

CHAPTER X IMPLEMENTATION

PURPOSE OF AN IMPLEMENTATION CHAPTER

In the 2002 New Hampshire legislative session, the statutes relative to Master Plans, 674:2-3, were rewritten to reflect the need for closer coordination among municipal Master Plan elements and for coordination of local, regional, and state projects and processes. Two sections of a Master Plan are now required, a community vision section and a land use section, in order to adopt a Zoning Ordinance. Several new sections are suggested that were not in the old legislation, such as natural hazards, a neighborhood plan, implementation, and regional concerns. Salisbury's 2007 Master Plan contains both of the mandatory sections: the community vision is located within the Introduction, Goals and Objectives, and Appendix Chapters, and the land use section is found within the Existing and Future Land Use Chapter. Revisions to the Master Plan are recommended every five to ten years. All of these changes result in a more comprehensive planning document. The new law became effective on June 16, 2002.

In terms of the recommended implementation chapter, the Town of Salisbury felt it was imperative to put the new Master Plan into action. According to RSA 674:2, III, the Master Plan may 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."

This Chapter will enable the Salisbury Planning Board and Board of Selectmen to oversee the completion of the Recommendations of this Master Plan. Each of these Recommendations was prioritized by the respective Subcommittee. A detailed schedule of coordination and completion of activities which should take place over the next four years will lay out the structure for the completion of the tasks of this Master Plan. This Chapter is dynamic and should be reviewed and modified after 15 months to measure the progress made on the Recommendations.

OBJECTIVES AND RECOMMENDATIONS

History and Culture

1. Activate the Historic District Commission.
2. Map existing historic sites and structures of the Town.

Housing

1. Establish areas within the Town that provide for a diversity of housing opportunities while ensuring adequate standards for public health, safety, welfare and convenience.
2. Encourage open space and conservation style housing development that helps maintain our Town's rural character.
3. Enact zoning regulations that provide an opportunity for the development of low and moderate-income housing.
4. Enact a zoning ordinance that will permit the development of limited multi-family housing.
5. Adopt a cluster ordinance to provide affordable housing yet preserve the rural character of the Town.

Community and Recreational Facilities

1. Provide reliable, efficient and cost-effective Town services to the residents of Salisbury.
2. Work with non-Town service providers to ensure the most cost effective and highest quality service to residents.

Natural Features

1. Protect valuable natural resources and the essential ecosystem services they provide. Undertake a comprehensive natural resources inventory.
2. Inventory the wildlife habitats in the Town.
3. Conduct an annual community-wide roadside clean-up.
4. Establish annual household hazardous waste collection days at the Town transfer station or a regional collection site to keep such wastes out the Town's municipal waste stream.
5. Hold educational workshops on topics involving Salisbury's natural resources.

Existing and Future Land Use

1. Preserve the rural character and beauty of Salisbury. Preserve agricultural and forestry uses. Restrict and manage growth in certain areas of Town.
2. Develop open space conservation subdivision design and conceptual requirements.
3. Establish protective buffers around wetlands, streams and water bodies.
4. Establish wetlands conservation overlays for areas of poorly drained soils.

5. Allow for continued commercial development along the Route 4 corridor on the southern end of town in ways that discourage strip commercial development.
6. Insure that developments cover the costs of necessary road upgrades and other infrastructure improvements caused by those developments.
7. Incorporate provisions for phased growth for approved subdivisions in the Subdivision Regulations for the purpose of controlling the rate at which a development project is constructed (for example, by spacing the construction of a large project over a multi-year period) in order to provide the time needed for the town to adequately cope with the impact which that development would have on the town.

Transportation

1. Compile data sufficient to assist making a determination regarding the use of exactions and adopting an impact fee ordinance relative to the impacts of development on the Town's transportation infrastructure.
2. Review the Town classification for existing roads and document those findings. Identify each road as to its function classification as well as its State Aid classification.
3. Review zoning pertaining to road widths and use of common roads to developments.
4. Review condition of existing roads and determine long rang plan to upgrade roads in need of repair.
5. Develop long term maintenance plan that accommodates recreational use of town roads.

STRATEGIES FOR IMPLEMENTATION

Many of the Recommendations created through the Visioning Sessions and Community Surveys are dependent on other supportive influences, such as a Capital Improvement Program, a Hazard Mitigation Plan (see Appendix), a rewrite of the Subdivision Regulations or Site Plan Review Regulations, or approval at Town Meeting. The Boards, Departments, Commissions, and entities within Town play a key role in making sure the Recommendations get implemented in a timely manner. A consistent schedule which enables the Town to revisit this Chapter and the Master Plan will allow for an organized and expected timetable for implementing the Recommendations of the Master Plan.

