

Salem City

Land Use Element of the General Plan

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INTRODUCTION

This General Plan is a result of a cooperative effort for the community's future. Like most cities along the Wasatch Front, Salem has enjoyed an unprecedented period of growth for most of the last several years and, in all likelihood, the City will continue to grow as a result of both natural increase and in-migration. If future growth is well guided, Salem City can not only preserve, but enhance its country charm and develop a sound tax base all the while making the City a better place to live, work and visit.

Salem last updated its Comprehensive General Plan in 2003. Since that time, communities along the Wasatch Front, including Salem, have experienced unprecedented growth. In the Spring of 2009, Mayor Lane Henderson and the City Council directed an effort to update the General, partly in response to the City's rapid rate of growth in recent years. The adoption of this document in June of 2010 signifies the culmination of that process.

This rendition of the General Plan was prepared during a year of slowed growth for Salem City and the surrounding communities. Whereas, in previous years, explosive growth was anticipated on almost a perpetual basis, economic conditions in 2009 and 2010 have provided a reminder that various aspects of this plan will not be implemented for decades. In fact, it is understood that this document provides Salem's vision for development and growth to the City's eventual buildout, something that will likely not occur within the next 100 years.

The general public did not participate in the preparation of this document on a large scale basis. Several residents and local developers did, however, provide input which was utilized in updating both the narrative and map portions of this document. Many of the comments that were offered pertained to the recreation and transportation components of this document. In fact, Utah County initiated the process of designing and constructing a new road on the west side of Salem during this document's preparation. While that project is not a Salem City project, much of the input provided during the public comment period pertained to the county's project.

In various ways, the guidance provided in this document that pertains to recreation and transportation was updated in this rendition. Even so, the focus of this effort was to update that land use portion of the text and the Land Use Map. Perhaps it would be most appropriate to refer to this work as a revision of the Land Use Element of the General Plan. The intrinsic relationship that exists between a community's transportation system and land use created a need for Salem City staff and Long Pine to prepare a plan for the City's future street network. That network was then used as the basis for the creation of the Land Use Map.

The transportation network utilizes four distinct roadway classifications. The largest classification pertains to a long-range transportation project that has been administered by Mountainland Association of Governments. The Nebo Corridor is planned to serve as something of a belt route for the southern communities in Utah County. As presently aligned, the Nebo Corridor proceeds through the southern and eastern portions of Salem. The next largest classification pertains to existing UDOT facilities including State Routes 164 and 198. The remaining classifications identified on the Land Use Map include two Salem City street classifications, the Arterial and Collector class roads.

Salem City believes the planned network that is comprised of the above described classifications provides a suitable structure for the Land Use Plan. Nonetheless, Salem City understands that a detailed Transportation Element will need to be prepared at some point in the future. Salem also recognizes that a community's transportation network will evolve over time and that changes to the transportation network will likely necessitate changes to the Land Use Map.

The preparation of this document coincides with two regional transportation planning projects that each impact Salem City. Mountainland Association of Governments completed the Nebo Area Transportation Study by providing a general alignment for a roadway that would ultimately serve as a belt route through South Utah County. This facility is represented on the Land Use Map with the understanding that the precise alignment will be defined as development applications are reviewed on adjoining properties. Salem City is committed to preserving a corridor for the facility and will work with the development

community to secure the necessary right-of-way along the alignment that best fits with properties' development potential and the feasibility of constructing the roadway.

As described above, Utah County has worked to design an extension of Elk Ridge Drive through the western part of Salem City. As part of the county's design effort, several public meetings have been held and differing opinions have been shared relative to the road's future location. The Land Use Map has been prepared with the understanding that the included alignment for this roadway is subject to change. Salem City views the construction of a north/south roadway in this area as a positive for the City and the larger community in South Utah County. As such, Salem City is committed to continue working with Utah County to facilitate the construction of this roadway in the most appropriate location.

Salem City also recognizes the need to prepare a Parks and Recreation Element of the General Plan. At present, Salem City maintains several athletic fields and parks. Throughout much of the year, Salem's existing facilities are used to their capacity. It is understood that if additional facilities for soccer, softball or baseball were currently available they would likely be used by either Salem's recreation programs, club sports or simply by the public at large. The need for a Parks and Recreation Element is driven by the level of use enjoyed by the City's existing facilities and the understanding that the demand for facilities will keep pace with growth in the community.

One of the more substantial goals of Salem City involves the development of retail uses in the community. Properties that surround the Salem/Benjamin Interchange provide perhaps the most substantial opportunity for large-scale retail development to occur. Salem's level of concern about the area surrounding this interchange is such that a separate area plan, the Summer Spring Commercial Master Plan has been prepared. This area plan was presented with the Land Use Element for adoption in June of 2010 and is contained within the Economic Development section of the General Plan.

LEGISLATIVE AUTHORITY

Salem City, in accordance with Title 10 Cities and Towns, Chapter 9a Municipal Land Use Development and Management, Part 3 General Plan, of Utah Code Annotated, has prepared and adopted the following General Plan for Salem City.

IMPLEMENTATION

This plan is to be used as a guide for the decision making process and should remain flexible enough to allow decisions to be made that are in the best interest of Salem. The Plan, if followed, will encourage economic growth without adversely impacting the overall character of the community. As a guide, it is important that the recommendations contained in this document are followed by the policy and decision-making organizations. Although this information must be considered as general, it represents an important perspective that will help direct future planning decisions. Land use decisions must be made on a case-by-case basis but should be guided by the language provided in this document. These decisions must carefully consider how each use relates to the community's goals, objectives, and policies, as well as the Land Use Plan and its overall impact on adjoining properties.

Long-range neighborhood stability will require a continuous effort by the City, property owners, and neighborhood residents to maintain and improve all elements of the City. The City must assume responsibility for maintaining the public infrastructure, such as streets and sidewalks, especially in the older areas. Property owners and residents must assume responsibility for maintaining private properties. Private property maintenance is an important factor in evaluating the quality and desirability of a community. Zoning regulations, infrastructure improvements, etc. are supportive of private property owner's maintenance responsibilities.

DYNAMICS OF THE GENERAL PLAN

This General Plan is not intended to be an idle document. It is to be used as a guide to identify where certain types and densities of land use should be located. Depending on the pace of new development and the other related factors, this plan will likely require some updating or amending on a 5 to 10 year schedule. These amendments can be initiated by the Planning and Zoning Commission, the City Council, or the public. The process for drafting major updates or amendments is the same as for developing the original plan.

HISTORY

Known as "Summer Spring" by the Indians, and "Pond Town" by early settlers, Salem, in Utah County, was finally named after the birthplace of Lyman Curtis to honor his contributions to the community.

The Indians appreciated the fact that the local springs bubbled up through sandy soil in a tree-shaded hollow, even in summer. In the spring of 1851 David Fairbanks and David Crockett discovered this same precious asset. Fairbanks had been assigned to Peteetneet Creek (Payson), where he was to become LDS bishop of the town. The two men continued to explore the area and found a large, clear stream flowing through a hollow. They realized that by damming the stream they could conserve the water that flowed out into swamplands. They soon moved their families and built the first dam, assisted by others from Payson who needed additional farmland. Some crops were harvested that year.

Winter and the threat of hostile Indians caused the families to return to Peteetneet, but "Pond Town" had a beginning with the dammed springs. In 1852 the two founders built a second and more secure dam, but by the next year the families had moved to Peteetneet and the new settlement was abandoned.

Settlers from nearby Palmyra, fighting drought and alkali salts in the soil, decided to start over at the abandoned Pond Town. George Wilson and his brothers purchased the Fairbanks-Crockett interest and they, along with eight other families, moved to the area in 1856. During that same year, Lyman Curtis, one of the original company of pioneers to enter Salt Lake Valley, joined in the new development with four of his sons.

In the next few years two more dams and an irrigation system were developed. Homes were built adjoining one another for protection against Indian attacks. The homes were constructed of adobe brick and lumber from nearby canyons. The fort homes were used until 1870 when the Indian danger had been reduced. Settlers began moving into the town, which was laid out in five-acre blocks. As was common throughout Utah, homes and barns were built inside the town, with fields and grazing area outside. Boys herded cattle on "common grounds."

The completion of the Salem Canal in 1869 brought irrigation water from the Spanish Fork River to Salem. Lyman Curtis, who had experience with irrigation in Santa Clara, directed the project to completion. The canal was eight miles long and took two and one-half years to build. Additional water was brought to the area by the Strawberry Valley Irrigation Project, completed in 1916.

Popular crops were wheat and other grains, as well as tomatoes and peas for the Del Monte food-processing plant, located between Salem and Spanish Fork. Beginning in 1891, sugar beets were grown extensively for the factories throughout Utah Valley. A "beet vacation" allowed boys out of school to assist in harvesting. Many farmers specialized in growing garden produce or in raising poultry. Local ranchers had grazing rights and permits in the nearby national forests, in Strawberry Valley, and in privately owned property in Loafer Canyon.

In the nineteenth century blacksmithing was a much needed service, and there also were immigrants skilled in masonry, milling, and cobblery. Sawmills and shingle mills, molasses producing factories, creameries, and confectioneries have supported families and provided for community needs.

The LDS Church started a co-op in Salem in the late 1860s; it operated largely on the barter system until it was discontinued in 1897. Several small stores were operated for short periods of time. In 1908 the Salem Mercantile Company was started by the James Peter Christensen family, which operated it until 1969. For many years the "Merc" used the barter system and issued scrip. In 1946 Melvin R. Hanks started another grocery business on Main Street. Later continued by two sons, this family business also thrived. There were a number of service stations along U.S. Highway 91, and a motel. Through the years the town also had a drugstore, barber shop, and

a saloon. A few businesses are still clustered along the highway.

The LDS Provo Stake served Pond Town's religious needs until Salem Ward was created in 1877. A red brick church was completed in 1898, remodeled in 1938, and replaced in 1972. The one ward was divided in 1956, and currently there are two local LDS stakes.

Education was always important to the settlers, and parents made arrangements for their children to be taught, first in homes and then in a log schoolroom. Several small buildings were used for school, church, and public meetings until the church meetinghouse was built in 1898; it was followed by a new brick school built in 1907.

The "Dream Mine" of John Hyrum Koyle, as well as the pond, became synonymous with Salem. Koyle dreamed of a rich ore mine on the hillside and set out to bring his dream to fruition. Selling shares in the venture, Koyle was able to have a deep shaft dug, but ore was never found.

Salem was incorporated as a town in 1886, and fourteen presidents and boards of trustees served until 1920, at which time the first mayor began his term in office.

Throughout its history, the citizens of Salem have been hardworking, neighborly, and flexible, adapting to the changes time has required of them.

History provided courtesy of Salem City as prepared by Arlene Despain Wilson.

MISSION STATEMENT

The mission of the General Plan is to provide for a strong, positive civic image and quality of life for people who live and work in Salem City by providing guidelines and standards that ensure the orderly and balanced distribution of growth, sound fiscal and economic investment and the preservation of the open, rural living environment in a clean, attractive physical setting.

COMMUNITY VISION

An important part of the Salem general planning process is the preparation of a Community Vision statement and community goals, objectives and policies that indicate what direction the community would like to take for the future and to provide a framework for specific recommendations regarding the General Plan. In the 2003 General Plan revision, to aid in the formulation of the Community Vision statement, goals, objectives and policies, the Salem Planning and Zoning Commission mailed out a community survey to all households in the City. The results of the survey and a community vision session with the Planning and Zoning Commission were incorporated into this General Plan. This 2010 update augments the work provided in the 2003 Community Vision section but does not significantly alter any of the direction provided in 2003.

THE COMMUNITY VISION OF SALEM IS:

To provide a well-planned, clean, safe, livable community which follows the City's theme of: 'Modern Living in a Rural Setting'.

THE GOALS OF THE COMMUNITY VISION ARE:

GOAL: 1.0 TO PROVIDE A WELL-PLANNED, CLEAN, SAFE, LIVABLE COMMUNITY.

POLICIES:

- 1.1 Encourage property owners to keep their property clean and free of weeds and debris through establishment of a community beautification program.
- 1.2 Set an example for the community by assuring that all City or publicly owned property is well maintained and attractive.
- 1.3 Identify and channel future growth and development into areas that can be efficiently and effectively served by public infrastructure and facilities.
- 1.4 Encourage managed growth and well planned developments within the City.
- 1.5 Development should be permitted only to the degree that the City has capacity to provide the necessary public services.

GOAL: 2.0 TO PRESERVE THE TRADITIONAL RURAL ATMOSPHERE AND LIFESTYLE OF THE SALEM CITY.

POLICIES:

- 2.1 Encourage the preservation of prime agricultural land within Salem.
- 2.2 Development should be channeled into areas which have marginal agricultural value.
- 2.3 Development should be compatible with agricultural activities. Incompatibilities should be mitigated through conditions and buffers.
- 2.4 Priority should be given to existing animal rights and to maintaining zoning regulations which facilitate the ownership of animals for recreation and agricultural production.
- 2.5 Encourage the preservation of open space within Salem.
- 2.6 Create good development plans for sensitive land issues, including wetlands and areas which should be

protected.

