

	Strategy Description	Was This Completed (Yes-Y, No-N, Not Sure-NS)	Action	Priority (High-H, Medium-M, Low-L, Not Applicable-NA)
1	Appoint and support a Master Plan Implementation Committee to review, coordinate, assist, monitor and report on the progress of the implementation strategies of the Master Plan.		Same as strategy	
Town Wide				
Land Use				
2	Undertake a Comprehensive Land Use Regulations Analysis to evaluate the town's land management tools on the basis of their ability to support the town's vision and goals as described in the Master Plan. Include revisions to zoning districts, development and dimensional controls, and design and performance standards. Consider new bylaws and state supported programs for economic and residential development. In some cases further study may be needed to identify or clarify the town's vision for an area or issue.		Develop scope and oversee production of, or undertake the analysis Identify reviews needed, prioritize, assign timeframe and cost Review regulations and recommend changes	
3	Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.		Involve existing businesses and property owners to create a future vision they will embrace and support Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels Inventory and map existing and potential open spaces and connections to trails and open spaces Encourage owners to consider changes they could make to their properties to bring about the corridor vision Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor. Determine priority actions for implementation Implement as practical	
4	Plan, prioritize and implement public infrastructure improvements to encourage and support desired development. Improvements would include sidewalks, streetscapes, water, sewer, lighting, public realm (small parks and plazas). Some of this planning will be dependent on the outcome of the recommended corridor studies.		☉Produce a comprehensive public infrastructure plan to address water, wastewater, roads, sidewalks, lighting, and other streetscape elements, and public realm (parks, plazas, etc) ☉Inventory and map existing and desired infrastructure ☉Develop a priority, capital and funding plan ☉Include as mitigation for development when appropriate ☉Propose a yearly line item for implementation, to be supplemented with other funding as it may be available	
5	Identify underdeveloped parcels and work with owners to attract potential developers.		☉Create criteria, identify and map underdeveloped parcels ☉Determine how the town can assist owners (tools, marketing, incentives, etc.) ☉Create process for contacting and assisting owners (when desired)	
6	Consider the value of a Low Impact Development Bylaw with incentives to control the adverse effects of increased post-development stormwater runoff and non-point source pollution associated with new development and redevelopment.		☉Same as strategy	

7	Research the applicability of Transfer of Development Rights to allow for increased density in designated growth areas along with preservation of natural resources.		☺Same as strategy	
8	Work with state and other agencies to implement an effective long-term solution to the potential impact of climate change.		☺Same as strategy	
9	Revise land use regulations : <ul style="list-style-type: none"> ■ To support appropriate buffers between commercial and residential properties. ■ To allow multiple housing options including age restricted and moderate density Multi-Family (3-4 units) in areas identified as appropriate for supporting increased density (see Planning Areas: Salisbury Square, Lafayette Road, Elm Street). ■ To allow mixed-use similar to Salisbury Square where identified as appropriate (see Planning Areas: Lafayette Road, Elm Street). 		☺Same as strategy	
10	Institute Smart Growth policies to help cluster supportive/compatible development where appropriate.		☺Same as strategy	
Housing				
11	Seek out and support development of subsidized rental housing for ages 55 and over within Salisbury Square and other areas that offer services and facilities within walking distance.		☺Determine the number of units required to meet the town's current and projected needs ☺Identify town owned sites that could be used as incentives for desired developers ☺Proactively recruit reputable developers	
12	Assure that Salisbury Housing Authority age restricted housing is meeting the needs of its elder residents with safe, secure, and accessible housing.		☺Same as strategy	
13	Develop clear directives (standards and review process) for Chapter 40B developments and encourage innovative development strategies that promote a diversity of housing opportunities in walkable communities.		☺Create a Task Force to develop desired standards for Chapter 40B housing ☺Develop rules and regulations for review of 40B applications	
14	Explore the potential for live/work studios within Salisbury Square, the Beach District and other developing mixed-use districts.		☺Determine need through networking with local and regional art organizations ☺Identify criteria for live work studios (light, ventilation, signs, public access, storage, etc.) ☺Assess existing or potential locations ☺Consider incentives for development that provides improvements to the jobs/housing balance	
15	Develop design guidelines for multi-family housing to assure design is consistent with the historic or desired character of the neighborhood or district being developed within while maintaining flexibility that allows for a range of building scales, types and densities.		☺ Same as strategy	
16	Promote grants to investor owners who will provide affordable rental units for low to moderate income households.		☺Research potential grant opportunities for affordable housing developers ☺Promote grants as applicable	
17	Consider changes to the Accessory Apartment Bylaw that will support the development of accessory apartments to meet the town's needs for rental housing.		☺Same as strategy ○ Consider reducing lot size requirement, increasing apartment size allowed, requiring a special permit and administrative review, and adding design guidelines	

18	Study the effects of municipal incentives for developers to include affordable ownership and rental units in residential and commercial developments as appropriate.		<ul style="list-style-type: none"> ⓈConsider Housing Trust as a source for incentives ⓈConsider expedited design review for developers who include a suggested number of affordable rental units ⓈConsider selling or executing long term leases on appropriate town owned real estate at reduced or no cost for affordable rental housing developments 	
19	Create a Task Force involving Salisbury Housing Partnership Committee, Salisbury Schools, Council on Aging, Police, service providers (Pettingill House) and others, and encouraging participation of abutting communities, to study homelessness, and understand the state and regional issues and resources.		<ul style="list-style-type: none"> ⓈDesignate a Task Force leader to develop draft objectives for the Task Force ⓈAssemble a Task Force ⓈCreate a work plan ⓈCarry through with plan ⓈReport to involved communities ⓈRecommend actions 	
20	Work with state and regional agencies to develop a long term plan that comprehensively addresses the multiple issues of the homeless.		ⓈCharge Task Force (above) to work with state and regional agencies	
21	Encourage the creation of small apartments in upper floors of the Village Center, Beach commercial district, and other mixed use center that may develop to increase the supply of lower priced rental units.		ⓈReview zoning regulations and amend as needed to ensure upper floor apartments are allowed in desired district.	
22	Promote grants to owners of rental housing for rehabilitating substandard units to create affordable rental housing.		ⓈSame as strategy	
23	Research costs and benefits of using the Housing Trust Fund to supplement the Housing Rehabilitation Program.		ⓈSame as strategy	
24	Strengthen enforcement of building codes to require homeowners and landlords to make appropriate health and safety improvements.		<ul style="list-style-type: none"> ⓈIncludes strategy ⓈConsider requiring inspection of rental properties by the Board of Health 	
25	Encourage the inclusion of a minimum number of units with 3-4 bedrooms to accommodate larger families in Chapter 40B developments.		ⓈSame as strategy	
26	Study the possibility of developing additional units for families to be owned and managed by the Salisbury Housing Authority.		ⓈSame as strategy	
27	Continue Salisbury Housing Rehabilitation Program (SHRP) using funds available from the Department of Housing and Community and Development and other applicable grant/loan programs to assist qualified residents with the upkeep of their homes.		ⓈSame as strategy	
28	Consider allowing moderate density multi-family housing within the areas identified as appropriate for mixed-use (See Planning Area: Lafayette Road, Elm Street).		<ul style="list-style-type: none"> ⓈDetermine what areas would be suitable for multi- family housing ⓈDefine the number of units that would be allowed as multi-family housing in each district 	
29	Consider the value of a Smart Growth Overlay District in the area of Pike Collins and Lafayette to produce a mixed use village that could support more intense commercial and residential uses, including affordable and age-restricted housing. Another site to consider is the Memorial and Spaulding Schools site.		<p>If it is determined that a Smart Growth Overlay District will advance the goals of the MP the following actions should be taken</p> <ul style="list-style-type: none"> ⓈIdentify the sites for the SGOD ⓈIdentify goals for the site ⓈCreate zoning for the site ⓈMake an application to the state for approval of SGOD ⓈApprove zoning by Town Meeting 	

