching to natural gas in New Hampshire and throughout New England. However, New Hampshire is still among the lowest states in per capita natural gas consumption, in part because large areas of the state do not have the natural gas distribution infrastructure.”

Electricity generation from natural gas has increased markedly since 2003 with the commissioning of two large generating stations. As increasing amounts of natural gas are used for electricity, in New

SALISBURY ENERGY PROFILE

Many of the Central NH Region’s communities are served by a combination of different utility providers. Salisbury residents receive service from a combination of Unitil (455 customers), Eversource (124 customers), and NH Electric Cooperative (88 customers).

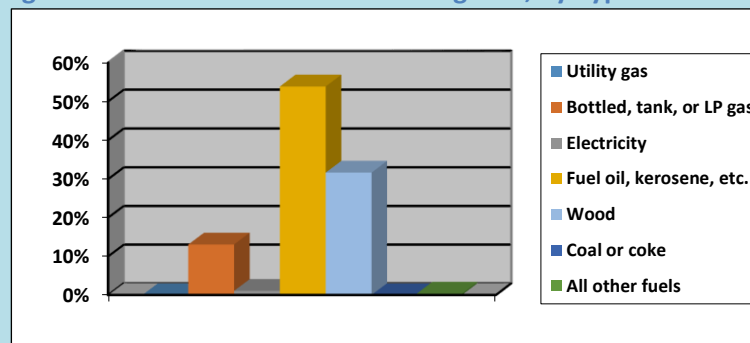
Data on Salisbury’s heating sources is provided in the following charts that show a typical Northeast profile of the reliance on oil heat but a surprisingly high percentage of wood.

Table 9.1: House Heating Fuel, Occupied Housing Units

HOUSE HEATING FUEL, Occupied Housing Units	
Utility gas	0%
Bottled, tank, or LP gas	13%
Electricity	1%
Fuel oil, kerosene, etc.	54%
Wood	31.7%
Coal or coke	0%
All other fuels	0.3%

Source: US Census Bureau, 2011-2015 American Community Survey

Figure 9.1: 2011 – 2015 House Heating Fuel, by Type in Salisbury



Source: US Census Bureau, 2011-2015 American Community Survey

Hampshire and in New England as a whole, assurance of natural gas supply is becoming a critical strategic energy issue for the region.

PETROLEUM

Nearly half of all New Hampshire households rely on petroleum as their primary heating fuel, making the state and the overall region particularly vulnerable to fuel oil shortages and price spikes during the winter months.

The transportation sector consumes more petroleum products than any other sector. State law requires the use of a biodiesel blend in state vehicles unless the blend costs more than all-petroleum fuel. The state also requires reformulated motor gasoline blended with ethanol in the populated areas of southeastern New Hampshire to limit ozone formation.

COAL (EIA Data)

New Hampshire has two coal-fired generating stations, Schiller at Portsmouth and one in the Central NH Region, Merrimack Station at Bow. Both are owned and operated by Eversource and the Merrimack Station is the utility's largest plant and generates approximately 439 megawatts (MW), enough to roughly supply 190,000 households. One unit of the plant was built in 1960; the other in 1968. In response to a 2006 state law (RSA 125-O), Eversource installed a scrubber system by 2011 that is targeted to capture 80% of the mercury from the coal and reduce sulfur dioxide emissions by roughly the same percentage. The cost of the scrubber system increased from an estimate cost of \$250 million in 2006 to \$422 million. As mentioned previously, this Eversource facility and all of its power plants are currently going through the process of being sold. The Schiller station can burn either coal or oil, and one unit was converted in 2006 to burn woody biomass. Although coal's share of New Hampshire electricity generation has declined in the

face of cheaper natural gas, it still typically provides around 5% of net electricity generation.