GOAL: 3.0 TO PROVIDE "MODERN LIVING IN A RURAL SETTING".

POLICIES:

- 3.1 Encourage businesses that will provide residents with the most current goods and services.
- 3.2 Provide high standards of public services.
- 3.3 Encourage rustic and country themes in architecture and site design and regulate the construction of industrial and commercial metal buildings.

GOAL: 4.0 ESTABLISH A STRONG COMMUNITY IDENTITY IN SALEM CITY.

POLICIES:

- 4.1 Preserve the traditional rural atmosphere and lifestyle in the Salem City.
- 4.2 Develop and implement a community Streetscape Plan, particularly emphasizing the entrances along the City's major arterial roads, and major intersections.
- 4.3 Create a Center for Municipal Activities.
- 4.4 Develop public relations and promotional activities for the City.
- 4.5 Develop attractive, consistent, and distinct landscaping or other design treatment along major transportation corridors.
- 4.6 Develop specific zoning standards to limit the impact of development and preserve the exiting character of the original platted-grid of Salem.

GOAL: 5.0 DEVELOP A SPECIFIC PLAN TO ENHANCE SALEM POND.

POLICIES:

- 5.1 Prepare a build-out design for Salem Pond to identify properties that could be assembled to increase the size of the park.
- 5.2 Develop a plan to initiate and complete the acquisition of the included properties.
- 5.3 Budget in accordance with the acquisition plan.
- 5.4 Develop an improvement plan for Salem Pond and lands that are added to the park.
- 5.5 Explore the potential of enhancing Salem Pond by including commercial land uses either within or adjacent to the park.**

GOAL: 6.0 INTEGRATE A SIGNAGE PROGRAM THAT ENHANCES THE IMAGE AND CHARACTER OF THE CITY.

POLICIES:

- 6.1 Regulate sign design and location as part of all development reviews.
- 6.2 Regulate the size and location of all signs so they create a consistent, aesthetically pleasing atmosphere in the City.
- 6.3 Develop and implement a signage program for City streets, entrance ways and facilities.

GOAL: 7.0 SUPPORT PUBLIC INFORMATION AND COMMUNITY PRIDE CAMPAIGNS FOR SALEM RESIDENTS.

POLICIES:

- 7.1 Support events or activities that will encourage community pride and promote Salem as an attractive, family-oriented community.
- 7.2 Utilize kiosks, the City website, email and other forms of digital media as a means of disseminating information.

DRAFT

GROWTH, LAND USE AND COMMUNITY POLICIES

When Salem was originally settled it was mainly an agricultural community and agriculture related land uses remain a significant part of the community today. The original Mormon pioneer settlers platted out the town using, as a guide, the "Plat of Zion". The plat called for straight, wide roads intersecting at right angles and a central City plaza with areas for churches, government, schools and businesses. The periphery of the town would be used for farming; however the farmer would live in town. The population of these "Zion" cities was envisioned not to exceed 20,000.

LAND USE TODAY

Today there are approximately 5,800 acres of land within the City limits, of which 1,910 acres are zoned for residential purposes; 221 acres are zoned for commercial uses; 292 acres are zoned for the purpose of industrial activities; and 1,707 acres are for agricultural uses. Only about 430 acres or 9.7% of the land within the City has been developed to date.

POPULATION FORECASTS AND FUTURE LAND NEEDS

According to the 2000 U.S. Census the population in Salem was 4,372. Current population, based on Census growth rates, is estimated to be approximately 6,200. Current growth rates suggest that Salem is growing at just over 4.5% per annum. Total build out population forecasts for Salem show a maximum population of 75,000 but that number could certainly increase with changes in the community's development patterns.

LAND USE CATEGORIES

The Land Use element of the Salem General Plan encourages the orderly and efficient distribution of land uses in the City. A full range and mix of land uses including agriculture, residential, commercial and industrial areas are provided within the City. The intensities shown are based upon the gross acreage of development. Although the intensity of development in residential designations is defined by density ranges, the maximum densities indicated in each range are achievable with sound site planning. Proposed developments should be in substantial harmony with the General Plan.

ANNEXATION

GOAL: 1.0 PROVIDE FOR RESPONSIBLE GROWTH MANAGEMENT THROUGH LOGICAL GEOGRAPHICAL BOUNDARY EXTENSIONS TO ENHANCE COMMUNITY IDENTITY AND EFFICIENCY OF RENDERING MUNICIPAL SERVICES.

POLICIES:

- 1.1 The territory to be annexed must conform to all requirements of the State pursuant to Utah State Code Annotated 10-2-402, 10-2-403, and 10-2-418, including:
 - a. That a petition must be submitted to the City Recorder requesting annexation in accordance with Section 10-2-403 except as provided for in Section 10-2-418. The petition must contain the signatures of the owners of the private real property that are located within the area proposed for annexation.
 - b. That the proposed area for annexation must be contiguous to the municipality.
 - c. That a plat or map with legal descriptions of the area requesting annexation be drawn as required by State Law.

- d. That the approval be made by an ordinance passed by a majority of the governing body.
- e. That a policy statement of specific criteria be prepared describing the projected municipal extension.
- f. That the annexation will not leave or create an unincorporated island or peninsula. The annexation may include an unincorporated island or peninsula if the City Council determines that not annexing the entire unincorporated island or peninsula is in the City's best interest, and for an annexation of one or more unincorporated islands, under Subsection (1)(a)(ii), the entire island of unincorporated area, of which a portion is being annexed, complies with the requirement of Subsection (1)(a)(ii)(A) relating to the number of residents.
- g. The area is within the City's expansion area as contained in the Annexation Policy Declaration.
- h. An annexation may not include part of a parcel of real property and exclude part of that same parcel unless the owner of that parcel has signed the annexation petition under Section 10-2-403.
- i. The City may not annex an unincorporated area for the sole purpose of acquiring municipal revenue or to retard the capacity of another municipality to annex the same or a related area unless the City has the ability and intent to benefit the annexed area by providing municipal services to the annexed area.

1.2 The policy declaration for the Salem City is:

- a. Only lands contained in the adopted Annexation Policy Declaration will be considered for annexation.
- b. New municipal boundaries should conform, wherever possible, with natural topographic features, e.g., rivers, ridgelines, etc. Care should be taken not to create topographically isolated areas or areas that would require costly and difficult provision of services.
- c. Unincorporated islands and/or peninsulas should be encouraged to annex to the City.
- d. The proposed area should be contiguous to Salem City and should be of substantial width to avoid narrow "cherry stem" (e.g., avoid annexation along railroad and canal lines, streets, etc.).
- e. Efforts should be made to cooperate with neighboring municipalities to create functional transportation routes and networks between municipalities.
- f. Salem supports the concept of urban development occurring within established cities rather than unincorporated areas of the County.
- g. Developer(s) shall be required to adhere to the City's Construction and Development Standards.**
- h. In order to adequately plan for annexations and future transportation needs, Salem City will prepare a Transportation Element of the General Plan.**
- i. In order to plan for annexations and the community's recreational needs, Salem City will prepare and adopt a Parks and Recreation Element of the General Plan.**
- j. All requests for annexation should be referred to the Planning and Zoning Commission for review, comment, and recommendation on zoning.

GROWTH

GOAL: 1.0 DEVELOP A MEANS TO ESTIMATE THE IMPACT OF GROWTH.

POLICIES:

1.1 An Impact Statement for each annexation proposal of greater than 5 acres shall be prepared and include the following:

- a. An accurate map of the proposed annexation area showing the boundaries and property ownership within the area, the topography of the area and major natural features (e.g., drainage channel, wooded areas, areas of high water table, etc.).
- b. Current and potential population of the area and the current residential densities.
- c. Existing and proposed land use.
- d. Statement as to how the proposed area, and/or its potential land use, would contribute to the achievement of the goals and policies of the Salem City General Plan.
- e. Assessed value and acreage of the properties proposed for annexation.
- f. Potential demand for various municipal services, service compatibility and the need for land use regulations in the area, to include:
 - Distance from and adequacy of existing utility lines
 - Distance and adequacy of schools, parks, shopping centers, and community facilities
 - Traffic generated by existing and potential land uses
- g. Timetable for extending services to the area and how these services would be financed.

LAND USE

GOAL: 1.0 PROVIDE FOR ORDERLY AND EFFICIENT DEVELOPMENT THAT IS COMPATIBLE WITH BOTH THE NATURAL AND BUILT ENVIRONMENT BY DEVELOPING A LAND USE MAP THAT INCLUDES ALL PROJECTED LAND IN THE COMMUNITY.

POLICIES:

1.1 The Land Use Plan Map shall contain land use categories including the following:

- a. Rural Residential. The Rural Residential designation is intended to identify areas where residential dwellings will be integrated with agricultural lands and activities. While dwellings may be permitted in this area at densities of 1 unit per acre and lower, the dominant land uses are to be agriculturally, rather than residentially, based.

It is anticipated that this area will be characterized by dwellings on lots ranging from 1 to 5 acres with animal rights. **Developments in these areas shall contain landscaping and recreational features. A specific description of the required recreational features should be provided in a Parks and Recreation Element of the General Plan.**

- b. Low Density Residential. The Low Density Residential designation is designed to provide areas for residential subdivisions with an overall density of 1 to 3 units per acre. This area is to be characterized by neighborhoods with streets designed to the City's standards, single-family detached dwellings and open spaces.

Open spaces shall include useable recreational features as outlined in a Parks and Recreation Element of the General Plan.

- c. Medium Density Residential. The Medium Density Residential designation is provided as a means of allowing for residential developments at higher densities in neighborhoods that still maintain a suburban character. This area is to be characterized by density ranging from 3 to 10 units per acre that may include a mixture of attached and detached dwellings. Master Planned Developments may be permitted in the Medium Density Residential areas.

The main application of this designation should be in areas where the City desires to create a functional transition from one land use to another. The majority of any attached dwellings should be designed in a side-by-side configuration. Developments in these areas should be constructed with public streets and useable recreational features and lands. **Developments in these areas shall contain landscaping and recreational features as per a Parks and Recreation Element of the General Plan.**

- d. High Density Residential. The High Density Residential designation is intended to identify specific areas in the City where high levels of activity are anticipated and access to major transportation facilities is available.

Densities in the High Density Residential areas will typically range from 10 to 14 units per acre.

Attention to design will be essential as site and structural plans are prepared for High Density projects. Properties developed in the High Density residential areas shall provide substantial amenities. The use of high quality materials in all aspects of High Density Residential development's construction will be mandatory.

Developments are to be characterized by a combination of stacked and side-by-side multi-family structures with urban streets. Projects shall be designed so as to complement the surrounding land uses. Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- e. Mixed Use. The Mixed Use designation is designed to be utilized throughout the City. It is expected that developments in the Mixed Use areas will be among the most difficult in the City to design. As such, it is also expected that teams of highly sophisticated design and marketing professionals will be involved in the preparation of development plans in the Mixed Use areas.

In addition to the residential and retail based commercial uses, the Mixed Use district is intended to accommodate the majority of the professional office space in the City. Office components should be included as an integral part of developments in this district so as to capitalize on the benefits that can be enjoyed with a mixture of distinct but complimentary land uses.

The residential component shall be designed and integrated so as to complement the surrounding commercial activity. While not required, it is anticipated that dwelling units will be located in shared residential/commercial structures so as to preserve first-floor and other prime commercial spaces for retail activities. Open spaces and recreational features shall be designed for the use and enjoyment of both the commercial patrons and the development's residents.

Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- f. Neighborhood Commercial. The Neighborhood Commercial designation is intended to identify locations where small-scale, neighborhood-oriented commercial developments are to be located. These commercial developments are to provide goods and services that are used on a daily basis by the surrounding residents.

Tenant spaces in these areas shall be limited to **50,000** square feet. Individual Neighborhood Commercial developments should be large enough to accommodate functioning traffic patterns but should not exceed 5 acres in size.

Parcels considered for this designation should be located in close proximity to residential areas where pedestrian activity between residents and the development is likely to occur. Improvements such as trails, seating and lighting that would help create gathering spaces and promote pedestrian activity are expected and shall be considered an essential part of developments in the Neighborhood Commercial areas.

Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- g. **Regional Commercial.** Regional Commercial areas shall be characterized by a variety of retail users including big box retail configured in developments that provide excellent vehicular access to and from major transportation facilities. Developments located in Regional Commercial areas shall be designed so as to create efficient, functional conglomerations of commercial activities.

As Regional Commercial areas are to be located in close proximity to substantial roadways, careful consideration shall be given to the arrangement of structures and other improvements along those corridors. Consideration shall also be given to the existing or potential availability of mass transit facilities as sites in this designation are designed.