30	Develop a public outreach program (as part of a town educational series on Land Development) to share information about benefits and styles of multi-family housing.		☑Produce Housing Partnership series to air on Salisbury Community Television	
Economic Development				
31	Coordinate Economic Development Planning and Permitting activities to provide timely, effective and transparent services to prospective business developers.		☑See recommendations of Land Use Management – Review	
32	Identify and keep a data file on strategic locations for different businesses. Include vacant and underdeveloped properties and include information about availability, past development history, incentive programs and other pertinent data		☑Identify locations where mixed use is an appropriate redevelopment option ☑Identify locations for flexible, low cost spaces for business startups and support their development through appropriate zoning ☑Identify and rate (qualify) development or redevelopment sites capable of supporting large corporations/businesses ☑Work with MVPC to coordinate and maximize regional efforts such as through “Merrimack/Salisbury Means Business”	
33	Encourage creative solutions to fund infrastructure needs including electric, telephone, cable, gas and other utilities, as well as sidewalks, trails and other pedestrian amenities.		☑Document current and projected infrastructure needs ☑Ensure that the infrastructure needs are considered within the Site Plan Review process	
34	Create a network of strong partnerships at the local, regional and state levels with planning, development and support organizations.		☑Strengthen partnerships with the Chamber of Commerce, Salisbury Beach Betterment Association and other business development, improvement and advocate organizations within Salisbury and the region ☑Maintain active membership in Merrimack Valley Economic Development Council ☑Study the benefits of becoming actively involved in Creative Economy Association of North Shore (CEANS) to learn how to build and support Creative Economy businesses ☑Develop a volunteer Business Support Team to assist existing businesses	
35	Review existing district boundaries and zoning regulations for Commercial and Industrial zoning districts along Routes 1 and 110, Rabbit Road and Main Street and identify opportunities to modify zoning and or create new zoning to promote the desired development.		☑Same as Strategy	
36	Consider adopting 43D Expedited Permitting for Priority Development Sites		☑Same as Strategy	
37	Utilize Tax Increment Financing as a mechanism to encourage development in designated growth areas.		☑Same as Strategy	
38	Develop a positive working relationship with existing underutilized commercial areas to ensure that future redevelopment is mutually beneficial.		☑Involve the owners in visioning for the corridor ☑Study the feasibility of designating a site as a growth area ☑Consider incentives for public realm improvements as an element of redevelopment	

39	Research the applicability of Transfer of Development Rights to allow for increased density in designated growth areas along with preservation of natural resources.		☺Same as strategy	
40	Carry out corridor studies for Elm Street, Main Street, Lafayette Road and Bridge Road to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.		☺Involve existing businesses and property owners to create a future vision they will embrace and support ☺Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels ☺Inventory and map existing and potential open spaces and connections to trails and open spaces ☺Encourage owners to consider changes they could make to their properties to bring about the corridor vision ☺Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor. ☺Determine priority actions for implementation ☺Implement as practical	
41	Identify gateway opportunities that are unique and identifiable with the corridor and develop a plan and designs for implementation.		☺Same as strategy	
42	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.		☺Same as strategy	
43	Designate locations along corridors for mixed-use opportunities.		☺Determine areas along corridors that are suitable for mixed use development based on land availability, safety, environmental protection, existing or potential infrastructure and compatible uses ☺Determine density the area/sites could support	
44	Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.		☺Same as strategy	
45	Support Corridor Improvement Districts or other voluntary business improvement organizations.		☺Same as strategy	
46	Explore marketing and development options with the National Audubon Society and the US Fish and Wildlife Services to create venues and infrastructure that can be mutually beneficial.		☺Develop outreach plan to contact and carry out discussion with various environmental organization to determine potential for eco-based venues, facilities, etc.	
47	Develop a marketing strategy to increase awareness of the town's resources including associations with the Essex National Heritage Area and Merrimack River Scenic Byway.		☺Same as strategy	
48	Research the benefits of and opportunities for integrating resource based economic development with the rail trail.		☺Same as strategy	
49	Identify (and implement) appropriate areas for access to the town's resources including, the beach, marsh, and river.		☺Same as strategy	
50	Research the costs and benefits of a commercial pier at the beach.		☺Same as strategy	
Public Facilities and Services				
51	Fund the next phase of Town Hall renovations to improve utility and appearance of the first floor and the service and function of basement areas.		☺Same as strategy	

52	Increase the town's capacity to provide services with updated technology including hardware, software and training.		<ul style="list-style-type: none"> ④Upgrade technology hardware and management software ④Increase on-line services including bill paying, applications, and others 	
53	Undertake a feasibility study to determine the redevelopment potential of town owned buildings for a media center and headquarters for Salisbury Community Television.		④Same as strategy	
54	Encourage volunteers to become involved in Salisbury Community Television to increase its effectiveness and its offerings.		<ul style="list-style-type: none"> ④Same as strategy ○ Work with high school students interested in broadcasting 	
55	Undertake a municipal facilities study to include DPW, Police Department, Fire Department and Emergency Services to determine, programmatic needs, optimal location(s), and opportunities for consolidation.		<ul style="list-style-type: none"> ④Same as strategy ○ Consider the value of moving the DPW facility to another location to maximize the development potential of this site as a part of Salisbury Square 	
56	Review staffing levels annually to ensure coverage is appropriate for the town's population and needs, taking into account the increased seasonal demands.		④Same as strategy	
57	Increase capacity for technology use for increased safety, quicker response time, more efficient processing and greater integration with state and federal programs		④Same as strategy	
58	Support on-going training for all safety personnel.		④Same as strategy	
59	Assess facility, fleet and equipment needs and develop a ten year plan on an annual basis to help forecast capital outlays.		④Consider funding or sharing a ladder truck	
60	Continue to support the library with matching funds as needed to move the expansion project through design and construction.		④Same as strategy	
61	Undertake a design study of the Town Green in coordination with the design of the library site to ensure they are compatible and serve the interest of a revived Salisbury Square.		④Same as strategy	
62	Require any traffic study of the Square to consider library access and make recommendations for increased pedestrian access and safety.		④Same as strategy	
63	Provide a high level of maintenance for the Hilton Senior Center to assure its long term viability.		④Same as strategy	
64	Seek the assistance of and coordinate programming with Elder Services of the Merrimack Valley to maximize opportunities for services.		④Same as strategy	
65	Assist the COA in creating a ten year strategic plan to forecast demand and prioritize goals.		<ul style="list-style-type: none"> ④Same as strategy ○ Include a Capital Improvement Plan 	
66	Consider how to increase connections between the Hilton Senior Center and Salisbury Square, Lions Park, the rail trail and other municipal and service/commercial facilities.		<ul style="list-style-type: none"> ④Undertake a planning study to consider increased connections between the Hilton Senior Center and other public facilities nearby. ④Assess the cost of implementing connections ④Design and fund as feasible 	
67	Provide support and assistance to the COA as it seeks to understand and address the issue of homeless elders in Salisbury and the region.		④Participate as a member of the recommended Task Force (H 2 1) to understand and address the issues of homeless persons	
68	Support intergenerational programming to ensure that elders remain a part of the community.		④Same as strategy	
69	Explore methods to increase the use of the Hilton Center for community activities, especially in the evening.		④Same as strategy	