RENEWABLE ENERGY

SOLAR

According to the U.S. Department of Energy, demand for solar is at an all-time high; the amount of solar power installed in the US has increased more than 23 times over the past eight years, from 1.2 GW in 2008 to an estimated 27.4 GW at the end of 2015. Once thought of as not practical in northern climates, solar energy has much potential for providing clean, reliable and safe energy. Solar technologies have proven to be successful in New Hampshire and continue to be a viable option both commercially and residentially. As technologies continue to improve and costs lower, solar thermal collectors and photovoltaics are becoming more competitive in the marketplace.

THE COST OF SOLAR ENERGY

The challenges for solar installation include the installation costs and some of the "soft" costs such as permitting and interconnecting the system to the power grid. However, the cost of solar panels or solar modules has been falling significantly. According to the Department of Energy, since the beginning of 2010, the average cost of solar PV panels has dropped more than 60%, and the cost of a solar electric system has dropped more than 70%. Grid-tie (connected to your electrical utility company's power "grid") has not only become more mainstream but the decreasing price is attributed to many factors, including technology improvements such as the mini inverter. Each panel in an array has its own on-board inverter which eases the effects of partial shading on the panels.

The NH Office of Energy and Planning (OEP) recently completed a project through the New England Solar Cost Reduction Partnership (NESC RP) from the US Department of Energy's Rooftop Solar Challenge II Program. The intent of this grant was to increase implementation of solar photovoltaic (PV) by driving down its associated costs. Under this grant, NH focused on the "soft costs" associated with residential permitting, zoning and interconnection. Statewide model permitting and zoning, a guide to the utility interconnection process, and additional educational resources, including training, were developed for use by municipalities and are available through [OEP's website](#).

SOLAR ENERGY USE

In 2015, solar installations in the U.S. accounted for 29.4% of new electricity generation installed. According to the Solar Energy Industries Association, residential solar benefitted from a fourth consecutive year of greater than 50% annual growth with installations reaching 2,099 MW. Growth in this industry is driven by many factors and certainly varies by sector and state. The federal tax credit is still available, installed costs continue to decline and state and utility rebates all are contributing to the solar market growth. The federal Investment Tax Credit was extended through 2021 in December and a "commence construction rule" was added, effectively providing the market with policy visibility through 2023. By many standards, this is still an industry that is in its relative infancy when you consider that in 1985, annual solar installation was 21 MW.

In NH, the rebate programs for residential solar water heating is continuing with over 485 rebates and 284 commercial and industrial rebates issued through June, 2016.

The residential market for residential electrical renewable energy (PV and Wind) continues to grow as well with small units being installed in domestic homes to supply a proportion of the household electricity needs. More than 2,700 statewide systems have been installed since the PUC established the rebate program in 2009. A good source of information on solar energy for residential homes can be found in the publication: [A Homebuilder's Guide to Going Solar](#).

As solar systems become more mainstream, there is developing interest in looking at the role of zoning and land use regulations to ensure that solar renewable energy projects are compatible with existing land use regulations. Looking at ways to support renewable energy projects that are not overly restrictive or contradictory to the installation of the systems within the framework of "sound" community development is important. Some potential considerations by communities include whether the systems are considered an accessory use or a conditional use in certain areas, height and setback limitations, scale, and aesthetics (i.e. glare).

BIOMASS

According to the U.S. Energy Information Administration, nearly 1 in 12 homes in New Hampshire depend on wood products as a primary heat source. New Hampshire is still 84% percent forested and roughly 81% is considered viable timberland. Biomass products such as wood pellets and chips, logwood and briquettes, are an important part of the state's economy and can keep fuel dollars in the local economy.

Since biomass is part of the renewable energy market, there is the opportunity to sell the renewable energy attributes or RECS. As mentioned earlier in this Chapter, these renewable energy attributes or RECs are traded separately from the underlying electricity. New

Hampshire was the first state in the nation to create RPS incentive provisions for thermal renewable systems that are equivalent in value to those for renewable electric technologies.