Among the many tenants anticipated in these areas are large destination oriented businesses. With that in mind, individual sites shall be designed so as to make automobile access a priority. Even so, specific areas for pedestrian activity shall be designated and appropriately improved. Plazas and other features shall be provided as gathering places which should be incorporated so as to make each site an inviting place to visit.

Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- h. **Urban Center.** The Urban Center designation is intended to provide specific locations where centers with high levels of a variety of activities can be planned. It is anticipated that developments in the Urban Center designation will include a broad range of land uses with the expectation that the land use combinations will be complimentary in nature.

It is expected that the Urban Center areas will differ from the Mixed Use designation. While the Mixed Commercial and Residential areas will provide developments that maintain a suburban character, the Urban Center areas will accommodate developments that truly promote urban characteristics.

The use of materials and design patterns that will contribute towards the creation of an interesting and inviting atmosphere will be mandatory. The inclusion of parks, plazas and broad pedestrian walks will be expected with each individual development's design. The mass and height of structures in the Urban Center District will exceed that of the other districts in the community. Gradation standards for structures bulk shall be employed so as to create logical functioning transitions between this district and others.

These centers will be defined by compact developments with most parking provided in structures and at street level. Also, the incorporation of mass transit facilities shall be considered an essential element in the design of Urban Centers.

Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- i. **Light Industrial and Business Park.** The Light Industrial and Business Park district is provided to identify locations for a number of different land uses. The nature of the area will be defined by different activities that will range from automotive repair centers to office and assembly facilities for small business. It is expected that the individual tenants will maintain some office or showroom space as a part of their business activity. Developments in the area will provide an attractive, functional and secure setting for the combination of tenants and land uses that are anticipated. Certain developments in this district will be developed in a campus fashion.

As it is anticipated that land uses within this district may create certain sounds, odors and other elements that might be incompatible with other land uses, careful consideration will be given when developments in these areas are designed so as to provide suitable transitions between the distinct land uses.

Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- j. **Public Facilities.** Institutional sites will accommodate public or quasi-public land uses. Activities in the institutional areas will vary greatly and shall include schools, libraries, hospitals, fire stations and other land uses that provide essential services to the general public. Sites developed in institutional areas should meet the highest standards with the facilities offering design elements that will make the institutional developments compatible with surrounding land uses.

Developments in these areas shall contain landscaping and recreational features as per the City's Parks and Trails Element of the General Plan.

- k. **Agricultural.** The Agricultural designation is provided to identify lands that are appropriate and suitable for agricultural activities. Dwelling sites may be permitted in the Agricultural areas where the parcel size is 5 acres or larger. Roadways in the area may be designed to the City's rural street standards. Careful consideration shall be given if or when infrastructure is extended through Agricultural areas. Home sites in the Agricultural areas shall most frequently be served by individual wells and septic systems.

- 1.2 Utilize the Land Use Map as a guide when making land use decisions in order to create relationships between distinct land uses that will function appropriately over time. As a guide, the Land Use Map will be prepared with the understanding that zoning boundaries will not precisely match the designations on the Land Use Map. The Land Use Map illustrates the comprehensive development pattern that the City promotes and supports. Site specific zoning decisions shall be made by considering an individual application's adherence to principles contained in this document and the propensity of any proposal to bolster or disrupt the land use pattern described by the Land Use Plan.**

- 1.3 Maintain the Zoning Code and the Zoning Map that govern the City's land development activities.
- 1.4 The relationship of planned land uses should reflect consideration of existing development, historic preservation, environmental conditions, service and transportation needs, and fiscal impacts.
- 1.5 Developed areas should be protected and revitalized by promoting new development and the adaptive reuse of existing community resources.
- 1.6 The Land Use Plan should provide for a full range and mix of land uses including residential, commercial, industrial, and special use areas.
- 1.7 A variety of quality housing types should be provided, where appropriate, and innovative development patterns and building methods that will result in more affordable housing should be encouraged.

- 1.8 Transitions between different land uses and intensities should be made gradually with compatible uses, particularly where natural or man-made buffers are not available.
- 1.9 Growth should be guided to locations contiguous to existing development or on "in-fill" properties to provide City services and transportation in a cost-effective and efficient manner.
- 1.10 Development approval, throughout the community should be tied to the construction of primary culinary and secondary water, sewer, storm drainage, and circulation systems, electricity, and roads.
- 1.11 Density increases should be considered only upon demonstration of adequate infrastructure and resource availability.
- 1.12 An interconnecting open space system which is accessible to the public should be provided including pedestrian linkages, recreational areas, natural areas, and drainage-ways. A plan for a major trail system through the City should be considered.
- 1.13 Nonresidential uses should be highly accessible, clustered near the center of their service areas, and developed compatibly with the uses and character of surrounding districts.
- 1.14 Land use patterns should be encouraged that reduce travel distances for employment and essential services, limit pollution, allow for alternative modes of transportation and conserve energy.

RESIDENTIAL DEVELOPMENT

GOAL: 1.0 TO PROVIDE FOR RESIDENTIAL AREAS IN SALEM THAT SUPPORT AND COMPLEMENT THE UNIQUE HISTORICAL AND RURAL QUALITY AND CHARACTER OF THE CITY.

POLICIES:

- 1.1 Avoid encroachments of land uses which would adversely impact residential areas, i.e. increased traffic, noise, visual disharmony, etc., by providing adequate screening and buffering of any adjacent nonresidential development including parking and service areas.
- 1.2 Encourage creative approaches to housing developments which will maintain and protect natural resources and environmental features. Promote conservation subdivisions utilizing existing infrastructure and preserving open space.
- 1.3 Maintain and enhance the pleasing appearance and environmental quality of existing residential neighborhoods.
- 1.4 Priority should be extended to existing animal rights versus new development.

GOAL: 2.0 TO PROMOTE AND ENCOURAGE HIGH QUALITY, WELL PLANNED, SAFE AND AESTHETICALLY PLEASING RESIDENTIAL DEVELOPMENT IN THE CITY.

POLICIES:

- 2.1 Develop and implement standards and policies that promote attractive and well planned residential subdivisions in areas where there are existing public services.
- 2.2 Discourage "leap-frog" development through by not extending City services to new areas until existing areas are developed with on-site improvements.
- 2.3 Encourage high quality and aesthetically pleasing residential housing.

- 2.4 Enforce ordinances which require land owners to keep their property free of weeds, junk vehicles and equipment, unsightly buildings, trash and other debris.
- 2.5 Discourage subdivision of land that result in areas of residential development too small or too isolated to be adequately, economically and conveniently served by City services.

GOAL: 2.0 DEVELOP A MASTER PLANNED DEVELOPMENT PROGRAM TO ENABLE THE CITY TO COMPREHENSIVELY REVIEW LARGE DEVELOPMENTS, IDENTIFY THE IMPACTS THAT LARGE DEVELOPMENTS WILL HAVE ON THE CITY, IMPOSE APPROPRIATE DEVELOPMENT REQUIREMENTS AND ENTITLE MASTER PLANNED DEVELOPMENTS WITH COORDINATED PHASING SCHEDULES.

POLICIES:

- 3.1 Develop submittal and qualification requirements for Master Planned Developments.
- 3.2 Develop a review procedure for Master Planned Developments.
- 3.3 Periodically review the City's Master Planned Development program and make necessary changes.

COMMERCIAL DEVELOPMENT

GOAL: 1.0 ENCOURAGE ADEQUATE AND ACCESSIBLE COMMERCIAL SERVICES TO MAXIMIZE THE COMPATIBILITY OF COMMERCIAL AND RESIDENTIAL USES, TO INCREASE EMPLOYMENT OPPORTUNITIES WITHIN SALEM AND ENHANCE THE CITY'S SALES AND PROPERTY TAX REVENUES AND PROVIDE THE HIGHEST QUALITY GOODS AND SERVICES FOR LOCAL RESIDENTS.

POLICIES:

- 1.1 Identify and preserve areas for various levels of retail commercial activity into the most appropriate locations within Salem.
- 1.2 Adopt an Area Plan for the Salem/Benjamin Interchange Area to provide detailed descriptions of the City's expectations for development in that area and the infrastructure required to serve that area.
- 1.3 Allow neighborhood-oriented shopping within the various communities of Salem in locations of greatest accessibility and most positive impact on residential neighborhoods.
- 1.4 Expand the range of retail and commercial goods and services available within the community.
- 1.5 Provide for adequate access, parking, traffic circulation, noise buffering and other operational conditions within commercial areas.
- 1.6 Improve the image and appearance of commercial areas, especially along State Road 198.
- 1.7 Carefully limit any negative impacts of commercial facilities on neighboring land-use areas, particularly residential development.
- 1.8 Formulate thoughtful City approved commercial site design and development standards, including guidelines for landscaping and signage, to express the desired overall image and identity as outlined in the Community Vision Statement.
- 1.9 Establish specific landscaping regulations for commercial development.
- 1.10 Encourage safe and convenient pedestrian access to shopping and service areas.

- 1.11 Encourage commercial development that is complementary to the existing historical structures in the community.
- 1.12 Plan commercial development so it is in close coordination with traffic and transportation planning. The guidelines for growth should be developed to achieve the following:
 - a. Create a consistent and identifiable design concept and accompanying standards for the development of commercial properties. The consistent implementation of such a concept will create a positive identity for Salem and become a source of civic pride.
 - b. Minimize congestion on the arterial and collector streets.
- 1.13 Prevent the visual and functional chaos created by typical "strip" commercial development.
- 1.14 Meet with UDOT to coordinate the development of access plans for State routes in Salem.

GOAL: 2.0 IDENTIFY, DEFINE AND ADOPT A HIERARCHY OF LEVELS OF RETAIL COMMERCIAL DEVELOPMENT FOR SALEM.

POLICIES:

- 2.1 The hierarchy of commercial development should be established and reinforced by carefully siting projects for Neighborhood, Mixed and Regional Commercial developments.

GOAL: 3.0 IMPLEMENT AND REVIEW ORDINANCES AND GUIDELINES TO ASSURE QUALITY OF DEVELOPMENT.

POLICIES:

- 3.1 Establish an Architectural Review program that will provide standards for development in Salem City. Such standards shall include, but not be limited to:
 - a. project design
 - b. construction materials
 - c. architectural design and style
 - d. site plans
 - e. signage
 - f. lighting
- 3.2 Provide and preserve adequate lot sizes for all future commercial use that will discourage cluttered or strip development by:
 - a. Providing well-spaced driveway entrances and abundant landscaping.
 - b. Providing sufficient lot depth to allow for necessary site development.
 - c. Encouraging shared project entryways.
- 3.3 Establish off-street parking regulations that require adequate, well-assigned parking lots and that will limit on-street parking.
- 3.4 Use signs in such a way as to achieve an uncluttered and generally harmonious visual quality.
- 3.5 Maintain business sign regulations that specify size, spacing, type, lighting and materials.
- 3.6 Prevent the creation of large masses of uninterrupted asphalt by requiring landscaping and other features in parking areas.

- 3.7 Require landscaping consistent with a City-wide design concept to achieve visual harmony and unique identity.
- 3.8 Design outdoor lighting to minimize negative impact and nuisance to neighboring properties.

LIGHT INDUSTRIAL AND BUSINESS PARK DEVELOPMENT

GOAL: 1.0 PRESERVE AN ATTRACTIVE AREA THAT WILL CREATE AN INVITING ENVIRONMENT FOR LIGHT INDUSTRIAL AND BUSINESS PARK DEVELOPMENT.

POLICIES:

- 1.1 Require developments to prepare and implement an overall project plan to assure the park's visual quality, compatible relationship to its surroundings, and access to existing streets.
- 1.2 Parking lots within the park shall be visually screened from public view through berming, landscaping and other natural barriers where appropriate.
- 1.3 Require restrictive covenants that will ensure continued maintenance of landscaping, including architectural controls, and that will ensure strict adherence to environmental regulations.
- 1.4 Promote the preparation of master planned areas to discourage small lot or piece-meal site development and encourage better access to properties.
- 1.5 Encourage high quality, aesthetically pleasing development of the industrial areas which should include incorporating major landscape features.
- 1.6 Identify those areas most appropriate for industrial development in future growth areas.
- 1.7 Establish and enforce standards with respect to noise, air quality, odor, visual and other forms of environmental concerns.

SENSITIVE LANDS

GOAL: 1.0 PROVIDE STANDARDS, GUIDELINES AND CRITERIA TO MINIMIZE FLOODING, EROSION, AND OTHER ENVIRONMENTAL HAZARDS.

POLICIES:

- 1.1 Provide for proper location, design, and development of building sites to provide maximum safety and human enjoyment while adapting the development to the best use of the natural terrain.
- 1.2 Establish and enforce grading and cut-and-fill requirements.
- 1.3 Require the restoration of all disturbed lands.
- 1.4 Adopt and implement hillside development regulations.
- 1.5 Enact a program to enable the development right transfers from areas that may contain sensitive lands to areas that are suitable for development.
- 1.6 Utilize conservation easements or other programs to establish limits on the potential development of sensitive lands.