70	Support on-going routine maintenance and identified preventative maintenance to keep the facility in excellent condition.		☑Same as strategy	
71	Seek ways to integrate the school with the greater community.		☑Develop a sidewalk system from Salisbury Square and other neighborhoods as appropriate to provide safe walking routes for children within a mile of the school ☑Seek connections to the rail trail ☑Support intergenerational programming within the school	
72	Replace beach area water tank with a new 500,000 gallon tank.		☑Same as strategy	
73	Continue to develop addition water sources.		☑Same as strategy	
74	Continue on-going capital improvements to replace unsafe or inefficient lines, upgrade water mains, pumping stations, testing systems and chlorination systems.		☑Same as strategy	
75	Consider funding a Wastewater Master Plan that will assess the capacity of the existing system and the projected needs of the town. ■ Include study and implementation strategies for developing green infrastructure to reduce dependence on traditional built systems of drains and pipes. ■ Include an inflow and infiltration analysis that prioritizes implementation strategies for reducing flows to the treatment plant.		☑Same as strategy	
76	Develop a LID ordinance that requires all new development and redevelopment to follow LID standards to the greatest extent possible to reduce stormwater's negative impacts on the wastewater system and the environment and to reduce the amount of infrastructure needed to capture, transport and treat stormwater.		☑Same as strategy	
77	Add additional sewer lines as appropriate to reduce incidences of failed septic systems and support development in identified opportunity areas.		☑Same as strategy	
78	Study the feasibility of public on-site waste water treatment facilities for areas within town that need public sewer (Lafayette Road mobile home parks)		☑Same as strategy	
79	Upgrade sewer system on south end of beach to improve service and reduce inflow and infiltration.		☑Same as strategy	
80	Periodically evaluate waste disposal options to determine if municipal curbside pickup of solid waste and recyclables is feasible.		☑Consider creating a volunteer committee to study the options and associated costs for municipal curbside pick-up ☑Identify potential funding sources/options ☑Prepare a Report with recommended option ☑Submit to Town Manager and DPW	
81	Research opportunities for a regional recycling organization (for information see: South Shore Recycling Cooperative, Northeast Resource Recovery Association).		☑Create a volunteer committee to research issues and opportunities ☑Prepare a report with recommended option ☑Submit to Town Manager and DPW	

82	Consider appointing a special volunteer committee to analyze the costs and benefits of waste reduction or consider contracting with a waste reduction consulting firm to determine optimum resource recovery techniques that would be cost effective for the town.		☺Develop municipal waste reduction goals and polices ☺Develop marketing and outreach programs to share information and encourage participation in waste reduction	
83	Increase roadside and beach clean-ups using local volunteer groups and coordinate efforts with Massachusetts Highway Department and State Department of Conservation and Recreation.		☺Same as strategy	
84	Consider strengthening solid waste disposal policies and ordinances including recycling.		☺Require private pick up on limited days. (work with service providers to determine). ☺Make recycling mandatory and increase hours and days of operation of local recycling center. ☺Promote composting ☺Seek to increase the types of recyclable materials accepted at the town facility. ☺Consider placing collection bins for recyclable material in appropriate public places	
85	Provide for baseline site maintenance of all cemeteries in town.		☺Same as strategy	
86	Work with owners of private cemeteries to ensure a high level of maintenance for site and infrastructure.		☺Same as strategy	
87	Consider taking over Long Hill Cemetery as a town cemetery.		☺Same as strategy	
88	Promote cemeteries as historic sites and for passive recreation.		☺Same as strategy	
89	Develop a comprehensive public marketing campaign to increase awareness of need for volunteers, identifying partners such as the schools, COA, service providers, the Chamber of Commerce, Salisbury Beach Betterment Association and other organizations.		☺Identify volunteer opportunities and broadcast on Public Access Television, the town's web site and in other public and participating private venues	
90	Use volunteer committees to research ideas or recommendations and publicize the results to increase opportunities for public involvement, facilitate a greater understanding of issues among a wider audience and assist the town in its efforts to provide guidance on the great variety of issues of interest.		☺Same as strategy ○ Possible ideas for volunteer committees to research could include: <ul style="list-style-type: none"> • grants for funding playgrounds • design options for green parking lots • benefits of being a "Tree City USA" community • model shuttle services • interest in communities gardens 	
91	Honor volunteers annually in a public forum or celebration, highlighting the services they have provided and the changes they are responsible for.		☺Same as strategy	
Transportation and Circulation				
92	Review zoning and site plan regulations along Routes 1, 1A, 110, and 286 and Main Street to determine if the number and width of curb-cuts allowed will minimize traffic conflicts and adjust if necessary.		☺Same as strategy	
93	Review speed limits and parking regulations throughout town to determine if they are appropriate for the area during all seasons of the year and work (with state as necessary) to adjust.		☺Same as strategy	

94	Work with MVPC to develop a useful data bank of traffic counts for key roadways and intersections throughout the seasons, and roadway capacity analyses.		<ul style="list-style-type: none"> ③Identify routes and intersections where traffic counts would be helpful ③Prioritize ③Work with MVPC to develop a strategy and schedule for undertaking studies/counts 	
95	Develop a clear and strong relationship with the Massachusetts Highway Department, keeping them informed of all issues and concerns, and soliciting their input and support to develop and implement appropriate solutions. Commit to a yearly letter or report as a minimum goal.		<ul style="list-style-type: none"> ③Same as strategy 	
96	Consider other traffic calming measures to reduce speeds and maximize pedestrian safety and comfort where determined appropriate by studies or documented by data.		<ul style="list-style-type: none"> ③Consider creating a volunteer committee to, include a member of the Police Department, to research traffic calming measures that may be suitable in Salisbury ③Identify areas where traffic calming measures should be considered ③Prepare a report with recommended option ③Submit to DPW, PD and Town Manager 	
97	Amend Site Plan Review regulations to require vehicular and pedestrian circulation between abutting businesses whenever possible and practicable.		<ul style="list-style-type: none"> ③Same as strategy 	
98	Strengthen design guidelines to support appropriate site design and circulation within all commercial districts.		<ul style="list-style-type: none"> ③Same as strategy 	
99	Consider strengthening zoning and/or regulations to allow the Planning Board to collect fees for mitigation that will be required at a specified time in the future when it is determined that the project is responsible for an incremental increase in need for identified service or infrastructure.		<ul style="list-style-type: none"> ③Same as strategy 	
100	Study Route 110 to determine if crossings are critical to pedestrian access and safety, and recommend strategies for implementing crossings if warranted.		<ul style="list-style-type: none"> ③Review : Mudnock Rd Cushing St intersection Bartlett intersection Old Elm intersection 	
101	Finalize and implement a Sidewalk Improvement Plan that maps and evaluates existing sidewalks, identifies additional locations throughout Salisbury where sidewalks are desired, and creates a strategy for capital funding, repair and maintenance.		<ul style="list-style-type: none"> ③See LU 1-3 regarding planning, prioritizing and implementing public infrastructure improvements 	
102	Continue to support rail trail, sidewalk, and bike lane planning, design, construction and maintenance.		<ul style="list-style-type: none"> ③Identify areas for trail heads ③Work with developers abutting the trail to make connections to development when appropriate ③Request funding for design, construction and maintenance from new development as mitigation for community impacts when appropriate ③Identify and map potential sites that could enhance the rail trail with parks, open spaces or other connections ③Work with Border to Boston Trail Task Force and Massachusetts Highway Department to get funding for preliminary design of rail trail north of Mudnock Road to New Hampshire Line 	
103	Seek out opportunities for additional on-road and off road bicycle trails including links to abutting communities.		<ul style="list-style-type: none"> ③Same as strategy 	