Electricity in New Hampshire is also generated from the combustion of wood by seven major power plants in New Hampshire. In the Central NH Region, Wheelabrator Concord Company operates a waste-to-energy plant that includes two furnace/boiler systems that processes up to 500 tons of solid waste per day. The plant produces high pressure steam capable of producing around 14 megawatts of electricity annually, close to supplying the electricity for 17,000 homes.

Interest in biomass as a source of heating has also been increasing for residential, commercial, and municipal uses, thanks in part to rebate programs and other sources of funding the last few years. New Hampshire's commercial and industrial rebate program for wood pellet boilers has issued 43 rebates and the residential wood pellet/furnace program has issued 300 as of June, 2016. The residential wood pellet program is also active and links to the application is available through the [Public Utilities Commission](#)

WIND POWER

While New Hampshire may not have the wind power capacity or potential of other states, there have been four major wind projects approved by the state's Site Evaluation Committee (SEC) and others are in the queue. SEC functions as the state's permitting authority for the review, approval, monitoring and enforcement of compliance in the planning siting, construction and operation of energy facilities. See SEC's [website](#) for more information on the Committee.

Most of the US wind power capacity is from Texas up to North Dakota and the west coast. While the "wind farm" development is

an intensive undertaking, there have been advances in community scale wind turbine technology and the interest continues, albeit on a limited scale when compared to other renewables such as solar and biomass. It should be noted that Salisbury currently does not have a wind ordinance.

HYDROPOWER

Hydropower, or hydroelectric power, is considered to be the most common and least expensive source of renewable electricity in the United States today. According to the U.S. Energy Information Administration, historically, all renewable electricity generated in the United States came from hydropower resources. In NH, close to 30% of renewable electricity is provided by hydropower.

Hydropower technologies use flowing water to create energy that can be captured and turned into electricity. There is a long history of hydro not only in the state but in the Central NH Region.

Below is a list of the current facilities operating in the Central NH Region.

- **Penacook:** upper and lower falls located on the Contoocook River, operated by Briar Hydro Associates.
- **Rolfe Canal:** operated by Briar Hydro Associates.
- **Jackman Hydro:** operated by Eversource, the facility is located in Hillsborough on the north branch of Contoocook River. (3.6MW)
- **Garvin Falls:** operated by Eversource, the parent company of the facility, is located on the Merrimack River. (12.4MW)

GEOTHERMAL

The common type of geothermal energy uses the more readily accessible soils where the temperature of the ground is 50 to 55°F

at 4 or more feet below the surface (below the frostline). This utilization of energy in the ground is more correctly termed geothermal heat pump system, ground source heating or "geoexchange." There are two main components, the heat pump and the circulation system that is drawing the heat from the ground. These systems are becoming more popular but they do have some limitations that can restrict their use. The units can be very expensive with upfront costs in the range of \$20,000-\$35,000 or more. The differences between a closed loop and open loop system for well systems tend to be specific to the site in question and requires careful study of the site characteristics.

There are other hybrid type systems that use several different geothermal resources that won't be discussed here but can be found at the Department of Energy's [website](#):

In New Hampshire, geothermal systems are regulated by the Department of Environmental Services (DES). The Environmental Protection Agency (EPA) requires states to inventory several classes of injection wells. Open loop wells are considered Class V injection wells which needs to be registered with DES. Closed loop systems also are required to register with DES. For more information, see the [fact sheet](#) prepared by DES.

An example of a large and successful geoexchange project in the Central NH Region is the Merrimack County Nursing Home (MCNH) in Boscawren, NH. This is a nursing facility that, on average, has about 290 residents and a staff of 425, and is roughly 235,000 square feet.

ENERGY AND PLANNING

The first step for a community that is interested in reducing municipal energy use is to establish a baseline for comparison.

