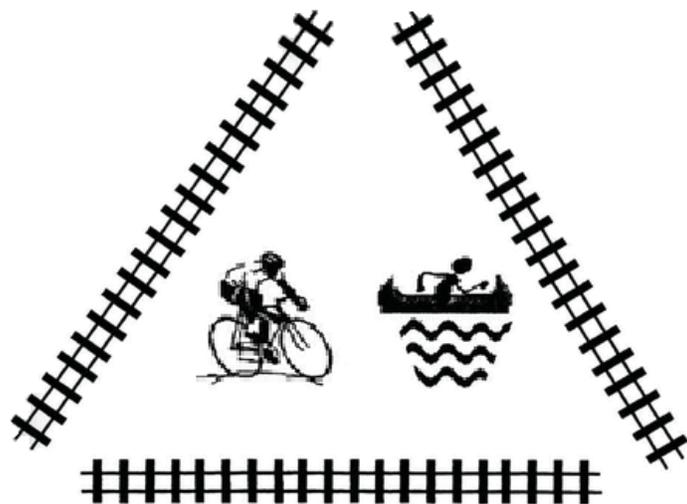


Salem Township, OH Comprehensive Plan



A Vision for 2030



RECORD OF PROCEEDINGS

0249

Minutes of Salem Township Trustees

Meeting

DAYTON LEGAL BLANK, INC., FORM NO. 1014B

Held At the Salem Township Conference Room

February 26, 2013

The Salem Township Board of Trustees met February 26, 2013 in regular session at the Salem Morrow Fire Station Conference Room for the purpose of transacting the business of the Township. President Kirk Ramsey called the meeting to order at 7:00 P.M. with member Heath Kilburn present. Mr. Ramsey led all those present in the pledge of allegiance.

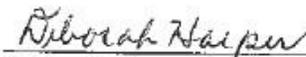
Others present: Chief Fred LaFollette, Mike Kassalen, Ron Stratton, Don Lynch, Assistant Chief Bill Harrison, Jim Kilburn, Woodie Davis and Bob Ware.

The minutes were read and approved and posted on the bulletin board.

Mr. Ramsey opened the Public Hearing for the purpose of approving the Salem Township Comprehensive Plan – A Vision for 2030 which was accepted at the last meeting. Bob Ware of the Warren County Regional Planning was present and he stated that it had been a good experience working with Salem Township on this plan for almost two years. As there were no objections to the plan, Kirk Ramsey made a motion to pass Resolution 13-0226 to approve the Comprehensive Plan 2030 for Salem Township to use as a guideline for township development in the future. Mr. Kilburn seconded the motion.

Vote: Mr. Ramsey, yea Mr. Kilburn, yea


Kirk Ramsey, Chairman


Deborah Harper, Fiscal Officer

Absent

Dick Dare


Heath Kilburn

Note: This copy of the Resolution has been altered to remove information and text irrelevant to the Salem Township Comprehensive Plan.

Salem Township Comprehensive Plan

ACKNOWLEDGEMENTS

The creation of the Salem Township Comprehensive Plan was made possible by the cooperative efforts of elected and appointed officials, Township staff, the Warren County Regional Planning Commission and concerned residents. The primary objective of any long-range plan is to produce definable and attainable goals, which provide glimpses of possible futures that are grounded in the realities of today. The Salem Township Trustees thank the many people, organizations, and departments for their efforts in providing historical data, direction, insight, and constructive criticism throughout the production of The Plan. The residents of Salem Township deserve special recognition, as well, for participating in the planning process and making a difference in the local community.

Board of Trustees

Richard Dare

Kirk Ramsey, President

Heath Kilburn

Planning Advisory Committee

Ralph Blanton

Matt Nolan

Lee Short

Mike Kassalen

Kirk Ramsey

Warren County Staff

Regional Planning Commission Staff

Stan Williams, AICP, Executive Director
Robert Ware, Senior Planner
Matt Obringer, Planner
Daniel Geroni, Planner
Yulin “Bike” Tsou, Intern
Huaiqing “Ching” Han, Intern
Daria Branham, Intern
Bobby Tyra, Intern
Sharon Coffman, Office Manager

GIS Department

Dawn Johnson, GIS Coordinator
Randy Fuson, GIS Technician
Michael DeCock, Cartographer/GIS Technician

Engineer’s Office

Neil F. Tunison, P.E., P.S. County Engineer
Kurt Weber, P.E.

Water & Sewer Department

Chris Brausch - Sanitary Engineer

Warren County SWCD

Jeff Thomas, District Administrator

Salem Township Comprehensive Plan

STATEMENT FROM THE SALEM TOWNSHIP TRUSTEES

Dear Salem Township residents:

After 18 months of hard work, dedication, and teamwork, the Salem Township Comprehensive Plan has proudly been adopted on February 26, 2013 as the official document that guides future growth within the Township. Township Trustees, business owners, and residents all came together with the Warren County Regional Planning Commission to develop a Plan that truly represents the ideals and aspirations of the Township. Without the participation of all of the aforementioned entities, including you the residents, this Comprehensive Plan would not have been possible. Throughout this process we have witnessed first-hand what this Township is made of; hardworking, honest people that care about the community they live in. The input that was gathered from residents during community meetings and online surveys has been extremely valuable and appreciated.

As an official Township document, this Comprehensive Plan will affect residents in many ways; 1) it anticipates growth and directs land uses, 2) it shows potential locations for infrastructure improvements, and 3) it provides several strategies to improve overall quality of life in the Township. Further, the Plan analyzes five different elements including Land Use, Transportation, Utilities & Community Facilities, Parks & Recreation, and Economic Development. The goals, objectives, and strategies that were established for each element play an integral role in achieving the overall mission of the Plan described herein.

Implementation of the Plan will fall not only in the hands of Township officials, but also the community and other organizations, as well. This Plan was created for you and as such, we encourage that you take ownership and pride in this Plan. Remember that this is a long-range (20 year) planning effort and change will not occur overnight. With continued support and participation in local government, the Township will benefit and prosper.

Sincerely,



Salem Township Trustees



Salem Township Comprehensive Plan

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EXECUTIVE SUMMARY

Warren County Regional Planning Commission staff worked with the Salem Township Planning Advisory Committee starting in the Spring of 2011 to conduct research, solicit public input, and prepare this Plan. The Plan portrays a vision of how the Township can grow, prosper, and enhance the quality of life of all residents within the next 20 years. The vision statement of the Plan is stated below:

“Salem Township is a unique and desirable rural community known for its safe and peaceful neighborhoods; quality schools; strong business growth; vibrant downtown; abundant recreational opportunities; and supportive civic minded residents.”

The Plan proactively develops goals, policies, strategies, and action items for five topic areas including land use, transportation, utilities and community facilities, parks and recreation, and economic development. The following list contains the guiding principles of the Plan:

1. Well-planned growth.
2. Build strong communities.
3. Revitalization of downtown Morrow.
4. Growth that respects the Township’s character, promotes economic opportunities, and protects natural resources.
5. Growth that is targeted to compact mixed use centers.
6. Accommodate multiple modes of transportation.
7. Protect and preserve environmental quality.
8. Provide access to open spaces within the Township.
9. Offer a diverse housing stock.
10. Support a variety of businesses.
11. Balance growth with the availability of economic and efficient public utilities and services through the investment of public funds.
12. Link community facilities and services to land use planning and development decisions.

Salem Township Demographic and Housing Summary Profile

(Numbers are based on 2010 Census data)

Population Total:	4,389 people (unincorporated Twp contains 73% of Twp’s total population)
Population Increase:	256 people from 2000-2010 (6.2 % increase)
Population Projection:	5,250-6,000 people by 2030
Median Age:	43.5 years
Race/Ethnicity:	96.9% White 1.7% Two or More 0.5% Asian 0.4% Other 0.3% African American 0.2% American Indian
Educational Attainment:	86.1% with high school diploma 21.6% with bachelor’s degree
Median Household Income:	\$54,875
Housing Total:	1,814 units
Avg. Persons per Household:	2.62 people
Housing Occupancy:	77.8% owner-occupied 22.2% renter-occupied 75% family households 91.4% occupied 8.6% vacant
Median Year Housing Built:	1965

(For the full Township Profile see Chapter 2 on pages 10 to 18)

Salem Township Comprehensive Plan

Land Use

The primary purpose of the Land Use chapter is to shape the community's identity and character, reduce conflicts between neighboring land uses, and manage population growth. The existing conditions, land use suitability analysis, issues, and opportunities of the Township were all analyzed to develop the future land use plan.

Salem Township is fundamentally rural in character, with 56% of the Township's land used for agricultural purposes or open space. Rural residential land uses (large lot, single family homes) are the second largest land use category in the Township at 35%. Much of the Township's growth in recent decades has been in the southwestern corner of the Township.

The future land uses of Salem Township were largely determined by the land use suitability analysis, which evaluated highway and road accessibility, sewer and water availability, flood risk, topography, aquifer contamination, land use compatibility, and farmland potential. Industrial and commercial growth will be limited to major roadways such as US 22/3 and SR 123 in the northern portion of the Township and areas that can be serviced with sanitary sewers primarily within the urban growth boundary of Morrow and the I-71/SR 123 interchange. Suburban residential development is also most suitable around the Village of Morrow where sanitary sewer lines can easily be extended. The Township contains several areas that are not conducive to development in relation to the floodplain along the Little Miami River including its tributaries and steep slopes, which cover about a quarter of the land within the Township. A little over 5% of Salem Township is located above an aquifer recharge area.

Goals for land use include:

- Goal 1:** Enable commercial and light industrial development in strategic areas.
- Goal 2:** Conserve and protect the natural environment and the scenic character of the river corridors.
- Goal 3:** Maintain a low density, rural character.

Transportation

Most roads within the Township are rural in character with curves, steep slopes, and no striping. This creates several challenges for mobility within the Township and it is difficult to widen, improve, or stabilize these roads due to topographical limitations. Recommendations for transportation include improving street connectivity between new residential subdivisions; managing access control for new businesses along US 22/3; and improving/maintaining key roadways in the Township to enable development.

The Little Miami Scenic Trail is a unique amenity in Southwest Ohio. The trail goes through Salem Township and cyclists can help support local businesses in the area that cater to their needs. Plans are currently being discussed to construct a new multi-use trail running from Washington Court House by way of Wilmington and terminating in Morrow. Shared bike lanes can also improve trail connectivity for cyclists. The bicycle network will essentially be the backbone of the community.

Transportation goals include:

- Goal 1:** A transportation system that provides for safe movement of motorists and pedestrians.
- Goal 2:** Expand bikeway and trail networks.
- Goal 3:** A well planned and connected road network that facilitates traffic flow.
- Goal 4:** Preservation of scenic roads.



Salem Township Comprehensive Plan

Utilities and Community Facilities

The intent of this chapter is to provide basic information on the utilities and community services currently offered in Salem Township. The location, use, capacity, and extent of services are identified for both public and private sector utilities and community facilities. The location and availability of both sewer and water utilities is of fundamental importance to support development of a greater variety and intensity.

Water service in the Township is provided by the Western Water Company, the Village of Morrow, and Warren County while sewage wastewater treatment and disposal is nearly all achieved by onsite septic systems on individual properties. Warren County does provide sanitary sewer service to the Village of Morrow and Roachester. Any future expansion of the sanitary waste water treatment system would probably be limited to only include properties that are in close proximity of the force main that parallels US 22/3.

There are several community facilities located within the Township including the new administration building/fire department, the one-room school house on Whitacre Street, the Salem Township public library, and one elementary school.

Goals for utilities and community facilities include:

Goal 1: Utilities infrastructure that meets the needs of the Township's planned growth and provides for efficient, affordable, and environmentally safe sewage disposal, water supply, proper stormwater management and sufficient gas, electric and communications services.

Goal 2: Protection of surface water and groundwater resources from over use and contamination.

Goal 3: Excellent schools, community facilities and services of the highest possible quality that fosters and supports residents' well-being and safety.

Goal 4: Develop and maintain quality educational institutions that provide for anticipated student growth and maximize the benefits of public funds and functionality of public facilities.

Parks and Recreation

Salem Township is fortunate to have many of its recreational spaces well connected, both in terms of non-motorized transportation and in terms of a thematic connection created by the Township's rivers and streams. Park space is distributed near the most populous portions of the Township in and near the Village.

The Salem Township Comprehensive Plan encourages the creation additional recreational amenities by expanding programming for all age groups, improving existing park space, and increasing awareness of the Township's existing recreational amenities. Realizing the full potential of Salem Township's natural and recreational spaces will require improving existing park space, improving the connection between existing trails and parks with the Little Miami River, and cooperating with other entities in the community to share park resources.

Goals for parks and recreation are listed below:

Goal 1: Recreational opportunities for all age groups.

Goal 2: Improve and increase awareness of existing parks and develop new parks.



Salem Township Comprehensive Plan

Economic Development

Salem Township is located in an area of the County that many believe is next in line for economic growth. The Township contains numerous amenities and features, most notably the Little Miami Scenic & Wild River and the Little Miami Scenic Trail, which make the area an attractive place to live and work. Main Street, located in the Village of Morrow, is another piece of the puzzle that is crucial to the long-term economic vitality of the Township, as it showcases some of the areas' history and culture.

Recreational tourism, downtown revitalization, creation of a farmer's market, bringing core businesses to Township, and utilizing the fiber-optic ring along US 22/3 are all suggestions of the Plan. Growth of catalytic businesses that can benefit from one another, the incorporation of community events such as parades and triathalons, and making the Township more business friendly will go a long way in improving economic conditions in the area, as well.

Economic development goals include:

Goal 1: A strong local employment base.

Goal 2: Revitalization of downtown Morrow





Chapter 1: Introduction



Ch. 1: Introduction

The Salem Township Comprehensive Plan portrays a vision of how the Township can grow, prosper, and enhance the quality of life of all residents in the next 20 years. It proactively develops goals, policies, strategies, and action items to anticipate growth and deliberately shape their future. It provides tools that the Township can use to address future growth in more rational, cost-effective, and equitable ways and to do so in a spirit of regional cooperation. In doing so, the Plan underscores the necessity of increasing the intensity of development in appropriate areas in order to decrease overall land usage.

The Comprehensive Plan is divided into nine chapters:

- Chapter 1 – Introduction
- Chapter 2 – Township Profile
- Chapter 3 – The Vision
- Chapter 4 – Land Use
- Chapter 5 – Transportation
- Chapter 6 – Utilities & Community Facilities
- Chapter 7 – Parks & Recreation
- Chapter 8 – Economic Development
- Chapter 9 – Implementation

Following this Introduction is the Township Profile that describes the Township's history and provides the Township demographic profile. Chapter Three highlights the Township's vision and goals, highlights key recommendations, and introduces implementation considerations. Chapters Four through Eight describe and analyze existing conditions and trends for each of the Township's major elements. In addition, it also lists goals and objectives for each element. The Plan also indicates land use, infrastructure, and capital improvements policies through maps of possible future conditions. These elements include:

- **Chapter 4—Land Use:** This chapter documents the history of land use development within the Township and identifies strategies to shape the future

landscape and geographic distribution of development. This element includes strategies and recommendations for location, intensity, quality, and quantity of land uses, and then graphically depicts future land usage for the entire Township.

- **Chapter 5—Transportation:** This chapter defines the location and types of facilities for all modes of transportation required for the efficient movement of people and goods. It also anticipates a future network of potential transportation improvements as well as the policies that guide them.
- **Chapter 6—Utilities & Community Facilities:** This chapter analyzes the need for public and private utilities and shows the present and anticipated future location of this infrastructure as may be needed for the growth of the Township. This chapter addresses the policy aspects of utility expansion and capacity in addition to the relationship between density of population and concurrence of needed utilities with growth.
- **Chapter 7—Parks & Recreation:** This chapter documents existing recreational facilities and addresses future quality of life needs.
- **Chapter 8—Economic Development:** This chapter provides an overview of the economic environment and offers strategies/recommendations to influence employment and business growth. This element identifies the basis of the local economy and how the strengths or weaknesses of the Township's economy may affect the achievement of the Comprehensive Plan.
- **Chapter 9—Implementation:** This chapter summarizes strategies and initiatives that must be accomplished in order to achieve the vision of the Plan. It indicates the time frame in which the initiatives should be implemented, as well as the key entities responsible for each implementation item.

Salem Township Comprehensive Plan

The Plan contains a few terms that will be used to describe the various policy recommendations:

- **Vision** - the comprehensive, over arching statement of the desired future of the Township; the ultimate set of ideals of which the Township aspires to achieve.
- **Goal** - a statement of desired end-state or target that is tied very closely to the vision statement and focused on a specific element of the Plan. Provides particular guidance for where the Township should be in the future and sets the tone for the individual strategies for each element.
- **Strategy** - a recommended course of action or task that the Township (or its designated agency) could undertake in pursuit of a particular goal; provides focused and achievable guidance on specific topics under the Plan element headings; ties the implementation of the Plan to the Goals and Vision.
- **Initiative** - a specific set of tasks or a coordinated effort to be undertaken in the pursuit of implementation of the Plan.

PLAN IMPLEMENTATION

The implementation component (Chapter Nine) highlights a long-range action program of specific actions, time frames, allocation of responsibility for actions, description of land development regulations to be adopted, and procedures that Township officials may use to monitor and measure the effectiveness of each section of the Plan.

BACKGROUND

The Salem Township Comprehensive Plan outlines the vision for growth and development in the Township for the next twenty years. The Plan establishes strategies that the Township's government and stakeholders can directly influence and achieve. Starting in the summer of 2011, The Warren County Regional Planning Commission (RPC) staff worked with the Salem Township Planning Advisory Committee (PAC) to conduct research, solicit public input, and prepare this Plan. The full planning process was designed to ensure that the updated Comprehensive Plan continues to

reflect the collective vision for the Township and provides adequate implementation tools to ensure the vision of the Plan is carried out.

AUTHORITY FOR THE PLAN

Since 1994, Ohio townships have been granted the authority to prepare and maintain a comprehensive Plan through the Ohio Revised Code (ORC Title 6, Chapter 29). The Ohio Revised Code specifies that Township Trustees may adopt a plan for future land use and this document is most frequently called a Comprehensive Plan, which includes a "map" or general vision for what the community could be in the future. The text and map of Salem Township's Comprehensive Plan are simple and straightforward and were developed and approved consistent with the Ohio Revised Code. The Plan includes a map that Township officials will refer to when deliberating development requests.

PURPOSE AND INTENT

Salem Township's previous comprehensive plan was adopted in April 1995 and the land use map has been updated from time to time since then. However, a full rewrite of the Plan will provide the opportunity for current residents and landowners to join together in an open dialogue about their shared future. The rewrite was commissioned by the Salem Township Trustees and was led by a Planning Advisory Committee consisting of public and private leaders from the Township. The Plan is designed to guide public decision-making that will affect quality of life in Salem Township through the year 2030.

The Plan and map will be used to implement the Township's core values and vision while also serving as a guide to the Zoning Commission and Township Trustees. More specifically, the Township's elected and appointed officials will use the Plan to evaluate future proposals or policy changes to ensure that consistent decisions are made. Landowners and developers will use it to determine appropriate development.

The Plan will provide the framework for determining how the Township will meet its future demand for services and public facilities, manage growth, and ensure that residents have access to decent housing. The Plan also articulates a vision

Salem Township Comprehensive Plan

of the future and the steps to achieving that vision. The various elements of the Plan are designed to accomplish this vision by articulating goals regarding the pattern, quality, and intensity of land uses, the provision of public facilities and services, economic development, availability of housing, preservation of natural resources, transportation and traffic circulation, and cultural resources. The Plan also establishes strategies and identifies implementation tools that enable the Township to achieve the vision set forth. In Ohio, a comprehensive plan is the document upon which all zoning regulations depend (The Plan is implemented through zoning ordinances and subdivision regulations that focus on individual parcels of property). The Plan provides a basis for both long-term and short-term Township decisions by providing a broad perspective of future needs and opportunities and by clarifying priorities related to immediate needs.