104	Support regional bus service within Salisbury.		<ul style="list-style-type: none"> ☑Same as strategy <ul style="list-style-type: none"> ○ Encourage bus stops/shelters that would support service, such as on Rabbit Road, Beach Center and Salisbury Square 	
105	Study the feasibility for developing a Park and Ride lot between Routes 495 and 95 to supplement the Park and Ride in Newburyport, and increase access to mass transportation in Salisbury.		☑Same as strategy	
106	Research the role water transportation could play in a comprehensive transportation system.		<ul style="list-style-type: none"> ☑Create a volunteer committee to research issues and opportunities ☑Prepare a report ☑Submit to Harbor Commission and Harbor Master 	
107	Create a committee to study the feasibility of public (or private) shuttles to help reduce season congestion.		<ul style="list-style-type: none"> ☑Create a volunteer committee to research issues and opportunities including coordinating remote parking. ☑Prepare a report ☑Submit to DPW, Police and PD 	
108	Develop a vision for the town's neighborhoods, districts and corridors and install streetscape elements that are feasible for the town to maintain.		<ul style="list-style-type: none"> ☑Hold a series of district and neighborhood visioning sessions or charettes to develop consensus on design intent ☑Consider the addition of street trees whenever possible ☑Add street furniture including benches, lighting, trash receptacles and planters to the streetscape as appropriate ☑Develop standards for site furniture to assure high performance, and low maintenance needs. 	
109	Consider developing a safe walk to school program.		☑Same as strategy	
110	Develop a comprehensive sign plan that includes local directional signs that show: best way to beach, Square, and other locations as well as highway signs.		<ul style="list-style-type: none"> ☑Same as strategy ☑ Include sign standards. ☑ Consider a town logo or other representative graphic. ☑ Coordination with Massachusetts. Highway Department will be required. 	
111	Inventory and monitor parking in identified problem areas to determine needs and create a plan to address them.		☑Same as strategy	
112	Review parking requirements for development to ensure they meet the objectives of the zoning district and they are within industry standards.		☑Same as strategy	
113	Minimize large parking areas within the Square to the greatest extent possible.		<ul style="list-style-type: none"> ☑Revise land use regulations as need to minimize land area for parking ☑Support shared parking ☑Encourage parking in rear of development 	
114	Create regulations or incentives that encourage shared parking for abutting or near businesses when feasible.		☑Same as strategy	
115	Review and strengthen design guidelines for parking lots to enhance their safety, increase connectivity between abutting commercial lots, improve visual quality and minimize negative environmental impacts.		☑Same as strategy	
116	Review design and operation of municipal parking lots to maximize their effectiveness and income potential throughout the year.		☑Same as strategy	

117	Consider potential for parking lots to serve multiple purposes depending on the time of day, day of week, or season.		☺Same as strategy	
118	Study parking restrictions/use in Beach neighborhoods to determine what is needed for improved parking and safety.		☺Same as strategy	
119	Consider providing additional parking on town owned parcels near the beach		☺Same as strategy	
Natural and Cultural Resources				
120	Work with local property owners, state agencies and public land trust organization (e.g. the state Division of Fisheries and Wildlife and Department of Conservation and Recreation, Trustees of Reservations and Essex County Greenbelt) to identify and protect key scenic and rural parcels of land through land acquisition, preservation restrictions, easements and other measures.		☺Raise funds to purchase development rights on farms or to assist farmers in the restoration of historic farm buildings for which they would be required to donate preservation restrictions ☺Continue public-private partnerships to preserve farmland through purchase of farms or purchase of conservation restrictions or agricultural preservation restrictions	
121	Form an agricultural commission to address farm preservation in Salisbury.		☺Consider the potential mission for an Agricultural Commission ☺Assess interest among farmers and preservationist ☺Empower and appoint the commission	
122	Consider a Right-to-Farm Bylaw which allows farmers to carry on farming activities that may be considered a nuisance to neighbors, particularly for the Salisbury Plains area.		☺Same as strategy	
123	Support the state Department of Conservation and Recreation in its effort to implement a Beach Management Plan for Salisbury Beach.		☺Create a parallel town Beach Management Plan to assure that town departments understand their roles and plan time, equipment and organization to carry out the plan	
124	Work with state and federal agencies to ensure that storm based beach erosion is addressed in a timely and expeditious manner.		☺Same as strategy	
125	Work with state and federal agencies to develop a regional sand management and beach nourishment program for the beneficial reuse of suitable dredged material.		☺Same as strategy	
126	Promote planting of dune grass and centralization of public access to the ocean to avoid disturbing dunes.		☺Same as strategy	
127	Provide public access to the beach and adjacent waters.		☺Continue to research ownership and access rights to identified access routes ☺Create a public beach access brochure to hand out to the public ☺Assure access is accessible and clear (BOH)	
128	Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing including a flood control/marsh restoration project at Town Creek and Mill Creek, and seek appropriate funding		☺Research technical aspects of projects ☺Develop a history of the creeks and clear objectives for flood control/restoration ☺Create a comprehensive plan for lobbying and following through Apply for FEMA Flood Hazard Mitigation Grants and other funding	
129	Identify potential resource area restoration projects that might be eligible for state and/or federal funding and apply for such funding.		☺Identify potential resource areas ☺Prioritize sites ☺Research funding opportunities ☺Apply for funding	

130	Enhance public access for recreation and nature study.		<ul style="list-style-type: none"> ☉Identify areas suitable for access ☉Negotiate easements or purchase properties to obtain access rights ☉Design appropriate access infrastructure (trail head, parking, walkway, boardwalk, etc.) 	
131	Maintain an active membership in initiatives studying and implementing marsh restoration projects (e.g. Eight Towns and the Bay).		☉Same as strategy	
132	Work with the Army Corp of Engineers and the Department of Conservation and Recreation to build a flood wall to protect neighborhoods abutting the Blackwater River.		☉Same as strategy	
133	Maintain the Natural Hazard Mitigation Plan to retain eligibility for FEMA Flood Hazard Mitigation Grants.		☉Same as strategy	
134	Continue to update the inventory of historic structures and pursue placing key structures on the state and federal lists of historic places/structures.		☉Same as strategy	
135	Consider a Demolition Delay Bylaw to allow the town time to determine other viable options for protecting historic structures including purchase or rehabilitation.		☉Same as strategy	
136	Consider nominating Ring's Island, Salisbury Square and Salisbury Beach to the National Register of Historic Places.		<ul style="list-style-type: none"> ☉Create a Historic District Study Committee (BOS) ☉Review and update Survey of Historic Properties (HC) ☉Select historic districts(s) and district boundaries and prepare required reports (HC) ☉Adopt Historic Districts and appoint a Historic District Commission (BOS) 	
137	Consider a thematic nomination for the town's working farmlands.		☉Same as strategy	
138	Encourage redevelopment in the Village Center that adheres to the recently adopted Village Center Zoning design guidelines and which is compatible with the character and scale of the area.		☉Same as strategy	
139	Conduct an archaeological reconnaissance study to identify and document areas of particular archaeological sensitivity and specific sites, such as the apparent Smallpox Station cellar hole seen while searching for the Smallpox Cemetery and Native American shell heaps and mounds.		<ul style="list-style-type: none"> ☉Contact private landowners where cultural resources such as the Smallpox Cemetery are located to secure permission to documents such resources before oral tradition is lost. ☉Develop a scope of work for the study ☉Secure funding for study; consider requesting assistance from college archeological class ☉Select consultant to perform study 	
140	Develop a preservation and management plan for each burial ground or cemetery taking into consideration repair of stone markers, stone walls and stone fencing related to cemeteries, repair of iron work, and removal of invasive growth and on-going maintenance of plant material.		<ul style="list-style-type: none"> ☉Seek funding through Massachusetts DCR (see: Historic Landscape Preservation Initiative and Heritage Landscape Inventory Program) to develop a preservation strategy for the town's cemeteries ☉Consider seeking assistance from LA department at Harvard or UMass Amherst as a potential cultural landscape studio project ☉Develop scope of study: include update existing or prepare new survey forms for all burial grounds and cemeteries that have been in use for more than 50 years ☉Select consultant to perform study 	

