

Town of Salem Master Plan

Steering Committee Meeting #1
February 21, 2024

Agenda

1. Welcome & Introductions

2. Planning Purpose & Process Overview

- a. Purpose
- b. What a comprehensive plan is and isn't
- c. Planning Process Overview

3. Steering Committee Role

4. Initial Observations

5. Next Steps

Consultant Team Organization

Town of Salem, NH

Owner/Client



Consultant Team Introductions



Tim Love, FAIA
Utile
Principal-in-Charge



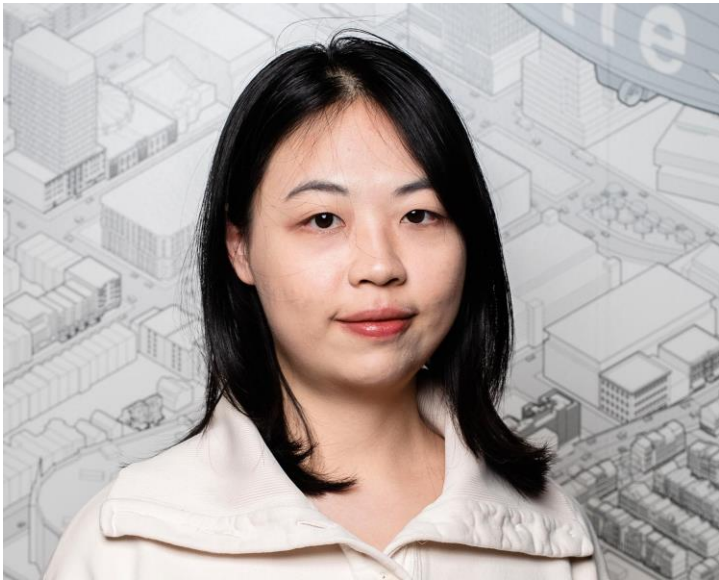
Zoe Mueller, AICP
Utile, Associate Principal, Project Manager & Senior Urban Planner



JT Keller
Utile, Deputy Project Manager & Urban Planner



Andrea Baena
Utile, Associate, Engagement Specialist/Senior Urban Designer



Xiaoran Zhang, LEED AP ND
Utile
Urban Designer



Jon Trementozzi
Landwise
Principal



Amy Fater
Landwise
Senior Planner



Bill Schwartz, AICP
Nelson\Nygaard
Principal-in-Charge



Alyson Fletcher
Nelson\Nygaard
Principal



Brynn Leopold
Nelson\Nygaard
Senior Associate

Plan Focus

In addition to baseline obligations, we expect the following to be potential focal points for the plan based on our research and what we've learned from conversations so far:

- **Rt 28 Corridor:** How can we guide the future of the Route 28 corridor?
- **Tuscan Village:** How do we continue to guide mixed use development in Tuscan Village, and in Salem more broadly?
- **Commercial/Residential Balance:** How can we ensure a healthy and strategic balance between commercial and residential tax base?
- **Housing Needs:** How can the town address evolving housing needs, particularly for older adults aging in place and for moderate income households?

Tell us your thoughts!

We will return to these at the end of the presentation to guide our discussion.

- How does this initial set of potential focal points sound?
- What do you think we should focus on?

What a comprehensive “master plan” is and isn’t

The planning process will help us shape and create:



A statement of shared values



A strategic vision and roadmap for the future of the city



A framework for implementation

The final plan will establish:

Growth Framework

Foundation for zoning reform

Capital investment priorities

Policy and program priorities

Framework for more detailed district and topic-specific plans

The plan will NOT:



Provide a zoning rewrite

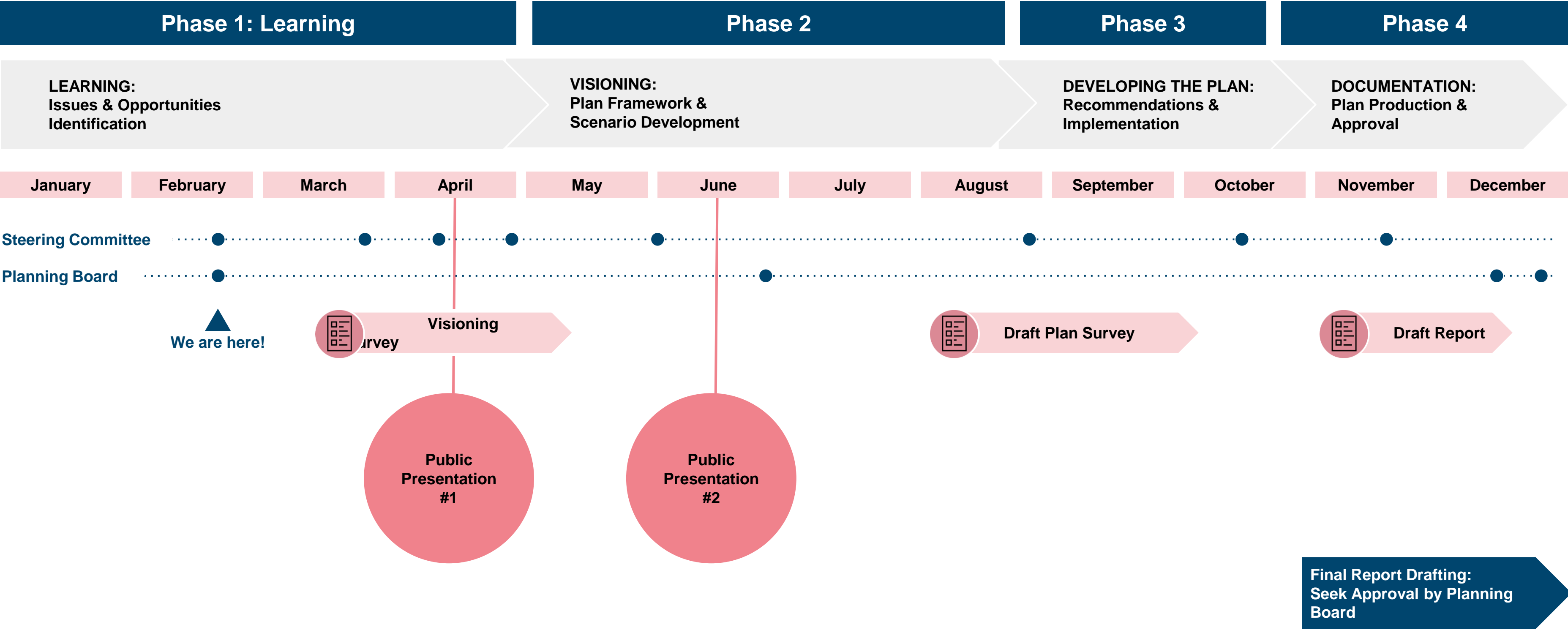


Generate detailed topic-area or place-specific plans



Decide exactly how local resources will be spent

Planning Process Overview



Steering Committee Role & Roster

Suggested Steering Committee Role

- Attend and participate in up to six Steering Committee meetings (including today), most of which will be held virtually via Zoom
- Advise on key issues and priorities the plan should address.
- Assist with coordination and alignment with existing policies as well as ongoing or future projects and initiatives.
- Assist with outreach, communication and increasing awareness of the planning process to boost participation and understanding with key stakeholders, agencies, and members of the public.
- Review and provide constructive feedback on proposed process, initial findings, interim deliverables and final recommendations.