Benchmarking energy use by completing an inventory of lighting, electrical, and heating fuel usage for several key municipal facilities is very important. With these data as a starting point, Salisbury could then measure the effectiveness of future energy reduction efforts. These data should be collected over a twelve-month period that would show annual municipal energy demand and the cost for energy expended by the Town for these facilities. The buildings used in the analysis could be selected by the Town due to their level of use and availability of data. A complete energy inventory of all facilities, including any vacant buildings would be helpful for future benchmarking. Municipal vehicle fuel usage (DPW trucks, police cruisers, fire vehicles, etc.) could also be monitored and analyzed as part of the Town's total energy inventory.

PLANNING AND ENERGY POLICY

Energy planning continues to receive increasing attention at the policy level due to long term energy costs and the relationship between energy use, economic activity, and environmental impacts. The principles of "sustainability" support energy conservation and efficiency through thoughtful community design. Compact development patterns, open space preservation, and multi-modal transportation options are core elements which contribute to energy-conscious development while preserving traditional rural character. NH's communities are all experiencing the demographic trends of an aging population and being able to age in place is of great interest to residents. Energy conservation has the added benefit of supporting many of the accessibility needs of an aging population.

When communities are designed so that residential areas are convenient to businesses, services, and amenities, residents are able to complete daily tasks in fewer trips and use less fuel. Compact development is one technique that allows for greater

density while reducing the miles of roadway, water and sewer lines, and other infrastructure needed to serve homes and businesses. Providing pedestrian, bicycle, and ride sharing facilities means that people have less energy-intensive options for getting around town. For rural communities, the use of compact design is often a challenge given the land use patterns that have developed over time.

Efficient building construction can significantly reduce energy use and operating costs for the life of the building. Finally, local renewable energy production allows property owners to have control of their electricity, heating, and hot water generation without consuming additional non-renewable fuels. Local regulations can support and influence these elements as a way to encourage a more energy-conscious community.

While many energy issues are outside of local, regional and state jurisdiction, there are several key areas where there are opportunities to impact policy and weigh in on those policies that have a direct connection to municipal affairs. Awareness of state policies and how they can influence local energy planning and available program/project development is important as communities strive to achieve more energy efficiency.

STATE ENERGY STRATEGY (SB191)

In 2013, an Advisory Council was tasked with developing a revised 10-year statewide energy strategy, the aim of which is to provide forward-looking guidance on electric, gas, and thermal energy strategies and optimize the ready availability of energy supply, energy affordability, the state retention of energy expenditures,

jobs, and the use of renewable energy sources and energy efficiency policies, including demand-side policies. Completed in 2014, there are four main categories that frame the energy strategy are:

1. Advance electric grid modernization;
2. Increase investments in cost effective energy efficiency;
3. Diversify fuel choice; and
4. Increase transportation options.

More detail on the recommendations is available in the [final report](#) prepared by OEP.

ENERGY EFFICIENCY RESOURCE STANDARDS (EERS)

An EERS establishes specific targets for energy savings that utilities or non-utilities must meet through customer energy efficiency programs. Currently, New Hampshire is the only state in the northeast with no EERS or its equivalent. Nationwide, twenty-six states have an EERS with the strongest requirements in Massachusetts, Rhode Island and Vermont, which all require close to 2.5% savings annually. A long standing recommendation of earlier studies in New Hampshire, there is currently a proposal before the PUC to adopt an EERS.

CLIMATE CHANGE ACTION PLAN

A Climate Change Policy Task Force was convened in 2008 and developed a statewide Climate Action Plan in 2009.¹ According to the New Hampshire Climate Action Plan, the most significant reductions in both emissions and costs will come from substantially increasing energy efficiency in all sectors of our economy,

http://des.nh.gov/organization/divisions/air/tsb/tps/climate/action_plan/nh_climate_action_plan.htm.