141	Support the Salisbury Historical Society's efforts to develop and operate a museum.		☑Same as strategy	
142	Work toward redesign of the Town Green in connection with Town Library expansion or redevelopment.		☑Secure funding for and retain a landscape architect to develop a concept plan for the Town Green that maximizes visibility, access and programming opportunities ☑Work to redevelop the Green in conjunction with the Library expansion	
143	Continue to develop historical interpretive signs featuring local history, to be placed along trails, at the Town Green and at Salisbury Beach.		☑Determine local history to be highlighted ☑Develop a comprehensive sign plan to address design, standards, locations ☑Identify potential funding sources for construction, installation and maintenance ☑Fund and install as feasible	
144	Consider a Wetland Protection Bylaw that will protect resources while providing opportunities for appropriate development.		☑Same as strategy	
145	Develop and implement a streetscape improvement plan for Salisbury Beach area and Bridge Road that maximizes resource protection in harmony with recreation and economic development		☑Undertake planning for streetscape improvements for Salisbury Beach area and Beach Road ☑Prioritize areas for improvement ☑Fund and implement as part of the town's Infrastructure Improvement Plan	
146	Investigate the appropriateness of Transfer of Development Rights (TDR) zoning provisions to advance resource protection.		☑Same as strategy	
147	Request/fund a large playground at a central location on the beach.		☑Organize a volunteer committee to research options and regulations involved with constructing a playground at the beach ☑Determine size, type and conceptual design of playground ☑Quantify costs and identify potential funding sources for design, construction and maintenance ☑Design and implement as feasible	
148	Support a weekly Farmer's Market or an annual Farmers Festival.		☑Identify and make available appropriate areas for events ☑Develop a checklist of permits and approvals that may be required	
149	Support voluntary organizations that provide the town with periodic events that feature their activities and invite community participation.		☑Hold annual Community Service Fair and Volunteer Recognition Dinner	
Open Space and Recreation				
150	Ensure that the Open Space and Recreation Plan is updated and submitted to the state every five years with the next submittal due in 2013.		☑Same as strategy	

151	Inventory and assign priorities to protect important open spaces and natural areas. Such areas may include parcels located adjacent to the towns' trail system, existing open spaces or town well fields, or they could be scenic or other special places that are important to preserve the rural character of the community.		<ul style="list-style-type: none"> ☞Review Open Space and Recreation Plan for guidance on priority open space needs ☞Evaluate unprotected land currently under the jurisdiction of municipal agencies to determine whether additional protection for open space and recreation is appropriate ☞Evaluate underdeveloped privately-owned parcels to determine their value for open space and recreation and identify protection options as appropriate ☞Monitor Chapter 61 lands and recommend town actions as appropriate 	
152	Work with local property owners, state agencies and public land trust organizations (e.g. state Department of Fisheries and Wildlife, Trustees of Reservations and Essex County Greenbelt) to identify and protect key parcels of land through land acquisition, preservation restrictions, easements and other measures.		☞Same as strategy	
153	Work with public land trust organizations to increase public awareness and knowledge of the various techniques and the tax advantages of conservation/ preservation restrictions.		☞Same as strategy	
154	Continue to seek grants as well as evaluate the Community Preservation Act to raise funds that can be used for open space and recreation purposes.		☞Same as strategy	
155	Encourage town Boards and Commissions and professional staff involved in the development review process to ask developers proposing projects near important open space and natural areas or the town's trail system to consider donating land or offering conservation restrictions and/or access easements to the town.		☞Same as strategy	
156	Develop a Beach Management Plan to manage the beach with the state Department of Conservation and Recreation to protect against storm damage and maintain public access.		☞Same as strategy	
157	Implement the recommendations included in the Open Space and Recreation Plan regarding handicap accessibility at all recreational facilities.		☞Same as strategy	
158	Strategy Description		Action	
159	Create a strong and active Parks and Recreation Committee that is empowered to assess community needs, and respond as feasible with appropriate programs and facilities.		☞Same as strategy	
160	Develop an inventory of improvements, repairs and equipment needed for existing recreation facilities and establish a priority list for inclusion in a ten year capital improvement and maintenance plan.		☞Same as strategy	

161	Identify specific new recreational facilities that are needed by the town (i.e. soccer fields, fishing piers, boat ramps, boardwalks) and establish a priority list for inclusion in a capital improvement plan.		<ul style="list-style-type: none"> ☉Assess the need for adult recreation programs and facilities ☉Assess the need for additional youth programs and facilities 	
162	Inventory publicly owned land that might be suitable for development of recreational facilities.		☉Same as strategy	
163	Work with the Salisbury Beach Partnership and other organizations to identify and secure funding to construct the Salisbury Beach Boardwalk and continue efforts to revitalize the beach including events such as the Sand and Sea Festival.		☉Same as strategy	
164	Continue to support the Council on Aging to provide recreational activities at the Senior Center.		<ul style="list-style-type: none"> ☉Assess recreational needs of active seniors and elders (COA) ☉Identify recreational facilities and programs and expand as needed and feasible (COA) 	
165	Continue to develop the town's trail system including constructing new trails, signage and installation of amenities and features such as benches, bird watching outlooks etc.		☉Same as strategy	
166	Implement recommendations included in the Harbor Master Plan that would increase public access to the River and other waterways.		☉Same as strategy	
167	Determine support for community gardens in dense neighborhoods such as the beach community and follow through with support through public land, volunteer gardening board, town provided mulch and/or other services		<ul style="list-style-type: none"> ☉Same as strategy <ul style="list-style-type: none"> ○ Consider partnership with Sea Spray Garden Club, the Salisbury Beach Betterment Association, and/or Beach Beautification Committee. 	
Planning Areas				
Salisbury Plains				
168	Consider a Scenic Road Bylaw for roads that represent the visual quality important to the character of the Plains to protect trees and cultural resources within the road right-of-way.		<ul style="list-style-type: none"> ☉Develop criteria for scenic roads ☉Inventory and classify roads ☉Nominate for protection with Scenic Bylaw if deemed appropriate 	
169	Support active farms as they represent a culture that is valued by the community		<ul style="list-style-type: none"> ☉Consider acquiring land that could be leased to "The Food Project", a Community Supported Agriculture program or similar regional or local organization. ☉Highlight farming by integrating products, tours, and information with town events as appropriate ☉Use Salisbury Community Television (SCTV) to advertise Salisbury farm products, events, services 	
170	Support zoning that is less consumptive of land such as Flexible Residential Design, Transfer of Development Rights, Smart Growth Districts and others.		<ul style="list-style-type: none"> ☉Assure that any interested developers are fully aware of the options available for minimizing land consumption ☉Make certain all staff and boards involved in the planning and review process understand the options, their advantages and when they are appropriate ☉Use web site to highlight options ☉Create brochures or other handouts for developers who contact staff 	

171	Develop an inventory of scenic properties and work to preserve them through preservation restrictions, acquisition or with other land preservation tools.		<ul style="list-style-type: none"> ③Develop criteria for “scenic properties” ③Inventory sites responsive to criteria ③Prioritize sites for preservation ③Identify preservation tools preferred 	
172	Consider a Right to Farm Bylaw which allows farmers to carry on farming activities that may be considered a nuisance to neighbors.		<ul style="list-style-type: none"> ③Same as strategy 	
173	Promote single family development that minimizes site impact such as with a Low Impact Development Bylaw.		<ul style="list-style-type: none"> ③Implement a LID Bylaw ③Institute Smart Growth policies 	
174	Encourage (offer incentives for) Flexible Residential Design (FRD).		<ul style="list-style-type: none"> ③Quantify the value of offering incentives for FRD and apply as appropriate ③Make certain all staff and boards involved in the planning and review process understand the program and can explain its benefits and the process for implementation 	
175	Support farm stands, nurseries, antique shops and other small scale commercial activities/development that serve the community, are compatible with the existing land uses and promote the farming and agricultural history of the area.		<ul style="list-style-type: none"> ③Review and revise land use regulations to assure they allow and encourage appropriate uses 	
Main Street East				
176	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.		<ul style="list-style-type: none"> ③Involve existing businesses and property owners to create a future vision they will embrace and support ③Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels ③Inventory and map existing and potential open spaces and connections to trails and open spaces ③Encourage owners to consider changes they could make to their properties to bring about the corridor vision ③Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor. ③Determine priority actions for implementation ③Implement as practical 	
177	Consider the feasibility of providing public waste water services along Main Street to allow greater economic development options.		<ul style="list-style-type: none"> ③Same as strategy 	
178	Study current land use regulations to determine if they will support the desired land uses and propose changes as needed.		<ul style="list-style-type: none"> ③Same as strategy 	
179	Research the opportunities for a commercial gateway at the intersection of Toll Road and Main Street if an increase in commercial development is desired.		<ul style="list-style-type: none"> ③Same as strategy 	
180	Maintain the rural character of the corridor with a streetscape that is primarily defined by trees and require any other streetscape elements to be consistent with this design intent.		<ul style="list-style-type: none"> ③Assess existing streetscape, noting assets and liabilities ③Develop a plan for improvement focusing on safety, access and visual appeal ③Fund and implement as feasible 	
181	Develop design standards and update Sign Bylaw to improve the corridor’s visual appeal, and improve the quality of site and building design.		<ul style="list-style-type: none"> ③Same as strategy 	