Steering Committee Roster

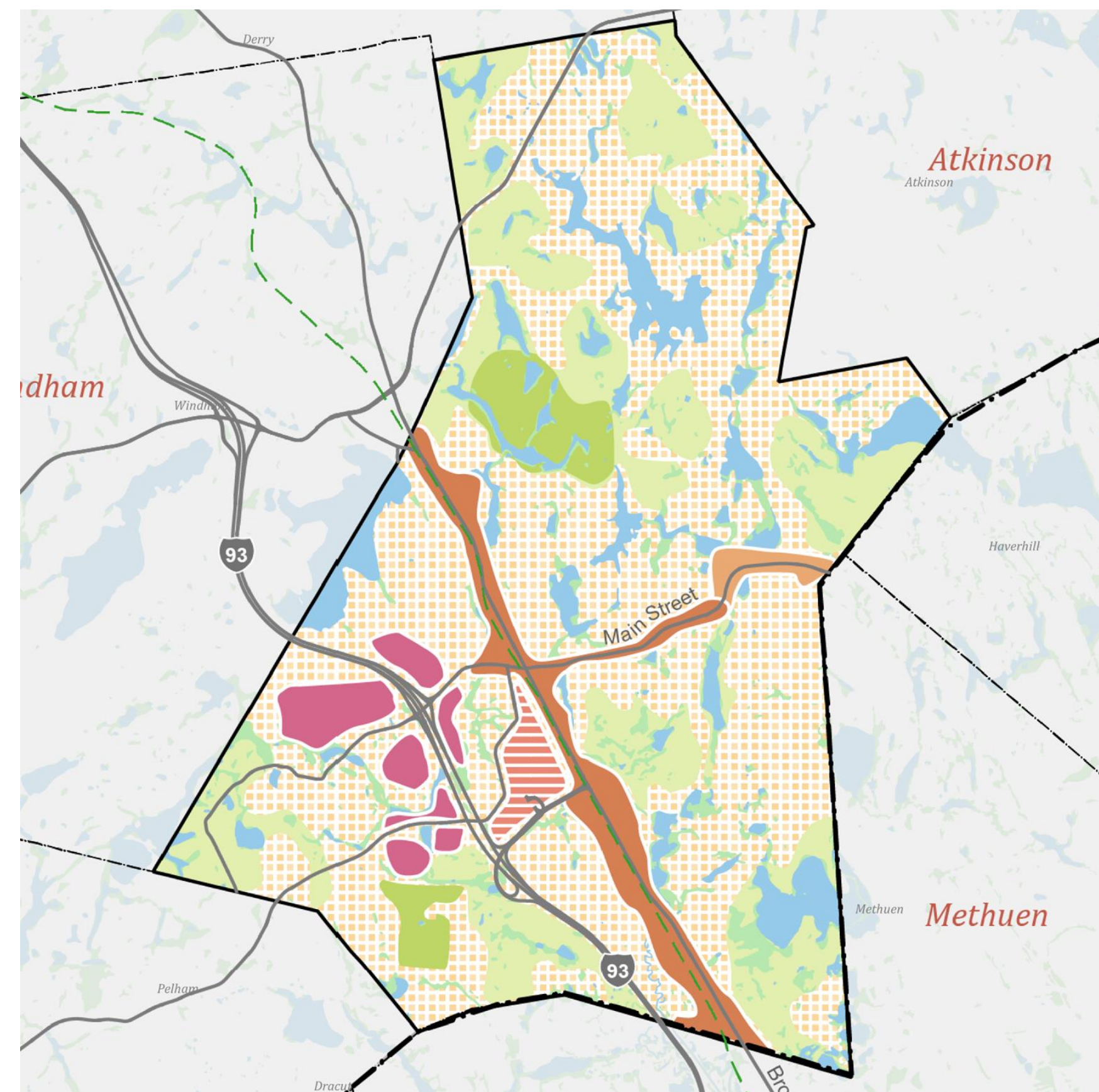
- Dionne Garon (Chair), Zoning Board of Adjustment
- Bianca Carlson (Vice Chair), Planning Board
- Brian Flanagan (Secretary), At-Large Appointment by Planning Board, President of the Historical Society
- Bonnie Wright, Economic Development Committee
- Carla Billingham, At-Large Appointment by Planning Board, Economic Development Committee
- Georgia Brust, Conservation Commission
- Joe Sweeney, Town Council
- Mike Banks, Historic District
- Rachel Hill, Recreation Advisory

Initial Observations

***Fundamental hypothesis:** a tale of two cities... one side that is heavily commercial (catering to MA commercial customer base) vs. east of Broadway Salem has a more rural and suburban feel. We are interested in developing a vision for the Rt 28 corridor that takes some of the Tuscan Village energy and comes up with vision for the whole corridor.*

- 1. Mental Map:** deciphering two Salems from land use patterns
- 2. Corridor Analysis:** mobility and economic profile
- 3. Relationship to the Region**
- 4. Envisioning a Thriving Route 28 Corridor**

Mental Map



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

A couple things stand out:

1. Major Commercial and Mixed-Use Corridors

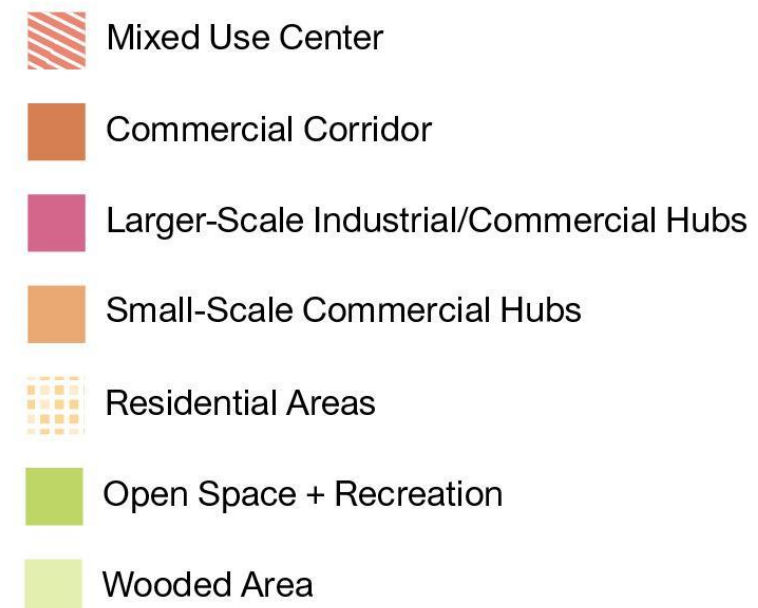
- a. Route 28 corridor
- b. Main Street

2. Commercial/Industrial Areas

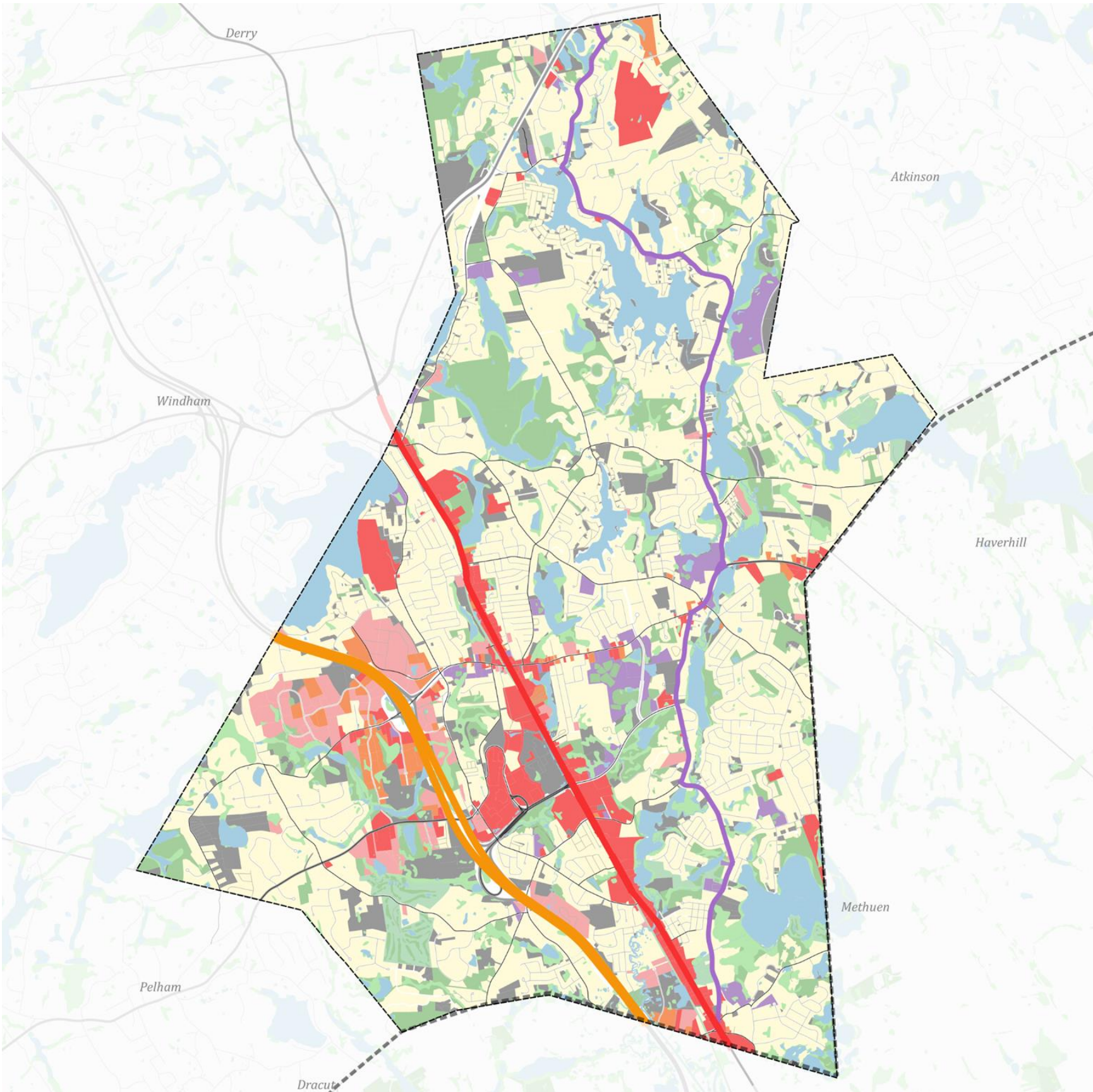
- a. Concentrated between Route 28 & I-93

3. Residential Fabric

- a. Spectrum of suburban to rural



Land Use



Salem’s land use patterns respond to 3 scales of mobility.