¹ *The New Hampshire Climate Action Plan: A Plan for New Hampshire's Energy, Environmental and Economic Development Future*, March 2009, available at

continuing to increase sources of renewable energy, and designing our communities to reduce our reliance on automobiles for transportation. As stated in the Plan, a response to climate change and our economic future is inextricably tied to how we produce our energy and how much energy we use.²

The Plan calls for long-term reductions in greenhouse gas emissions of 80% below 1990 levels by 2050, with an interim goal to reduce emissions by 20 % below 1990 levels by 2025. A total of 67 specific recommendations are made to achieve that goal. They include: direct energy savings in buildings, transportation, and electricity generation; natural resource protection; supporting regional initiatives; public education and workforce training; and adaptation to existing and potential climate impacts.

NET METERING

The Public Utilities Commission allows net metering which permits homeowners to receive credit for on-site electricity generation such as from a solar photovoltaic (PV) or wind turbine installation when the generation exceeds household or business consumption. This is accomplished by use of an electric meter that can run both forward and backward so that the host is billed only for the net reading on the meter. The 2012 data shows that over 1,000 installations have taken place through the four utilities, with the most by Eversource. Legislation recently passed to increase the state's net metering cap from 50MW to 100MW.

BUILDING ENERGY CODE

The New Hampshire State Building Code for residential and commercial buildings is now the 2009 International Energy Conservation Code (IECC). A part of the overall building code, the energy code establishes minimum requirements for energy efficient

design and construction for both new and renovated buildings. By establishing the minimum requirements, the codes set the baseline for energy efficiency in new construction and major renovations to which further design upgrades and strategies may be compared. A structure built to the 2009 energy code requirements will be 14% more energy efficient than one built to the 2006 code. Likewise, the 2012 code represents a 30% improvement in energy performance over the 2006 code. These represent incremental steps toward the goal of net zero buildings by 2030. Only Durham has adopted the stricter 2012 code in New Hampshire.

Reducing energy usage in New Hampshire buildings is the main goal behind the NH Building Code Collaborative. The goal of the Collaborative is to achieve 90% building code compliance by 2017. It is estimated that New Hampshire is now at <50% compliance. There are online resources available through the NH Energy Code Challenge [website](#) as well as publicized training events statewide.

In New Hampshire, residential and commercial buildings represent 50% of the state's total energy consumption. New Hampshire buildings use more energy and emit more carbon dioxide than either the industrial or transportation sectors. ([Source: New Hampshire Baseline Residential and Commercial Construction Activity and Associated Market Actors Characterization prepared by GDS Associates, March 2011.](#))

STATE LEGISLATION

In New Hampshire, municipalities possess legal powers as enabled by state legislation. A number of state statutes authorize municipalities to take action on energy matters:

² Ibid., p. 1.

- **RSA 672:1, III:** “Proper regulations enhance the public health, safety and general welfare and encourage the appropriate and wise use of land.”
- **RSA 672:1, III-a:** “Proper regulations encourage energy efficient patterns of development, the use of solar energy, including adequate access to direct sunlight for solar energy uses, and the use of other renewable forms of energy, and energy conservation. Therefore, the installation of solar, wind, or other renewable energy systems or the building of structures that facilitate the collection of renewable energy shall not be unreasonably limited by use of municipal zoning powers or by the unreasonable interpretation of such powers except where necessary to protect the public health, safety, and welfare.”

Table 9.2: Renewable Energy Exemptions

Municipality	Solar	Wind	Wood
Boscawen	✓	✓	✓
Bow	✓		✓
Bradford	✓	✓	
Canterbury	✓		
Chichester	✓		✓
Deering	✓		
Henniker	✓	✓	✓
Hillsborough	✓	✓	✓
Hopkinton	✓		
Henniker	✓	✓	✓
Warner	✓	✓	
Webster	✓		