182	Require Best Management Practices with all new development to recharge groundwater and protect water quality in nearby well fields.		ⓄReview and refine land use regulations as necessary to require maximum groundwater recharge and water quality protection in wellhead protection areas.	
183	Consider developing a traffic monitoring program to assess impacts from increased development.		ⓄConsider request to Developers to commit to post occupancy traffic monitoring ⓄSearch for grants to fund traffic monitoring as needed	
184	Develop land use regulations that assure appropriate buffers between commercial and non-commercial properties, including open spaces. Require buffers to be maintained in perpetuity.		ⓄSame as strategy	
185	Encourage Flexible Residential Design (FRD) to minimize land use while preserving open space. (SP 2-3)		ⓄQuantify the value of offering incentives for FDR and apply as appropriate ⓄMake certain all staff and boards involved in the planning and review process understand the program and can explain its benefits and the process for implementation	
186	Assess the desirability of sidewalks along Main Street to connect neighborhoods to the new commercial center anticipated near I-95.		ⓄQualify the benefits and desirability of a sidewalk on Main Street ⓄUndertake a conceptual study to determine feasibility ⓄDesign as appropriate ⓄInclude in the Sidewalk Improvement Plan	
Bridge Road				
187	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.		ⓄInvolve existing businesses and property owners to create a future vision they will embrace and support ⓄInventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels ⓄInventory and map existing and potential open spaces and connections to trails and open spaces ⓄEncourage owners to consider changes they could make to their properties to bring about the corridor vision ⓄEncourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor. ⓄDetermine priority actions for implementation ⓄImplement as practical	
188	Encourage redevelopment that creates a cluster of water dependent and resource oriented uses.		ⓄReview and refine land use regulations to ensure they support desired redevelopment	
189	Assist existing businesses with redevelopment strategies that enhance site design, highlight the natural environment and minimize land use.		ⓄUse the volunteer business support team (ED 1-3) to assist businesses with redevelopment options including preliminary design review ⓄConsider developing a funding source for design and review fees	
190	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short, term.		ⓄSame as strategy	
191	Consider gateway elements that identify the Town of Salisbury upon crossing the bridge and Salisbury Square approaching from the south.		ⓄQualify the benefits and desirability of gateways along Bridge Road ⓄDevelop design based on desired identity, construction, and maintenance costs ⓄImplement when feasible	

192	Encourage additional links and trail heads to the rail trail to facilitate access to businesses along the corridor for customers and employees.		<ul style="list-style-type: none"> Request links as appropriate during site review (PB) Develop land use regulations to support links and connectivity (PD) 	
193	Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.		<ul style="list-style-type: none"> Same as strategy 	
194	Reduce development through Transfer of Development Rights (TDR) to promote the reclamation of the marsh.		<ul style="list-style-type: none"> Create zones and implement regulations required for TDR program Develop a visual representation of the town's preferred vision of Bridge Road to gain support for reduced or clustered development and marsh reclamation 	
195	Lobby state and federal agencies to implement flood control measures involving opening marshes to flushing, including flood control/marsh restoration projects at Town Creek and Mill Creek and seek funding.		<ul style="list-style-type: none"> Actions include those listed in NCR 1-9 through NCR 1-12 	
196	Create public viewing areas for bird watching and marsh viewing where appropriate.		<ul style="list-style-type: none"> Identify appropriate areas Negotiate purchase or lease with land owners Design access route and infrastructure as appropriate Implement when feasible 	
197	Enforce land use regulations to ensure resource protection to the greatest extent possible.		<ul style="list-style-type: none"> Same as strategy 	
Lafayette Road				
198	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.		<ul style="list-style-type: none"> Involve existing businesses and property owners to create a future vision they will embrace and support Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels Inventory and map existing and potential open spaces and connections to trails and open spaces Encourage owners to consider changes they could make to their properties to bring about the corridor vision Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor. Determine priority actions for implementation Implement as practical 	
199	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.		<ul style="list-style-type: none"> Same as strategy 	
200	Design and implement gateway elements at the entrance to Salisbury coming from the north and at the entrance to Salisbury Square.		<ul style="list-style-type: none"> Qualify the benefits and desirability of gateways along Lafayette Road Develop design based on desired identity, construction, and maintenance costs Implement when feasible 	
201	Design and create a cohesive streetscape, including sidewalks, improved intersections and rail trail connections; account for land use changes along the corridor and take advantage of the upland environment.		<ul style="list-style-type: none"> Assess existing streetscape, noting assets and liabilities Develop a plan for improvement focusing on connections to rail trail, safe routes to school and overall safety, access and visual appeal Fund and implement as feasible 	

202	Develop land use regulations (including design standards) that support the vision of identifiable and high quality commercial corridors.		☑Same as strategy	
203	Encourage larger scale retail proximal to the NH border and create design guidelines to assure site and building design is compatible with desired New England community character.		☑Review and revise land use regulations and provide adequate infrastructure as appropriate to support desired development	
204	Continue to study the feasibility of expanding wastewater facilities along Lafayette Road.		☑Same as strategy	
205	Create opportunities for mixed use development where new development can be integrated with existing neighborhoods or commercial areas.		☑Revise Land Use Regulations as necessary to allow mixed use development where desired. ☑Plan and or supply public infrastructure to support desired development. ☑Study the potential for and benefits of creating a Smart Growth Overlay District around the intersection of Pike, Collins and Lafayette to create a mixed use district that could increasing residential capacity and integrate it with new commercial development.	
206	Support moderate density multi-family housing and age restricted housing in mixed use districts.		☑Determine type and density of multi-family housing that could be supported ☑Revise Land Use Regulations as necessary to support desired housing	
207	Consider moving the DPW facility to another location to maximize the development potential of its existing site.		☑Determine the optimal location for the DPW facility ☑Determine the desired use of the existing DPW site if a move is recommended ☑Consider age restricted housing, expanded open space, community garden, multi-use fields	
Elm Street Corridor				
208	Carry out a corridor study to address land use, design standards, transportation and circulation needs including pedestrians, resource protection and streetscape design.		☑Involve existing businesses and property owners to create a future vision they will embrace and support ☑Inventory and map land uses and public infrastructure highlighting undeveloped and underdeveloped parcels ☑Inventory and map existing and potential open spaces and connections to trails and open spaces ☑Encourage owners to consider changes they could make to their properties to bring about the corridor vision ☑Encourage and assist with the organization of a corridor support/advocate/work group that would continue to work for the betterment and development of the Corridor. ☑Determine priority actions for implementation ☑Implement as practical	
209	Create opportunities for a dense commercial corridor with mixed use clusters of walkable developments.		☑Develop a build out plan for the corridor to understand the amount of development that it can support ☑Determine the town's capacity to absorb and support the potential development ☑Assess the need for increased or decreased potential ☑Review and revise land use regulations to support the desired density and type of development	
210	Consider changes in zoning east of Mudnock Road to prohibit auto service businesses in the residential neighborhoods.		☑Same as strategy	