PAST PLANNING EFFORTS

1. **The Comprehensive Plan (1995):** Salem Township has a strong planning history. This update to the Comprehensive Plan represents the second plan in a process that began in the late 1990s. The Township has consistently committed to review and reevaluation of planning projects, and as such, the administration is well informed about the long-range advantages of planning for future development. The major goals and policy directions of the 1995 Comprehensive Plan were as follows:

- Develop an inter-modal transportation system.
- Ensure sufficient quantities of ground and surface water--safe, suitable and adequate for multi-purpose uses.
- Air quality that is not harmful or offensive to the natural or man-made environment.
- Review land use decisions to determine the impact on air quality.
- Establish a balance between development and growth management

that will protect the natural environment.

- A pattern of land use capable of serving and meeting the social, economic, and environmental needs.
 - Establish areas of commercial activity, ensuring a convenient, safe, and pleasant environment.
 - Discourage regional-oriented shopping centers immediately adjacent to residential areas; instead encourage small size shopping.
 - Cooperate with municipalities in strengthening central business districts and avoiding duplicative shopping centers.
 - Provide adequate community services.
 - A broad choice of multi-use recreational opportunities for all residents.
 - Coordination and cooperation among local, State, and Federal officials on development issues.
2. **The Parks, Recreation, and Open Space Plan (December 2008):** The major recommendations of this plan as they relate to Salem Township are as follows:
- The vision for Morrow Veterans Memorial Park (2000 Hamlin Street) is to improve vehicular circulation, manage event traffic, provide football equipment sheds, and provide trail links to and from park property to right-of-ways and adjacent properties participating in “place to place” multiuse trails. Implementation of Riparian Corridor Management procedures is also envisioned.
 - The plan proposed an extensive network of trails that connects the Little Miami Trail and new trails to the east of Morrow towards Clinton County.

Salem Township Comprehensive Plan

Building on Past Efforts

Many of the major policies and directions of the *1995 Comprehensive Plan* are still valid and accurate. Furthermore, it is important for this update to stay the course and build on the past success of the previous plan.

- Resource preservation is very important and the Plan needs to place emphasis on the protection of the Township's unique character.
- The concept an Urban Service Boundary to direct higher intensity growth where adequate infrastructure and services are in place is still valid but may require amendments to accommodate additional growth.
- Fiscal responsibility is essential to the success of the Township. New development, industrial and commercial growth in particular, needs to generate revenue equal to the cost of providing new services and infrastructure so that existing residents and businesses do not pay a disproportionate share of the cost of growth.
- Recognition of recreation, the river, and natural resources as the foundation for economic growth and improved quality of life continues to be a shared value of current residents.
- The broad nature of comprehensive planning is important for a successful future, however, there are areas in the Township, in particular the areas within the Urban Service Boundary where more detailed land use studies and planning will be necessary.
- The Township is but one of many players in the region that can influence the form of development, and provision of services and infrastructure. It is vitally important that the Township recognize its ability to manage its own destiny and establish working relationships and/or formal agreements with other jurisdictions and agencies that contribute to the quality of life for not just the Township, but for the region overall.

- The Plan strives to balance social, economic, environmental, and private property rights. Further integration of these basic areas of concern into all development processes with broad public participation in decision-making is paramount for achieving sustainable development in the Township.
- Continue the trail system proposed in the Parks, Recreation, and Open Space Plan.

PLANNING PROCESS

The planning process involved the following:

1. **Project Setup** - The first phase focused on several management tasks, including appointing the Plan Advisory Committee (PAC) and developing a community participation strategy.
2. **Data Gathering and Analysis** - In the second phase, existing conditions were inventoried and analyzed. Projections were then made based upon current trends.
3. **Visioning (Goals, Objectives, and Strategies)** - The public was brought into the planning process during this phase to assist in developing goals to drive the Plan. The public at Community Forum #1 generated ideas regarding the Township's future. A survey was also posted on the Township's website and objectives and strategies were prepared with the Steering Committee to detail the Plan's goals.
4. **Plan Conceptualization** - The Plan was drafted in conceptual form in this phase, which was guided by a community charrette/workshop with the PAC and select Task Forces. The land use plan in particular was conceived and refined by the PAC and later reviewed by the public at Community Forum #2. Detailed actions were identified.
5. **Plan Finalization** - The Plan was further refined in the fifth phase and completed following a Community Open House at the Salem Township Administration Building. The final document was presented by the Regional Planning Commission to the Township Trustees for adoption on February 26, 2013.

Salem Township Comprehensive Plan

Process Summary

The first critical process task was the organization of the Planning Advisory Committee to represent the broad interests of the community in working through the process and crafting recommendations. The Committee was charged with guiding the process and developing the recommendations of the Plan, and in 18 months of monthly committee meetings, the second Salem Township Comprehensive Plan was finalized. The planning process had three major components: public participation, existing conditions analysis, and Plan development. A primary role of the PAC was to devise a public participation plan that provides numerous opportunities to anyone who lived or worked in the Township to participate in the process. Several residents, local leaders, businesses and other stakeholders generated ideas, transformed ideas into goals, and objectives followed by identification of strategies to achieve those goals. The public participation plan that was utilized is outlined below.

PUBLIC PARTICIPATION PLAN

Community Survey

To attain public comments during the planning process, staff designed an interactive online community survey and educational process. Staff, along with the PAC, created the community survey and uploaded it to the Township website where residents and business officials were surveyed to find out their unique community preferences. The community survey asked residents several questions concerning their preferences towards growth, development, and the Township's image. Once completed, the results were shared with the PAC and utilized when determining the suitability of selected Plan strategies.

Project Website

This component was vital to the Comprehensive Plan update, because it helped Township residents, public officials, and the PAC better understand the planning process, how to participate and Township planning issues. The website also included opportunities to receive input.

Community Forums

- **Community Workshops:** Community workshops were designed to engage stakeholders and residents in discussions about the future of Salem Township by reviewing the vision statement and examining quality of life concerns. Workshop participants included individuals specifically invited by the PAC to ensure a broad representation of all interests in the discussions. The workshops also included interested residents who choose to participate on their own. The workshops were held at the Salem Township Administration building on February 22nd and 25th. Several stakeholders and volunteers participated in the event and they were randomly assigned to small groups that addressed specific topics. These groups worked with a knowledgeable facilitator on specific topics and a mapping/verbal exercise. Topics included: The Economy; Environment and Natural Resources; Parks, Trails, Recreation and Natural Areas; Water and Sewer Service; Transportation and Traffic Circulation; and Land Use and Development Patterns.

Identifying Issues & Opportunities

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted by planning staff, which blended the institutional knowledge of the PAC with the knowledge of County and Township staff. The results of the SWOT analysis, summarized in *Table 1.1* on the following page, helped to assess the Township's existing conditions and set the tone for the Comprehensive Plan.

Salem Township Comprehensive Plan

Table 1.1: SWOT Analysis

S trengths	
Natural Resources	
River	Woods
Wildlife	Bike Trail
High Elevation	Climate/Weather
Groundwater	Location
Community	
Fire Department	Citizens
Volunteers	Local food pantry
Schools	
Character	
Rural	Safe/Secure
Heritage	
Village of Morrow	
Center of Development	Well maintained roads
History & culture	Compact
Local Businesses	
Chamber of Commerce	Pincrest Nursing Homes
Corky's Lumber Yard	Horse Training Facilities
O pportunities	
Development	
Along riverfront	Restaurants
Entertainment	Retail/Grocery Store
Build	
Create a destination	Bypass from I-71
Business friendly environment	Good relationship with Village
Provide	
Central sewers	Bike path linkage
Infrastructure to foster growth	
Encourage	
Industrial/Manufacturing growth	Joint Economic Development District (JEDD)
Better business association	Zoning to promote growth
Retain	
Locale dollars	Local taxes
Tourists and travelers	

W eaknesses	
Natural Resources	
Poor agricultural soil	Floodplain
River/Flooding	
Lack of Core Businesses	
Grocery store	Drug Store
Shopping/Retail	
Industry/Manufacturing	
Ability to attract industry	Lack of good business association
Limited employment opportunities	
Infrastructure	
Lack of central sewers	Limited access to river
Limited access to interstate	SR 123 needs improved
Attractions	
No reason to stop in town	No tourist money spent
No park concessions	
Village of Morrow	
Poor use of downtown area	Appearance
T hreats	
The Economy	
Current state of the economy	Retail in surrounding areas
Infrastructure	
Lack of sewers	Lack of improvements to SR 123
Housing	
Abundance of low value housing	Stifling potential growth of rural housing
Zoning	
Not supporting of growth and diversity	Too strict; uninviting for new businesses

THE PLAN'S OUTCOME

Salem Township's Comprehensive Plan is:

- 1. A reflection of citizens' values, aspirations, and shared vision.** Just as one would not begin a journey without first identifying a destination, the Plan must begin by defining the kind of place Salem Township residents want to be. During the comprehensive planning process, hundreds of residents expressed candid views about Salem Township – its present strengths and weaknesses, as well as future opportunities and threats. After listening to what residents had to say, broad areas of consensus emerged concerning the kind of township residents wanted to become. These expressed values and aspirations provided the basis for a shared vision of Salem Township's future. The Vision Statement, presented in Chapter 3 defines residents' expectations and direction for the future, frames the mandate for the Comprehensive Plan, and provides a benchmark to measure progress.
- 2. A guide for the management of change.** To make this "vision" come to life, the Comprehensive Plan must positively and deliberately influence growth and change. To accomplish this objective, the Plan must be actively applied as a framework through which decisions are made, priorities are established, and actions are taken to advance the Township towards the vision. While Township Trustees will take a leadership role in this effort, the Comprehensive Plan calls on the Regional Planning Commission (RPC), residents, Chamber of Commerce, churches, civic organizations, institutions, and businesses to coordinate their efforts with a shared sense of direction and a renewed spirit of partnership.
- 3. The foundation for policies, strategies, and actions.** The goals, objectives, and strategies for each element (Chapters 4 through 8) described in the Plan are based upon a thorough evaluation of present comprehensive plan policies and the vision as articulated by residents. The areas that are addressed include land use; economic development; the protection of open space and natural resources; investments in utilities, roadways, and other public services and facilities; and coordination with the Village of Morrow, among others. While goals and objectives are presented in separate elements, many of them are closely related and they are designed to work together to achieve the future vision. Integration of these goals and objectives into day-to-day decision-making and long-range planning activities will result in improved quality of life, better standards for development, and more efficient patterns of growth.
- 4. Implementation Actions.** The Comprehensive Plan's influence on the future will be a product of its shared vision and the effectiveness of actions taken to realize the vision. The vision will not be achieved simply because residents agree with the sentiments it expresses. Rather, it will be realized by steady progress in adhering to a well-defined "game plan" that sets priorities for effective short and long-term actions. This game plan is presented in the concluding chapter of the Comprehensive Plan (Chapter Nine).



Chapter 2: Township Profile



Ch. 2: Township Profile

HISTORY

Salem Township is located in southeastern Warren County. It is bounded by Turtlecreek and Washington Townships to the north, Harlan and Washington Townships to the east, Harlan Township to the south and Union and Hamilton Townships to the west. Organized on June 24, 1813, it was created from a portion of Hamilton Township. The original boundaries also included Harlan Township until 1860. By a special act of the Ohio General Assembly of March 16, 1860, Harlan Township was separated and Salem was renamed Corwin Township. Later that year the Warren County Commissioners renamed the township Salem and took a portion of Union across the Little Miami and attached it to Salem, giving it 13,459 acres (54 km²) (The 9 sections north and west of the Little Miami River were also added to Salem Township that year, forming the current imperfect right-triangular shape). Salem Township is in both the Symmes Purchase and the Virginia Military District. In total, the Township accounts for 22.4 square miles — 5.5% of the area of Warren County.

The first land grants were filed for the Salem Township area in October 1792 (Nathaniel Massie for Capt. John Peyton Harrison) and October 1796 (William Lytle for Alexander McIntyre). By 1805, early settlers included William Leggett, Joseph and David Shawhan, as well the Miranda (Morrow area) and Roach (Roachester area) families. Todds Fork takes its name from Robert Todd, a member of an early surveying team.

Mahlon and James Roach platted the first 40 town lots in Roachester, (then known as Salem) in October 1816. The Friends of Hopewell Meeting House, a one-story brick worship facility, was erected in 1818. The Methodist Episcopal Church was founded in 1830. By 1850 the hamlet was home to three hotels and dry goods purveyors, as well as 230 residents. There was a general exodus following the settlement of Morrow, such that by the 1880's only 100 or so residents remained.

The area opposite Morrow, once known as Fredericksburg, was first settled by Cyrenus Jennings and Samuel McCray. Fourteen lots were recorded in 1818 by Nathan Howell. Affected by periodic flooding and hillside slopes of the Little Miami River, Fredericksburg never prospered, with population peaking in 1870 at 64, including noted writer Edward Mansfield. Millgrove was another early settlement, located across the river from Hammell (now Senior). Built around grist, saw, and paper mills, it thrived until the construction of the Miami & Erie Canal system in the 1840s.

The Village of Morrow, named for early local settler and Governor Jeremiah Morrow, was surveyed and platted in 1844-45, as a reaction to the construction of the Little Miami Railroad. Local figures credited with bringing the railroad to Morrow included William Clement, George Keck, and Clark Williams.

A stagecoach run was also established between Lancaster and Cincinnati, along what is now U.S. 22-3. Early in the Civil War, Colonel Thomas Worthington raised a company of local volunteers. The 46th Ohio Regiment served notably at the battle of Shiloh under General Sherman. By 1880, the Village had swelled to 946 residents.

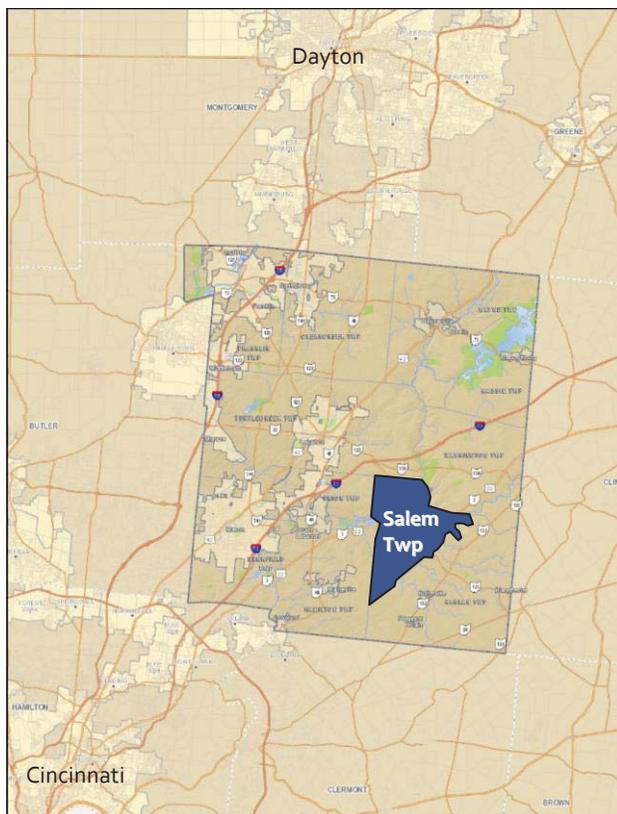
The construction of the Little Miami Railroad and the complimentary Cincinnati, Wilmington & Zanesville (C W & Z) Railroad aided in the prosperity of both Morrow and all local river valley settlements in general. The first train reached the Village site in late 1844. The Village's traditional role as a market center for grain shipment and meat packaging was eventually hindered by several factors. These include the location of the Village core within the boundaries of the 100-year flood plain of the Little Miami River and the periodic flooding that can be expected as a result (the most recent serious event occurring in 1959), as well as the decline of the railroads since the late 1930s, with passenger service ceasing in 1948. A good portion of downtown commercial and industrial activity has closed in recent decades. Current population and other demographic trends are discussed in greater detail at the end of this chapter.

Salem Township Comprehensive Plan

LOCATION

Salem Township is located in southern Warren County approximately 20 miles northwest of the Cincinnati city limits. As shown in *Figure 2.1* below, the Township abuts the neighboring townships of Hamilton, Union, and Harlan. Primary access to the Township is via US 22/3, which extends east to west through the Village of Morrow. The Township stretches across 22.4 square miles of Warren County and represents the ideal tapestry of residential neighborhoods, villages, parklands, and abundant natural resources including the Little Miami River

Figure 2.1: Location – Salem Township



DEMOGRAPHIC & SOCIOECONOMIC CHARACTERISTICS

The following section presents selected population, socioeconomic conditions, housing, and economic characteristics for Salem Township. When applicable, data for adjacent townships are included to enable comparisons with regional trends. Data was obtained from various sources but primarily consist of information collected and compiled by the U.S. Census Bureau. Other data sources include the Ohio-Kentucky-Indiana Regional Council of Governments (OKI) and the Warren County Regional Planning Commission (RPC). The intent of this section is to highlight growth patterns for the purpose of Township planning.

This section will examine how the Township has grown, identify its current characteristics and resources that will contribute to the envisioned future, and analyze the trends that will affect the future course of the Township and its economic development.

Growth History

According to the 2010 Census, Warren County grew from 158,383 people in 2000 to 213,192 persons in 2010, reflecting an increase of 34.6 percent. During this same time period, Salem Township grew to approximately 4,389 people, which reflects a 6.2% increase. During the prior decade, the Township experienced a growth rate of 45.9%. Historical U.S. Census population figures for Salem Township and Warren County are displayed in *Table 2.1* on the following page.

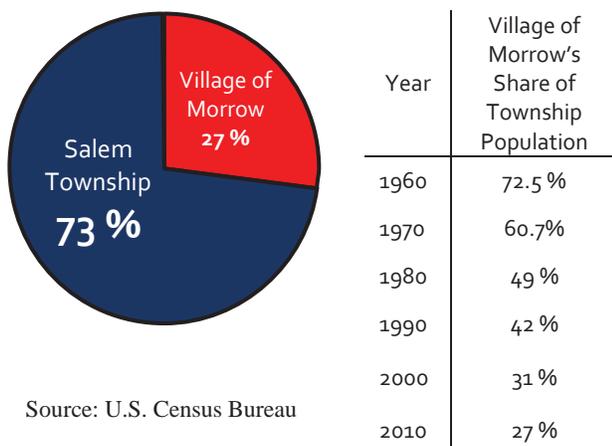
Throughout the last five decades, the Township has grown by 2,352 people, which reflects an increase of 115%. Further, the unincorporated Township has grown during the past five decades, but the incorporated areas (The Village of Morrow) have experienced unpredictable decades of growth and decline resulting in a net decrease of approximately 300 people. During the 60s, 72% of Salem Township residents lived in the Village of Morrow and by 2010 that percentage had declined to 27%.

Salem Township Comprehensive Plan

Table 2.1: Population Trends (1960 to 2010)

Year	Warren County		Salem Township		Village of Morrow	
	Population	% Change	Population	% Change	Population	% Change
1960	65,711		2,037		1,477	
1970	85,505	30.1	2,445	20	1,486	0.6
1980	99,276	16.1	2,558	4.6	1,254	-15.6
1990	113,927	14.7	2,832	10.7	1,206	-3.8
2000	158,383	39.0	4,133	45.9	1,286	6.63
2010	213,192	34.6	4,389	6.2	1,188	-7.62

Figure 2.2: Salem Township Population Distribution (2010)



Source: U.S. Census Bureau

Salem Township has grown steadily since 1960, when its population was 2,037 people. Influenced by the rapid growth in neighboring Hamilton Township and by employment gains throughout Warren County, the Township gained population rapidly in the 1990s and early 2000s, at a rate of 45.9%. However, through the remainder of the 2000s, growth rates plummeted in the State, County, and Township. By comparison, although Warren County's growth also slowed, it declined by only 5% during the 2000s, which is significantly less when compared to the Township's declining rate of 39.7% during the same period. The Township currently accounts for 2% of the County's population.

Projected Change in Population

Population projections are an important component of the long-range planning process for the following reasons:

1. To evaluate a range of future population scenarios enabling the community to identify the internal and external factors that may contribute to the rate of population increase;
2. To adequately determine and quantify the demands that will be placed on public facilities and services, such as fire and police protection, water and wastewater facilities, transportation infrastructure, parks and open space, and municipal buildings;
3. To allow advanced planning to effectively guide new development, coordinate timely infrastructure improvements, and appropriately direct available resources; and,
4. To create a strategy to seize opportunities and overcome foreseen challenges.