REGIONAL

 **I-93:** Industrial / Manufacturing / Medical

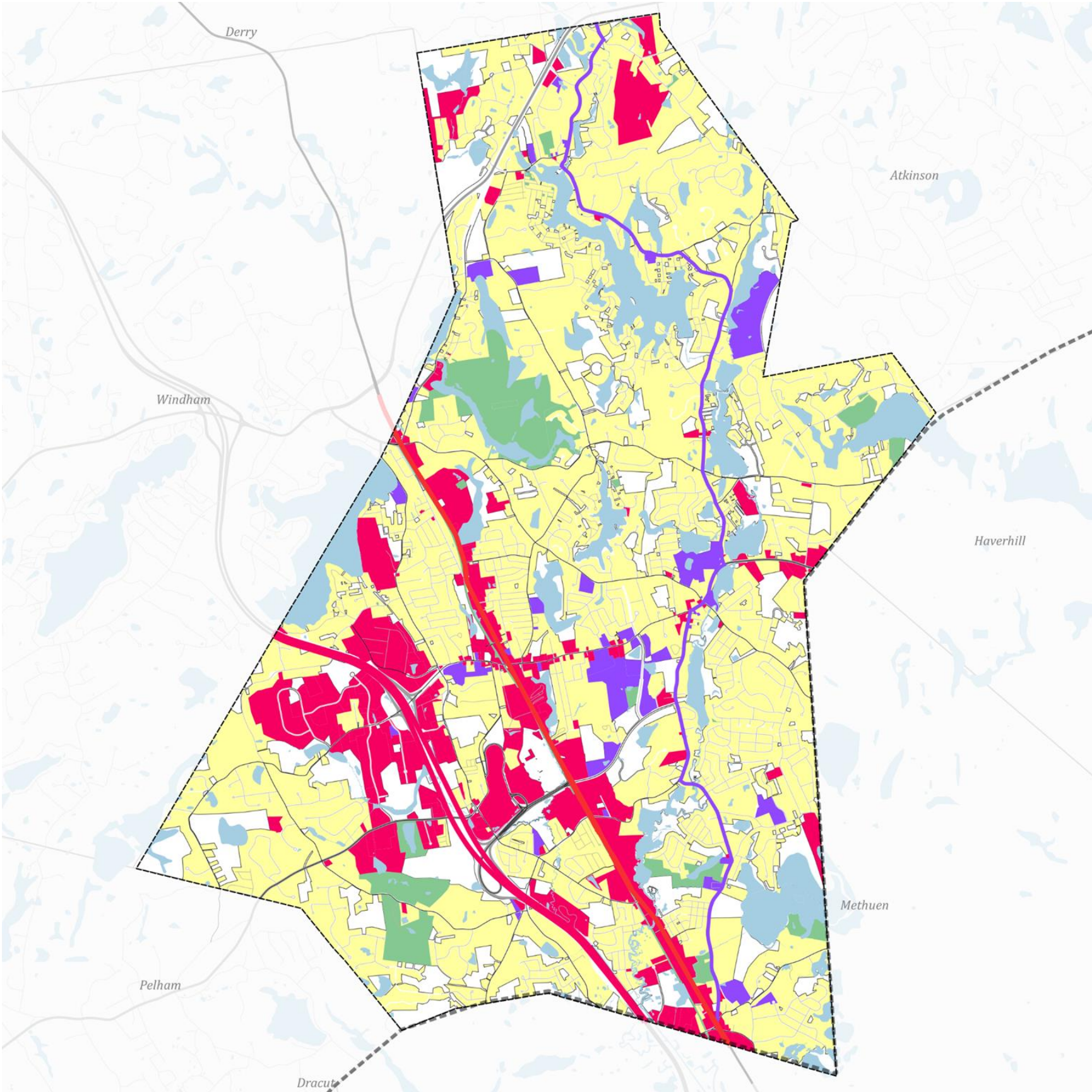
LOCAL

 **Route 28:** Commercial

NEIGHBORHOOD

 **Lawrence Road / N. Main Street:**
Community Facilities

A Tale of Two Towns



...and shapes the Town’s dual identity:

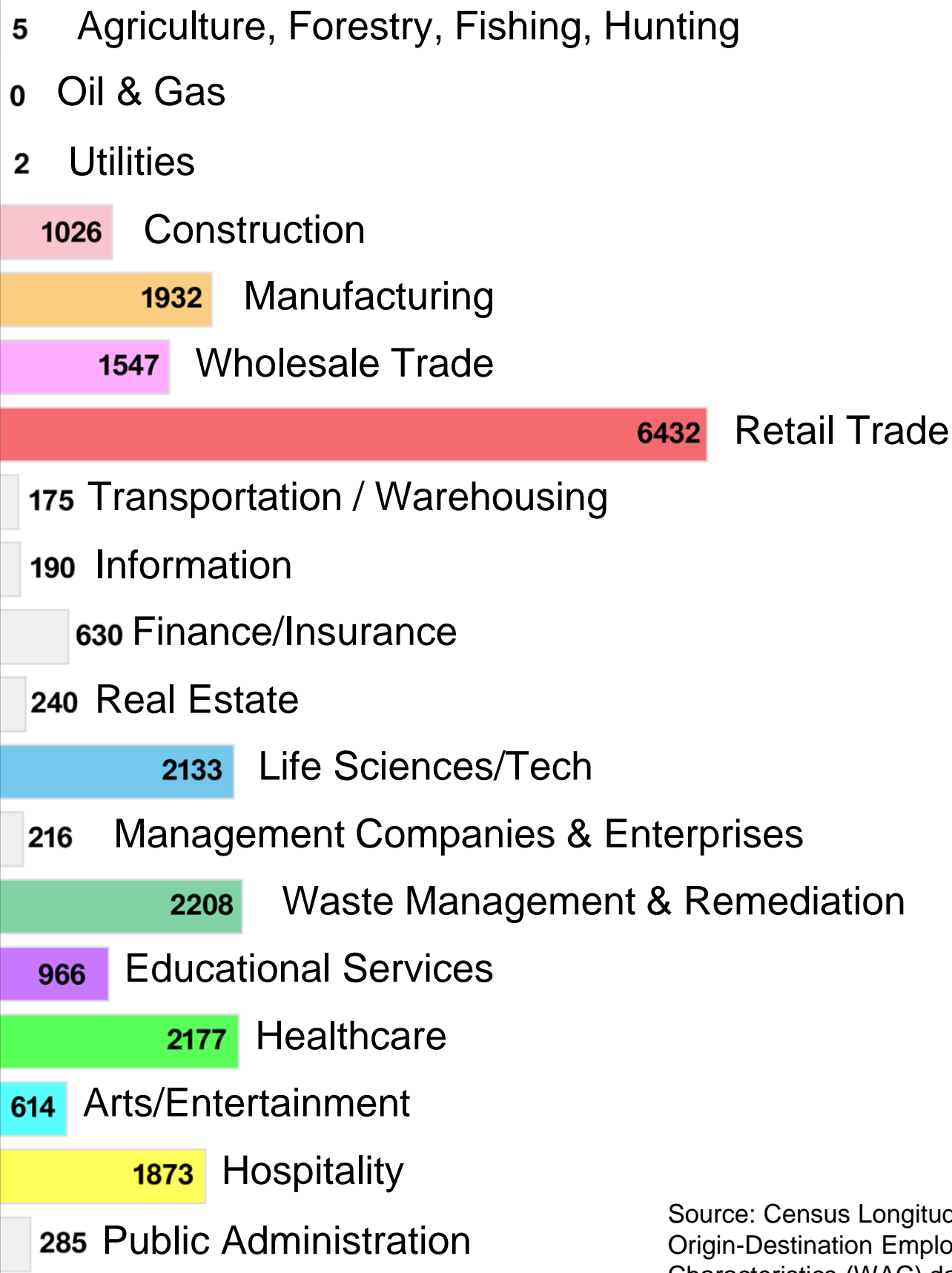
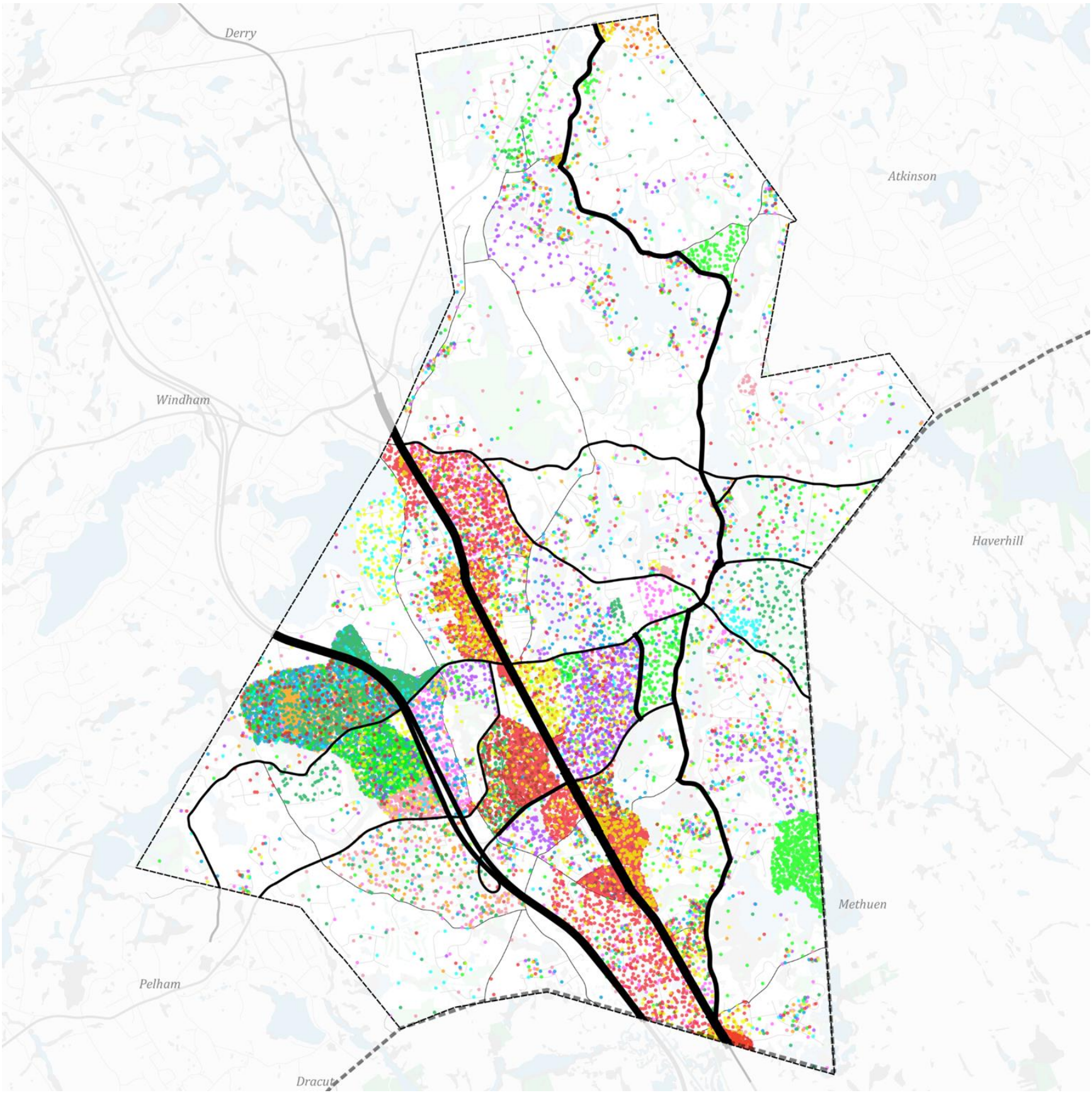
COMMERCIAL CORRIDOR:

- I-93 / RT-28 network
- Parks / Recreation

CLOSE-KNIT COMMUNITY:

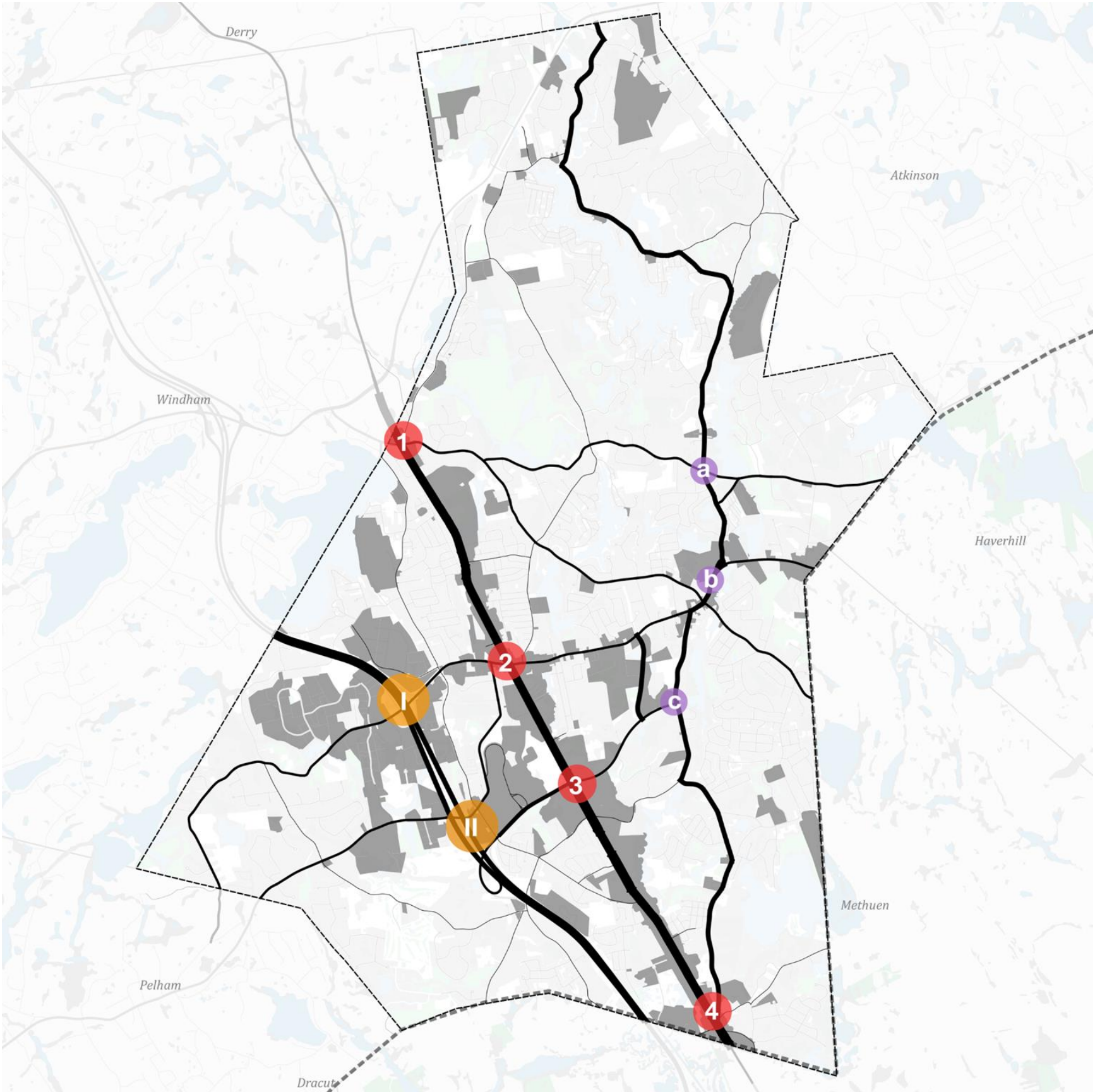
- Schools / places of worship
- Neighborhoods