GOAL: 2.0 PROTECT THE SCENIC CHARACTER OF THE CITY'S NATURAL ENVIRONMENT.

POLICIES:

- 2.1 Provide for the retention of natural topographic features such as drainage channels, streams, ridge lines, rock outcroppings, vistas, trees and other native vegetative stands.
- 2.2 Encourage development designs and concepts that are compatible with the natural terrain and will preserve natural features.
- 2.3 Establish land use management criteria that will encourage protection of natural elements while allowing development that is harmonious with the landscape.
- 2.4 Preserve aesthetic views of the hillside, as well as views from the hillside by limiting development at identified elevations.

DRAFT

TRANSPORTATION

The Transportation Element of the Salem General Plan is designed to provide for the safe and efficient movement of people and goods in the City. The Transportation Element is a general plan element and does not necessarily indicate existing facilities. Included in the Transportation Element are the streets and trails in the City.

Transportation policies impact both land use and transportation planning. Owing to the interconnection of land use with transportation—the Transportation Element is a critical element of the General Plan. Changes in one element, either the Land Use or Transportation Element, will undoubtedly effectuate changes in the other element. Close consideration should be given to the effect that a change in either element will have on the other element and any studies required to make a change should address both elements.

INTRODUCTION

In order to meet the mobility needs of future residents, employees and visitors, Salem City will need to maintain, improve, and expand the existing transportation system. Movement in Salem City needs to be a workable balance between the movement of goods and people with automobiles, pedestrian facilities, bicycles and other non-motorized means, and mass transit, while being sensitive to the built and natural environment.

All future expansions must be planned and designed to be within the fiscal capacity of the City. These expansions must also maintain enough flexibility to evolve as needs and technology change. The location and design of any new facility should be integrated into the surrounding neighborhood and the community as a whole protecting the character of the City as changes occur. New transportation facilities should be designed to provide maximum durability and minimize maintenance costs.

TRANSPORTATION FACILITY REVIEW CRITERIA AND ISSUES

As new transportation facilities are planned or constructed within Salem City, they will be reviewed for compatibility with several key issues. In addition to addressing these issues, all new transportation facilities must satisfy the requirements found in the Subdivision Ordinance, Zoning Ordinance, Development Standards, and all other relevant laws and standards of Salem City.

Compatibility with Built Form

The transportation system of Salem City is strongly affected by the existing land use pattern and environment in which it occurs. Likewise, the future development pattern of the City is strongly affected by the development of the transportation system. As plans for transportation facilities are developed, efforts should be made to ensure that the facility and the desired future land use pattern are mutually supportive. The facility should reflect the desired future development pattern in scale, function and intensity.

Appropriate transportation facilities should service development patterns. Retail and commercial areas should be convenient not only for automobiles, bicycles and pedestrians, but should also include design for ample off-street parking and unloading zones. Residential areas should have facilities designed with safety as the key concern rather than cost. Parks and other recreational areas should be well served by trails and other pedestrian modes of transportation along with automobiles and transit service.

In-fill development facilities should be constructed in a manner which strikes an appropriate balance between existing transportation facilities and those planned for future use. Generally, new facilities should enhance and improve the existing system and not add to any existing deficiency in the current transportation system.

Integration Into Neighborhoods

New transportation facilities should be designed to improve the mobility and circulation in existing neighborhoods. Smooth transitions, functional intersections, and safety will be given special consideration. All facilities should be

completed in compatibility with the Master Street Plan and with future desired development patterns in mind so development intended to use the same facilities will adequately handle future demand. The Master Street Plan should be updated on a periodic basis.

Protection of Natural Environment

While construction of any transportation facility will inevitably impact the adjacent natural environment, it is a goal of Salem City to minimize these impacts. Noise, air pollution, cuts and fills, and run off of oils and other pollutants are all concerns related to protection of the natural environment.

Appropriate speed limits, vegetation and berms, enforcement of local, state and federal vehicular noise reduction methods, and appropriate facilities in heavy traffic areas for large trucks can reduce noise impacts. Enforcement of local, state and federal air quality methods including emissions testing, reducing vehicular trips, and promoting non-motorized means of travel and mass transit will aid in the reduction of air pollution.

Cuts and fills should be minimized to the extent possible without jeopardizing safety of the facility. All cuts and fills should be properly repaired through the use of vegetation, retaining walls, decorative rip-rap, or other appropriate methods.

Drainage facilities should be designed on all new facilities which serve to filter out oils and other pollutants prior to their deposit into any water course. Sumps, grease traps and other means of cleaning run off pollutants should be included in all projects.

In addition to the concerns listed above, it is a goal of Salem City to enhance the environment adjacent to facilities with an abundance of landscaping while limiting signs and other unnatural objects. Additionally, all transportation facilities should be kept in good repair.

SAFETY

Transportation facilities should enhance safety in the community. Circulation, simplicity, and maintenance should be addressed with safety in mind. The circulation system should provide each neighborhood with adequate access to police, fire and medical services. The transportation system should be designed so that visitors and other users unfamiliar with the City can easily find their desired locations. All new and existing facilities should be properly maintained to minimize the possibility of accidents and injuries. Pedestrian facilities should be properly lighted to reduce the possibility of personal crimes. Finally, proper signing should be placed throughout the community to control traffic and guide users.

Planning and Priority of Facilities

All major construction and maintenance of transportation facilities should be included in the Capital Facilities Program of Salem City and planned to increase the effectiveness of each transportation dollar. This Element and the Master Street Plan should be regularly updated to reflect current development patterns, changes in transportation needs, and projected funding levels.

If the City is required to prioritize transportation facility projects, the criteria should include safety, number of citizens that will receive benefit, and linkages between facilities.

Maintenance Responsibilities

Many of the streets in Salem City are under the jurisdiction of other public entities including Utah County the State of Utah. It is a goal of the City to enforce agreements for the ongoing maintenance of these facilities.

Transportation Corridors and Circulation

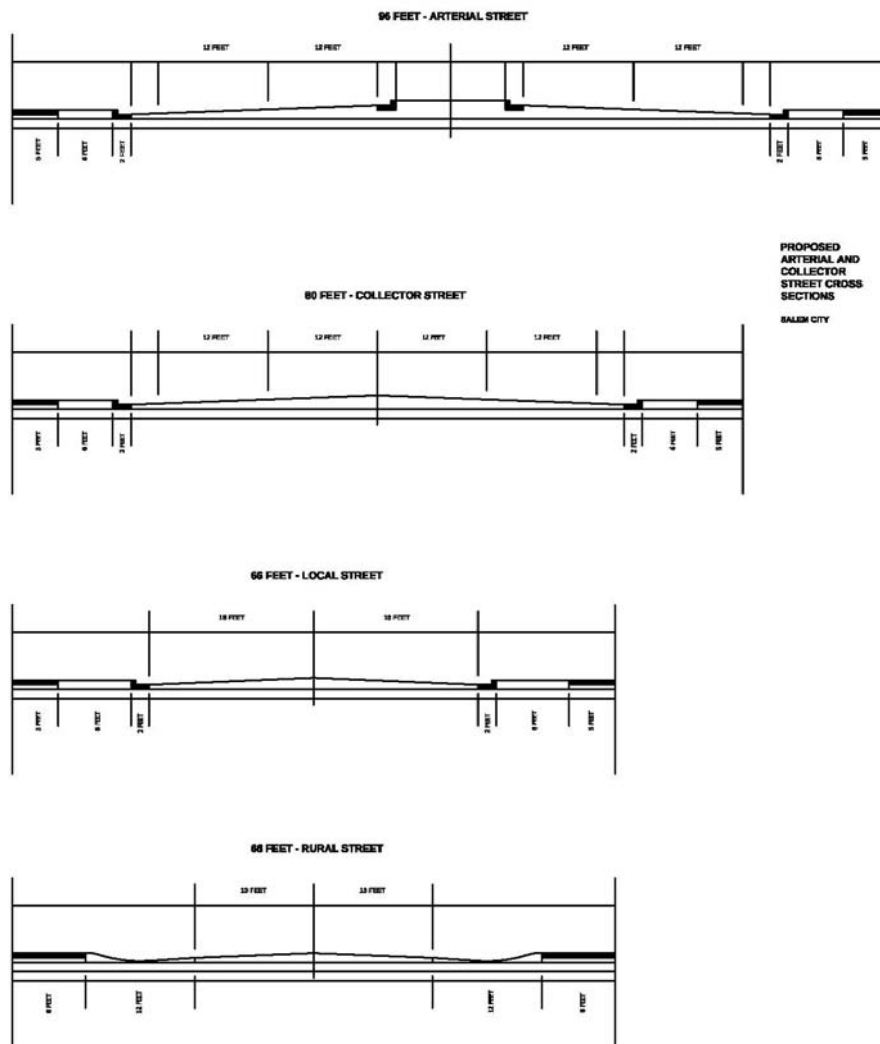
Important to the success of the Salem City transportation system is the need for an effective and complete hierarchy of roadways with transportation corridors and nodes which reflect access management strategies and

alternatives to corridor access.

ROAD, STREET AND NON-MOTORIZED FACILITY CLASSIFICATION

Each road, street and non-motorized facility in the community has been classified according to its intended use and capacity. Each of the following classifications represents a different type of roadway, street, or non-motorized facility and a short description of typical characteristics. The classifications represent a local definition and description and are not intended to reflect any County, State or Federal definitions, but rather provide an effective method for designing a circulation system. Developments should indicate all transportation facilities on Final Plats with and assign each facility a proper classification for review purposes.

The following images include the cross sections for the street types that are permitted in Salem City:



Arterial

An Arterial is a major roadway or street which serves the transportation needs of not only residents of Salem City, but also for travelers moving through the community and on to other destinations. Access should be strictly limited on arterial facilities in order to preserve the best possible traffic flow and in the interest of safety. Subdivision lots should internally drain onto other collector roads before emptying onto an arterial and should not

be designed to allow residents to back onto an arterial road from private driveways. Likewise, commercial projects should be planned with consideration of safety and access to any arterial. Projects should work together to minimize access to arterial facilities. Parking should be adequate and ample to avoid overcrowding, and loading and unloading areas should not take place directly on the arterial road.

Because these facilities are designed for traffic with higher speeds, pedestrian facilities such as sidewalks, trails and paths should be separated from the traffic flow through the use of planter strips, detached sidewalks and landscaping.

Collector

A Collector is a major roadway or street which typically serves the transportation needs of all the residents of Salem City. Access should be limited where possible on major collector facilities in order to preserve traffic flow and promote safety. If possible, subdivision lots should internally drain onto Collector roads before merging with Collectors. If possible, private driveways should be avoided on Collectors, and where needed special design features such as shared driveways or circular driveways should be considered. Commercial projects located on Collectors should be planned to provide adequate parking, loading and unloading areas along with consideration of safety.

Because these facilities are generally designed for traffic with higher speeds, pedestrian facilities such as sidewalks, trails and paths should be separated from the traffic flow through the use of planter strips, detached sidewalks and landscaping.

Local Street

A Local street is a roadway or street which typically serves local residents. The facility is designed for slow traffic and safety is the key concern. These roads should be designed to discourage through traffic with the use of traffic signs or other appropriate means.

Pedestrian access is a critical part of the Local system. Pedestrian facilities should blend into the system and be a key part of the transportation review of a proposed subdivision. Access to schools and churches without requiring an automobile is highly desirable. The facilities should link to other sidewalks, trails or paths to make all services in the community accessible to pedestrians.

Rural Street

The Rural street cross section is provided to promote the construction of roadways in rural areas of the City that will contribute to the maintenance of that area's character while meeting the area's transportation needs. It is anticipated that, in most cases, swales within the right-of-way will serve as the storm drain facility for the area.

Trail or Path, Motorized

A motorized trail or path is a facility designed for motorized vehicles other than typical automobiles and trucks. Usually recreational in nature, a motorized trail or path will vary in size and materials on a case by case basis. Because these facilities are meant for motorized vehicles, their location in relation to residential uses should be considered.

Trail or Path, Non-Motorized

A non-motorized trail or path is a facility designed for use by pedestrians, bicyclists, horses and other non-motorized modes of transportation. Usually these facilities are a part of a City wide non-motorized transportation system, The system is designed to provide non-motorized access to all areas of the community and linkages to local regional, state and national non- motorized facilities. Each facility may be different and should be incorporated into all new subdivision designs.

Each road in the City is assigned a functional class. The following chart represents a list of the current transportation facilities in Salem City along with the functional class and the adopted maximum level of service.

Table 1 - Acceptable Levels of Service

Name of Facility	Functional Class	Adopted Level of Service
State Road 198	Arterial	D or Better
100 East	Collector	C or Better
Center Street	Collector	C or Better
460 West (Beet Road)	Collector	C or Better
Salem Canal Road	Collector	C or Better
500 East	Collector	B
300 West	Collector	C
400 North	Collector	B
All Other Facilities	Local. Street	B

See Table 2, for explanation of Level of Service

RIGHT-OF-WAY PROTECTION AND ACQUISITION

Salem City is a growing community with undeveloped land on each side. As the community continues to expand in population and size, new transportation facilities will need to be constructed in order to maintain an efficient and effective motorized and non-motorized transportation system. Once a development is approved or a structure is erected which adversely effects the transportation and circulation system, either the whole system will need to be adjusted or in some cases even demolition of the structure will need to occur. In either case, development approval without considering long term effects can prove costly to the community. The Master Street Plan should be reviewed prior to any development approval.