There are a variety of methods available for generating population projections, all of which rely to varying degrees upon historical trends. The first technique that was utilized to project Salem Township's population is a method known as linear regression, as shown in *Figure 2.5*. In this case, the linear regression forecasts are straight-line projections of historical population. In a linear growth scenario, the same absolute number of additional persons is added to the population in

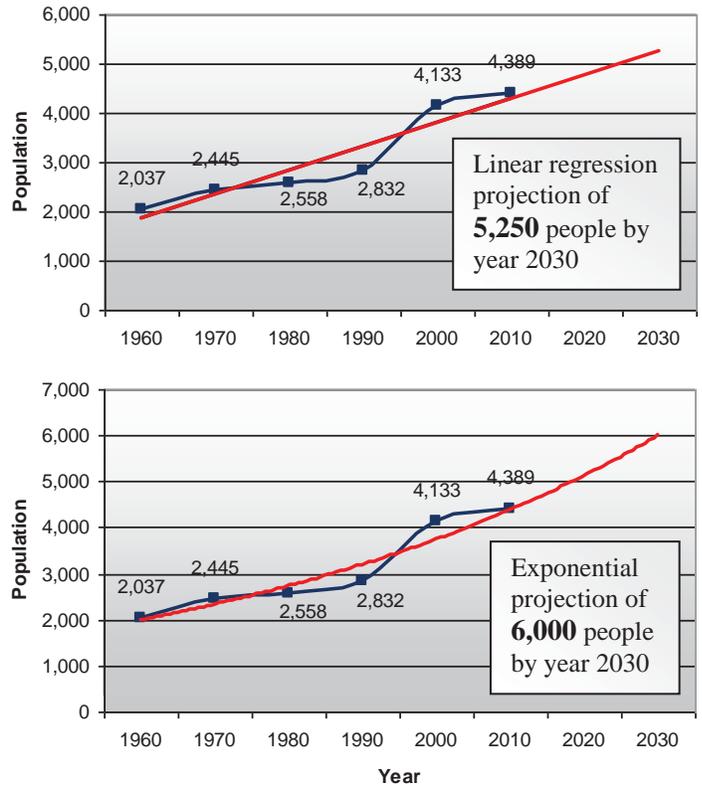
Salem Township Comprehensive Plan

each period. This results in a declining rate of growth over time since the same amount is being added to an ever-expanding base. Comparatively, exponential growth assumes a constant rate of growth in establishing a forecast. Both methodologies offer 2030 population projections ranging from 5,250 to 6000 persons. The Township's building permit history was also used to provide a third projection. This method projected 5,699 people by the year 2030.

Population Characteristics

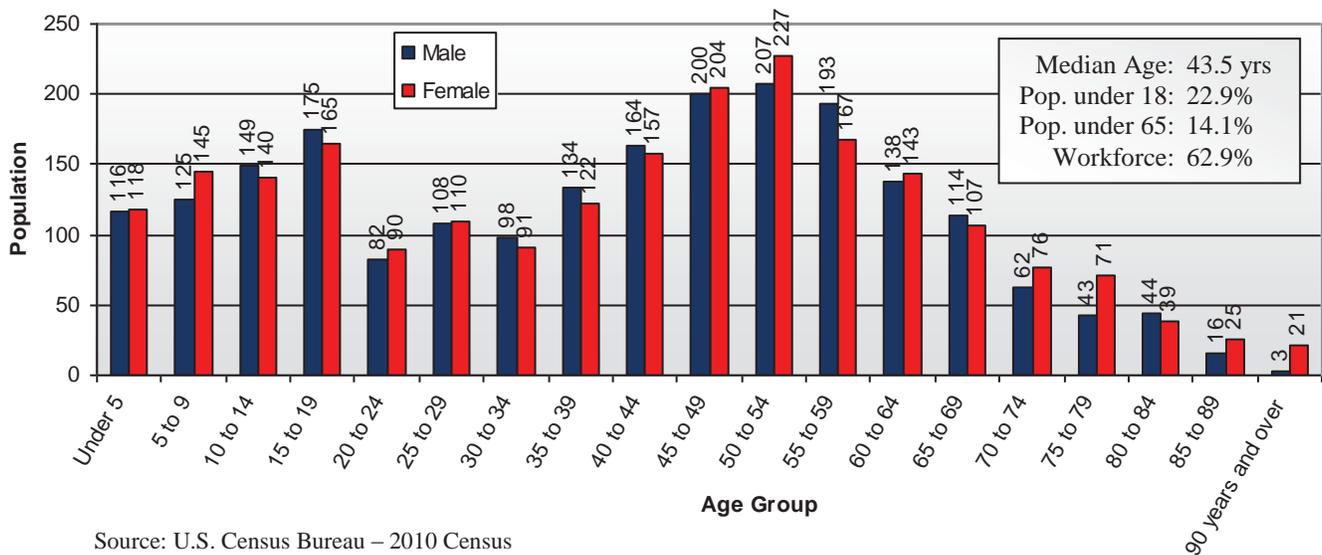
Age: The median age for Salem Township residents is 43.5 years, which is higher than that of Ohio and Warren County. The median age of persons in Salem Township is also higher than the neighboring townships of Hamilton (35), Harlan (41.8), and Union (40.8). As Salem Township continues to develop it is likely and expected that the median age will be lower as more young families and their school age children move into the Township. Salem Township's growth from 2000 to 2010 has been primarily

Figure 2.3: Salem Township Population Projections



Source: U.S. Census Bureau and Warren County RPC

Figure 2.4: Salem Township Population by Age Group (2010)



Source: U.S. Census Bureau – 2010 Census

Salem Township Comprehensive Plan

Table 2.2: Salem Township Population Growth by Age Group (2000-10)

Age Group	2000		2010		Increase or Decrease in Percentage
	Population	% of Population	Population	% of Population	
Under 5	229	5.5	234	5.3	-0.2
5 to 9 years	288	7	270	6.2	-0.8
10 to 14 years	330	8	289	6.6	-1.4
15 to 19 years	279	6.8	340	7.8	1.0
20 to 24 years	188	4.5	172	3.9	-0.6
25 to 34 years	503	12.2	407	9.3	-2.9
35 to 44 years	745	18	577	13.2	-4.8
45 to 54 years	671	16.2	838	19.1	2.9
55 to 59 years	234	5.7	360	8.2	2.5
60 to 64 years	158	3.8	281	6.4	2.6
65 to 74 years	287	6.9	359	8.2	1.3
75 to 84 years	158	3.8	197	4.5	0.7
85 years and over	63	1.5	65	1.5	0.0

Source: U.S. Census Bureau – 2000 and 2010 Census

people 45 years of age or over. This increase in senior residents reflects, to some extent, State and County demographic trends. However, Salem Township’s elderly population percentage is higher than both the County and adjacent townships. The population less than 44 years of age declined by 273 people and the number of residents 45 years of age or more increased by 529 people.

When comparing the percentage of people under the age of 18, Salem Township has a lower percentage than that of Warren County as well as Harlan and Hamilton townships and the percent of people over 64 years of age is higher than the County and adjacent townships. Nevertheless, Salem Township has the greater percentage of its population (2,762 residents) within work force age— 18 and 64 years of age. However, 53% of the Township’s workforce is over the age of 44. If all other factors are constant, a decrease in the workforce population is projected based upon the low percentage of children. This trend reflects the aging of Salem Township.

The Township only exhibits minor distinction between age and gender (49.5% male and 50.5 % female); see *Figure 2.3* below.

Table 2.3: Population Percentage by Age Group

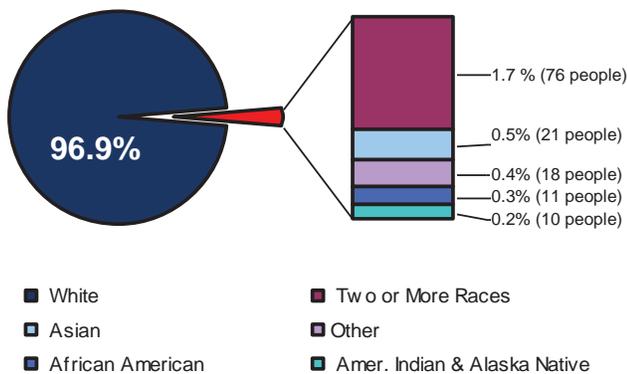
Age Group	Warren County	Salem	Hamilton	Harlan
Under 18 Years	27.5%	22.9 %	29.4%	24.6%
18-64 Years	61.7%	62.9%	61.1%	63.7%
Over 65 Years	10.8%	14.1%	9.5%	11.7%

Source: U.S. Census Bureau

Salem Township Comprehensive Plan

Ethnic Composition: The characteristics of ethnicity in Salem Township are displayed in *Figure 2.5*. This illustration indicates that 96.9% of the Township’s population is “White” compared to the County’s percentage of 91.9%. The other significant difference between the Township and County is the populations categorized by the Census Bureau as “Black or African American” and “Asian”. The minority population of the Township consists of 136 people and 39 white Hispanics, for a total of 175 people or 4% of the Township’s population. The Township has increased in diversity from 2000 when minorities represented 2.4 % of the population (101 people).

Figure 2.5: Racial and Ethnic Composition of Salem Township (2010)



Note: Thirty-nine (0.9%) Salem Township residents identify themselves as Hispanic.

Source: U.S. Census Bureau – 2010 Census

Education: The educational achievement of a township or jurisdiction can influence the type of employers might locate in an area. *Table 2.4* lists the educational attainment for residents of Salem Township. Approximately 86.1% of the Township’s population over age 25, has a high school degree and 21.6% have a bachelor’s degree or higher. This is an indication of a highly skilled pool of human resources from which to choose for businesses and industries. The Township’s long-term outlook for educational attainment looks promising because the percentage of high school and advanced degrees constantly increases for younger population categories.

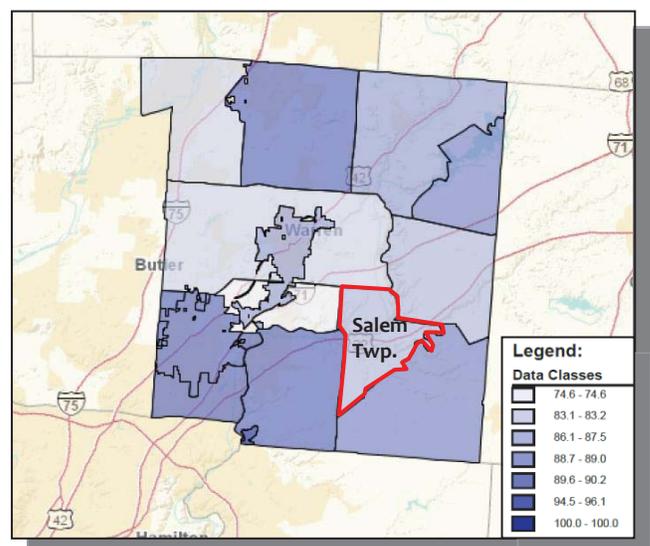
The Little Miami School District, which serves the Township, has an average daily enrollment of 3,833 students; a graduation rate of 95%; a high performance index of 102.9 (rated from 0-120 points) and an “Excellent” rating from the Ohio Department of Education. Salem Township has a higher percentage of those who received GED or continued high school than the state but slightly lower than Warren County (86.2%). Although the Township has an excellent school system and a highly educated work force, approximately 10 percent of the population, over 25 years of age, has less than a 9th grade education.

Table 2.4: Educational Attainment (2010)

Educational Level	Warren County	Salem Township	Hamilton Township	Harlan Township
High School Graduate or Higher	86.2%	86.1%	94.5%	89.6%
Bachelor's Degree or Higher	28.4%	21.6%	42.3%	21.6%

Source: U.S. Census Bureau – 2006-2010 American Community Survey

Figure 2.6: Warren County Graduation Rates (2010)



Source: U.S. Census Bureau – 2006-2010 American Community Survey

Salem Township Comprehensive Plan

SOCIOECONOMIC CHARACTERISTICS

Income: As shown in *Table 2.5* below, Salem Township had a 12% increase in the median household income between 2000 and the 2010 estimate, which is slightly below the rates experienced statewide and within the County. Warren County median household income increase of 23% was primarily supported by increases in The City of Mason, Clearcreek, Deerfield, and Hamilton Townships.

Table 2.5: Median Household Income

Jurisdiction	Median Household Income	
	2000	2010 (ACS Estimate)
Warren County	57,952	71,274
Salem Township	48,912	54,875
Hamilton Township	66,276	80,592
Harlan Township	53,472	66,395

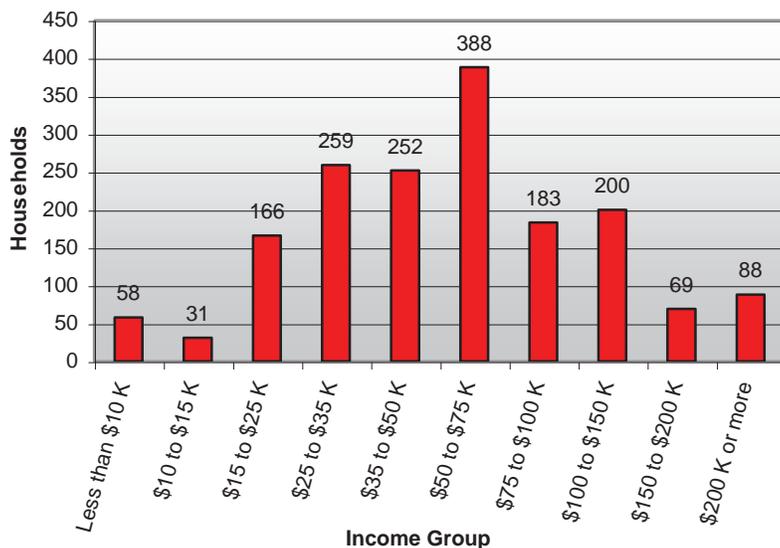
Source: U.S. Census Bureau – American Community Survey

Employment: The employment of Salem Township residents is primarily concentrated in the education, health, and social services sector (22%) followed by manufacturing, which represents 19% of the labor force. The agricultural sector represents less than 1%. The greatest differences in employment by sector for males and females are in the manufacturing industries where positions are predominantly held by males, and the education, health, and social services sector, which is largely employed with females. Management, business science, and arts is the primary occupation category of the Township, representing 32.7% of the labor force (see *Table 2.6*). For a more detailed analysis of employment in Salem Township see *Chapter 8* starting on page 70.

Table 2.6: Salem Township Employment

Occupation	Percent of Labor Force
Management, business, science, & arts	32.7
Service	15.6
Sales & office	27.8
Natural resources, construction, and maintenance	8.6
Production, transportation, and material moving	15.3

Figure 2.7: Household Income Distribution



Source: U.S. Census Bureau – American Community Survey

Source: U.S. Census Bureau

Eighty-four percent of the Township’s labor force drove to work (carpooling not included) and these trips took an average of 32.6 minutes. Forty-five percent of the labor force worked outside of Warren County.

HOUSEHOLD AND HOUSING CHARACTERISTICS

Household Composition: According to the U.S. Census Bureau, households are classified as either “family” or “non-family” units. Family units are generally defined as those with a married couple or a single head of household with or without children. Non-family households include those with one person living

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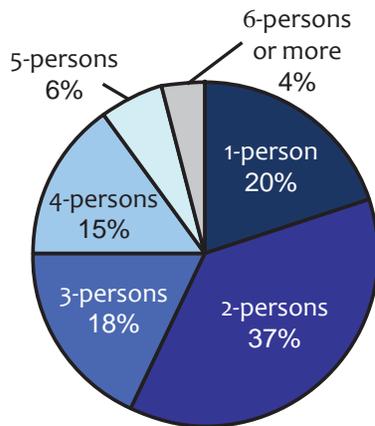
alone. The household composition of Salem Township is 75% family households and 25% percent non-family households. The average persons per household declined from 2.65 to 2.54 persons. Dependent upon the amount of new development that occurs, the size of homes, and median home values, the number of persons per household could increase if younger families with school-age children are attracted to the Township. Growth policies and land development controls would also impact the density of development and household size.

Table 2.7: Housing Occupancy & Composition

Household Type/Size	Year 2010 (% of total households)	Year 2000 (% of total households)
Total Households	1,658	1,523
Owner Occupied	1,291 (77.8%)	1,149 (75%)
Renter Occupied	367 (22.2%)	374 (25%)
Family Households	1,245 (75%)	1,134 (74.4%)
Non-Family Households	413 (25%)	389 (25.5%)

Source: U.S. Census Bureau

Figure 2.8: Salem Township Household Size



Source: U.S. Census Bureau

Table 2.8: Salem Township Average Household Size

Household Type/Size	Year 2010	Year 2000
Average Household Size	2.62	2.65
Owner Occupied	2.66	2.69
Renter Occupied	2.51	2.53

Source: U.S. Census Bureau

Age of Structure: The median year residential structures in the Township were built is 1963. Owner occupied structures are newer (median age of 1965), while, on average; renters occupy older structures (median age of 1956). The Township's older housing stock is primarily within the Village of Morrow (median age of 1951). Salem Township has older housing stock compared to the County and surrounding townships.

Household Occupancy: Over the past decade the percent of vacant housing units within the Township has increased for 5.6% of the housing units to 8.6% in 2010. The Township's vacancy rate is higher than the County, as shown in *Table 2.9* on the following page. From a market perspective, it is good to have a percentage of homes unoccupied, meaning that there are homes available for people moving within or into the Township. Communities that approach market saturation offer limited housing choices, which make it difficult for homebuyers to find a home that meets their budgetary objectives and expectations. In general, it is preferable to have five to seven percent of the housing stock as unoccupied. Any figure below five percent means that the market is saturated, requiring new home construction and anything over 10 percent unoccupied is highly undesirable.

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Table 2.9: Housing Occupancy Rate - Salem Township and Warren County

Housing Units	Warren County	Salem Township
Total Housing Units	80,750	1,814
Occupied Housing Units	76,424 (94.6%)	1,658 (91.4%)
Vacant Housing Units	4,326 (5.4%)	156 (8.6%)

Source: U.S. Census Bureau, 2010

Housing Type: According to 2010 American Communities Survey estimates, the most prevalent type of housing within Salem Township is single-family detached housing, which accounts for 83 percent of the total housing stock. Single-family residential is followed by mobile homes (7%) and duplexes (6.1%). Twenty-five percent of the Township’s housing stock was built between 1950 and 1959 and 45.8 % were built prior to 1959.

An examination of single-family building permit history shows Salem Township to be ranked eighth out of the eleven townships in the County. This is historically accurate and likely to continue, due mainly to size and overall rural character of the Township. The building permit history shows that the number of building permits issued in the Township declined greatly from 2007 and 2008 when the housing bubble burst, but building permits seem to be increasing since then.

Table 2.9: Housing Occupancy & Composition By Median Year Built In Selected Local Jurisdictions

Occupancy	Median Year Structure Built				
	Warren County	Hamilton Township	Harlan Township	Salem Township	Village of Morrow
Owner occupied	1992	2001	1986	1967	1951
Renter occupied	1982	2001	1953	1957	1952
Total	1991	2001	1984	1965	1951

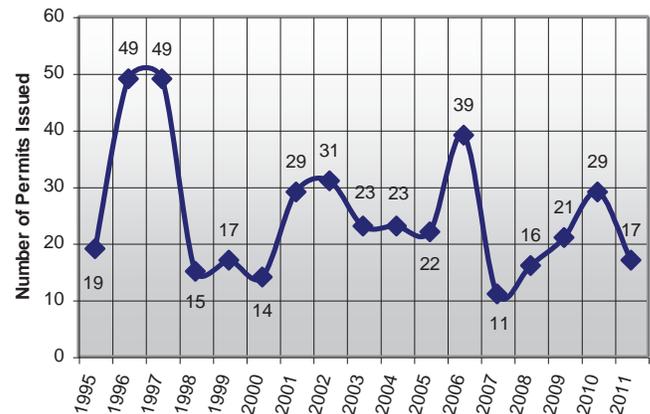
Source: U.S. Census Bureau

Housing Affordability: In Salem Township, the median household income in 2010 was \$54,875, as shown in *Table 2.5*. For housing to be considered affordable to a family earning the median household income, housing costs cannot exceed \$1,372 per month (30% of the median household income). A family earning 180% of the median income could afford to pay \$2,469 per month and still consider housing costs affordable. Conversely, households earning only 30 percent of the median income can afford \$411 in monthly housing related expenses. The median contract rent in Salem Township is estimate at \$587. Ninety Salem Township households (6% of households) make below 27% of the median household income.