Jobs / Economic Profile



Source: Census Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (LODES) Workplace Area Characteristics (WAC) data, 2021, analyzed by Utile

Mobility



Key Intersections

I-93

I

Main St

II

Rockingham
Park Blvd

Rt-28

1

Lake St

2

Main St

3

Veterans Memorial
Pkwy

4

Lawrence Road

Lawrence / N Main

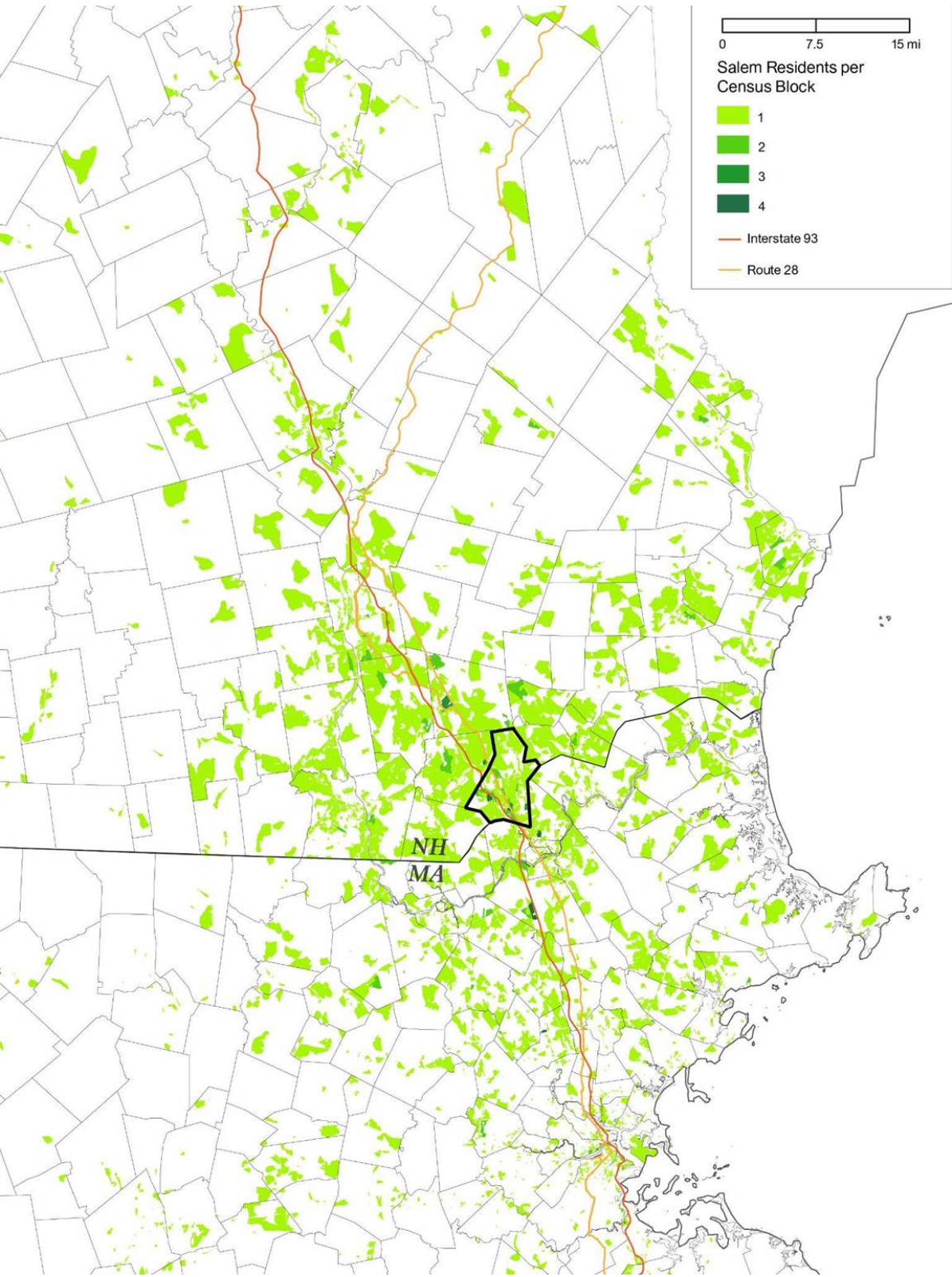
a

b

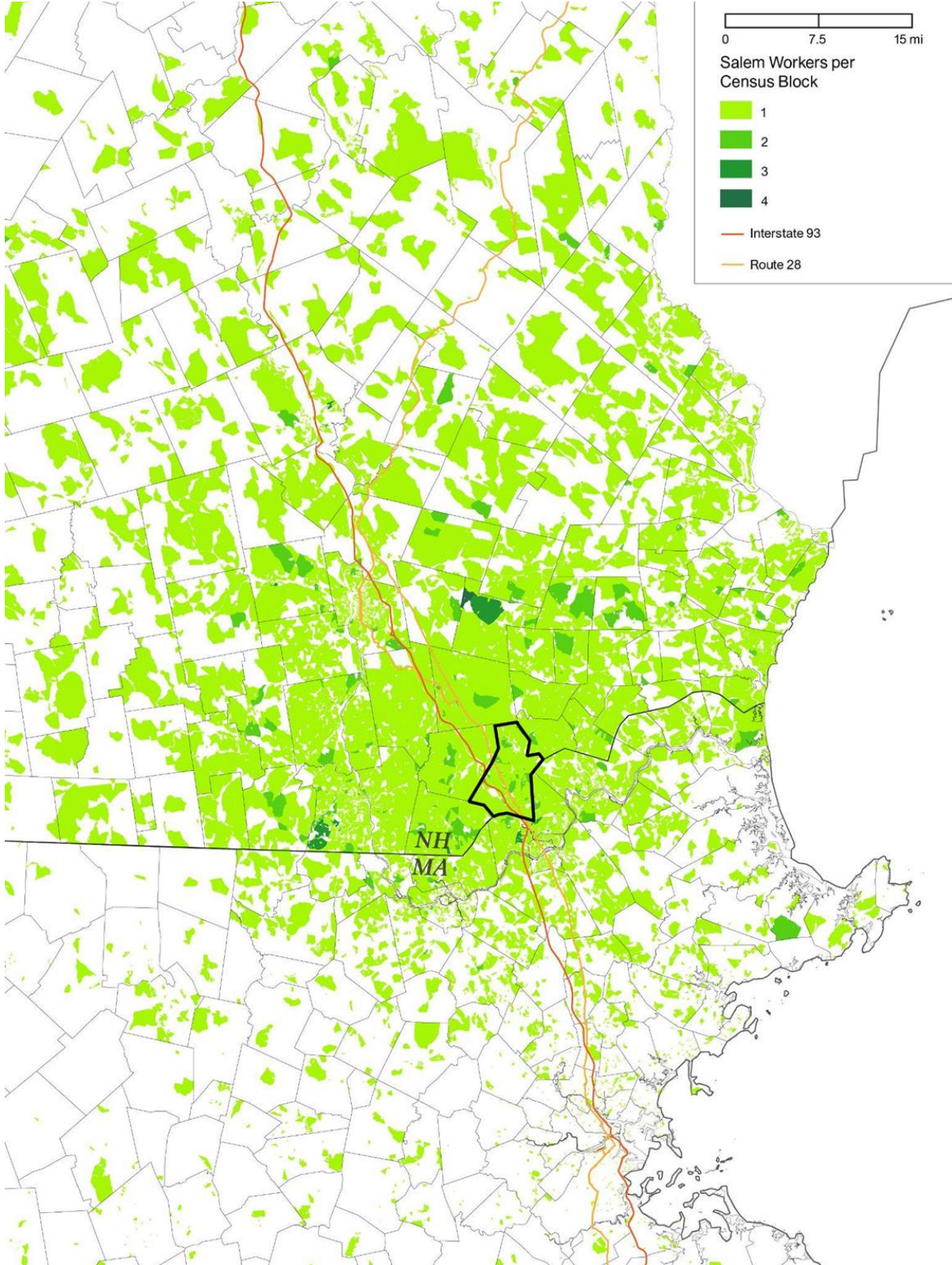