The Master Street Plan should also identify future transportation corridors and determine the functional class of each facility. The City can then effectively plan for the preservation or acquisition of critical transportation corridors. Once identified, the City can use a number of methods for the future financing and construction of the facilities including exactions, impact fees, capital improvements programming, and cooperation with other appropriate government entities such as the Utah Department of Transportation and Utah County. Other utility infrastructure needs should be considered when acquiring rights-of-way.

ROADWAY, STREET AND NON-MOTORIZED NETWORK

Each roadway, street and non-motorized transportation facility functions as a part of a larger network designed to create a logical and safe pattern for moving goods and people through the community. Each segment, or facility, in the network is highly dependent on many other segments. For this reason, it is important to review each development proposal and facility proposal from a larger point of view. As each new facility is planned or constructed, the City should consider how the facility will affect the transportation system as a whole. If the proposed new facility will have a negative impact on the system as a whole, the applicant will be required to address the impact by upgrading existing facilities to meet new demand.

NON-MOTORIZED TRANSPORTATION - SIDEWALKS, TRAILS, AND PATHS

Equally important to the facilities which move goods and people by means of automobile and truck are the non-motorized transportation systems of the City including sidewalks, trails and paths. The non-motorized transportation system should allow for not only access to all major retail and recreational facilities in the City, but also provide linkages to regional and state non-motorized transportation systems.

Pedestrian Facilities

All new developments will address pedestrian needs. The pedestrian facilities in each development will be installed, by the developer, in a manner approved by the City Council and compatible with the surrounding pedestrian system. Safety of pedestrians shall always be the primary concern of the City in approving pedestrian facilities in a new development.

Trails and Paths. **A detailed description of the location and construction standards for non-motorized trail facilities in Salem City are found in the Transportation Element of the General Plan.** Funding for the non-motorized trails system will be a combination of development exactions, impact fees, capital expenditures by the City, and any grants which the City may receive.

LEVELS OF SERVICE

In order to determine when a transportation facility has reached its intended capacity and should be expanded or a new facility should be constructed, the City has adopted a level of service for the functional class of each facility in the community. The following chart describes these levels of service.

Table 2 - Levels of Service Descriptions

Level of Service	Traffic Flow	Service Description
A	Free Flow	Posted speeds attainable with very little or no interference between vehicles.
B	Stable Flow	Posted speeds attainable with minor amounts of delay and interference. Smooth traffic flow.
C	Less Stable Flow	Posted speeds attainable with periods of delay during peak hours. Congested flow during peak periods of traffic.
D	Approaching Unstable Flow	Posted speeds not attainable during peak periods of traffic. Significant congestion during peak periods of traffic.
E	Unstable Flow	Posted speeds not attainable during peak periods of traffic. Intersection failure and heavy congestions in peak periods.
F	Forced Flow	Heavy congestion even during non peak periods of traffic. Intersection failure most of the time.

Table 3 represents adopted levels of service for each transportation functional class in Salem City. When a facility reaches the level of service, it is an indication that the facility should be improved or expanded, or a new facility should be constructed which will alleviate pressure on the facility.

Table 3 - Salem City Transportation Acceptable Adopted Levels of Service

Facility Functional Class	Adopted Acceptable Level of Service
Local Street	Level of Service A and B
Collector	Level of Service A through C
Arterial	Level of Service A through D
Regionally Significant Facility	Level of Service A through D

In the instance that a facility exceeds the adopted level of service, a detailed analysis must be completed to determine a proper solution. In some cases additional traffic lanes may be necessary. In other instances, the addition of a two way left turn lane, right hand turn lane, restriping or other design features may adequately bring the facility back into compliance with the adopted level of service.

When a facility owned and maintained by another entity (UDOT or Utah County) fails to meet the adopted level of service, Salem City will contact the appropriate entity in order to explain why the facility fails to meet the adopted standard and the negative impact it will have on the transportation system.

STREET PLAN GUIDELINES

The primary purpose of the Transportation Element is to balance future demands generated by the Land Use Element with future roadway improvements, thereby developing a transportation system which would efficiently support future land development.

The recommendations included in this study represent street capital improvements that could ultimately be needed if Salem's entire planning area is fully developed according to the Land Use Plan. It is important to emphasize that the results do not necessarily suggest needs in the next five, ten, or even twenty years. Also, inherent in a long-range projection is the potential for variation due to unforeseen economic, political, social, and technological changes.

Salem's Transportation Element should be used to:

1. Secure right-of-way prior to or concurrent with land development.
2. Determine if outlying potential development could degrade existing streets, and consider actions to limit or concentrate future land-use densities, if required.
3. Anticipate long-range financial demands and search for additional methods of street improvement funding.
4. Verify that a comprehensive transportation process has been completed as is often required when applying for federal or state transportation funds.

Thus, recommendations of the long-range circulation plan should be noted, but actual improvements would be tied to future growth.

The street system should accommodate both through and local traffic.

GOAL: 1.0 TO HAVE A BALANCED CIRCULATION SYSTEM WHICH PROVIDES FOR SAFE AND EFFICIENT MOVEMENT OF VEHICLES AND PEDESTRIANS, REINFORCES SURROUNDING LAND DEVELOPMENT PATTERNS AND ENHANCES REGIONAL CIRCULATION FACILITIES.

POLICIES:

- 1.1 Coordinate land-use and circulation planning to maximize the land development opportunities created by major transportation routes within and around Salem.
- 1.2 Protect arterial streets from encroachment resulting from improper access to adjacent land-uses.
- 1.3 Design an adequate thoroughfare system within future growth areas and designate sufficient rights-of-way prior to land development or through the plan approval process.
- 1.4 Ensure adequate access to and circulation around commercial and industrial areas, public facilities, and other activity centers.
- 1.5 Minimize localized traffic congestion and operational problems.
- 1.6 Ensure that all roadways in the community have properly designed surfaces and drainage facilities which are in adequate condition.
- 1.7 Improve the overall design and appearance of roadways within the community.
- 1.8 Ensure that circulation facilities are designed and developed in harmony with the natural environment and adjacent land uses.
- 1.9 Minimize non-local and commercial traffic within residential neighborhoods.
- 1.10 Ensure the provision of adequate off-street parking facilities for all land uses.

- 1.11 Provide for safe and convenient bicycle and pedestrian movement.
- 1.12 Cooperate appropriately with other public and private agencies in the provision of convenient public transportation services within Salem, and between Salem and other nearby destinations.
- 1.13 Ensure that decisions regarding future land development and roadway construction are closely coordinated and mutually supportive.
- 1.14 Ensure that the City retains overall control over the design and location of the major street system within future growth areas.
- 1.15 Provide for the safe and efficient movement of trucks and service vehicles within the community in a manner that does not adversely affect nearby land-uses, including but not limited to weight restrictions and signage.
- 1.16 Pedestrian signals shall be provided only at vehicular signal locations. Crosswalks will be restricted to intersections.
- 1.17 Street lighting shall be consistent with the intensity of adjacent land uses, aesthetics, and the need for public safety.
- 1.18 Streets in developing areas should provide for the free flow of traffic when the construction is complete.
- 1.19 Existing streets should be upgraded to minimize congestion. Where congestion can be attributed to new construction, needed improvements should be the responsibility of the developer.
- 1.20 Street classification should be determined by projected traffic volumes, desired operation speeds, projected traffic types, projected construction phasing and location.
- 1.21 Intersections should be located at intervals which maximize street capacities, and provide necessary access. Warranted traffic signals should be installed as needed.
- 1.22 Policies concerning parking facilities are included in the City's Zoning Ordinance.
- 1.23 Salem follows the Mountainland Association of Governments' Transportation Planning Policy.**
- 1.24 Private development participates in major street system improvements through the dedication of land and construction of facilities.

STREETS AND ROADWAYS

GOAL: 1.0 FACILITATE SAFE AND EFFICIENT TRANSPORTATION AROUND AND WITHIN NEIGHBORHOODS.

POLICIES:

- 1.1 Local streets should provide access to adjoining properties and adjoining developments.
- 1.2 Require local streets to be designed to limit travel speeds and the propensity for traffic to proceed through neighborhoods instead of utilizing collector streets.

GOAL: 2.0 IMPLEMENT SAFETY ENHANCEMENTS.

POLICIES:

- 2.1 Improve the efficiency of the transportation system and reduce potential conflicts through the use of signals, signs, street markings and street lighting.
- 2.2 Ensure that all major subdivision and commercial developments have provided for emergency vehicle entrances to service the area (e.g. two accesses).
- 2.3 Periodically review existing transportation facilities and coordinate the repair of deficient facilities with the State of Utah and Utah County.
- 2.4 Encourage appropriate street lighting in all areas of the City.
- 2.5 Establish and enforce speed limits.
- 2.6 Encourage development of school routing plans and recreational plans that minimize vehicle/pedestrian conflicts.
- 2.7 Improve channelization and positive guidance on streets through striping, raised medians and islands, reduction of roadside obstructions and other traffic engineering solutions.
- 2.8 Require all roads and roadway features to meet minimum design standards established by the American Association of State Highway and Transportation Officials (AASHTO). All signs, pavement markings, and traffic control signs to meet standards established by State, Federal, or local laws. Exceptions to applicable standards may be granted on a case-by-case basis and shall demonstrate innovative superiority or other advantages over existing standards.

GOAL: 3.0 IMPROVE TRAFFIC FLOW AND CIRCULATION TO MAJOR ACTIVITY CENTERS IN THE CITY AND OTHER AREAS IN SURROUNDING COMMUNITIES.

POLICIES:

- 3.1 Develop arterial and collector roads as indicated in the Transportation Element of the General Plan.
- 3.2 Prohibit subdivision lots from fronting onto arterial and collector roads.
- 3.3 Enforce the road hierarchy of local streets that lead onto collectors, which in turn lead onto arterial streets. Vary street widths and patterns to encourage or discourage through traffic where appropriate.
- 3.4 Discourage local street access directly onto arterial roads.
- 3.5 Protect abutting land uses from the adverse effects of major thoroughfares.
- 3.6 Coordinate the development of public transportation systems with adjacent neighboring jurisdictions, Utah County, and the State of Utah to meet future and existing transportation requirements.
- 3.7 Require reasonable widening and improvement of arterial and collector streets within the City based on the priorities established in the Transportation Element of the General Plan. Consider new and additional revenue sources to expedite the implementation of priority road improvements.
- 3.8 Integrate pavement maintenance, road capacity, road safety, mass transit, alternative transportation modes and utility improvements in the overall management of road improvement priorities.
- 3.9 Develop traffic signal timing plans and review signal placement warrants to maximize progression on arterial streets.

GOAL: 4.0 DESIGN TRANSPORTATION FACILITIES TO ASSURE EFFICIENT TRAFFIC FLOW THROUGHOUT THE COMMUNITY.

POLICIES:

- 4.1 Provide for adequate space in subdivision planning and platting to allow safe and orderly traffic flow through the subdivision.
- 4.2 Design minor collector systems in new subdivisions to collect traffic from local streets and disperse it onto Minor Collector, Major Collector and Arterial Roads.
- 4.3 Conduct a continual evaluation of the road system to ensure that proposed and existing road designs will adequately serve the functional needs of the community.
- 4.4 Require that residential and commercial developments as well as major public buildings have access onto major arterial and collector roads to minimize their impacts on adjacent neighborhoods.
- 4.5 Require off-street parking of recreational vehicles in residential areas.
- 4.6 Design and require turnout lanes to minimize traffic flow obstruction at major commercial and residential centers where needed.
- 4.7 Minimize the negative impacts of new road construction on adjacent residential areas (i.e., noise, sight, pollution).
- 4.8 Adopt City ordinances that will minimize congestion and pollution.
- 4.9 Develop standards to mitigate noise created by traffic.
- 4.10 Design neighborhoods to minimize traffic and speed on local streets.
- 4.11 Adequately design and maintain arterial streets to discourage indirect travel through local streets and neighborhoods.
- 4.12 Develop a Truck Route Ordinance to limit large trucks to designated streets.

STREET AMENITIES

GOAL: 1.0 PROVIDE ADEQUATE STREET LIGHTING ON ARTERIAL, COLLECTOR, AND LOCAL STREETS.

POLICIES:

- 1.1 Determine appropriate standards for street lighting on public roads.

GOAL: 2.0 PROVIDE ADEQUATE STREET FURNITURE.

POLICIES:

- 2.1 Determine appropriate standards for street furniture, signage, trash receptacles, bollards, bike racks and other improvements provided in public right-of-ways.