According to the 2006-2010 American Community Survey, of the housing units with a mortgage, 37% spend more than 30% of the household income on housing costs and 171 households spent more than 50%.

Comparatively, 46% of rental households exceed 30% of their income for housing cost. Fourteen percent of all households spent more than 50% of household income on housing cost.

Figure 2.9: Salem Twp. Building Permit History



Source: Warren County Regional Planning Commission

Chapter 3: The Vision



Ch. 3: The Vision

The vision addresses new and emerging issues such as a growing population base; growing demands on natural resources; economic growth; quality of community facilities; and a variety of other forces that affect quality of life in Salem Township. The vision strives to capture the values and concerns of Salem Township as the community looks to the future.

RELATING THE VISION TO THE COMPREHENSIVE PLAN

A vision is an important part of any comprehensive plan. Essentially, the vision is an introduction and description that gives the rest of the Plan a direction. The vision says, “This is where we want to go.” The remainder of the Plan provides the concrete data necessary to move the Township towards its vision. The vision provides:

- A test for determining appropriate strategies;
- An explanation to the public of how the Plan came to be; and
- A yardstick for determining the effectiveness of the Plan, including its strategies over time.

The vision should represent a stretch for the Township, but not be impossible to achieve. In summation, the vision and the rest of the comprehensive planning process should feed off of and support one another. Further, a vision is irrelevant without a Plan and a Plan may be uninspired without a vision.

Developing the Vision

The “Vision and Goals” statements presented here were derived from public participation and were refined from subsequent meetings with the Comprehensive Plan Planning Advisory Committee (PAC), as well as general public. The planning process was open to the public and those that did participate represented a broad cross-section of the Township. The public provided invaluable insights into any issues involved with the Township and proposed possible solutions to improve the community’s quality of life.

Visioning Workshop

PAC members, Chamber of Commerce members, elected officials, Township residents and RPC staff participated in a Community Workshop on February 22, 2012. Participants were lead through a series of exercises, which helped articulate a vision for Salem Township. First, participants were asked to describe the strengths and weakness of the Township. Then, participants were asked to describe how the Township might look in 20 years without any preventative growth management controls put in place. Finally, respondents were asked to describe what they would like to see happen in the Township in the next 20 years. Participants then worked in small groups identifying key issues related to all aspects of life in the Township.

The Vision

Salem Township’s vision for the future is tempered by its scenic beauty, natural resources, history, and business climate. However, the Township’s greatest asset is the residents that live there. All of these attributes contribute to its accelerating growth and development. As this growth continues, it is essential that residents embrace a true vision for the Township, which respects the natural environment and traditional lifestyles, while also allowing for responsible growth and quality development. As the community strives to enhance the quality of life in the area, a balance between fostering new growth and preservation must be maintained in a manner that protects the rights of the individual, including private property rights.

Today, many of the Township’s recreational activities, quality of life, and business opportunities are derived from the area’s scenic beauty, historic preservation, and abundant natural resources. These should be preserved and protected for future generations. Education is another top priority that should be added to this list, especially as the Township transitions into the 21st Century.

This Plan portrays a vision of how the Township can grow, prosper, and enhance the quality of life of all residents in the next 20 years. The Plan proactively develops goals, objectives, strategies,

Salem Township Comprehensive Plan

and action items that will deliberately shape the future of Salem Township. The Plan also provides tools that the Township can use to address future growth in a more rational, cost-effective, and equitable way that is done so in the spirit of regional cooperation. The vision statement reads as follows:

“Salem Township is a unique and desirable rural community known for its safe and peaceful neighborhoods; quality schools; strong business growth; vibrant downtown; abundant recreational opportunities; and supportive civic minded residents.”

GUIDING PRINCIPLES

Preparing for Growth

Multiple themes surfaced repeatedly during the early planning stages for this document. These themes have been identified as “Guiding Principles” and serve as the foundation for drafting the goals and objectives found in the subsequent chapters. The twelve guiding principals of the Salem Township Comprehensive Plan are listed here:

1. **Well-Planned Growth:** New growth should be integrated into existing areas of the Township in ways that preserve waterways, open space, and natural resources. Encourage compact forms of growth that promote walking and biking as viable transportation means and include opportunities for all residents of the Township.
2. **Build Strong Communities:** Support development of strong families and socially diverse communities by providing a balance of jobs and housing, promoting civic involvement, enhancing public safety, and providing educational and recreational opportunities.
3. **Plan development so that it supports the revitalization of the Village of Morrow and established business centers.** This

principle allows for the efficient use of land, infrastructure, and resources by targeting new growth into the Urban Service Boundary and the Village. Some ways to accomplish this include:

- Clearly define the Urban Service Boundary, outlining areas appropriate for growth and new development;
- Increase allowable densities within areas designated for growth; and
- Maximize infill potential on vacant land.

In addition, identified growth areas should include:

- Higher density than surrounding areas and have a diversity in the type and scale of housing;
- A mix of uses;
- Access to public facilities, services and spaces; and
- Serve as a contrast with the surrounding countryside, characterized by open spaces, and large lot residential, productive farms, and forest land.

4. **Accommodate quality growth that respects the unique character of the Township, promotes economic opportunities where appropriate, and protects natural resources.** The Township’s natural resources including rivers, creeks, wildlife habitat, and groundwater recharge areas will be preserved. Furthermore, these specific areas will be mitigated from the potential negative impacts of growth and development. Residential growth outside of the Urban Service Boundary should be limited to low-density, large lot single-family development.
5. **Promote the health and vitality of the Township through economic and residential growth that is targeted to compact, mixed use centers at a scale appropriate for the Township.** Allowing

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businesses, services, and commercial space to mix with housing allows for people to walk to work, stores, and services; promotes healthier lifestyles; and builds social capital and civic engagement in the Township. Targeting economic and residential growth to compact, mixed-use centers also promotes economic vitality; lessens infrastructure costs; uses more land efficiently; and reduces the pressure for development in rural areas.

6. **Enable choice in the mode of transportation available and insure that transportation options are integrated and consistent with land use objectives.**

The Township will provide a transportation system that is safe and effective in the movement of motorists and pedestrians to and from destinations in the Township while maintaining the scenic roadways that line the Little Miami River and Todd's Fork. This increases accessibility for pedestrians, cyclists, students, and the transportation disadvantaged. This may be further accomplished by:

- Connecting existing and new roads instead of creating roads with dead ends;
- Initiating pedestrian connections to local schools and major activity centers;
- Increasing pedestrian and bicycle accessibility to the Little Miami Trail; and
- Requiring sidewalks and paths for bikes within new development.

7. **Protect and preserve environmental quality and important natural and historic features, including natural areas, water resources, scenic resources, and historic sites and districts.** Clean water, scenic resources, and natural areas are essential to Salem Township's economic future as well as the health and well being of residents and visitors. Ways to achieve this include:

- Identifying areas of significant environmental benefit and protecting those areas through ordinances and other strategies;
- Incorporating "green infrastructure" into site design;
- Preserving natural areas through conservation easements and other conservation methods;
- Using public buildings to demonstrate good examples of energy efficient techniques; and
- Adopting land use and development standards that ensure new development is designed to avoid damaging those resources.

8. **Provide the public with access to formal and informal open spaces, including the Little Miami River, Halls Creek, and Thornton Park.**

The promotion and maintenance of recreational uses and public access of the Little Miami River is essential to maintaining the character of the Township. Incorporating formal and informal open spaces into the Township creates a sense of place and provides recreational opportunities, places to meet, and natural habitat for various species of wildlife. This is true both within the Village and rural portions of the Township where public spaces, recreation fields, and pathways serve as important gathering places. The development of new trails and linkages to The Little Miami network of trails and Halls Creek woods will provide both passive and active recreational opportunities and provide opportunities for alternative modes of transportation. The improvement of existing parks and recreational centers is the primary focus. The improvements include concessions and restrooms facilities at Veteran's Park, a Dog friendly park space, and proper signage for the parks.

9. **Provide housing that meets the needs of a diverse range of social, income, and age groups.** This includes apartments, condominiums, senior housing, and town

homes, in addition to single family homes. It allows for appropriate densities and housing diversity that meets the needs of a wide range of different people.

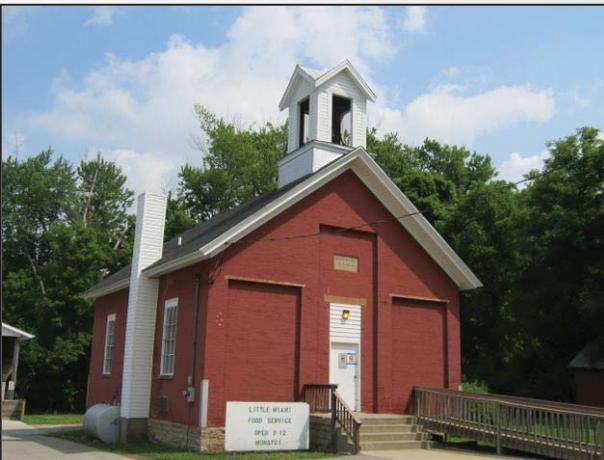
10. **Support a wide range of viable business/industrial enterprises, including locally-owned businesses** in the Village of Morrow; the Township's core business areas; and an identified industrial growth center. In addition, support expanded home businesses in the rural areas. Fostering business growth and development in the Village of Morrow and established business areas reinforces those areas as a center of Township life and contributes to the social integration of residents. It is also an effective use of existing infrastructure and a way to maximize past public investment. Balancing economic development in downtown businesses with opportunities for industrial growth in select areas maintains the Township's historic landscape and prevents scattered commercial development along US 22/3 from undermining the vitality of The Village of Morrow and established business centers. The revitalization of downtown Morrow for commerce is an important part of the Township's Plan. However, the need for an increased commercial employment base and a new industrial district is recognized.
11. **Balance growth with the availability of economic and efficient public utilities and services through the investment of public funds.** Commit to the investment of public funds in the most efficient, cost effective manner possible. Further, public spending decisions should be coordinated with land use and development decisions to ensure that growth is targeted to areas where public utilities and services exist and by avoiding the extension of those utilities into areas that are identified for low density development. Encourage shared community facilities and cooperative agreements for the delivery of public services.

12. **Link community facilities and services to land use planning and development decisions so that they have the capacity for expected growth and are in place when needed.** Public infrastructure maintenance and projects should be expanded to meet evolving needs and to achieve economic service delivery efficiently. Excellent schools, community facilities, and other services will be provided at the highest economically possible level. This will promote a sense of well-being, safety, and security for the residents of Salem Township. The Township has a vision to develop and maintain a state of the art educational system that is planned and constructed to accommodate anticipated student growth and serve to maximize public funds and the functionality of public facilities.

These guiding principles should be accomplished through coalitions with stakeholders and engagement of Township residents. To gain public confidence and credibility for the planning and implementation process, engaging the public is a key component of success. A greater understanding of the goals, policies, and strategies of this Plan will help alleviate fears and create a dialogue that can build an understanding of divergent points of view.

THE VISION

“Salem Township is a unique and desirable rural community known for its safe and peaceful neighborhoods; quality schools; strong business growth; vibrant downtown; abundant recreational opportunities; and supportive civic minded residents.”





Chapter 4: Land Use



Ch. 4: Land Use

The land use component of a comprehensive plan does more than designate some areas for housing, some areas for office buildings, and other areas for parks. It harnesses public participation to define land use priorities for housing, recreation, economic development, and community identity. It considers the big picture and thinks long-term.

Future land use categories are not set in stone. Designations for residential, commercial, industrial, and other land uses are intended to be guidelines, facilitating informed decisionmaking by local officials and residents. It is important to clarify that the land use categories established in this chapter are not the same as zoning; they cannot directly affect local regulations unless the Salem Township Trustees choose to amend the Township Zoning Code in accordance with the Comprehensive Plan.

Land use categories do serve an important purpose, however. Land use categories are an important reference used when updating a zoning code and when reviewing proposed development. When thoughtfully planned and well organized, a land use chapter such as this should successfully:

- Shape the community's identity by determining the character of:
 - development
 - parks and open space
 - balancing rural character and economic development.
- Reduce conflicts or nuisances between neighboring land uses.
- Manage population growth to preserve the rural character of Salem Township.

As part of this chapter, a total of six land use categories are listed in the text box on the right. These land uses are also illustrated in the 2012 Future Land Use Map (*Figure 4.5*) and defined later in this chapter.

The 2012 Future Land Use Map is the combined product of community participation as well as existing environmental and development conditions that make the different subareas of the Township

Salem Township Land Use Categories

- Rural Residential
- Suburban Residential
- Mixed Use (Commercial and Residential)
- Mixed Use Light Industrial/Office
- Public/Semipublic
- Recreation and Open Space

unique. These considerations are reviewed in this chapter as follows:

1. Existing Land Uses
2. Land Suitability Analysis
3. Issues and Opportunities
4. Goals and Objectives
5. Future Land Use Map & Description

EXISTING CONDITIONS ANALYSIS

Land Use Pattern Overview

The existing land use patterns in Salem Township can be traced to a multitude of historic factors, most of which can be generalized into three overriding themes:

- Most structures built before 1950 are located in or near Morrow, the historic center of Township growth. The Village is relatively dense and walkable. Vestiges of a vibrant commercial district are still present in the downtown.
- Postwar residential development is radiating eastward from Hamilton County. This development is lower density compared to Morrow's historic development, with lot sizes often greater than two acres.

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- Limited opportunities to cross the Little Miami River have resulted in the majority of development, both historic and current, being located south of the river.

Despite considerable historic and recent examples of development, Salem Township is still fundamentally rural in character, with 56% of the Township’s land used for agricultural purposes or open space. Existing residential overwhelmingly consists of single family homes on large lots interspersed with agricultural uses and wooded areas. Low density residential is found throughout the Township but is mostly concentrated in the southwest between Morrow and Hamilton Township.

Table 4.1: Existing Land Uses

Land Use	Acreage	Percent of Total
Agricultural & Natural Habitat	7,214	56.4%
Rural Residential	4,490	35.1%
Parks, Recreation, & Open Space	894	7.0%
Utilities	66	0.5%
Commercial	45	0.5%
Mining	38	0.3%
Bike Trail	13	0.1%
Two-family & Multifamily Residential	13	0.1%
Public Institutions	11	0.09%
Mobile Home Parks	10	0.08%
Industrial	6	0.05%
Office	0	0.0%
Single Family Suburban Residential	0	0.0%
Total	12,800	100%

Evolution of Salem Township Land Uses

Historic settlement patterns of Warren County have heavily influenced the location and type of land uses found today in Salem Township. The Village of Morrow was surveyed and platted in 1844-45 in response to the newly constructed railroad that followed the river. For the next 100 years population growth was concentrated in and around Morrow. The roads that were built before and during this time served to connect the lumber, paper, and grist mills in Roachester, Millgrove, and Morrow with Cincinnati and Lebanon. These early examples of Ohio industry have long since vanished, however SR 123, US 22/3, and Mason-Morrow-Millgrove Road remain a testament to these early transportation routes. These routes continue to link farms and homes to areas outside the Township via local roads. As the latter half of the 20th century progressed, Salem Township transitioned from an area characterized by small industrial villages surrounded by expansive farmland to a low-density bedroom community with rural and semirural characteristics.

During the postwar years, commercial uses became less prevalent in Morrow and Roachester and all but vanished in Senior and Millgrove. The Morrow Plaza, which consists of local retail uses, sprouted just east of the Village along US 22/3. The US 22/3 corridor east of Morrow was also attractive to small, homegrown commercial and light industrial businesses, which took root there amidst scattered single-family homes. This mixed-use corridor stretches from Morrow to Roachester and is the only significant nonresidential development in the unincorporated area of Salem Township.

In the 1970s, exurban residential began to appear throughout the Township, most often along existing roads such as Fosters-Maineville, Morrow-Rossburg, Woodward-Claypool, and SR 123. Land between Morrow and Hamilton Township was particularly prone to exurban development due to access provided by US 22/3 and the proximity to economic opportunities to the west of Salem Township. Northern Salem Township remained somewhat sheltered from development due to limited access across the Little Miami River as well as uneven terrain on the north bank (see *Figure 4.1* on the following page).

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Figure 4.1 Existing Land Use



1 inch = 6,000 feet

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One exception to the low-density development found throughout Salem Township is a large residential development on the former ski slope in Morrow. Upon completion, the development is expected to have over 900 single-family homes on relatively small suburban lots. The Village had annexed the land in 1974.

Although the urban-rural dynamic that once characterized land uses in the Morrow-Salem Township relationship has evolved considerably from the early 20th century, the Village remains in many ways the social and business center for the surrounding area.

1995 Land Use Map & Current Zoning Map

A community's land use policy is predominantly guided by two documents; 1. a comprehensive plan and 2. a zoning code, which includes a zoning map. As noted before, comprehensive plans only establish a general vision and do not directly affect zoning policy. Ultimately it is up to local officials and the public to make certain parts of the Plan a reality by translating the Plan into the Zoning Code.

When Salem Township last updated its Zoning Map in 2003, the Zoning Map failed to convert much of the 1995 Comprehensive Plan into zoning policy. For example, the 1995 Plan suggested that most of the Township remain zoned for rural residential uses while calling for suburban residential, multifamily, and commercial uses surrounding the Village of Morrow. Property along the US 22/3 corridor between Morrow and Roachester was also designated for a combination of denser residential and commercial uses. The multiple land use categories suggested in this area were designed to accommodate existing development, which included apartments, small businesses, and single-family homes. To review the Future Land Use Map from the 1995 Plan, see *Appendix A*.

The intent of the 1995 Plan was to encourage non-agricultural development inside the Urban Service Area, where infrastructure and emergency service provisions are already in place and most economical to provide. The 1995 Plan also preserved the quintessential rural character for the remainder of Salem Township. In fact, this 1995 Land Use Plan in many ways resembles the Land Use Map proposed in the 2012 Plan.

Unfortunately the current Zoning Map does not reflect the 1995 Plan. Virtually the entire Township is zoned Rural Residential (R-1) except for a solid band of General Business (B-2) along US 22/3 that stretches from Morrow to the border with Washington Township.

This long band of B-2, General Business zone, was likely created as an economic development strategy to make the area available for new businesses that could enjoy access to US 22/3.

In practice, this commercial zone has proven problematic due to the numerous single-family homes and apartments located here. For example, homeowners who wish to construct a back deck or build a home addition find themselves forced to apply for variances and special exemptions due to their location in a business zone. In this case, the homeowner's desire to improve his or her home is reasonable, but it technically should not be granted in a commercial zone. The resulting conflict suggests that the B-2 zone is inflexible and poorly suited for much of this corridor. The current Zoning Map is shown in *Figure 4.2* on the following page.