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Salem’s relationship to the region



Where Salem Residents Work



Where Salem Workers Live

Salem has strong ties to I-93 and to its nearby communities.

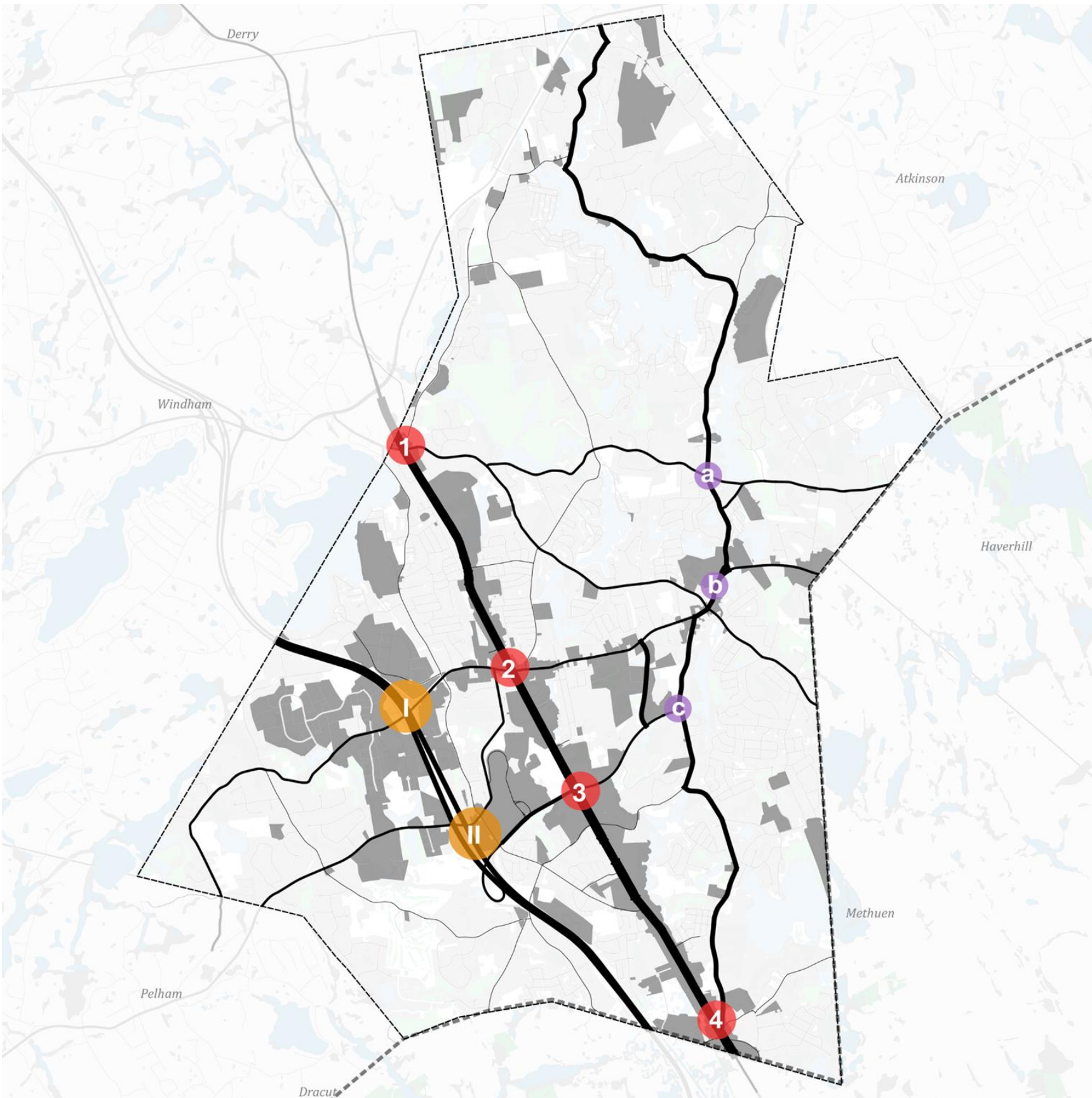
- Salem **residents** work predominantly along the I-93 corridor.
- Salem **workers** are evenly distributed among nearby municipalities, weighted more towards New Hampshire.