211	Encourage redevelopment of Crossroads Plaza.		<ul style="list-style-type: none"> ③Work with the owner to create an optimal build out plan for the site ③Research the feasibility of municipal incentives for redevelopment ③Assist the owner with redevelopment options as appropriate 	
212	Encourage additional links from the rail trail to Elm Street to facilitate pedestrian and bicycle access to businesses along the corridor for customers and employees.		<ul style="list-style-type: none"> ③Request links as appropriate during site review (PB) ③Develop land use regulations to support links and connectivity (PD) 	
213	Design and construct a cohesive streetscape that creates a positive identity for the corridor and the town.		<ul style="list-style-type: none"> ③Assess existing streetscape, noting assets and liabilities ③Develop a plan for improvement focusing on safety, access and visual appeal ③Fund and implement as feasible 	
214	Design and implement gateway elements at the west end of Elm Street to identify the business district and around Mudnock Road to identify Salisbury Square as the village center.		<ul style="list-style-type: none"> ③Qualify the benefits and desirability of gateways along Elm Street Corridor ③Develop design based on desired identity, construction, and maintenance costs ③Implement when feasible 	
215	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.		③Same as strategy	
216	Strengthen design guidelines for non-residential development and multi-family housing to support design characteristic of small scale New England development.		③Same as strategy	
217	Study the feasibility of installing sidewalks and or bike lanes along the corridor and linking with adjoining streets.		<ul style="list-style-type: none"> ③Qualify the benefits and desirability of sidewalks along the corridor ③Undertake a conceptual study to determine feasibility ③Design as appropriate ③Include in the Sidewalk Improvement Plan 	
218	Amend zoning regulations and strengthen design guidelines to require interior circulation between abutting businesses whenever possible and practical to facilitate walking and reduce traffic on Elm Street.		③Same as strategy	
219	Install signs for the Mudnock Road Link on-road bicycle trail as part of the developing rail trail system.		<ul style="list-style-type: none"> ③Same as strategy <ul style="list-style-type: none"> ○ Use sign standards for rail trail to develop directional road signs 	
220	Study Route 110 to determine the need for dedicated right and left turning lanes.		③Same as strategy	
Rabbit Road				
221	Create opportunities for increased commercial and light industrial development by implementing appropriate land use regulations, and providing additional infrastructure and services.		<ul style="list-style-type: none"> ③Review and revise land use regulation to support desired development while protecting existing neighborhoods ③Assess need for public and private infrastructure to support desired development and implement as feasible (including pedestrian and bike connections to rail trail and sidewalks, bus stops, private utilities and others) ③Encourage support services, such as coffee shops, copy shops, and others to help create a resource base that is attractive to businesses 	
222	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.		③Same as strategy	

223	Facilitate the development of a Rabbit Road business improvement organization that will work toward marketing and improving the image and infrastructure of Rabbit Road.		☺Same as strategy	
224	Assess the need for a facility that will support multiple small businesses by allowing the sharing of administrative services, production equipment and other resources.		☺Same as strategy	
225	Strengthen site plan review to assure that site design provides for the preservation or development of adequate buffers around all commercial and industrial uses abutting residential lots. Consider a requirement that the buffer shall be maintained in perpetuity.		☺Same as strategy	
226	Encourage and work with business owners to create visual buffers or enhance frontage property with design and clean up to improve the visual character of the roadway.		☺Develop a strategy for addressing unsightly uses or sites that consists of tools for creating visual buffers, available assistance, method of approach and process for working with land or business owners	
227	Consider enhancing the public right of way by planting street trees where appropriate.		☺Same as strategy ○ Encourage land owners to support the streetscape plan by planting on their properties.	
228	Consider revising site plan review regulations to help reduce the impact of industrial noise on residential neighborhoods.		☺Same as strategy ○ Allow PB the flexibility to consider the noise level of a project when determining the size of buffers required, or other noise mitigating elements including fencing, location of noise sources, regulations on time of operations and others	
229	Review multi-modal transportation needs along Rabbit Road.		☺Create connections whenever feasible to sidewalks and the rail trail. ☺Consider the need for a bus stop to support regional transportation goals	
Salisbury Square				
230	Consider expansion of Salisbury Square Residential Overlay District		☺Determine appropriate boundaries for expanded overlay district ☺Submit for approval	
231	Consider changes to land use regulations that would promote mixed use office/residential development and serve as a transition from Salisbury Square to the increasing larger scale commercial development desired further north and west.		☺Same as strategy	
232	Undertake a municipal facilities study to include DPW, Police Department, Fire Department and Emergency Services to determine, programmatic needs, optimal location(s), and opportunities for consolidation.		☺Same as strategy ○ Consider the value of moving the DPW facility to another location to maximize the development potential of this site as a part of Salisbury Square	
233	Work with the Library to support the expansion and encourage site improvements to the Town Green as part of the Library Master Plan.		☺Recommend Town Meeting appropriate matching funds as required to allow design and construction ☺Undertake a design study of the Town Green in coordination with the design of the library site to ensure they are compatible and serve the interest of a revised Salisbury Square.	
234	Consider purchasing private residence abutting Town Green.		☺Study the cost and benefits of acquiring the private residence abutting the Town Green ☺Identify and secure funding if desired ☺Develop a re-use plan in coordination with the Library expansion plan	

235	Undertake a feasibility study to determine the redevelopment potential of town owned buildings for a media center and headquarters for Salisbury Community Television.		☑Same as strategy	
236	Develop strong connections and create visual access to Lions Park from Lafayette Road.		☑Undertake a planning and design study to determine how to create the most effective and appropriate access to Lions Park ☑Consider requesting conceptual design assistance from college Landscape Architect program ☑Fund and implement as feasible	
237	Consider highest and best use for open space site between Maple Street and Gardner Street.		☑Same as strategy	
238	Provide the land use regulations and public infrastructure (sidewalks and streetscape) to support the extension of Salisbury Square neighborhood district to the Hilton Senior Center, DPW Fire Department and DPW site.		☑Same as strategy	
239	Support the continued presence of the Boys and Girls Club within the Memorial and/or Spaulding School when redeveloped.		☑Include Boys and Girls club as a desired use when redevelopment options occur	
240	Study the feasibility of creating a village main street to anchor small businesses and create a pedestrian dominated commercial center in the area between Route 1 and Park Street (and/or Beach Road and Pleasant Street).		☑Undertake a planning study to determine feasibility of a new main street taking into consideration public right of ways, available land, impact to existing land owners, benefits provided by build-out etc. ☑Research applicable grants and programs that may help fund the study, infrastructure, housing, etc. ☑Consider working with a college or university landscape architect or planning department to create multiple conceptual plans as an initial step ☑Consider the benefits of working with a developer that creates mixed use communities	
241	Undertake a community wide visioning process for the redevelopment of Memorial and Spaulding Schools that will support the vision of a small scale village center and issue an RFI to determine interest.		☑Same as strategy	
242	Undertake a study to identify the highest and best use of key underdeveloped sites within and near Salisbury Square.		☑Identify underdeveloped sites within and near the Square ☑Assess build-out potential ☑Identify potential uses of sites ☑Create a data bank to share with prospective developers as appropriate	
243	Work with business owners and the Chamber of Commerce to consider how businesses can contribute to a redeveloped Square.		☑Develop a forum for visioning and sharing ideas about improving Salisbury Square ☑Use the recommended Business Support Team (ED 1-3) to assist businesses when requested ☑Evaluate the opportunity, support and need for a Business Improvement District	
244	Develop sign standards to help create an image appropriate to a village center within an updated Sign Bylaw.		☑Same as strategy	
245	Encourage reduction of auto service facilities such as gas stations and garages.		☑Same as strategy	
246	Pursue remediation and reuse of town owned brownfield sites in the square		☑Identify brownfield sites and prioritize for remediating ☑Create a plan for remediation that includes funding and redevelopment options	