LAND USE SUITABILITY ANALYSIS

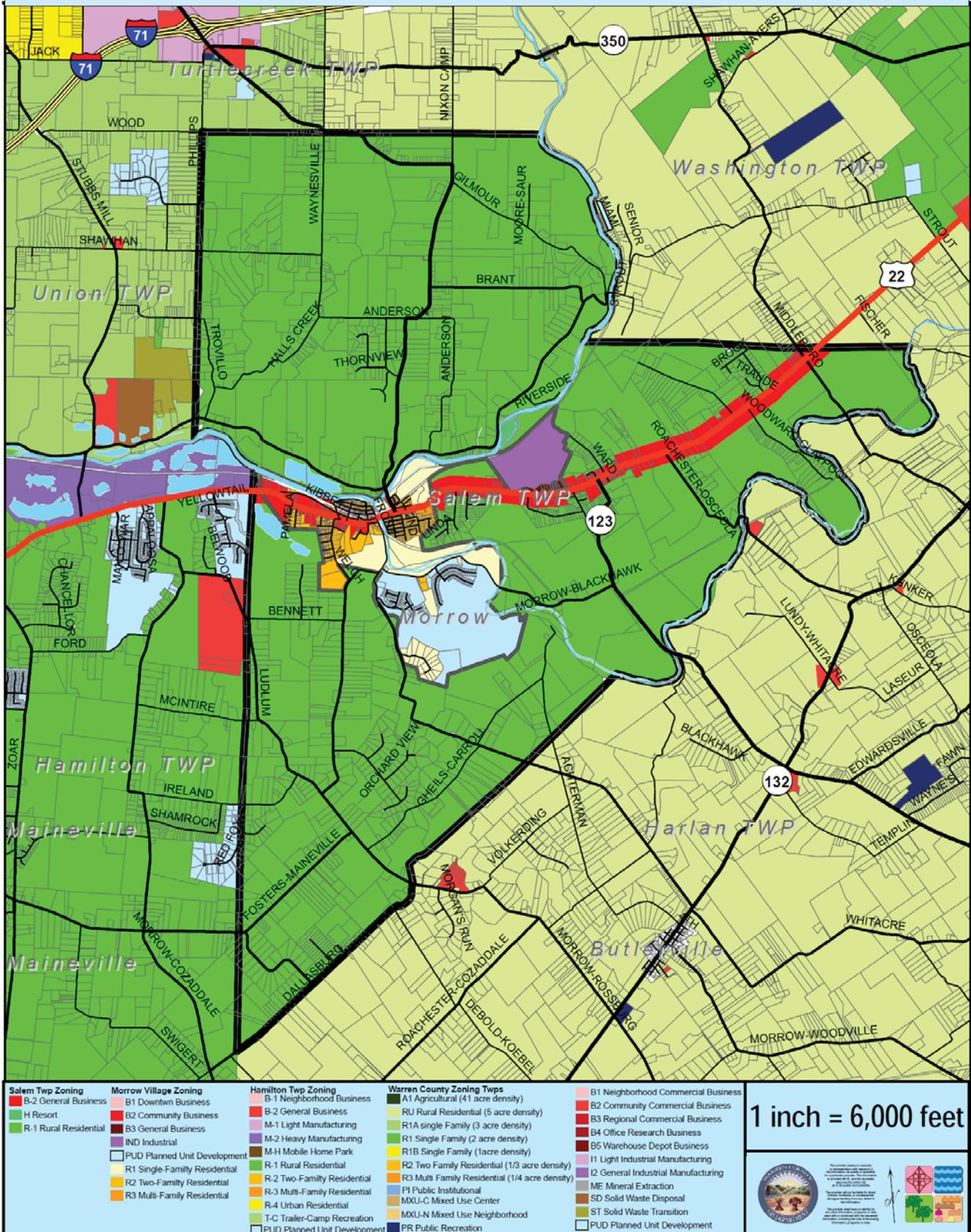
The "Land Use Suitability Analysis" is perhaps best thought of as not one analysis, but many. Each analysis in itself is a straightforward concept such as flood risk, slope, or sewer access that all affect development potential. Together, these analyses produce a multifaceted understanding of development issues. Understanding development issues paves the way to the next step, which determines what land uses are most suitable for different parts of Salem Township and ultimately, creating a Future Land Use Map. Below is a review of each component of the "Land Use Suitability Analysis."

Highway and Road Accessibility

It should be no surprise that road access, in general, and freeway access, in particular, is a major determinant in whether property is suitable for industrial or commercial uses. Developers and businesses often focus on specific transportation characteristics when considering development of real estate such as:

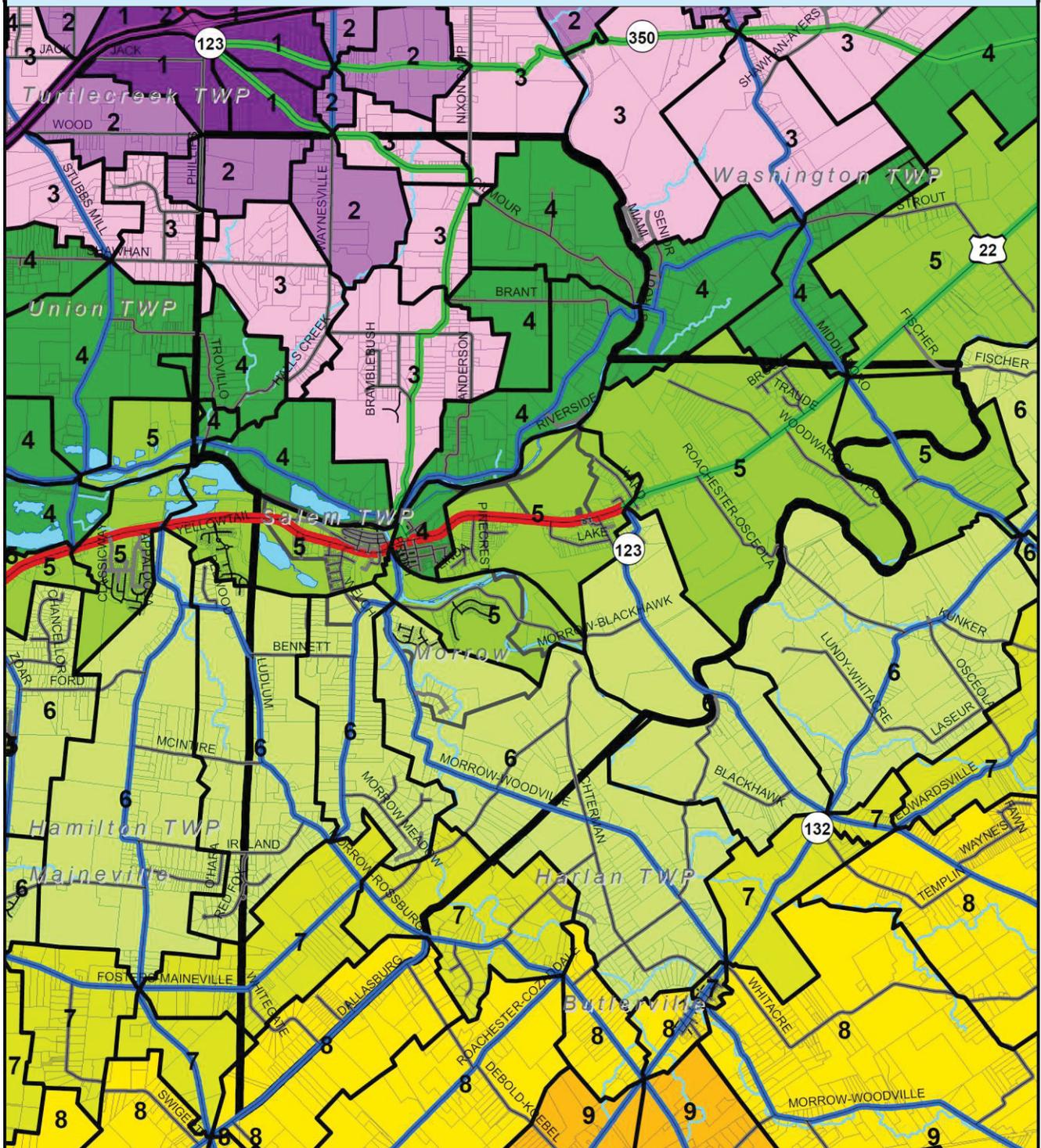
Salem Township Comprehensive Plan

Figure 4.2 Current Zoning



1 inch = 6,000 feet

Figure 4.3 Interstate Accessibility



Road Functional Class	Number of Network Road Intersections From An Interstate Interchange	Other Items
Interstate	1	Lakes & Rivers
Primary Arterial	2	Parcels
Secondary Arterial	3	
Collector/Distributor	4	
Local Road or Other	5	
	6	
	7	
	8	
	9	

1 inch = 6,000 feet



Salem Township Comprehensive Plan

- The number of major road intersections from the nearest interstate interchange as a measure of proximity.
- Access to an arterial road.

Map *Figure 4.3* shows location access of properties to I-71. Real estate that is located three or fewer intersections from an interstate is considered most ideal for industrial and commercial development (residential is less affected by freeway access).

Salem Township enjoys good access to I-71 by way of SR 123 and Waynesville Road. Both roads will likely need widened and segments of Waynesville Road would possibly need re-profiled to facilitate the truck access required for industrial or commercial uses.

Sewer and Water

The presence of a sanitary sewer system or the potential to expand such a system is perhaps the single most important public facility in determining the density and location of growth. Basically, it is the difference between attracting any kind of development or no development at all except rural residential.

The land within the Village and the Urban Service Area has access to sanitary sewer, making suburban residential densities possible in this area. Presently no other land in Salem Township has access to central sewer, although it is possible that sewer lines from the Lebanon system will one day reach northern Salem Township via SR 123. Central sewer access in this area would significantly increase the potential for development near Waynesville Road and SR 123.

Water lines are also an important determinant of growth, albeit to a lesser degree than central sewer. Single family homes as well as some industrial or commercial uses with low water requirements are able to satisfy their water needs with private wells. Other land uses with greater water demands may find that private wells will not adequately satisfy water needs. Land use categories that generally require large amounts of water include multifamily development, denser single family or mixed-use development, and more intense commercial and industrial uses.

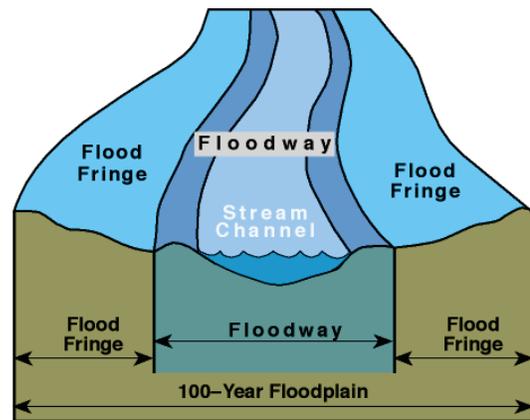
Water access is abundant throughout much of the Township and will not have a serious impact on

land use decisions. Only a few patches of the Township, located east and southeast of Morrow, are not near an existing water main.

Flood Risks

The risk of damage to property or loss of life is a serious consideration when evaluating locations conducive to development. When assessing an area's risk of flooding, engineers divide the floodplain into several areas, shown in *Figure 4.4*.

Figure 4.4: Components of 100-Year Floodplain



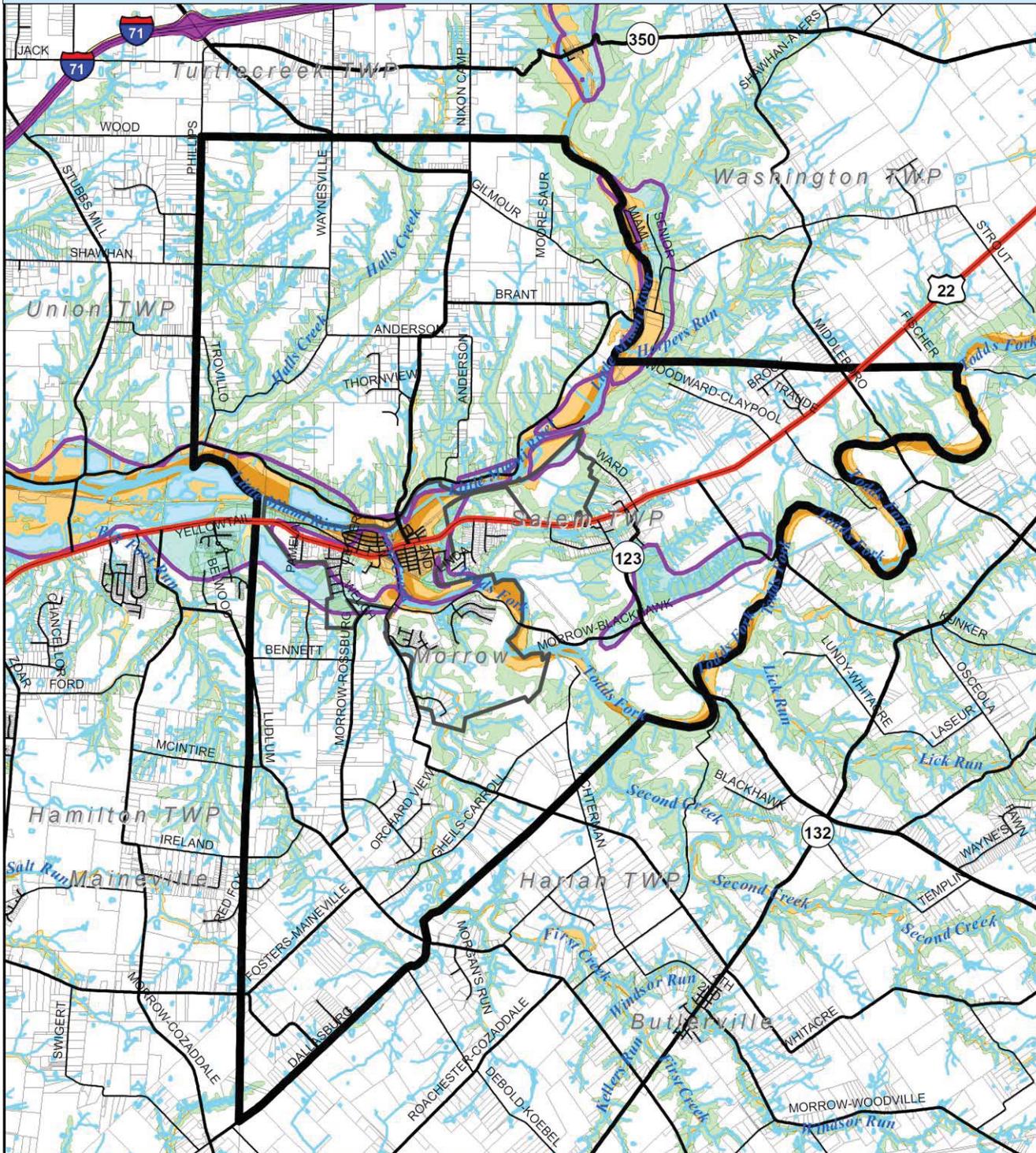
Source: Ohio Department of Natural Resources www.ohiodnr.com/water/pubs/fs_div/fectsht12/tabid/4095/Default.aspx

The floodway is the portion of the floodplain where the floodwaters flow strongest and quickest when the stream is at flood stage. No moving of soil or development is permitted in the floodway according to regulations established by the Federal Emergency Management Agency. The portions of Salem Township that lie within the floodplain are shown in *Figure 4.5*, along with other development constraints including steep slopes and aquifer recharge areas.

Beyond the floodway lies the flood fringe, which includes all the floodplain outside the stream channel and floodway. Managing development in the flood fringe can be a more complex affair, as state and federal regulations do not prevent local governments from allowing development in the floodplain. Flood insurance can be costly for development located in the floodplain, however, and some communities implement a zoning category that prohibits development of the floodplain to reduce the risk of flood damage.

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Figure 4.5 Floodplain, Steep Slope & Aquifer Areas



Protection Concern Sensitive Areas - Development Constraints

- 100 Year Floodway (In Zone AE - 1% Chance Each Year)
- 100 Year Floodplain (All A Zones - 1% Chance Each Year)
- 500 Year Floodplain (Zone X - 0.2% Chance Each Year)
- Steep Slope Soils (Over 6% Slope)
- 3+gpm Groundwater Yield Potential Area

Roads

- Interstate
- US
- State
- County
- Local

Other Items

- Parcels
- Waterbodies (Lakes & Ponds)
- Watercourses (Rivers, Creeks & Streams)

1 inch = 6,000 feet



PLANNING COMMISSION
Salem Township
1000 Main Street
Salem, OH 44484
419-398-1234



Steep Slopes

Salem Township hosts a relatively large area of gentle slopes and steep hills when compared to most of Warren County. Slope can significantly impact a site's potential for various kinds of development. For example, even the gentlest of slopes (greater than 2%) can make a site unattractive to developers for large commercial or industrial buildings. These land uses require large building pads with flat areas for parking. Other land uses such as smaller commercial buildings are more tolerant of slopes up to 6%. Small residential buildings are the most flexible land use, and can comfortably be built on slopes as great as 12%.

Despite Salem Township being somewhat hilly compared to most of the County, slopes greater than 12% cover less than a quarter of the Township's territory. These spaces often lie in the floodplain or include heavily wooded embankments along the river and creek valleys. Because rainwater runs off slopes and is less likely to permeate the soil, preserving steep slopes for agricultural or conservation areas also serves to reduce the intensity of flooding and mitigates sedimentation of manmade and natural drainage systems.

Salem Township's steep slopes are concentrated near the river and Todd's Fork, with additional steep ravines flanking the side of smaller streams and creeks. The largest concentration of flat land is in the northern part of the Township near SR 123 and Waynesville Road and in the southwestern "triangle" between Morrow and Hamilton Township.

Aquifer Contamination

A little over 5% of Salem Township lies over what is called an "aquifer recharge area". These areas are associated with increased rates of flow from surface waters to ground water. Aquifers are an important source of water for communities such as Morrow, South Lebanon, and Lebanon, all of which have well fields in or near Salem Township in the Little Miami River valley. Managing land uses in the aquifer recharge area can avoid accidents where harmful substances taint the groundwater, an imperative measure for maintaining a safe local water supply.

Compatible Land Uses

Compatibility between land uses is one of the overriding considerations in any comprehensive plan. An extreme example of incompatible land uses may be single-family homes next to heavy industrial use or a landfill. Luckily, such blatantly incompatible land uses are usually avoidable. Other land use combinations, however, require a compromise between compatibility and flexible development rights. For example, a small repair shop along US 22 in Roachester is probably not a nuisance to nearby residential uses. Occasionally, however, neighbors might hear noise from the repair shop.

Both existing and proposed land uses call for an overwhelming majority of Salem Township to be designated for Rural Residential, guaranteeing that most of the Township will be unaffected by conflicts with neighboring land uses. Potential nuisance issues associated with a mixed use residential/commercial area along US 22/3 as well as nonresidential uses proposed in this Plan can be abated through the judicious use of landscape screening, setback requirements, and traffic management.

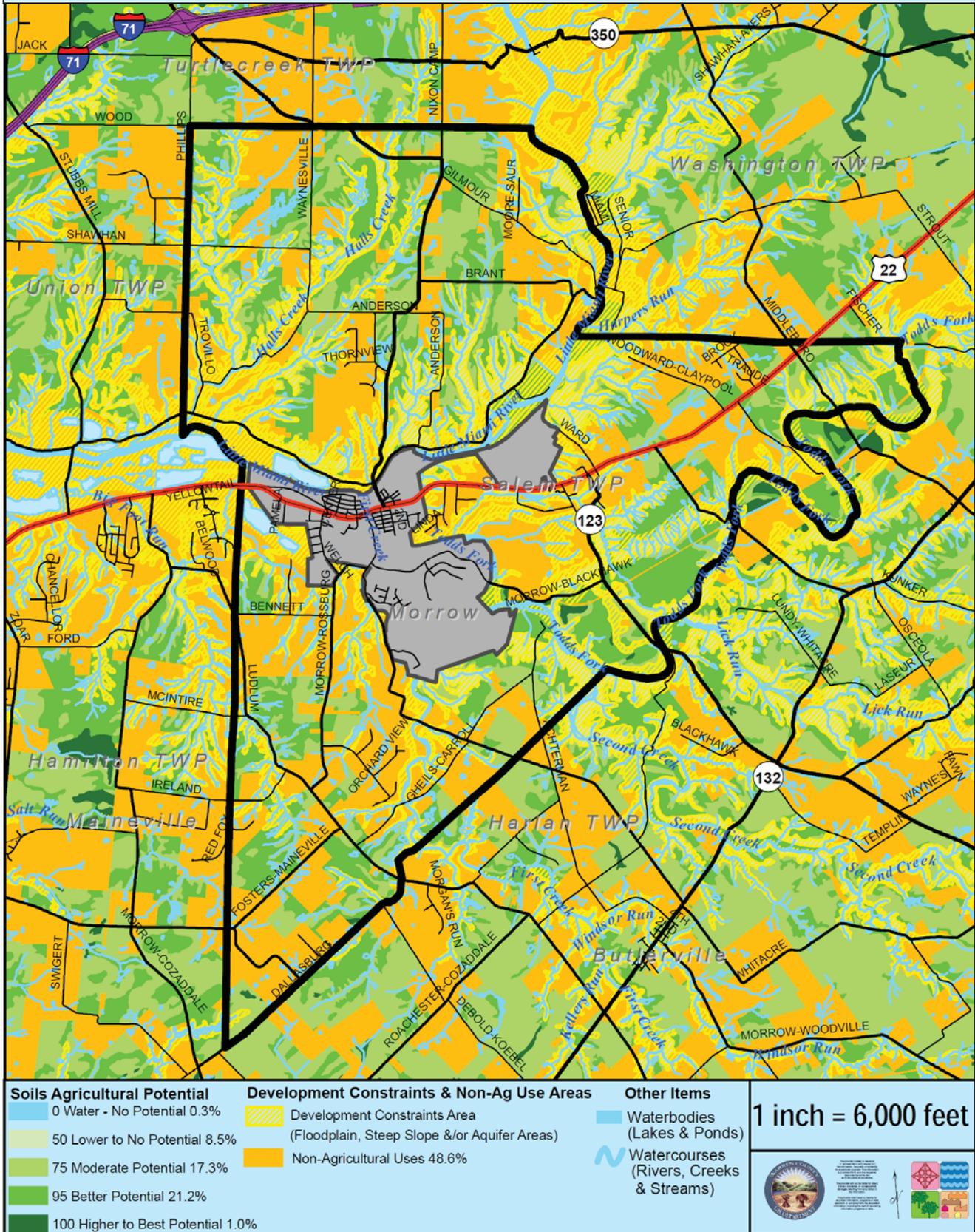
Prime Farmland

Agricultural land uses are well suited to large, flat, fertile land that is not saturated with water. The largest areas of agricultural land are located in two parts of the Township; one lies between Anderson Road and the Township's border with Turtlecreek Township; the second is found southeast of Roachester. Map *Figure 4.6* shows rating of the soils for agriculture along with development constraints as environmentally sensitive areas.