GOAL: 3.0 IMPROVE THE AESTHETIC QUALITY OF SALEM CITY STREETS.

POLICIES:

- 3.1 Require a streetscape design plan for all developments.
- 3.2 Require developers to improve streetscapes adjacent to back facing lots.
- 3.3 Require property owners to properly maintain landscaping by appropriate watering, pruning and fertilizing.
- 3.4 Encourage the landscaping of streets in appropriate areas of the City by retaining existing native vegetation where possible, and by adding native plant materials, as necessary.
- 3.5 Adopt and enforce a streetscape plan and street tree standard.

MASS TRANSIT

GOAL: 1.0 PLAN FOR MASS TRANSIT SERVICE TO NEIGHBORHOODS AND BUSINESSES WITHIN THE CITY.

POLICIES:

- 1.1 The City should take a leading role to develop a transit plan to serve future growth and determine transit coverage and access to different land uses. This plan should consider:
 - a. Directing bus routes into sections of the City serving the elderly, children, low income and handicapped persons.
 - b. Routing busses to serve intra-City bus needs as well as between cities (i.e. to link commercial, medical, educational, and recreational facilities within Salem City).
 - c. Encouraging the construction of and participate in programs that provide public use of park-and-ride facilities within or near major commercial centers, near the freeway interchange, and other community locations.
 - d. Routing buses to minimize hazards and nuisances to residential areas. Integrate bus service with other modes of transportation.
 - e. Designing road improvements to minimize conflicts between buses and other modes of transportation.
- 1.2 Encourage and support the addition of special buses and equipment that will make the use of the bus system easier for the elderly and handicapped.
- 1.3 Require lighted bus shelters and benches at activity centers, major bus stops, and large commercial centers.
- 1.4 Improve pedestrian access to mass transit stops.
- 1.5 Integrate commercial development plans to enhance and be enhanced by mass transit and pedestrian activity.

GOAL: 2.0 ENHANCE MASS TRANSIT SERVICES AS A VIABLE AND INCREASINGLY IMPORTANT MEANS OF TRANSPORTATION.

POLICIES:

- 2.1 Encourage efficient mass transit services and the need for mass transit in supporting community goals

such as energy, efficiency, air quality, and congestion mitigation.

- 2.2 Encourage area businesses to donate or provide appropriate mass transit shelters.
- 2.3 Require developers of new commercial centers to consider mass transit service to the center in their design of parking facilities, road, and pedestrian accesses.
- 2.4 Design transit stops and facilities to provide a well-lighted, pleasant environment for waiting passengers, to minimize pedestrian walkways obstruction, and to minimize accident hazards.
- 2.5 Support implementation of park-and-ride lots and work to develop high frequency express bus service.
- 2.6 The City should work to provide the most efficient mass transit system based on the latest technology and ridership information.

ALTERNATIVE TRANSPORTATION MODES

GOAL: 1.0 REDUCE THE NUMBER OF VEHICULAR TRIPS REQUIRED BY RESIDENTS TO ACCOMPLISH EMPLOYMENT AND OTHER ACTIVITIES.

POLICIES:

- 1.1 Be responsive to the infrastructure needs of the community that support home shopping, home banking, electronic neighborhood meetings, telecommuting and other alternatives to travel.
- 1.2 Where appropriate, require the construction of pedestrian connections between adjoining developments.

PEDESTRIAN TRAILS

GOAL: 1.0 PROVIDE A NETWORK OF PEDESTRIAN TRAILS, INCLUDING SIDEWALKS, WALKWAYS, AND HIKING/JOGGING TRAILS THROUGHOUT THE CITY AS A VIABLE ALTERNATIVE TO AUTOMOBILES.

POLICIES:

- 1.1 Require installation and maintenance of a continuous, safe, and aesthetically pleasing network of pedestrian trails throughout the City.
- 1.2 Develop design standards for each type of pedestrian trail to minimize hazards (e.g. lighting, surface texture, landscaping, automobile pedestrian conflicts).
- 1.3 Reduce physical barriers for the handicapped that might use these facilities, ensure the public facilities are ADA compliant.
- 1.4 Require sidewalks on both sides of all roads unless facilities for other modes of transportation are planned, particularly on arterial and collector roads.
- 1.5 Require access for pedestrian traffic to and from all parts of commercial development. This should include bus stops, handicapped loading, crosswalks, traffic signals, sidewalks and roadways.
- 1.6 Work closely with the Nebo School District in reviewing locations for future schools and bus stops to minimize the necessity of children crossing or waiting for buses on arterial roads.
- 1.7 Consider maintenance costs in the planning and design of sidewalks, trails, landscaping, and other alternative transportation modes or recreational facilities.

EQUESTRIAN TRAILS

GOAL: 1.0 IDENTIFY, PLAN, AND ESTABLISH A NETWORK OF EQUESTRIAN TRAILS.

POLICIES:

- 1.1 Require the installation and maintenance of an aesthetically pleasing network of equestrian trails in appropriate areas.
- 1.2 Develop a rural trail system that connects and provides access to public lands.
- 1.3 Develop design standards for each type of equestrian trail to minimize hazards (e.g. lighting, surface, texture, landscaping, automobile/equestrian conflicts).
- 1.4 Coordinate road improvement projects with construction of equestrian trails.
- 1.5 Enforce State laws and local ordinances concerning the use of equestrian trails to promote public safety.

BICYCLE TRAILS

GOAL: 1.0 PROVIDE A NETWORK OF BICYCLE TRAILS THROUGHOUT THE CITY.

POLICIES:

- 1.1 Require installation and maintenance of a continuous and aesthetically pleasing network of bicycle trails throughout the City.
- 1.2 Provide a balance of each type of bicycle trail, where appropriate, to satisfy the transportation as well as the recreation needs for residents of the City.
- 1.3 Develop design standards for bicycle trails that will integrate bicycle trails with other modes of transportation and that will be buffered from surrounding land uses for safety.
- 1.4 Coordinate road improvement projects with construction of bicycle trails.
- 1.5 Require bicycle trail access to commercial and recreational sites.
- 1.6 Encourage the installation of bike racks at shopping centers, public buildings, schools, parks, transportation, nodes, etc.
- 1.7 Enforce State laws and local ordinances concerning the use of bicycles to promote bicycle safety.

PARKS, RECREATION AND OPEN SPACE

Salem City Parks comprise approximately 30 acres of developed park land. This developed area includes, lawn areas with sprinkling system improvements, baseball diamonds and pavilions. The City also owns land that Knoll Park, adjacent to Salem Pond, is located on which has trails, picnic tables and walking paths adjacent to the pond.

Salem City does not currently have an adopted Parks and Recreation Element of the General Plan. It is understood that the need to have a specific General Plan Element dedicated to recreation planning is needed now and will be pursued as soon as the City's budget will allow. As such, it is anticipated that Salem will prepare and adopt a plan that will address the community's needs for services and spatial planning for those services.

Nonetheless, the City should continue to pursue plans for acquisition of lands and the improvement of parks and trails. It is expected that the overall goal of planning to create a parks, trails and open space system will simply be further defined in a Parks and Recreation Element rather than substantially modified. More specifically, said Element should describe how facilities will be made available for all the varied cultural, recreational, and leisure oriented interests and pursuits of local residents.

GOAL: 1.0 PROVIDE ADEQUATE RECREATION FACILITIES FOR SALEM CITY RESIDENTS.

- 1.1 Community Parks should be located where they are accessible from relatively long distances.
- 1.2 Parks should be located to enhance unique landmarks, including historical sites and buildings, and environmentally significant areas.
- 1.3 Guideline 3 The Salem City is committed to quality education for all of its citizens. The City should work with the Nebo School District to plan for and secure new school facilities that are within the City limits.

School site selection should observe the following criteria:

Elementary Schools should be located along local streets so that they are accessible but exposed to low volumes of traffic. They should be within walking distance of as many students as possible, and they should be sited in conjunction with neighborhood parks whenever feasible.

Middle Schools and Junior High Schools should be located along collector streets where they are accessible from relatively long distances.

High Schools should be located close to arterial streets in areas that can accommodate the activities generated. Facilities that will create a great deal of traffic, noise, or light should be located away from residences. Light for sports facilities should be shielded to reduce neighborhood impacts and to maintain a dark night sky.

- 1.4 Supplemental recreation opportunities are available at most school sites. Joint use of park, school, ball fields, recreation facilities, pool, and library sites by the City and school district should be encouraged.
- 1.5 With the building of any new public schools in Salem, the City should take a role in the planning and preparation of this area.
- 1.6 The character of parks and schools should reflect the unique features and lifestyles of the surrounding neighborhoods.
- 1.7 Private development participates in park, and trail development through park impact fees, dedication of land, and construction of facilities.

- 1.8 The method for determining basic park and school needs should be uniformly applied to all areas of the City.
- 1.9 Linear Parks/Trails/Paths should be maintained and expanded along streams, easements and rights-of-way.
- 1.10 A City-wide beautification program as a part of the overall Park and Open Space system should be initiated.
- 1.11 Landscaping and forestry programs should be continued and expanded on public property and along roadways, including the City Cemetery, secondary water reservoirs, culinary water storage facilities, Main and State Road 198.
- 1.12 An active municipal role in providing youth-oriented recreational programs and services should be maintained.
- 1.13 Convenient access to public park sites and recreational areas should be ensured.
- 1.14 Close cooperation between the City, public and private schools, public agencies, community groups, volunteer organizations, business and industry should be continued in the provision of recreational services.
- 1.15 Selected sites which have unique open space and scenic values should be the focus of public acquisition efforts.
- 1.16 Natural areas, flood plains, forested areas, meadows, wetlands, and other important environmental features should be preserved as open space resources.
- 1.17 A committee to promote park and trail facilities should be established
- 1.18 While land is available, land should be acquired as soon as possible subject to available funding.
- 1.19 Parks and/or trails developed by private developers must meet the standards set by the City.

GOAL: 2.0 PROVIDE AN INTEGRATED SYSTEM OF PARKS, RECREATION FACILITIES, AND OPEN SPACE THAT IS UNIVERSALLY ACCESSIBLE.

POLICIES:

- 2.1 All recreation facilities shall comply with Federal ADA requirements.

2.2 The City will create and adopt, as part of its General Plan, a Parks and Recreation Element that will contain the proposed locations of parks, open spaces and other recreational amenities.

GOAL: 3.0 PROMOTE PARKS, TRAILS AND RECREATION PROGRAMS FOR SALEM CITY AND ITS RESIDENTS.

POLICIES:

- 3.1 Seek the cooperation of developers to identify and develop parks and recreation sites that are appropriately spaced and sized to meet the needs of the community.

GOAL: 4.0 MAINTAIN STRONG COMMUNICATION BETWEEN CITY ADMINISTRATION AND RESIDENTS TO ASSURE RECREATION FACILITIES AND PROGRAMS CONTINUE TO MEET THE NEEDS

OF THE COMMUNITY.

POLICIES:

- 4.1 Review priorities periodically and update the Parks and Trails Element of the General Plan every five years.

GOAL: 5.0 PROMOTE DEVELOPMENT OF PARKS AND FACILITIES THAT CONSERVE NATURAL RESOURCES.

POLICIES:

- 5.1 Assure that City ordinances and policies are supportive of the Parks and Trails Element of the General Plan and the preservation of open space where appropriate.
- 5.2 Create ordinances that protect parks, trails, open space, foothills, riparian corridors, wildlife corridors and other sensitive lands.
- 5.3 Create ordinances that require new parks and trails facilities in multi-family developments.
- 5.4 Provide for safe and well-maintained parks and trails throughout the City.
- 5.5 Establish design standards to reduce maintenance problems and costs.
- 5.6 Promote special programs like Adopt-a-Park or Adopt-a-Trail.
- 5.7 Encourage park-related public education.
- 5.8 Work with developers and the City Council to establish acceptable maintenance programs for parks and facilities.
- 5.9 Protect and enhance the natural environment within the parks and trails, and reduce conflicts between user groups.
- 5.10 Implement animal waste collection policy and procedure for dogs and horses.
- 5.11 Maintain wildlife corridors and secure corridor connections.

GOAL: 6.0 PROVIDE A RECREATIONAL TRAIL SYSTEM WITH TRAIL HEADS IN STRATEGIC LOCATIONS FOR ACCESS TO THE MOUNTAINS AND EXISTING PARKS.

POLICIES:

- 6.1 Require the completion of trails along arterial roadways.
- 6.2 Where applicable, ensure the development of trails adjacent to canals and utility corridors.
- 6.3 Plan for trail connections throughout the City.
- 6.4 Encourage the completion of a comprehensive Parks and Trails Element of the General Plan identifying exact locations and alignments, and secure rights of way/easements.
- 6.5 Encourage the design and implementation of multi-use trails as indicated.
- 6.6 Maintain and improve access to public lands.

HOUSING GOALS AND POLICIES

MODERATE INCOME HOUSING ELEMENT

The availability of moderate income housing has become a statewide concern. In 2005, the Utah State Legislature adopted §10-9a-403 annotated of the Utah Code dealing with Moderate Income Housing. This section of the code requires that every municipality adopt a plan for moderate income housing within the community.