Develop and Regularly Update the Capital Improvements Program (CIP)

Based upon discussions, Recommendations, and interest from many Boards, a regularly updated Capital Improvements Program (CIP) should be one of the first developments of the Master Plan. The CIP has a variety of purposes and

should have many beneficial effects on Salisbury's financial, budgetary, and planning functions. Its primary purposes are summarized below.

1. State Statutory and Other Legal Requirements: According to NH RSA 674:22, communities that wish to engage in regulating the timing of development through the establishment of growth controls must have adopted both a Master Plan and the Capital Improvements Program. With the adoption of the CIP, the Town may be able to regulate the rate of growth, should the need for such control become necessary. In the meantime, the CIP, in conjunction with the Master Plan, will enable the Planning Board to use its power under RSA 674:36 to deny subdivisions that are premature due to the lack of sufficient public services and/or infrastructure. The CIP demonstrates that the Town is attempting to accommodate growth, and that there is a good faith effort on the part of the Town to provide those services at some later date. If impact fees are assessed to a developer, the Town should request the fees in accordance with the CIP and should also fund its portion of the necessary infrastructure improvement.
2. Stability in Tax Rates and Budgets: The Capital Improvements Program will contribute to stabilizing the Town's tax rate and budget each year by planning and budgeting for major capital expenditures well in advance. Financing methods such as bonding and capital reserve funds are recommended in order to make annual capital expenditures more stable, predictable, and manageable. Wide fluctuations in annual Town budgets caused by sudden or large one-time capital expenditures will be reduced. Under NH RSA 33:4A, the Town's bonded indebtedness is limited to 1.75% of the Town's assessed valuation and the School bonded indebtedness is limited to 7.0% of the Town's assessed valuation.
3. A Management Tool for Town Officials: The Master Plan contains projections and analyses of the Town's demographic trends and finances which all local officials should find useful in planning and delivering public services. A comprehensive, longer-term picture of capital needs is created because all capital items are placed into one schedule. The Capital Improvements Program is designed to be used by officials as a management tool.
4. Citizens' and Developers' Guide to Planned Expenditures: The Capital Improvements Program will serve both citizens and developers as a useful guide for expenditures planned by the Town to accommodate projected growth. The citizen who wants to know when and at what costs a particular service will be expanded can consult the Capital Improvements Program, as can the developer who wants to know when, for example, school capacity will be expanded. The Town can limit the number of building permits issued

each year if it can document the lack of municipal and school capacity to handle growth, along with the Town's intentions to remedy the situation.

5. Use by the Budget Committee: RSA 674:8 is not specific about how the Capital Improvements Program is actually used in preparation of the annual Town Budget. It simply requires the Planning Board "...submit its recommendations for the current year to the Mayor (Board of Selectmen) and Budget Committee... for consideration as part of the annual budget." This clearly means the Capital Improvements Program is not binding in any way upon Town appropriations and expenditures. The Capital Improvements Program is thus an advisory document without the force of law. A properly prepared Capital Improvements Program will, however, be effective and credible when annual consideration of the budget takes place.

A brief outline of the process for creating (or updating) a CIP follows:

- ADOPTION OF THE MASTER PLAN BY THE PLANNING BOARD
- AUTHORIZATION FROM TOWN MEETING TO CREATE CIP
- APPOINTMENT OF SUBCOMMITTEE BY THE PLANNING BOARD AT A PUBLIC HEARING
- DEVELOPMENT AND ADOPTION OF EVALUATION CRITERIA FOR PROJECTS
- SOLICITATION OF PROJECTS FROM ALL MUNICIPAL/SCHOOL DEPARTMENTS
- RANKING OF PROJECT REQUESTS
- PREPARATION OF MUNICIPAL AND SCHOOL IMPROVEMENT SCHEDULES
- REVIEW AND ADOPTION OF CIP BY PLANNING BOARD

SUMMARY

This Chapter contains the action statements given by Town Boards, Departments, and Commissions which declare their intent to work on the Master Plan Recommendations. Coordination among groups will be essential to implement the Master Plan. The table of regulatory revisions should guide the Planning Board to work on those amendments.

Not only should a Capital Improvements Program be developed, current Zoning Ordinance, and current regulations be updated on an annual basis, so should this Implementation Chapter. The Planning Board should look to begin reviewing the Salisbury 2007 Master Plan in October 2008. Each Chapter should be

individually evaluated to measure its effectiveness in terms of affecting change. A comprehensive revision to the document should begin in 2011.