With the exception of soil fertility, the site characteristics that make land desirable for commercial or industrial development are also ideal for agriculture. This unfortunate irony requires communities to consider issues such as community identity and economic benefit when deciding which areas should be designated for development and which may be preserved in a rural state.

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Figure 4.6 Agricultural Potential & Development Constraints



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ISSUES AND OPPORTUNITIES

The community workshops and PAC meetings provided a venue to discuss issues and opportunities related to Salem Township's current land use policies. Residents were encouraged to share their ideas and feelings freely, even if some of the issues and opportunities seemed at odds with one another. For example, how should the community balance rural character with economic development?

Issues

Balancing Land Uses: The evolution of land uses in Salem Township over the course of the 20th century generally reflected a typical township on the metropolitan fringe, as a slow but steady influx of new residents sought single-family homes on large lots in a rustic setting. The result is that much of Salem Township features hundreds of suburban houses on large lots, often adjacent to wooded areas or farmland. However, while Salem Township has enjoyed an influx of new residents, commercial and industrial development has not kept pace with residential development. The result is that Salem Township has relatively little nonresidential uses to support the local tax base, leaving the burden to residential property owners.

Inflexibility of Zoning Designations: As discussed earlier in this chapter, the US 22/3 corridor between Morrow and the border with Washington Township is entirely zoned B-2, despite the existence of numerous single family homes. Residents who wish to build a home addition or construct an accessory building are often blocked by the B-2 zoning requirements from doing so, as the B-2 zone does not permit residential uses. Given that many small businesses are also located along this corridor, rezoning the area back to a strict residential zone would not be an effective solution.

Opportunities

Land Use as an Economic Development Strategy: While most of Salem Township is reserved for rural residential uses, the public supported the creation of commercial and industrial districts in key areas to reinforce the local tax base and provide local employment opportunities. While it is true that many organizations and policies are needed to enable this kind of development, creating a commercial or light industrial land use category

would be a first step. Flat, undeveloped land near I-71 in northern Salem Township was considered by participants to be the most ideal economic development opportunity.

Recreational Uses along the Little Miami River: The Little Miami River is currently the scene of numerous recreational opportunities. These include kayaking, canoeing, and rafting activities. Small portions of the river are accessible to the public, providing opportunities for fishing or enjoying nature. Wooded riverbanks provide opportunities for bird watching, particularly where Morrow Veteran's Memorial Park approaches to river.

Promotion and maintenance of recreational uses such as these are imperative to the residents who participated in the planning process. Many of these individuals felt river related recreation could have a positive economic impact on Morrow by encouraging visitors to recreate, shop, and dine all in the same area. Like rural character, the scenic river valley and associated recreational opportunities enhance the quality of life in Salem Township.

Growth and Investment in the Urban Service Area: The consensus among residents and members of the PAC was that denser, suburban single family residential is best suited to Township land adjacent to the Village of Morrow. This area provides the public facilities that are ideal to support additional growth such as the Morrow-Salem Township Fire Department, nearby Little Miami schools, parks, and the Village Library. Central sewer service, crucial for denser suburban or mixed-use development, is also available here. Growth in this area would create a larger consumer base for the existing Township businesses, which are also primarily clustered in Morrow.

Preservation of Rural Character: Public comments during community meetings indicated a strong preference to retain Salem Township's rural character. Residents also wished to maintain a development pattern for single-family homes on large lots complemented by wooded areas and farmland. Despite isolated areas being designated for commercial or industrial uses at strategic locations, this Comprehensive Plan reserves most of the Township for these low-density residential and agricultural purposes. The preservation of the Township's rural identity is certainly and

Salem Township Comprehensive Plan

achievable goal; Salem Township is not likely to face the development pressure seen in neighboring Hamilton Township within the next 20 years.

Preservation of Salem Township's rustic image was also considered a quality of life issue. Participants believed the rustic image provides the quintessential rural setting that lured many of Salem Township's residents to the community in the first place.

Flexible Mixed Use Districts: The experience of residents in the Township demonstrates the shortcomings inherent to using a single-use zoning district in a mixed use area. Salem Township has an opportunity to craft a new, more flexible zoning district that permits both small scale commercial uses as well as residential along the US 22/3 corridor between Morrow and Roachester. It is important to devise standards that provide desired flexibility but also rely on techniques such as buffering and screening of certain land uses to ensure enjoyment of property for neighboring owners.

GOALS & OBJECTIVES

Members of the PAC and of the public were asked to consider the aforementioned issues and opportunities to create the goals and objectives listed below. These goals and objectives serve as a policy foundation not only for the 2012 Future Land Use Map, but for creating the strategies found in the Implementation chapter of this Plan (*Chapter 9*).

GOAL 1: Enable commercial and light industrial development in strategic areas.

Objectives:

- 1.1. Promote and explore potential locations for commercial and industrial development.
- 1.2. Allow mixed residential/neighborhood commercial uses along US 22/3.
- 1.3. Promote small-scale commercial and other non-residential uses where infrastructure and existing conditions are most conducive to this development.

GOAL 2: Conserve and protect the natural environment and the scenic character of the river corridors.

Objectives:

- 2.1. Promote and maintain the recreational uses of the Little Miami River.
- 2.2. Protect the natural and scenic environment around the Township's waterways.
- 2.3. Conserve and protect the natural environment.

GOAL 3: Maintain a low density & rural character.

Objectives:

- 3.1. Maintain a pattern of large-lot residential and rural land uses outside the Urban Service Area.
- 3.2. Maintain zoning regulations that provide for desired development character and respects private property rights.
- 3.3. Keep higher intensity uses, both commercial and residential, in and around the Village of Morrow.
- 3.4. Encourage residential development outside the Urban Service Area that preserves the rural and natural environment.
- 3.5. Permit and encourage small-scale-lodging and ecotourism uses.

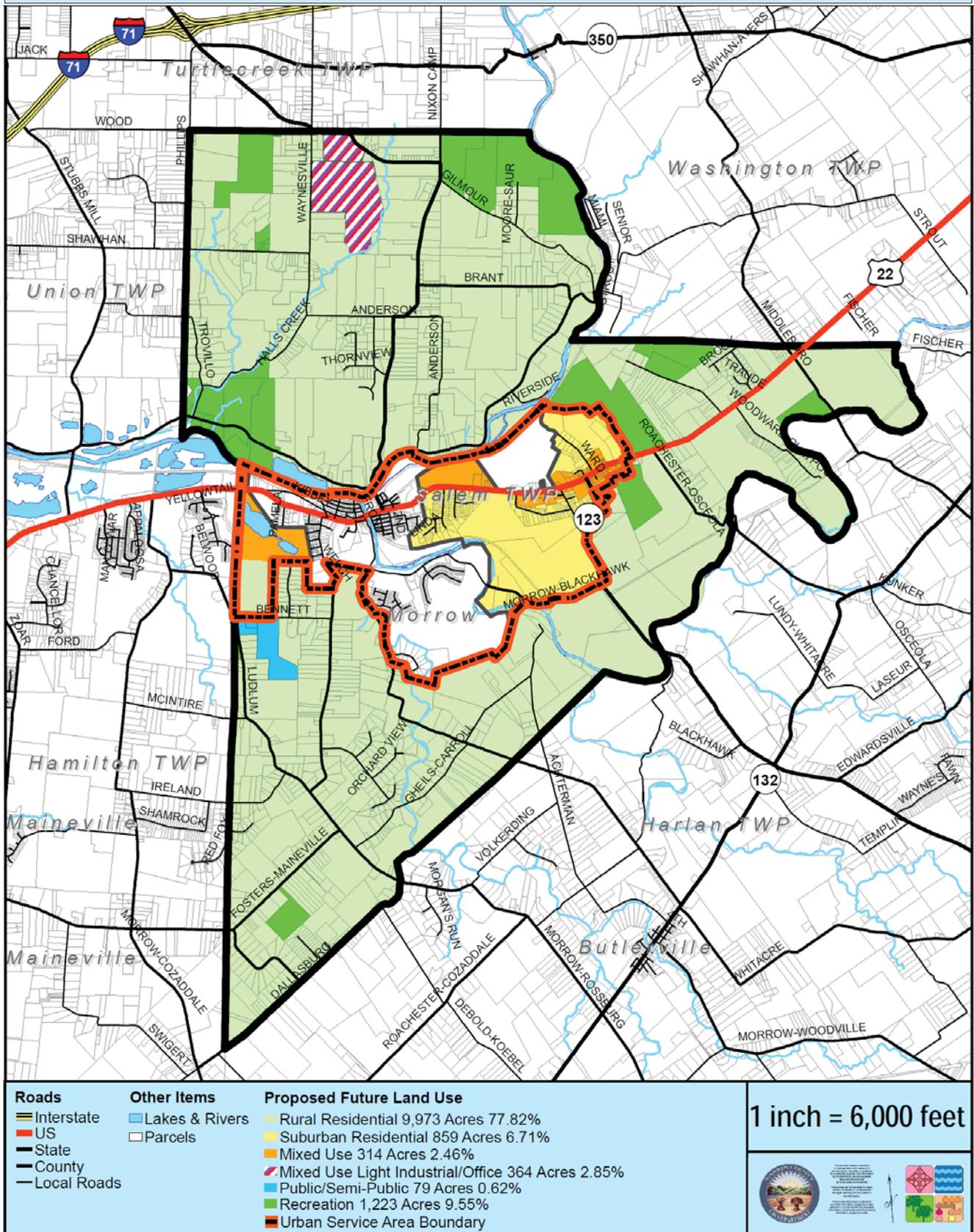
FUTURE LAND USE

The Future Land Use Map, or FLUM, is presented in *Figure 4.7* on the following page and in many ways is the culmination of the comprehensive planning process. It synthesizes input from public and Township officials, used to create and define land use categories. The land use categories provide guidance on where and how the Township addresses growth and development in various locations.

The FLUM presented in this Plan is in many ways similar to the FLUM found in the 1995 plan, and has several similarities with the existing Zoning Map used by the Township. However, the 2012 FLUM does suggest several small but notable changes from both of these documents based on public input received during the planning process. As noted previously, the land use categories proposed in this Plan are not the same as zoning. See the *Land Uses vs. Zoning Districts* text box on page 39 to read more.

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Figure 4.7 Future Land Use Map (FLUM)



Salem Township Comprehensive Plan

The 2012 FLUM reserves most of the Township for low density, rural residential. Like the 1995 Plan, more intense land uses such as suburban residential, mixed residential, and commercial uses are clustered around the Village of Morrow and along portions of US 22/3. The 2012 FLUM differs from both the Zoning Map and the 1995 Plan, however, in two significant ways.

- The US 22/3 corridor between Morrow and Roachester is depicted as mixed use to allow both small businesses and residential uses in the same area. This is due to the diversity of existing land uses in this area, which include local businesses, single-family homes, and multifamily buildings.
- The 2012 FLUM calls for the designation of a substantial amount of land (about 3% of the Township area) in the northern part of the Township for mixed light industrial/office uses. Low intensity, clean industry and offices are suggested for this land use.

In total, there are six land use categories found in the 2012 FLUM. A general description for each is included in the following subsections.

Land Uses vs. Zoning Districts:

It is worth describing in greater detail a point made at the beginning of this chapter; that land use categories described in a comprehensive plan are not the same as zones (also called zoning districts) described in the Zoning Code.

Land use categories outline a long-term vision for physical development, while zoning is the legislative ordinance that regulates future development.

Land use categories are usually broader than the zoning districts outlined in a Zoning Code. Therefore, the comprehensive plan may outline fewer land use categories than there are zoning districts. The result is that each land use category may later be translated as multiple zones in Zoning Code. For example, the land use category “Rural Residential” may be made into two or three zones such as RU (rural residential) and R1 (low density residential).

Rural Residential

The Rural Residential designation applies to over three quarters of Salem Township’s land area, making it by far the most widespread land use category recommended as part of this Plan. The intent of the Rural Residential land use is to protect the rural or natural character of the Township where agricultural uses or natural ecosystems are the most common land use. The intensity of development in these areas should be low, with gross densities not exceeding one dwelling unit per five acres. While lot sizes themselves may be considerably smaller than five acres, maintaining a gross density no higher than one dwelling unit per five acres will allow the development to retain farm fields or conservation areas as part of the surrounding neighborhood in perpetuity.

To encourage the use of conservation design and cluster development, houses should be arranged on sites that protect natural features or fields. It is recommended that developments proposing more than a handful of homes be reviewed as a planned unit development (PUD). Reviewing the proposal as a PUD will ensure the development maintains the rural character of Salem Township. Techniques such as density bonuses or other incentives can be used to encourage rural conservation design.

Suburban Residential

Suburban Residential is the third most prevalent land use in Salem Township following Recreation and Rural Residential. This land use will consist primarily or entirely of single-family homes, depending on how the Township interprets this land use category when revising the Zoning Code. Single-family homes are generally placed in the center of moderately sized lots that feature large front and back yards. Typical densities in a suburban single-family category can range from two to four dwelling units per acre.

Mixed Use (Commercial & Residential)

A mixed land use category is a broad category that allows different land uses to coexist within the same area. A FLUM may feature multiple mixed uses, as mixed uses can cover a broad range of land use combinations. For example, some mixed use districts allow small neighborhood commercial and single family homes in the same area. Other examples mix light industrial and office uses.

Salem Township Comprehensive Plan

The Mixed Use category presented in this Plan is applied to the US 22/3 corridor between Morrow and Roachester where the existing building stock includes a broad range of local commercial, single family, and multifamily land uses. Applying a mixed use category to this area will provide property owners greater flexibility in creating or modifying existing buildings. This land use is also applied to a small portion of western Salem Township between Bennet Road and US 22/3.

The intent of the Mixed Use district is to allow development of small scale commercial and light, clean industrial uses in a manner that that does not create nuisances for adjacent homes and apartments. While some mixed use districts are designed to create an “urban” atmosphere, with a high emphasis on walkability and urban design, this particular Mixed Use district is not intended to foster a dense, urban corridor. It should ensure however, that development have an attractive street presence given that US 22/3 is the most conspicuous corridor in the Township.

Care should be taken when translating a mixed-use district into the Zoning Code to ensure that uses within the district are compatible. Several techniques that may be useful when mixing residential and commercial uses include:

- Limiting business hours to daytime operations
- Screening and landscaping standards
- Establishing setback requirements for adjacent residential and commercial buildings
- Limitations on commercial building size

Mixed Use (Light Industrial & Office)

The Mixed Use Light Industrial/Office area is applied in only two locations found near Salem Township’s northern border and within a short distance of the I-71/SR 123 interchange. This area was determined most appropriate for light industrial or office uses for the following reasons:

- It is located near an interstate interchange
- The designated areas include large, undeveloped areas
- The parcels have access to major roads that can be improved for increased traffic

- The slope in the designated area is approximately 2% or less
- This is a low-density area, reducing the chance for conflicts with neighboring land uses.

The purpose of the Mixed Use Light Industrial & Office is to create opportunities for economic development in Salem Township, fulfilling two community needs

- Diversifying the tax base to include more nonresidential uses
- Provide employment opportunities for residents

While it is certainly important to explain what the Mixed Use Light Industrial/Office Use entails, it is also important to explain what it is not. Heavy industrial uses associated with significant air or water emissions are not envisioned for this land use. Instead, industrial uses should be smaller in scale and have minimal impact on the environment or nearby homes. Regarding office uses, the intent is not to encourage multistory office buildings or regional headquarters, but rather professional offices and office suites that generate less traffic and preserve the rural character of the area.

Public/Semipublic

Public and semipublic uses usually fall into one of two categories; they are social gathering places such as churches or community buildings, or they are necessary local government services including libraries or fire stations. Other examples may include schools, police stations, utilities, post offices, and government offices. Despite their name, some public facilities such as churches or fraternal organizations may be privately owned.

The 2012 FLUM has designated two properties as Public/Semi Public Land uses (colored blue). One property is the location of the Township Administration building; the other is the site of water utilities owned by Salem Township.

One reason that the Public/Semipublic land use designation is applied sparingly is that it is often appropriate in other land use categories. For example, fraternal organizations or government offices would also be appropriate in the mixed-use corridor along US 22/3.

Recreation & Open Space

Recreation and Open Space uses are best thought of as two distinct but related land uses. Recreational uses include active park space (such as playgrounds and athletic fields) as well as sports clubs and recreation centers.

Open space includes passive recreation such as hiking trails in a large, natural park. It can also include protected stream corridors, conservation areas, or land that satisfies the open space requirement for residential development. The areas shown in green on the 2012 FLUM represent areas in Salem Township that are to be reserved for Recreation & Open Space.



Chapter 5: Transportation



Ch. 5: Transportation

This Chapter provides basic information about the transportation element of Salem Township. The existing conditions of road network that provides traffic movement to, from, and within the Township in addition to access for land uses are discussed in this chapter to address sufficiency of traffic movement, access management, roadway safety, and the need for potential improvements. Pedestrian, bicycle, and transit provisions are similarly examined and evaluated. Issues and opportunities pertinent to each mode of transportation are explored, concluding with goals and objectives relative to this chapter and the other elements of planning concern.

Accordingly, this Chapter serves to:

- Identify and describe the condition of roads, walkways, and trails that exist in the Township, inclusive of evaluating sufficiency of access, traffic management, safety, and maintenance;
- Describe the role, value, and significance of the transportation facilities to the Township and in relation to the greater County and Regional network for each mode;
- Identify and discuss the issues and opportunities pertinent to facilitating each transportation mode; and
- Present the goals and objectives developed for maintaining and improving transportation facilities to meet current demands and future anticipated needs.

Provisions for facilitating the transportation element are essential to realizing the success desired for all other elements of the Plan.

EXISTING CONDITIONS ANALYSIS

Roadways

Figure 5.1 on the following page shows the roadways in the Township by functional class in the thoroughfare network of Warren County. The classifications range from “Local,” for streets and roads that have the least traffic and most land access, to “Arterials,” that carry the most traffic and have less access of land. “Collector/Distributor” is the in between class of roads that gather and convey

traffic to and from lower and higher class roads in balance with land access. Primary Arterials typically regularly convey the largest amounts of traffic to and from main destinations, whereas Secondary Arterials often deliver a relatively lesser amount of traffic to and from Collector roads and Interstate freeways, while also providing access to land uses.