Identifying Key Intersections & Catalyst Sites

Main Street is the central transect connecting the 3 corridors

A handful of key intersections along Route 28 stand out as having mixed-use potential - these could be anchors for focused areas of higher density and greater land use diversity.

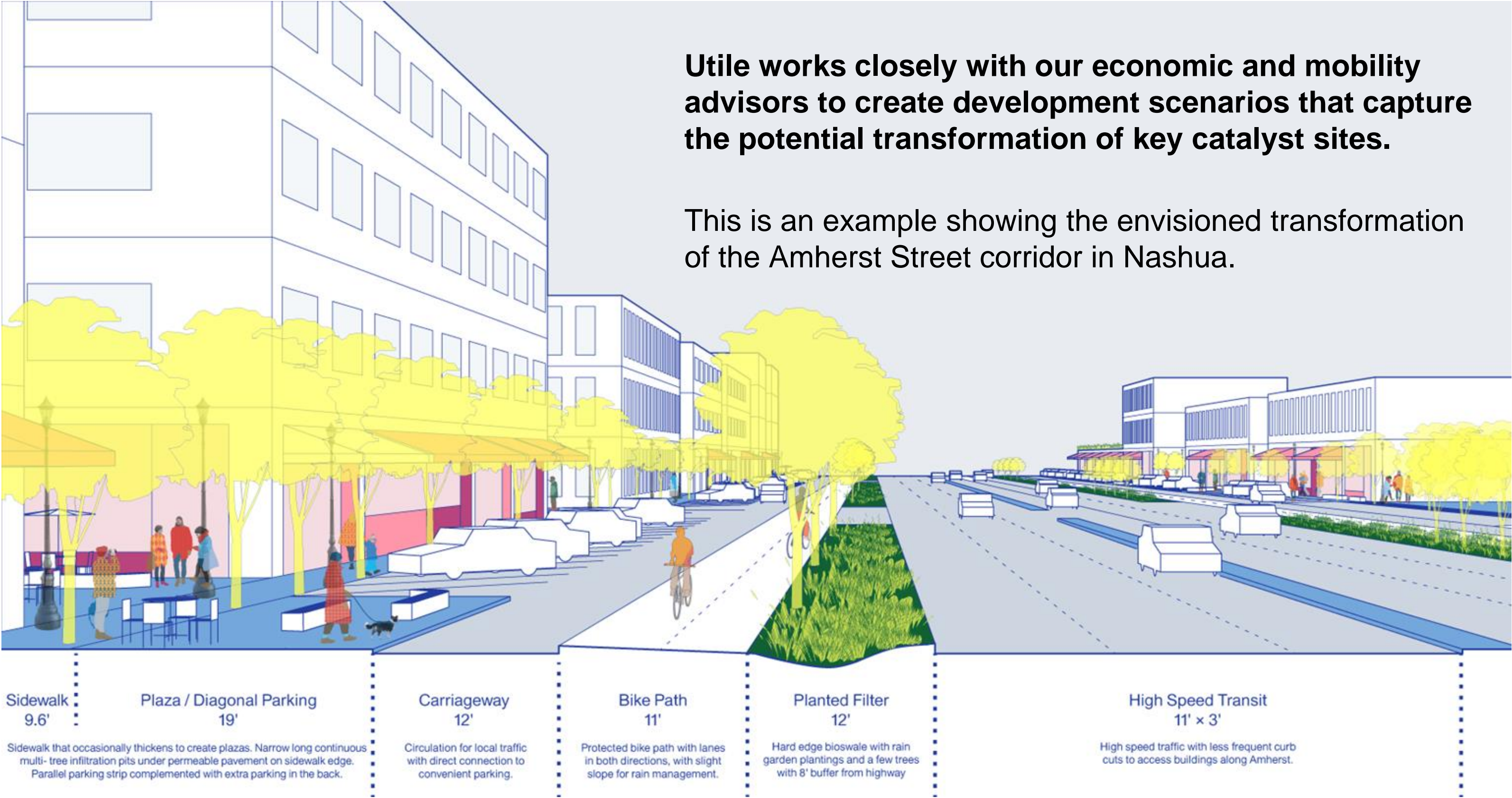
We think these could become a focal point for the entire plan, including development scenarios and visualizations like what we did for Nashua.



Approach to Development Scenarios & Visualizations

Utile works closely with our economic and mobility advisors to create development scenarios that capture the potential transformation of key catalyst sites.

This is an example showing the envisioned transformation of the Amherst Street corridor in Nashua.



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Next Steps

1. Confirm a Preferred Time for Steering Committee Meetings
2. Next Meeting in March
3. Upcoming Engagement
 - a. Visioning Survey
 - b. Public Presentation #1

Anticipated Steering Committee Meeting Dates:

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

- February 21st
- March 20th (note: Zoe not available)
- April 17th
- May 22nd (4th Wednesday of month)
- June 19th
- July 17th
- August 28th (4th Wednesday of month)
- September 18th
- October 23rd (4th Wednesday of month)
- November 20th
- December 11th (2nd Wednesday of month)

Thank You!