247	Develop and implement a Comprehensive Traffic Management Plan for Salisbury Square that includes capital improvements, a seasonal management plan, and identifies any need for future studies.		<ul style="list-style-type: none"> ③Convene a working group to include, at times, Massachusetts Highway Department, local and state Police, Department of Conservation and Recreation and Merrimack Valley Planning Commission to identify and recommend strategies to resolve traffic congestion and safety issues in the Square ③Agree on desired or acceptable performance standards ③Identify funding needs and responsible parties for implementation ③Obtain commitments for ongoing evaluations of strategies put in place, subsequent studies and/or revisions to strategies 	
248	Work with Massachusetts Highway Department to study alternatives to the current roadway configuration, include consideration of new village main street that creates an aligned east west intersection.		③Same as strategy	
249	Request seasonal and yearly traffic counts on roads serving the square from MVPC to assure the town has the necessary traffic data to support requests for studies or improvements.		<ul style="list-style-type: none"> ③Determine where traffic counts are needed ③Work with MVPC to develop a plan that will provide traffic data at appropriate locations throughout the seasons on a consistent basis. 	
250	Fund and implement a Streetscape Improvement Plan for the Square that includes a sidewalk system and trail connections to nearby open spaces and other destinations.		③Same as strategy	
251	Consider multi-family and/or age restricted housing as an option in the redevelopment of the Spaulding and Memorial Schools and other redevelopment sites within the Square.		③Same as strategy	
Bridge Road/Salisbury Beach				
252	Develop a Traffic Management Plan in concert with local, state and jurisdictional authorities to address seasonal traffic from Salisbury Square to the beach.		<ul style="list-style-type: none"> ③Study the effect of a round-about as the entrance to the Salisbury Beach State Reservation (SBSR). ③Study the opportunities for a shuttle service from SBSR to the Beach Commercial District (and Salisbury Square) and to remote parking. ③Review the success of previous summer traffic details to determine potential for increasing hours or making improvements. ③Evaluate effectiveness of traffic control (lights, timing etc.) in Salisbury Square to determine what improvements could be made to increase processing capacity. ③Evaluate potential for additional exit from SBSR via Brissette Avenue 	
253	Develop a policy to support bike lanes and trails connecting resources from and in the beach area and throughout town.		③Same as strategy	
254	Explore the benefits of water transportation to reduce automobile traffic between Salisbury Beach and Newburyport.		<ul style="list-style-type: none"> ③Organize a volunteer committee, including representatives from Newburyport, to study the feasibility of water transportation options ③Reference Salisbury Harbor Plan for guidance and background information 	
255	Explore the potential for a beach/water craft to shuttle riders between SBSR and State Line Road (or other destination as appropriate)		③Explore alternative types of beach craft that could be used for mass transportation in coordination with the Department of Conservation and Recreation.	

256	Consider allowing a master planned community to encourage sustainable development.		☺Same as strategy ☺Provide flexibility for projects that: <ul style="list-style-type: none"> ○ Implement innovative building practices and technologies ○ Create strategies for preservation of open space ○ Provide creative means to fund public infrastructure ○ Create solutions that address climate change and sea level rise ○ Create compact walkable neighborhoods ○ Create year-round communities ○ Provide regional destinations 	
257	Create a compelling public realm that invites use throughout the year		☺Plan for, design and fund public realm improvements as feasible. ☺Consider requests for public realm improvements from developers as a condition of special permits	
258	Update and enforce the town's Sign Bylaw. Require compliance by existing businesses within a reasonable, but short term.		☺Same as strategy	
259	Develop a comprehensive sidewalk system throughout the beach community neighborhoods and commercial area.		☺Same as strategy	
260	Support mixed use development at Salisbury Beach that responds to the town's vision and goals of the Master Plan.		☺Same as strategy ☺Look for mixed use development that builds a community of character by: <ul style="list-style-type: none"> ○ Increasing social interaction ○ Enhancing view corridors ○ Minimizing shadow impacts ○ Improving energy efficiency ○ Enhancing cost-effective transportation ○ Celebrating community heritage and historic uses ○ Enhancing public access to the beach and marshes 	
Ring's Island				
261	Consider an historic district designation for Ring's Island. (NCR 2-3)		☺Create a Historic District Study Committee (BOS) ☺Review and update Survey of Historic Properties (HC) ☺Select historic districts(s) and district boundaries and prepare required reports (HC) ☺Adopt Historic Districts and appoint a Historic District Commission (BOS)	
262	Facilitate appropriate infill and redevelopment with revised zoning that reflects current development patterns and encourages consistent redevelopment and repair.		☺Review and revise zoning to assure that it allows infill and redevelopment that is appropriate to the neighborhood.	
263	Consider installing Ring's Island sign(s) that identify the neighborhood as historic.		☺Develop sign design and standards ☺Determine locations ☺Fund and install as feasible	
264	Enhance public boat launch at Town Dock.		☺Same as strategy	
265	Consider protecting historic character of streets with scenic road status and bylaw.		☺Develop criteria for scenic roads ☺Inventory and classify roads ☺Nominate for protection with Scenic Bylaw if deemed appropriate	

266	Undertake a community wide visioning process to identify highest and best use of town owned buildings on Ring's Island and develop a plan to ensure their physical upkeep and preservation.		☑Same as strategy	
267	Support water dependent uses that have no adverse impacts on the area's natural resources or adjoining neighborhoods.		☑Same as strategy	
268	Collaborate with Newburyport to identify opportunities for joint economic development initiatives along the Merrimack River.		☑Same as strategy	
Land Use Management				
Development Review				
269	Create a "One Stop Shop" development review process with one point of contact where a prospective developer can obtain all the information necessary to initiate and complete the local permitting process.		☑Same as strategy ○ Consider a single physical place where a contact person and required documents are available ○ Refine the process with input from representatives of all the stakeholder groups ○ Document and promulgate the process	
270	Retain the town's new development consultation process that is designed to foster more coordinated staff and Board/Commission review of development projects.		☑Same as strategy	
271	Update sign off sheets for required permits and certificates.		☑Same as strategy	
272	Revise Zoning Bylaw to grant the Planning Board Special Permit Granting Authority.		☑Same as strategy	
273	Revise requirement within Flexible Residential Development and Planned Office Developments to allow the Design Review Team meeting (described in DR 1-2) to replace pre-application meeting.		☑Same as strategy	
274	Increase the opportunities for more thorough Site Plan Review by requiring Special Permits for large projects.		☑Revise Zoning Bylaw to require Special Permits for projects meeting a certain size threshold.	
275	Expand Design Review Committee's role to include review of projects in the Village Center District and other districts as appropriate.		☑Define design guidelines for each district included ☑Amend zoning to require review by the Design Review Committee	
276	Hold Conservation Commission site visits prior to the first hearing on a project.		☑Same as strategy	
277	For complicated projects requiring Conservation Commission review, consider holding joint hearings with the Planning Board		☑Same as strategy ○ Amend zoning to reflect desired change ○ Create process, timeline, review and reporting procedures and include in Development Guide	
278	Evaluate existing zoning requirements and standardize procedures and timelines for providing input.		☑Same as strategy	
279	Create a Development Guidebook.		☑Create a working group representative of all parties involved. ☑Understand and outline all elements of the Development Review Process, share and discuss with working group ☑Request input from all interested parties to comprehensively assess the needs to be met by a guidebook ☑Compile data that will be needed into a draft Guidebook and review with Working Group ☑Revise as needed	