As shown in *Figure 5.1*, most of the roads in the Township have a functional classification of Local or Collector/Distributor. Mason-Morrow-Millgrove Road is the only Collector/Distributor north of the Little Miami River, whereas those south of the Little Miami River include Fosters-Maineville, Ludlum, Morrow-Rosburg, Morrow-Woodville and Middleboro Roads and SR 123. All of those roads except the one that is a state route are the responsibility of the County to maintain and improve, whereas the Township is responsible for all of the Local roads.

The Township is served by two higher class roads. US 22/3, runs east/northeast and west across Salem Township. It is classified a Primary Arterial from the west boundary through Morrow and Roachester to the easternmost intersection of SR 123 from the south. From this point east to the northeastern boundary of the Township and beyond, it is classified as a Secondary Arterial.

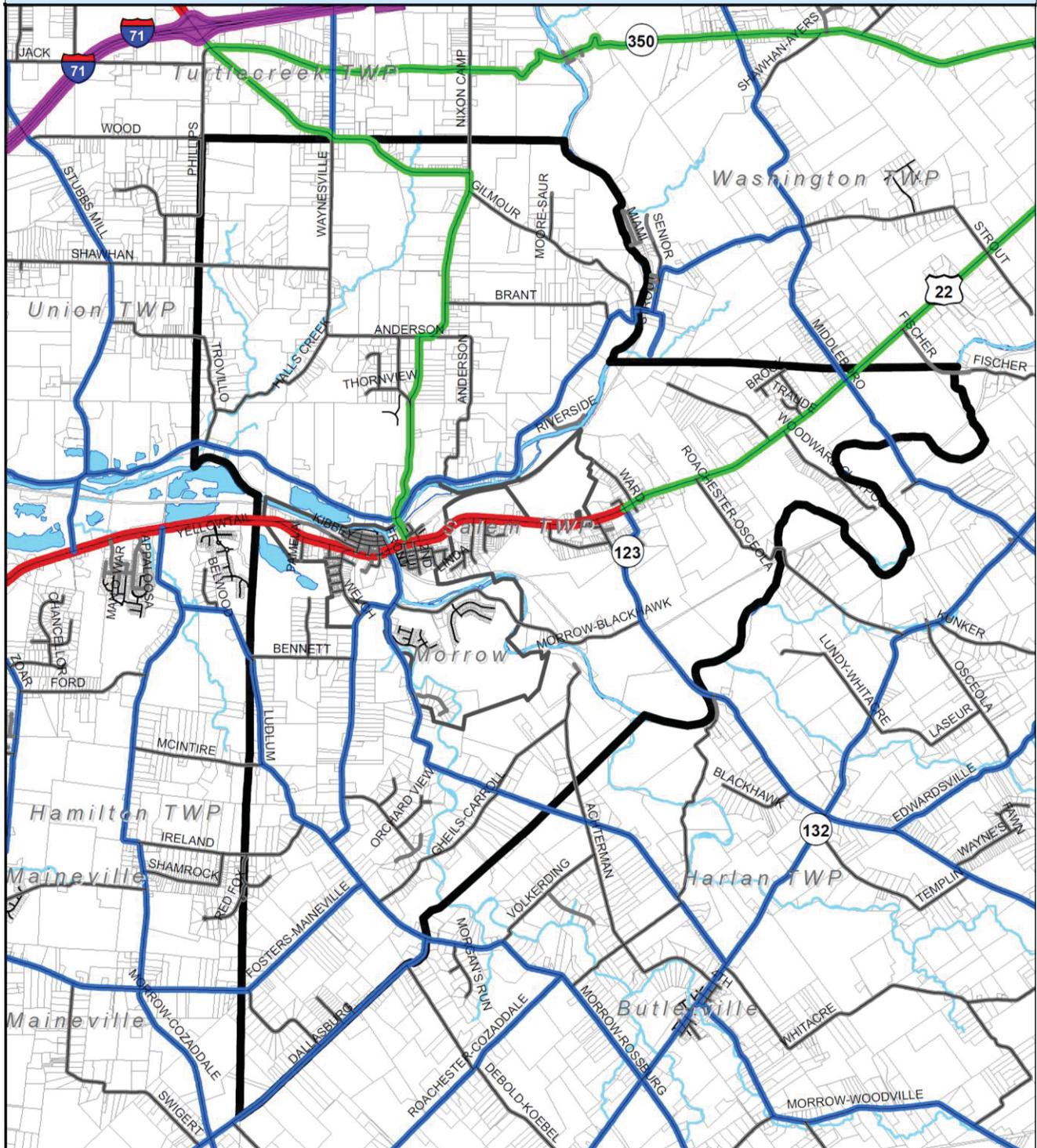
The other part of SR 123 that runs north through the Township from US 22/3 in the center of Morrow to I-71/SR 123 interchange is classified as a Secondary Arterial. As earlier noted, the other part of SR 123 in the Township is classified as a Collector/Distributor for the portion that runs south of US 22/3 into Harlan Township.

Proximity of Interstate

Interstate 71, while not located in Salem Township, exerts a strong influence on traffic patterns in the community. The I-71/SR 123 interchange is only about two miles northwest of the Township and has great potential to convey a significant amount of truck and automobile traffic to and from the community. The close proximity of this highway access poses potential benefits for attracting development of business uses reliant on such accessibility.

Salem Township Comprehensive Plan

Figure 5.1 Roads Functional Classification



Road Functional Class	Other Items
Interstate	Lakes & Rivers
Primary Arterial	Parcels
Secondary Arterial	
Collector/Distributor	
Local Road or Other	

1 inch = 6,000 feet



Terrain and Township Roads

Several roadways in the Township were initially constructed to provide access for agricultural properties next to challenging terrain along rivers and creeks. Such roads include Mason-Morrow-Millgrove Road and Halls Creek Road. Roads such as these are difficult to widen, improve, or stabilize, either due to steep slopes, susceptibility to flooding and/or other physical limitations.

Bike and Pedestrian Infrastructure

The Little Miami Scenic Trail follows the River through Salem Township and into downtown Morrow for a total of 3.4 miles. The trail stretches 48 miles from the southern end of Terrace Park in Hamilton County to the northern end of Hedges Road in Greene County. Like many long distance trails in Ohio, the Little Miami Scenic Trail was built in the prior right-of-way of an abandoned railroad. This paved trail introduced a new concept to the state park system – a trail corridor. The trail corridor design facilitates numerous recreational pursuits, such as biking, rollerblading, hiking, backpacking, and horse riding. The trail also provides access to parks, nature areas, and recreational amenities in townships, cities, and villages along the way.

The value of this trail to the Township and County cannot be understated, though it may be taken for granted by residents in the Township. Such a trail is a rare amenity that only exists in a relatively small number of communities that others would love to have. The trail passes by Morrow Veteran’s Memorial Park and crosses into downtown Morrow over a striking old railroad truss bridge that crosses Todd’s Fork. It follows Main Street where trail users often stop to rest or patronize downtown businesses.

Figure 5.2: Little Miami Scenic Trail in Morrow



Though not currently part of the existing infrastructure stock, it should be noted that there is a proposal to construct an additional regional bike trail connecting Morrow to Wilmington in neighboring Clinton County, coined as the rails-to-trails initiative.

Pedestrian activity is feasible within much of Morrow, where there are opportunities for residents to make trips to nearby parks and businesses. The Little Miami River Trail is also open to pedestrian traffic. However, outside the Village of Morrow, there are limited opportunities for residents to walk to businesses, parks, or schools. A new safe crossing of US 22/3 is a desired consideration that would provide a pedestrian connection between the school and attractions in Morrow and the Little Miami Scenic Trail.

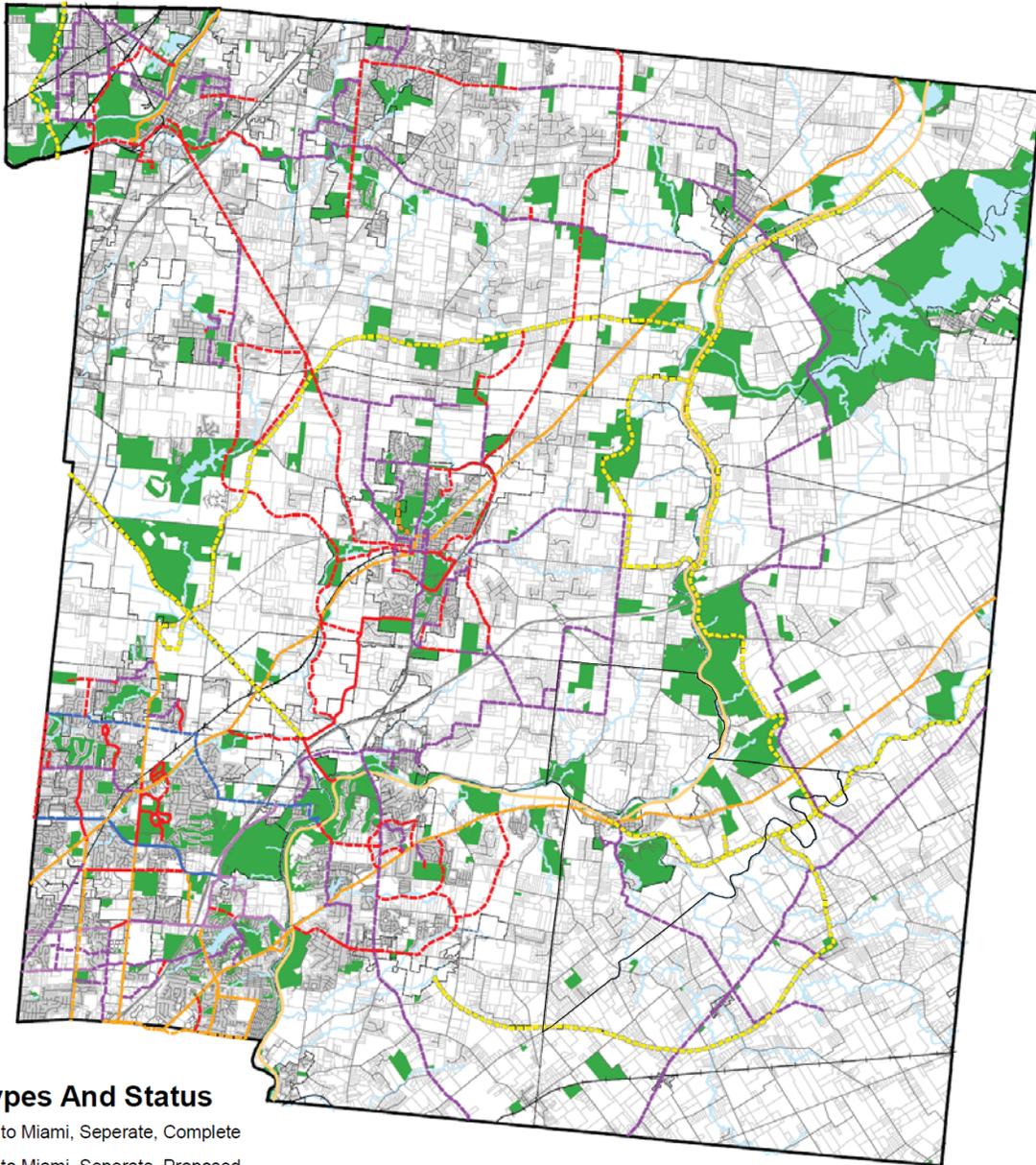
Transit

Residents of Salem Township have access to the Warren County Transit Services (WCTS), a locally administered transit agency that provides curb-to-curb service. Though primarily used by the elderly or individuals without access to a car, the service is available to any resident of Warren County for a \$2 fare. Residents call one day in advance to advise when and where they wish to go. Transit users are served on a first come first serve basis. In addition to serving all parts of Warren County, WCTS provides trips to Dayton’s RTA south hub.

Ridesharing

Carpooling is becoming increasingly popular as fuel costs increase; however, there are no designated park and ride locations in Salem Township. Selecting a location in Morrow would not only offer residents a central location to meet but would also create an environment where residents would be conveniently positioned to support downtown businesses before or after going to work.

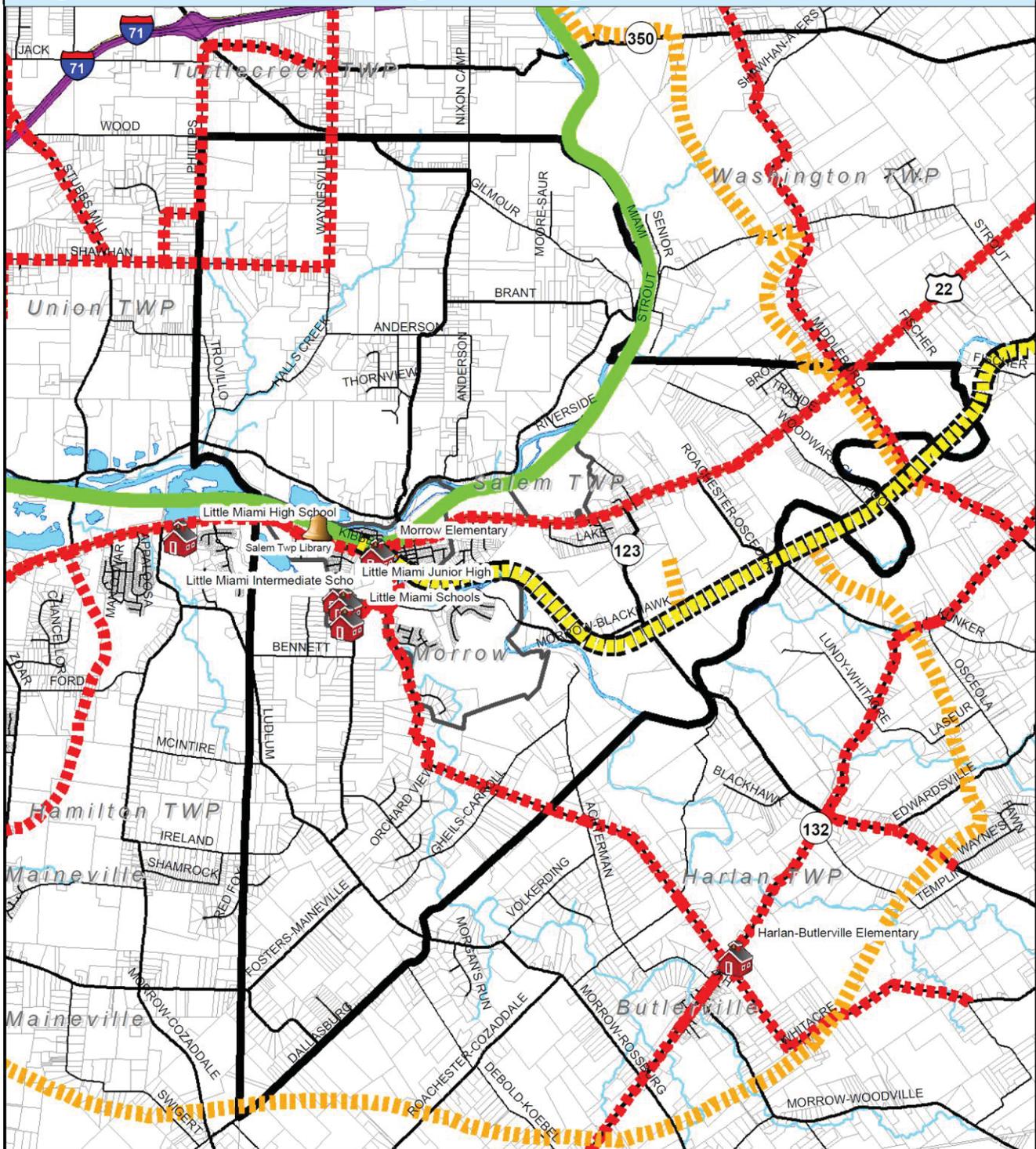
Figure 5.3: Warren County Multi-Use Trails Master Plan



Trails Types And Status

- Miami to Miami, Seperate, Complete
- - - Miami to Miami, Seperate, Proposed
- Miami to Miami, Shared, Complete
- - - Miami to Miami, Shared, Proposed
- · - · Equestrian, Seperate, Proposed
- · - · Hiking Trail, Seperate, Proposed
- Local Path, Seperate, Complete
- - - Local Path, Seperate, Proposed
- Local Path, Shared, Complete
- - - Local Path, Shared, Proposed
- Regional Path, Seperate, Complete
- Regional Path, Shared, Complete
- · - · Regional Path, Shared, Proposed
- County Boundary
- - - Local Jurisdictions Boundaries
- + + + Railways
- Existing Public Roads
- Lakes & Ponds
- Rivers, Creeks & Streams
- Parks, Open Spaces & Recreation Facilities - Existing & Proposed
- Parcel Boundaries

Figure 5.4 Existing and Proposed Trails



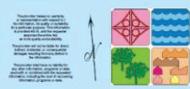
Pedestrian Trails & Bikeways

- Completed Scenic River Trail
- - - Proposed Shared Bike Lane
- - - Equestrian Trail Proposed
- - - Hiking Trail Proposed

Other Items

- Lakes & Rivers
- Parcels
- School Buildings
- Libraries

1 inch = 6,000 feet



ISSUES AND OPPORTUNITIES

Expanding the Regional and Local Trail Network

The Little Miami River Scenic Trail is a unique amenity in Southwest Ohio, differentiating the townships and villages through which it passes from similar communities with no such trail. As they travel through the Little Miami River Valley, cyclists and hikers develop a positive impression of the area and can support local businesses in Morrow that cater to their needs.

Plans are currently being discussed to construct a new multi-use trail running from Washington Court House by way of Wilmington, terminating in Morrow where the trail would merge with the Little Miami River Scenic Trail. While the trail will be a multi-jurisdictional effort and be funded by sources outside of the Township, there will be important opportunities to express support for this trail. Completion of the proposed trail will increase the consumer base, supporting tourist and trail related businesses in the Township.

Multiuse trails separated from road traffic will provide the backbone of Salem Township's bicycling infrastructure. However, in certain contexts shared bike lanes can make bicycling practical well beyond multiuse trails by creating a "trunk and feeder" system. In addition to increasing the transportation options of residents, bike transportation requires considerably less infrastructure spending per vehicle mile traveled than alternative modes of transportation such as automobiles or transit.

A number of bike routes were proposed in 2011 as apart of the Warren County Park & Open Space Plan, which was a County-wide effort to expand bicycle usage. A review by the County Engineer's Office concluded that it would be impractical to improve several of the proposed routes to meet acceptable safety standards. The remaining bike routes, shown in *Figure 5.4* were determined to be more feasible. Constructing the necessary improvements to roads such as Morrow-Woodville Road can make bicycling a more viable transportation mode for residents and reduce infrastructure costs.

Another strategy to expand bicycle usage is to create a bicycle parking area along the Little Miami River trail. Bicycle parking is conducive to cycling for local residents as well as regional users of the Little Miami River trail. Bicycle parking in Morrow would encourage cyclists to stop and support Township businesses in this strategic location. Other ideal locations for designated bike parking may include schools, parks, or other areas as determined by the public and Township officials.

Trail Safety

The Little Miami Trail is used by many thousands of cyclists and pedestrians every year. Several crimes committed along the trail have occurred over the past several years. As a fraction of all trips taken, this number is incredibly small, but given that any criminal activity is unacceptable, the Township, County, and ODNR should consider measures to improve security. One such measure may be to establish hours for the trail, perhaps from dawn until dusk.

Equestrian Trails

The Warren County Comprehensive Plan has proposed several equestrian trails in Salem Township (see *Figures 5.3 and 5.4*). If built, the equestrian trails should follow the Township's trail pattern by linking rural parts of the Township to the Village. Equestrian trails leading to downtown Morrow will give trail users an opportunity to use the trail, tourist related businesses, and recreational amenities.

Trails as an Economic Development Tool

The Village of Morrow has already experienced limited economic revitalization associated with the heavy use of the Little Miami Trail. More can be done both to encourage trail users to stop and relax in Morrow and to facilitate private business activity that can cater to these individuals. The economic benefit of attracting trail users to Salem Township businesses will only increase when the Wilmington-Morrow regional trail is opened.