ESTIMATE OF EXISTING SUPPLY

- DEFINE MODERATE INCOME HOUSING -

According to City estimates, ten to fifteen percent (10-15%) of the housing stock in Salem would be available for moderate income families.

ESTIMATE OF EXISTING NEED

The majority of the need for moderate income housing within Salem will be to serve the City's own growth. Or in other words, to house existing residents and, more particularly, their children as they grow up and move out of their parents' home.

SURVEY OF RESIDENTIAL ZONING

Please see the Land Use Element of this General Plan for a description of the residential land uses in Salem.

EVALUATION OF ZONING'S AFFECT ON HOUSING OPPORTUNITIES

The Salem City Planning and Zoning Commission and City Council hold one of the most important keys to providing housing opportunities for persons of moderate income, zoning authority. By zoning land appropriately for higher densities, working cooperatively with State and County Agencies and/or by providing incentives to private developers Salem City can assure affordable housing for its citizenry.

SALEM'S PROGRAM TO ENCOURAGE MODERATE INCOME HOUSING

Salem currently allows for a mix of residential densities throughout the community. Twin-homes are allowed by Conditional Use Permit based upon specific performance criteria (see Salem City Code). The City Code also allows for the development of retirement housing through the conditional use permit process. Additionally, Salem City allows townhomes as a Planned Unit Development for higher density.

SUBDIVISIONS

GOAL: 1.0 TO PROVIDE FOR RESIDENTIAL AREAS IN SALEM CITY THAT COMPLIMENT THE UNIQUE HISTORICAL AND RURAL QUALITY AND CHARACTER OF THE CITY.

POLICIES:

- 1.1 Encourage City-sponsored neighborhood tree planting and beautification programs.
- 1.2 Develop and enforce codes to deal with complaints relating to poorly attended yards or lots.

- 1.3 Review ordinances concerning such potential impacts as animals, home occupations, fences and noise levels to assure that they are adequately regulated.
- 1.4 Encourage the development of parks and open space convenient to single-family subdivisions by utilizing flood retention ponds, well sites or other available public land.
- 1.5 Establish setback requirements for main and accessory buildings to encourage more usable yard area, help provide better privacy and avoid undue impacts to adjoining neighbors.
- 1.6 Plan for and encourage future parks, schools, churches, open space and other public uses during the subdivision review process.
- 1.7 Work closely with the school district to assure that schools are properly interfaced with the residential community.

GOAL: 2.0 DISCOURAGE SPRAWL AND EXCESSIVE CONSUMPTION OF LAND.

POLICIES:

- 2.1 Encourage the clustering of housing in selected areas as an alternative to large lot subdivisions.
- 2.2 Encourage small lot subdivision development in selected areas.

MASTER PLANNED DEVELOPMENTS

GOAL: 1.0 PROVIDE FOR ALTERNATIVE HOUSING CHOICES BY THE USE OF THE MASTER PLANNED DEVELOPMENT CONCEPT.

POLICIES:

- 1.1 Maximize the compatibility for Master Planned Developments and other types of residential developments through appropriate buffering techniques.
- 1.2 Require large Master Planned Developments to include a variety of housing types and construction materials.
- 1.3 Encourage a range of residential densities within Master Planned Developments.
- 1.4 Encourage Master Planned Developments that will meet the needs of a variety of households (i.e. single, couple, families, elderly).
- 1.5 Promote the use of the Master Planned Development concept on lands that are sensitive or costly to develop such as hillsides or flood plains.

GOAL: 2.0 DEVELOP A ZONING ORDINANCE TO REGULATE MASTER PLANNED DEVELOPMENTS THAT WILL ENCOURAGE GOOD DESIGN THROUGH EFFECTIVE SITE PLAN REVIEW.

POLICIES:

- 2.1 Develop reasonable criteria for design standards for Master Planned Developments.
- 2.2 Require appropriate construction phasing of Master Planned Developments so that the development may

stand as a functional community at all stages of development and will not place undue financial burdens on the developer, community, association or the City.

HOUSING QUALITY

GOAL: 1.0 PROVIDE QUALITY HOUSING WITHIN THE CITY.

POLICIES:

- 1.1 Require all housing and structures to meet the applicable building codes.
- 1.2 Develop and enforce City ordinances to regulate the occupancy of residential structures.

DRAFT

PUBLIC FACILITIES, UTILITIES AND SERVICES

Public facilities represent the public's investment in the development of the complex, urban infrastructure that is necessary to support the physical operation of the City. The Public Facilities Element is a plan for municipal utilities, public structures, properties, and measures required to meet the needs of the community. It is an important part of the General Plan, and, periodically, it must be reviewed and updated within the context of all other plan elements and against the broader context of changing economic, social and political standards of the City.

Salem's investments in public facilities are designed to respond to the identified needs of both the existing population and the forecasted population.

The Public Facilities Element of the General Plan presents a longer term, more comprehensive view that addresses the existing infrastructure of the community and addresses projected needs over the next 30-50 years.

The location, size, timing, and financing of major streets, water, sewer, and drainage systems, parks and playgrounds, police and fire stations, and libraries must be planned well in advance of their construction as a means of minimizing their cost, optimizing their usefulness, and maximizing their public benefits and private sector support.

Each year, the City Council prepares a budget for incorporation in the City's spending program for the coming fiscal year. Also, the updated Capital Facilities Plan (CFP) incorporates the changes that have been determined as necessary to satisfy the most current capital investment needs of the community on a year to year basis.

The interlinked features of the Public Facilities Element, Capital Facilities Plan and Annual Budget provide a broad perspective of the existing and planned infrastructure of the community. This enables decision makers in the public and private sector to anticipate and prepare for future development.

The plans in this document are based upon standards and levels of service necessary to meet the needs of Salem's population as projected by the State of Utah, Governor's Office of Planning and Budget for year 2010. Projected locations of facilities shown in this Public Facilities Element are generalized rather than site specific. Future development plans will determine the final timing and location of facilities.

GOAL: 1.0 TO HAVE A SYSTEM OF COMMUNITY FACILITIES WHICH PROVIDES FOR THE EFFICIENT AND EFFECTIVE DELIVERY OF HIGH QUALITY PUBLIC SERVICES TO SALEM'S RESIDENTS AND BUSINESSES.

- 1.1 Provide effective police protection within the City.
- 1.2 Provide effective fire protection and emergency medical services within the City.
- 1.3 Encourage the continued excellence of educational service within the City.
- 1.4 Cooperate with the Nebo School District in the selection of appropriate sites for new school facilities.
- 1.5 Maintain and enhance quality library services within the community.
- 1.6 Ensure adequate public water supply (culinary and secondary), power and distribution systems to serve the needs of the City.
- 1.7 Ensure an adequate sanitary sewer system to serve the needs of the City.
- 1.8 Provide an adequate storm drain system.
- 1.9 Assure that development provides for all of the required utilities to serve its needs.

- 1.10 Maintain a high level of refuse collection services within the City, encourage recycling as may be available and help stimulate recycling by using recycled supplies as much as possible.
- 1.11 Provide and maintain adequate sites and facilities for all City departments.
- 1.12 Ensure that all public sites and buildings are attractive and well-maintained, and that corrective maintenance is undertaken as required.
- 1.13 Promote special facilities and services oriented toward the needs and desires of special needs groups within the community.
- 1.14 Take advantage of new or expanded public facilities or services which can enhance the overall quality of life in Salem.
- 1.15 Seek new sources of revenue to be utilized in the continued provision of governmental services.
- 1.16 Seek to acquire and otherwise preserve sites for future community facilities, including wells, springs, water tanks and sewer systems within growth areas prior to new development,
- 1.17 Cooperate with nearby communities, other governmental agencies and public and private agencies to improve and expand the range and quality of public services and facilities available to Salem residents.

CULINARY WATER RESOURCES

Salem City has four sources of culinary water: (1) Upper Water Canyon Spring; (2) Lower Water Canyon Spring; (3) Lower City Well; and (4) Davis Well.

The following is a table which indicates the source and approximate quantity of water produced by the springs and wells:

Source	Present Capacity (GPMETERS)
Upper Water Canyon Spring	50-300
Lower Water Canyon Spring	200-1000
Lower City Well	2700
Maple Canyon Well	1500
Total	4450-5500

Source: Salem City Public Works

More detailed information on Salem City's Water resources can be found in the City's Impact Fee Study and Capital Facilities Plan.

GOAL: 1.0 PROVIDE A PLAN WHEREBY ALL LAND OWNERS AND RESIDENTS WITHIN THE CITY CAN RECEIVE A HIGH QUALITY AND LOW COST CULINARY WATER SERVICE.

POLICIES:

- 1.1 The Salem Municipal Water System provides for the safe and efficient delivery of water to the community.
- 1.2 The Salem City provides for and controls major production, storage, and distribution facilities within its water service area.
- 1.3 The Salem City encourages water conservation through demand reduction and water reuse programs.
- 1.4 Water and energy conservation measures should be incorporated in the planning, design, and operation of the system and water-conserving landscaping encouraged.
- 1.5 Private development participates in improvements to the major system through water development impact fees, construction of selected facilities and the provision of additional resources.
- 1.6 Private development should provide all internal distribution facilities and water shares and/or money necessary to serve individual projects.
- 1.7 Development should be contingent upon available resources, infrastructure, and the transfer of water shares to the City.
- 1.8 In general, water distribution facilities should not be extended into undeveloped areas unless assurances have been made for the development of a municipal sewer system to recapture effluent.
- 1.9 All distribution systems within the City service area and City limits should be designed to be interconnected for emergency use and greater system reliability.
- 1.10 The location and capacities of future reservoirs, water lines, and pumping stations should be guided by the City's current Culinary Water Master Plan and other considerations.
- 1.11 Water pressure zones indicated on the Water Master Plan represent areas in the water distribution system where acceptable pressures can be maintained at different elevations of the system.
- 1.12 Questions regarding specific requirements for the culinary water system may be answered by Salem's Public Works Department. Further information is contained in the Salem City Construction and Development Standards available from Salem City.

GOAL: 2.0 PROVIDE A PLAN WHEREBY ALL LAND OWNERS AND RESIDENTS WITHIN THE CITY CAN RECEIVE A HIGH QUALITY AND LOW COST CULINARY AND PRESSURIZED IRRIGATION WATER SERVICE.

POLICIES:

- 2.1 Develop Elements of the General Plan that depict the approximate service areas for each pressure zone, tank elevations, mainline sizes and locations, fire flow requirements, source requirements, construction materials, phasing opportunities and other key elements.
- 2.2 Require developers to design and install water system components according to the Water Service Element of the General Plan.
- 2.3 Require buried water tanks to be constructed in the culinary system. Wherever safely possible, require open secondary holding ponds to be landscaped and incorporated into green and open areas of the City.
- 2.4 Enforce the State Division of Drinking Water Standards to establish the quantities of water and design

standards that will be required.

- 2.5 Enforce the Uniform Fire Code and establish fire flow and storage requirements for all developments.
- 2.6 Provide reimbursement agreements for developers who are required to install main transmission lines larger than necessary for their development that will allow them to recover an appropriate portion of those extra costs as other connections are made to the system.
- 2.7 Require developers, as part of the Development Impact Statement, to evaluate the impact of their development activities on the entire system, including but not limited to: source, main transmission lines, storage facilities, pumping stations. Require developers to install municipal water system improvements in conformance with the Water Service Element of the General Plan.
- 2.8 Include in the Water Service Element of the General Plan provisions that depict pressure zones, pond locations and elevations, mainline sizes and locations, storage requirements, construction methods and materials, phasing opportunities, and other key elements of the City's secondary water system.
- 2.9 Work with developers to design and install the pressurized irrigation system components according to the Water Service Element of the General Plan.

SECONDARY WATER

Salem City has a pressurized irrigation system for landscaping and garden use. Detailed information about the pressurized irrigation system can be located in the City's Impact Fee Study and Capital Facilities Plan. The system utilizes the water that currently runs in open ditches. The water is pressurized and distributed in pipes throughout the City. The pressurized system increases the lifespan of the culinary system and will eliminate the need for over-sizing the culinary system for summer-time usage.

GOAL: 1.0 PROVIDE A PLAN WHEREBY ALL LAND OWNERS AND RESIDENTS WITHIN THE CITY CAN RECEIVE A HIGH QUALITY AND LOW COST PRESSURIZED IRRIGATION WATER SERVICE.

POLICIES:

- 1.1 Provide safe and efficient use of pressurized irrigation water, (non-potable water), for irrigation of turf and other approved uses in the community.
- 1.2 Maintain the secondary water system within its boundaries.
- 1.3 Private development is required to connect to the City's secondary water system.
- 1.4 Private development participates in improvements to the major system through future secondary water development impact fees and the construction of portions of the system.
- 1.5 Private development provides all distribution facilities for the City's system to serve irrigation water to individual projects.
- 1.6 Development requiring irrigation should not occur unless there is an agreement to receive water from the secondary system, and water shares are deeded to the City to cover the development.
- 1.8 Questions regarding specific requirements for the secondary water system may be answered by Salem's Public Works Department. Further information is contained in the Salem City Construction and Development Standards available from Salem City.