Source: NH Office of Energy and Planning, 2016

- **RSA 674:17, I(j)** states that one of the primary purposes of zoning ordinances adopted by municipalities is “To encourage the installation and use of solar, wind, or other renewable energy systems and to protect access to energy sources.”
- **RSA 155-A:2, VI** permits communities to adopt stricter measures than the New Hampshire State Building Code, such as requiring new buildings to use highly efficient insulation or to take advantage of passive solar energy.
- **RSA 72:61-72** allows municipalities to offer property tax exemptions on solar, wind, and wood heating energy systems, including solar hot water, solar photovoltaic, wind turbine, or central wood heating systems (not individual woodstoves). Over 100 municipalities in NH have exemptions with over 50% (12) of the Central NH Region’s communities allowing renewable energy exemptions:
- **RSA 674:62-66** gives authority to municipalities to regulate the construction of small wind energy systems up to 100 MW and prevents municipalities from enforcing unreasonable limitations on their construction and operation.
- **RSA 53F** - In 2010, House Bill 1554 was signed into law and allowed municipalities to establish energy efficiency and clean energy districts. Once a district is adopted by a municipality, an innovative financing tool called Property Assessed Clean Energy (PACE) comes into play. PACE enables municipalities to set up programs to fund energy improvements in commercial buildings and allows repayment of the investments through property “tax” assessments. It is important to note that the financing is tied to the property, not the building owner(s) and paying for

investment through property taxes can allow for more affordable and longer term paybacks.

Since its adoption in 2010, concerns were raised by federal housing authorities regarding lien positions on residential mortgages. The 2014 amendments to this original legislation addressed many of these concerns. The program is administered by the Jordan Institute; for more information, see the Jordan Institute's website: www.jordaninstitute.org.

LOCAL ENERGY PLANNING

The Innovative Land Use Planning Techniques Handbook, available on the NH Department of Environmental Services website, contains model ordinance and regulatory language for municipalities to implement a variety of measures addressing sprawl, environmental, and energy concerns. In addition, many communities have formed local energy committees (LECs) to advise municipal officials and educate the public about energy issues. Through the statewide Energy Technical Assistance and Planning (ETAP) program, administered by the NH Office of Energy and Planning (OEP) in 2010-2011, and other funding sources, many communities have undertaken municipal building energy assessments, Master Plan Energy Chapters, energy capital improvement planning, and other actions to achieve energy savings.

RECENT MUNICIPAL ENERGY ACTIONS

At the local policy level, the Town of Salisbury has an Open Space Development provision that is also part of the Town's Zoning Ordinance. This allows new subdivisions to be designed so that homes are built closer together and blocks of open space are preserved. With smaller lot sizes and a more compact design, cluster developments can save energy on construction,

LOCAL ENERGY COMMITTEES

According to the NH Local Energy Workgroup, there are 61 Local Energy Committees statewide; seven are located in the Central NH region - Henniker, Hopkinton, Dunbarton, Concord, Pembroke, Warner and Webster. Some Committees are working on Energy Chapters in Master Plans, inventories or audits of municipal buildings and/or moving forward with special projects such as wood pellets for public facilities. Three communities moved forward with this earlier work and adopted Energy Chapters – Concord, Boscaawen and Warner.

infrastructure, and service provision. They also result, ideally, in a network of permanently conserved open space that is protected from future development and provides natural ecosystem services necessary for stormwater recharge, floodplain storage, wildlife habitat, and the like.

In 2011, the Office of Energy and Planning contracted with a consulting firm to complete an audit of Salisbury's municipal facilities. The purpose of the study was to identify cost effective energy efficiency and renewable energy investments that Salisbury could consider as part of a long range energy management plan. The consultant identify several cost saving opportunities as a result of the study, ranging from specific improvements on lighting and insulation in Academy Hall and the Town Hall to conducting assessments on buildings and equipment for future energy efficient upgrades.

All of the actions taken to date by the Town demonstrate Salisbury's interest in reducing energy use and costs. It is clear that effective

facility management and the responsible use of public funds are a priority for municipal managers. With energy data benchmarking and continual monitoring, the results of such efforts could be measurable.