SEWAGE

Salem is responsible for the treatment of sewage at a facility in the northwestern part of the City. Detailed information relative to the City's sewer system can be located in the City's Impact Fee Study and Capital Facilities Plan. The majority of the community is served by a public sewer which was completed in 1963. The facility is built to sustain future growth for decades to come. The facility currently has a capacity of 1.5 million gallons per day. Based upon an average usage of 100 gallons per day per capita the facility should treat 420,000 gallons per day. The facility currently treats 550,000 gallons per day, which suggests some leakage into the system. The City should pursue ways to mitigate the leakage.

GOAL: 1.0 PROVIDE WASTEWATER TREATMENT SERVICES TO THE ENTIRE CITY.

POLICIES:

- 1.1 Provide reimbursement agreements for developers who are required to install main transmission lines larger than necessary for their development, which will allow them to recover an appropriate portion of those extra costs as other connections are made to the system.
- 1.2 Require developers, as part of the Development Impact Statement, to evaluate the impact of their development activities on the treatment plant, trunk lines, lift stations and related facilities and to develop a proposal that will allow previous commitments to be preserved and necessary future expansions identified and provided for.
- 1.3 Seek opportunities to implement water reclamation and re-use practices within the City.
- 1.4 Provide the safe and efficient collection, treatment, reclamation, and reuse of wastewater generated within the community.
- 1.5 Private development participates in improvements to the major system through sewer development impact fees and by constructing of selected facilities
- 1.6 Private development provides all internal collection facilities necessary to serve individual projects.
- 1.7 Development projects should connect to the municipal sewer system.
- 1.8 Existing septic systems on lots should be required to connect to the City sewer service when it is available or when it is within 1000 feet of the site.
- 1.9 Questions regarding specific requirements for the sewer system may be answered by Salem's Public Works Department. Further information is contained in the Salem City Construction and Development Standards available from Salem City.

STORM DRAMAGE/FLOOD CONTROL

Salem incorporates detention and retention basins, natural washes, ditches and storm drains into the City-wide storm drainage system. The City's location and topography necessitate receiving storm water from the unincorporated areas to the east of the City. The City must plan for not only storm water from within the City but also from other jurisdictions.

Salem hired Sunrise Engineering to create a storm drainage/flood control plan for the City. That plan was completed in 2001. The plan proposes the use of green space, detention ponds, and significant infrastructure improvements dealing with conveyance across major highways and canals. New development should be required to meet the standard proposed in that plan. Storm drain impact fees and/or storm drain user fees may need to be implemented to help pay for the costs of infrastructure offsite to any development. A special improvement district is recommended in the plan to provide the infrastructure in the existing part of the City.

Salem participates in the Federal Emergency Management Agency (FEMA) flood control program. According to

the current Flood Insurance Rate Map (FIRMETERS) much of Salem around the Salem Pond is designated by FEMA as being in a Flood Zone "A". FEMA determines areas that would be covered by a flood that has a one percent (1%) chance of occurring every year and designates those areas as a Flood Zone "A". The Base Flood Elevations (BFE) for these areas have not yet been determined. Any development in a Flood Zone "A" requires FEMA approval by either a Letter of Map Amendment (LOMA) or a Letter Of Map Revision (LOMR).

GOAL: 1.0 PROVIDE EFFICIENT, COST-EFFECTIVE, AND ENVIRONMENTALLY SOUND STORM DRAIN, FLOOD CONTROL AND TREATMENT FACILITIES TO PROTECT EXISTING AND FUTURE LAND USES, PRESERVE PUBLIC SAFETY, AND PROTECT SURFACE AND GROUNDWATER QUALITY.

POLICIES:

- 1.1 Provide for maintenance by the City or other entities of existing public storm drains and flood-control facilities and for construction of upgraded and expanded public storm-drain and flood-control facilities to protect existing and future development.
- 1.2 Develop a Storm Drain Element of the General Plan that identifies any needs, deficiencies and improvements in the drainage system.
- 1.3 Require that adequate on-site treatment and/or storm-drain and flood control facilities be constructed coincident with new development. The City shall make available plans for treatment and retention areas.
- 1.4 Implement flood-control improvements that maintain the integrity of significant riparian and other environmental habitats.
- 1.5 Require that improvements to existing storm-drain and flood-control facilities required by a new development proposal are borne by the developer through payment of fees and by actual construction of the improvements.
- 1.6 Collect adequate fees and charges to fund operation and maintenance of existing facilities and to construct new facilities.
- 1.7 Salem City provides for and controls the major storm drainage and flood control facilities within its boundaries.
- 1.8 The municipal storm drainage and flood control system provides for the safe and efficient collection of storm water generated within the community.
- 1.9 Private development participates in improvements to the major system through storm drainage and flood control development impact fees, construction of selected facilities, and by providing additional resources.
- 1.10 Private development provides all internal collection facilities necessary to serve individual projects.
- 1.11 Development projects should connect to the municipal storm drainage and flood control system.
- 1.12 To the extent possible, drainage from new development should be less than the site's natural condition.
- 1.13 Easements for storm drainage should be acquired by the City when other easements or rights of way are obtained.
- 1.14 Washes should be retained in their natural condition unless storm water management facilities have been designated. Washes should be used for open space, trails, and recreational facilities as long as the natural drainage properties are retained.
- 1.15 Private storm drainage system improvements should be constructed to all applicable City standards and specifications.

- 1.16 Questions regarding specific requirements for the storm drainage system may be answered by Salem's Public Works Department. Further information is contained in the Salem City Construction and Development Standards available from Salem City.

PUBLIC BUILDINGS

GOAL: 1.0 PROVIDE A CENTER FOR MUNICIPAL ACTIVITIES THAT WILL SERVE THE CITY'S NEEDS AND THAT WILL BE ACCENTUATED AS A LANDMARK OF THE SALEM'S LOCAL GOVERNMENT.

POLICIES:

- 1.1 Provide adjoining plaza, fountain and/or amphitheater or other gathering place, if possible, to give opportunity for City meetings, aesthetic open space and cultural events.
- 1.2 Cluster public buildings and parks where possible.

GOAL: 2.0 PROVIDE CULTURAL SERVICES, MEETING PLACES, AND ACTIVITIES FOR CITY RESIDENTS.

POLICIES:

- 2.1 Work to improve library service in Salem City.
- 2.2 Encourage museums, art galleries, and other cultural entities to locate within Salem City.
- 2.3 Develop specific plans for the enhancement of Salem Pond and the surrounding area.
- 2.4 Support efforts to develop multipurpose centers to meet the needs of the residents.

GOAL: 3.0 PROVIDE ADEQUATE POLICE AND FIRE PROTECTION.

POLICIES:

- 3.1 Establish desired response times for fire protection and appropriately locate fire stations within Salem to accomplish this objective per the Public Safety Impact Fee Study.
- 3.2 Encourage the development of programs to reduce and prevent crimes.
- 3.3 Before property is annexed or developments approved, examine the impacts that the area will have on the ability of the Police and Fire Departments to provide services to the area without hindering services to other areas in the City.
- 3.4 Plan for facilities that will enhance police protection throughout Salem City.

ELECTRICAL SERVICE

The City receives power as a member of Utah Municipal Power Agency (UMPA).

GOAL: 3.0 PROVIDE RELIABLE ELECTRIC SERVICE TO SALEM RESIDENTS AND BUSINESSES AT COSTS THAT ARE COMPARABLE OR LOWER THAN OTHER COMMUNITIES ALONG THE WASATCH FRONT.

- 1.1 All of Salem City is served by the City, which receives power from UMPA and SEDS.
- 1.2 Regulate the construction of the system in accordance with the Electric Impact Fee Study.
- 1.2 The visual impact of existing and proposed electrical transmission facilities should be minimized.
- 1.3 All new electrical distribution and service lines carrying less than 69 KV should be underground.
- 1.4 Salem City encourages the under-grounding of all existing 69 KV and smaller electrical lines.
- 1.5 Major electrical transmission lines should parallel existing transmission lines whenever feasible.
- 1.6 Salem City encourages open space along transmission line corridors.
- 1.7 Continue to own 50% of the Loafer Substation and Arrowhead Trail Substation and expand the facility as needed.
- 1.8 Explore the possibility of providing "state of the art" telecommunications.
- 1.9 Monitor development and ensure City standards are met by natural gas, wireless, telephone, and cable television providers.

SOLID WASTE

GOAL: 1.0 PROVIDE FOR AN ECONOMICAL, CONVENIENT, ENVIRONMENTALLY BALANCED AND INTEGRATED SOLID WASTE REDUCTION, RECYCLING AND DISPOSAL SYSTEM.

POLICIES:

- 1.1 Develop and support comprehensive recycling and composting programs, both residential and non-residential, that are convenient and efficient and include a wide range of materials, including but not limited to aluminum, newspapers, magazines, cardboard, paper, glass, plastics, leaves and branches.
- 1.2 Promote public and private recycling efforts and organizations.
- 1.3 Support and participate in interagency cooperative efforts with governments, businesses and institutions in planning and implementing solid waste management programs.
- 1.4 Develop and support safe, convenient and environmentally sound programs for hazardous waste collection for both residential and non-residential entities.

TELECOMMUNICATIONS

GOAL: 1.0 RETAIN AND EXERCISE REASONABLE LAND USE STANDARDS FOR SITING OF TELECOMMUNICATIONS FACILITIES.

POLICIES:

- 1.1 Retain the City's land use powers for the protection of the public's health, safety and welfare including aesthetic and other community objectives.
- 1.2 Establish and enforce zoning standards for siting of telecommunications facilities in a prudent manner within the confines of state and federal regulations.
- 1.3 The City will adopt ordinances that will require all utility distribution lines to be located underground in any

new developments.

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ECONOMIC DEVELOPMENT PLAN

Economic development is the carrying out of activities that infuse new capital from outside the area into the community to improve the lifestyle of local citizens.

ECONOMIC NEEDS

In order to keep pace with the natural growth rate of Salem's population (100 births per year), seventy-seven net new jobs need to be created annually. Looking at the broader perspective, Utah Valley's population of 318,000 and annual birthrate of nearly 12,000, needs to create 6,000 net new jobs annually to keep local natives employed.

ALTERNATIVE FUTURES

To meet the future employment needs of Salem's population, several alternative paths could be pursued. Retail, service, manufacturing, or agricultural development opportunities present the City with a different set of advantages and drawbacks. For example, commercial businesses can be an important source of sales tax revenue, Industrial businesses, because they invest heavily in capital equipment, often provide significant property tax revenue to support the City and schools, Office developments usually pay the highest wages, but are often relatively insignificant contributors of sales or property taxes.

Commercial businesses, defined as retail, service and professional, are important conveniences for local citizens. Many current Salem residents are traveling to other communities to shop or receive medical care. Also, many local citizens are commuting out of the City daily to work in commercial jobs. On the other hand, commercial businesses often provide lower than average wages and most jobs are part-time.

All forms of growth have impacts on roads, utilities and many other aspects of quality of life. Choosing to not grow is also an alternative, but it is one which impacts youth. In that scenario, youth will stay in their hometown to be raised and educated and then be exported to external job markets.

RETURN ON INVESTMENT CONSIDERATIONS

Rules-of thumb in the industry indicate that each acre provided for manufacturing will attract \$2 million in new capital investment. In terms of Salem's current property tax rate that means that each acre of industrial ground will potentially provide \$4,082 increase in the City's budget and another \$13,690 for the Nebo School District.

In addition, each acre, on the average, will support 20 new jobs, and new payrolls of \$470,000 annually. These capital infusions into Salem's economy will support additional commercial businesses in the community.

Said another way, a 40-acre business park would provide \$163,280 annual increase in Salem's general fund budget, \$547,600 for Nebo School District, and 800 new jobs (a 10.5 year supply). Payrolls would be approximately \$19,000,000 annually.

INCENTIVES

The best incentive any City can use to attract business investment is well-packaged sites. This means the site meets the "Five-way test:" 1) Annexed, 2) Zoned for business use, 3) Utilities are available or a utility plan is in place, 4) A "fully improved" asking price for the site is readily available, and 5) Transportation via major highways is available without interference by residential areas, school zones, or other incompatible uses. Good planning, well written zoning ordinances, and Conditions, Covenants and Restrictions (CC&R's) are the best assurance a business owner can have to protect his long-term investment.

Packaged sites and City cooperation are usually the only real incentives sought by business. Other incentives such as loan pools and tax rebates mean almost nothing to quality businesses, contrary to common belief. Another myth is that land price is important. Business investors see land price as a one-time cost, usually averaging about 1% of the total project cost. On the other hand, relative land cost is significant.