ADDITIONAL ENERGY OPPORTUNITIES

There are a number of additional actions that Salisbury can take to implement some of the recommendations identified above. A comprehensive strategy could include municipal policy and operational changes, land use regulation revisions, and targeted outreach efforts. If the Town wishes to consider certain revisions or additions to existing ordinances and regulations, the following could be pursued:

- Consider adopting RSA 72:61-72 to offer tax exemptions for renewable energy installations.
- Include energy improvements for municipal buildings and vehicle fleets in long-range capital improvements planning discussions, and prioritize such improvements during the annual budgeting process

This is not intended to be an exhaustive list. No single strategy or action will lead to Salisbury achieving more energy efficiency. The pursuit of both small and large changes will be necessary to reach the desired level of efficiency. It is also important to note that policy shifts, planning considerations, and behavioral changes are just as important as making system or equipment improvements.

SUMMARY

The overall intent of this Chapter is to provide a general analysis of energy use and to identify strategies for the Town to pursue in the areas of energy conservation, efficiency, clean energy options, and

energy-conscious development. The Town is being proactive by preparing this Energy Chapter. Additional opportunities exist for the Town to continue its efforts, including changes to land use policies, municipal operations, and public outreach. By implementing such changes, Salisbury can save energy and taxpayer dollars, reduce pollutant emissions, and create a community with a strong quality of life. A community that supports energy efficiency efforts also supports sustaining settlement patterns that reduce transportation infrastructure, conserve natural resources and promote open space protection.

As stated earlier in this Chapter, transportation is the leading source of energy use in the state. While it is possible to accomplish both compact design and maintaining rural character, there can be challenges that arise and need to be addressed.

There is also the increasing concern for the aging population at both the local, regional and state levels and its impacts on our abilities to reach destinations - for recreation, health care and social services. This has a direct correlation to the land use patterns and infrastructure of our communities and how we need to get from point A to point B. The link between energy efficiency and transportation is a strong one.

As tax credits, rebates and other incentives continue to evolve and hopefully stabilize with a consistent funding stream, it is expected that renewable energy installations will become more prevalent. While there are certainly challenges that still need to be addressed, there are also opportunities to improve on the status quo. A wide range of financial and informational resources exist to help municipalities, business owners, and residents make positive changes in their energy consumption. Taken together, these actions will contribute to statewide energy reduction goals and increased

energy independence, while creating economic and environmental benefits.

CHAPTER OBJECTIVES & RECOMMENDATIONS

OBJECTIVE 1

To reduce municipal energy usage and costs and improve energy efficiency in municipal operations.

- Pursue active monitoring of municipal energy usage and costs to track progress resulting from any energy saving initiatives.
- Look for opportunities to implement building energy improvement plans to increase the efficiency of municipal buildings, and incorporate planned improvements into the municipal budgeting process.
- Investigate options for renewable energy at municipal buildings.
- Use the 2011 “Preliminary Assessment on Energy Efficient Opportunities for Town Facilities” to develop priorities for energy improvements to municipal buildings.

OBJECTIVE 2

To encourage and support energy-conscious development throughout Salisbury.

- Evaluate existing land use regulations periodically to ensure energy efficient development is addressed.
- Evaluate adequacy of existing regulations for renewable energy installations such as solar arrays.
- Continue to keep apprised of revisions to the Energy Building Code and opportunities for education and training offered for code enforcement officials.

OBJECTIVE 3

To inform Salisbury residents and business owners on energy conservation, efficiency, and renewable energy measures and where to find additional information and funding.

- Encourage placing information and links on the Town of Salisbury’s website and at the library for residents and business owners on home energy saving strategies, renewable energy system installation, business energy programs, available financing, tax credits, green building design, etc.
- Look for opportunities to sponsor and/or partner with others on workshops or events on energy conservation, efficiency, and renewable energy, and/or notify residents of regional events.
- Evaluate the feasibility of establishing an Energy Committee to advise the Town on energy matters and provide resources to residents and business owners relating to energy improvements.