Street Connectivity

The street network in new residential subdivisions ideally includes a sufficient number of street stubs to ensure that vehicular traffic and pedestrians can travel to neighboring development. The Township has an opportunity to ensure a level of connectivity that reduces the traffic burden on any individual street and creates multiple, shorter routes for EMS vehicles in emergencies.

Managing Access Control

Access control is the planning of driveways and curb cuts that open into a public street. To maintain adequate traffic flow and speed, arterial and collector streets ideally limit the number and location of curb cuts to reduce the number of conflict points. Presently, in Salem Township this is not an issue due to little development pressures along arterial and collector roads. The Township has an opportunity to proactively establish standards for curb cuts and parking lot connectivity prior to commercial development coming to the Township.

Improve Key Roadways to Enable Development

While most of Salem Township is likely to remain primarily rural, the northern part of the Township along Waynesville Road represents one of the best opportunities for economic development. This relatively flat and well-drained land would be suitable for low intensity industrial or commercial uses. However, development such as this is unlikely, unless Waynesville Road would be widened to accommodate truck traffic. Addressing the profile (or “hilliness”) of Waynesville Road may also be necessary to attract industrial/commercial uses.

The widening and re-profiling of a road is an expensive endeavor, particularly in cases such as this where open drainage ditches exist alongside the road. Slight widening to make existing lanes meet standard width can often be done as part of the County performing regular road maintenance. However, re-profiling and adding lanes would need to be done as a Township Capital Improvement Project.

Road Maintenance & Safety

Salem Township’s rural character is enhanced by its winding, often narrow, rural road network. However, as the local population has slowly grown, several conflict points have developed or worsened. The County Engineer and local citizens have identified several intersections in need of improvement.

Intersections

1. Take corrective action to improve the sight-distance at the Morrow-Rossburg Road and Dallasburg Road intersection.
2. Increase signage at Middleboro Road and US 22/3. It is currently a two way stop, however, many motorists seem unaware of this, resulting in numerous accidents.

Other road improvements

1. Install guardrails or other corrective action along Gheils-Carroll Road where a deep roadside drainage ditch poses danger.

Bridges

Numerous bridges span the Township’s rivers, creeks, and, streams. Maintenance of these bridges is the responsibility of the County Engineer unless the bridge is part of a State or US route. The Engineer’s Office has provided the following information for the anticipated replacement or rehabilitation of bridges.

**Table 5.1
Bridges Planned To Be Redone In 5 Years**

Road Name	Stream Name
Roachester-Osceola Road	Todd’s Fork
Mason-Morrow-Millgrove Rd	Muntz Run
Middleboro Road	Todd’s Fork

**Table 5.2
Bridges Planned To Be Redone In 5to10 Years**

Road Name	Stream Name
Waynesville Road	Gray’s Run
Middleboro Road	Todd’s Fork Branch
Strout Road	Little Miami River

Salem Township Comprehensive Plan

GOALS & OBJECTIVES

GOAL 1: A transportation system that provides for safe movement of motorists and pedestrians.

Objectives:

- 1.1. Identify and prioritize road safety improvements
- 1.2. Improve safety of S.R. 123 and Waynesville Road access of I-71.

GOAL 2: Expand bikeway and trail networks.

Objectives:

- 2.1. Coordinate bikeway and trail networks with adjacent communities.
- 2.2. Promote completion of Rails-To-Trails initiative.
- 2.3. Connect schools and major activity centers to the Little Miami Trail.
- 2.4. Provide complete network of walkways and bikeways in coordination with neighboring jurisdictions.
- 2.5. Ensure that major road improvements include provisions for bikeways and pedestrians.

GOAL 3: A well planned and connected road network that facilitates traffic flow.

Objectives:

- 3.1. Manage the number and location of access points along arterial and collector roads.
- 3.2. Require a Traffic Impact Study for large development to assess the impact on the transportation network.
- 3.3. Improve roads in the northwest part of the Township to support commercial and industrial development.
- 3.4. Consult the County Thoroughfare Plan and the Design Standards Manual for specific right-of-way and design standards.

GOAL 4: Preservation of scenic roads.

Objectives:

- 4.1. Maintain Mason-Morrow-Millgrove Road and other access roads along Little Miami River and Todds Fork.
- 4.2. Identify and create public access to the Little Miami River.
- 4.3. Designate Mason-Morrow-Millgrove Road and Halls Creek Road as scenic roadways.



Chapter 6: Utilities and Community Facilities



Ch. 6: Utilities and Community Facilities

The intent of this chapter is to provide basic information on the utilities and community services currently offered in Salem Township with the exception of transportation and recreational related facilities, which are addressed in other chapters of this Plan. The location, use, capacity, and extent of services are identified for both public and private sector utilities and community facilities.

This helps identify the public services and facilities that should be expanded or rehabilitated and if any new services should be provided to meet an unmet need.

The basic objectives of this chapter are listed below:

- Identify and describe the full range of utilities and community services currently provided.
- Identify the capacity of these services.
- Identify unmet Township needs.
- Identify the public facilities that will need to be expanded in the future to accommodate additional residential, commercial, and industrial uses.
- Develop goals and objectives that will accommodate the needs of current residents, future residents, and any other new development.

The provision of utilities and community services is a key element of this Plan that follows the general direction established in the Land-Use chapter.

UTILITIES

The provision of drinking water and adequate wastewater treatment is a basic prerequisite for any development. The location and availability of both sewer and water utilities (essentially, the Urban Service Area) is of fundamental importance to support development of a greater variety and intensity of land use that is otherwise not possible in the rural environment outside such area.

The Vision

Provide efficient and cost effective services, utilities, and community facilities necessary to improve the overall quality of life of Salem Township residents, businesses, property owners, and guests while maintaining or improving the level and quality of services and maintaining the Township's image and character. Supply and coordinate the location of public utilities and facilities consistent with projected growth, resident expectations, and development patterns presented in this Plan.

Water supply in the Township, aside from private wells on individual properties, is predominantly from one service provider (Western Water Co.), whereas sewage wastewater treatment and disposal is nearly all achieved by onsite septic systems on individual properties. Warren County provides central sanitary sewer service to the Village of Morrow and Roachester to the east of it, but the rest of the Township is not served, nor planned to be served by central sanitary sewer. There is a potential for greater economies of scale if the various entities of the respective utilities networks are able to co-participate with each other in provision of services.

CENTRALIZED WATER SERVICE

Aside from individual private wells on some properties, most Salem Township residents obtain their drinking water from distribution provided by the Western Water Company, a rural cooperative that serves as a public utility. Other potential centralized public water suppliers are Warren County, serving much of Hamilton Township to the west of Salem Township, and the Village of Morrow, which has its own water wells and treatment plant. The plant mostly serves the incorporated area within its jurisdictional boundary. Even though these three water suppliers have operated in and around the Township for decades, some residents of properties in the southeastern part of the Township continue to rely on their own private wells for domestic water supply. *Figure 6.1* shows the service lines of each water supplier.

Salem Township Comprehensive Plan

Western Water Company

All of Salem Township is in the Western Water Company's service area, with the exception of the Village of Morrow and Roachester. The majority of the Township is served by its water lines, except for a small portion east of Roachester. Farm residents and rural residences located along roadways and in subdivision developments of the Township are the types of use and customers to which they supply drinking water. Western Water purchases water from Cincinnati Water Works and additionally produces water from wells located along the north side of the Little Miami River, in the vicinity of northwest Morrow.

Western Water provides domestic water service to its customers, but, due to the relatively smaller diameter line sizes compared to other public systems, is not capable, at most locations, of providing the flow and pressure that are necessary for fire protection. The hydrants that are present are usually only for clean-out and air release. Even so, the hydrants are capable of being used to fill fire tanker trucks. The water that is provided by the Western Water Company is more affordable, given the rural nature of the Township, because the water lines are smaller and often made of plastic instead of metal.

Village of Morrow

The Morrow central water system provides service to properties located east of the Village in the Roachester area, but not to other locations in the Township. The Village's water treatment plant and wells are located within its northern boundary along the south side of the Little Miami River, where groundwater is drawn from the Little Miami aquifer. Morrow's water system lines are capable and equipped with hydrants to provide fire protection.

Warren County Water

Warren County provides water to properties in Hamilton Township west of Zoar Road, but that is the easternmost limit defined in the service area agreement between Warren County and the Western Water Company. Any collaborative connections of those water supply systems would depend on the mutual agreement of each owner to do so.

CENTRALIZED SEWER SERVICE

The Warren County centralized sanitary sewer system provides service to the Village of Morrow and Roachester via a 10-inch diameter force main (pumped line) that runs along US 22/3 from one pump station to another in pushing the effluent through the line to the Wastewater Treatment Plant (WWTP) located in Deerfield Township (see *Figure 6.1* to view the general service area).

Any future expansion of the Morrow-Roachester sewer service facilities planning area (FPA) would depend on approval of the Warren County Board of County Commissioners and amendment in formal recognition of the new boundary by the OKI (Ohio-Kentucky-Indiana) Regional Council of Governments. Expansion of the sewer system, if approved, to serve additional locations within, and perhaps beyond, the Township, would probably be limited to only include properties that are along and in close proximity of the force main that parallels US 22/3. Any increased growth supported by expansion of the sewer service area would also probably require the upgrading of pump stations and force main lines. Increasing the WWTP capacity to handle the increased effluent that growth of development would create, which is allotted on a "first-come, first-serve" basis, may not be necessary for some time, given the WWTP was recently upgraded from its prior limit of 7.9 mgd (million gallons per day) to 12 mgd.

UTILITY IMPROVEMENT PLANS

The Warren County sanitary sewer system was extended in 1989 mostly via a force main (pumped line) from the Village of Morrow and Roachester to the wastewater treatment plant (WWTP) in Deerfield Township. The extension was made to eliminate septic systems on individual properties in the Village and Roachester in addition to providing sewer service to new development along US 22/3 in route to the WWTP to the west. However, by and large, nearly all of Salem Township is served by individual onsite septic systems for sewage wastewater treatment and disposal, and is not planned to be served by central sanitary sewer with the exception of perhaps a few locations in close proximity to the force main.

Figure 6.1 Sewer and Water Utilities Service Areas

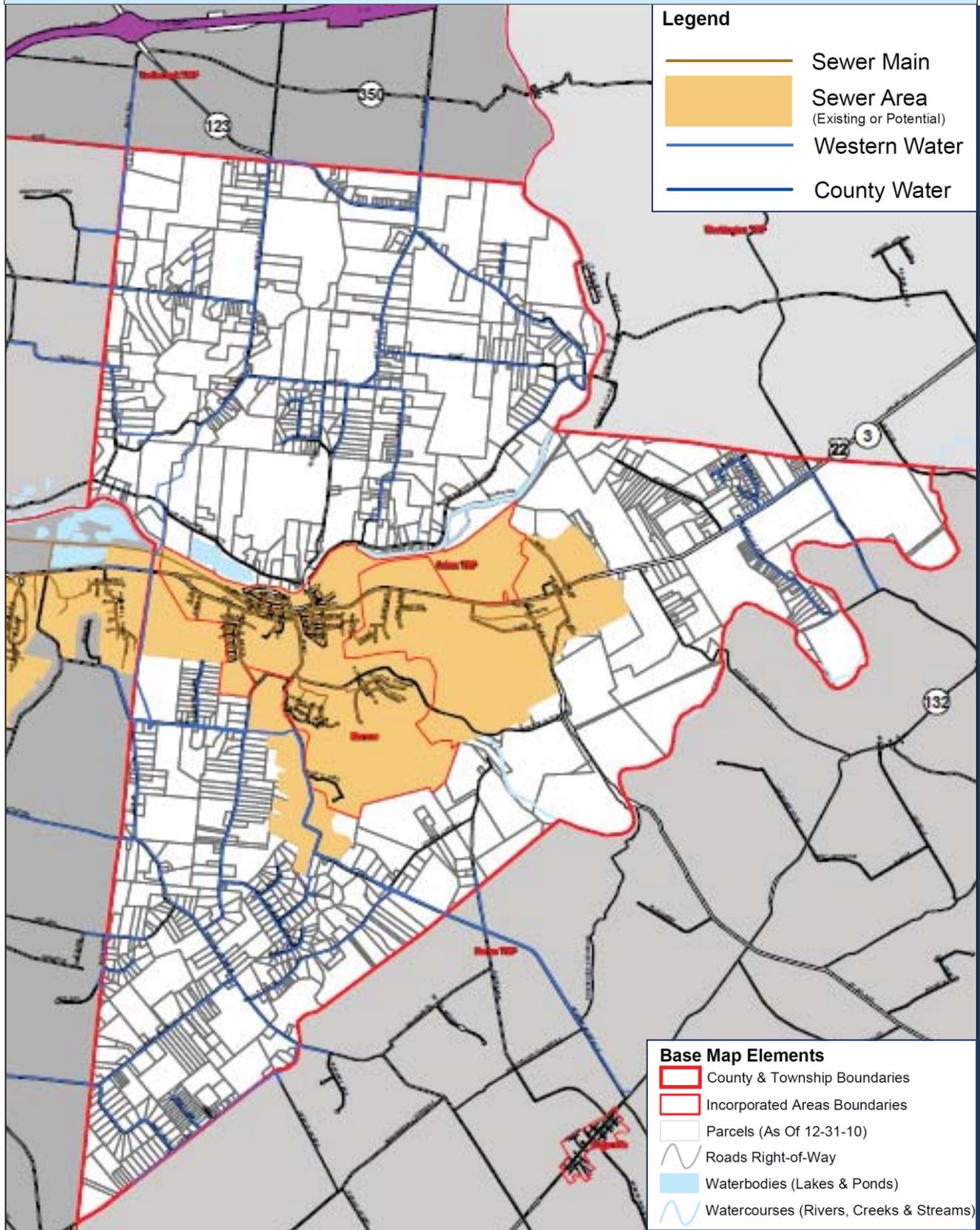
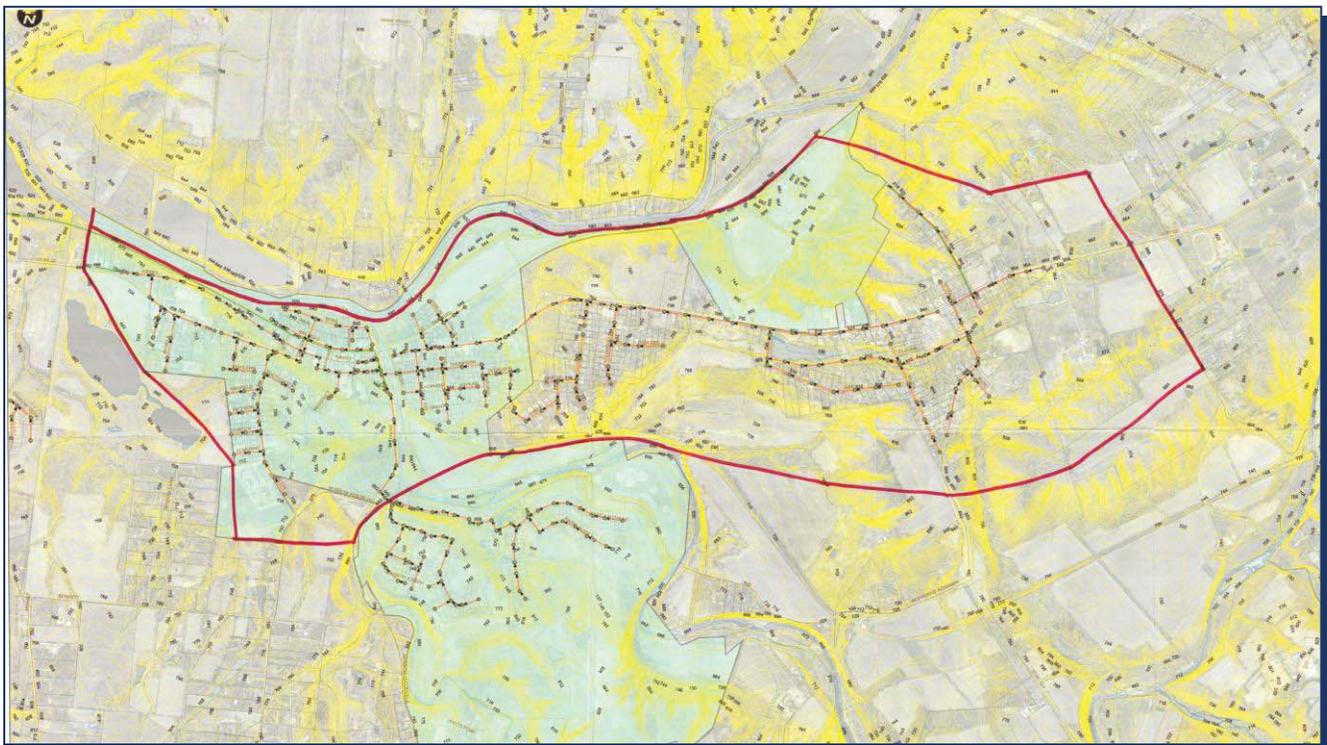
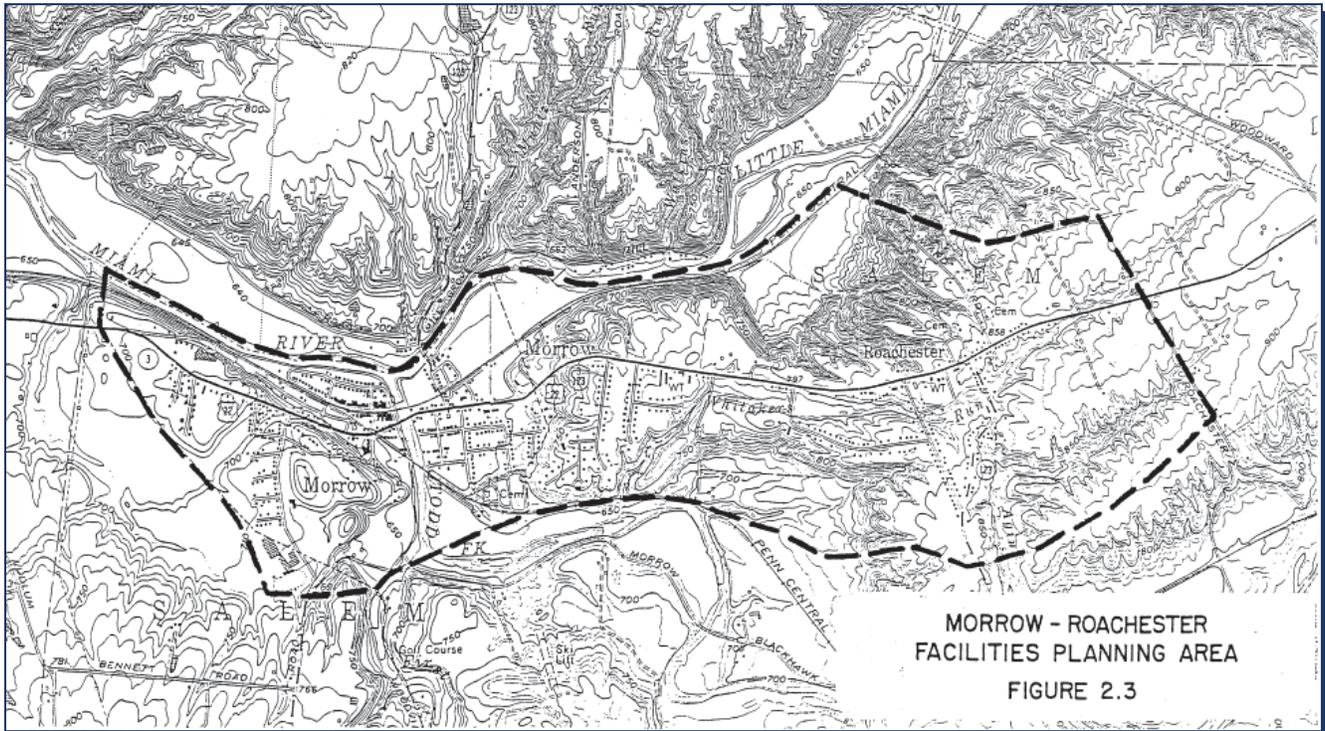


Figure 6.2 Morrow-Rochester Facilities Planning Area



Salem Township Comprehensive Plan

Water service is provided by the Western Water Company throughout most of Salem Township. Upgrades of the system have been implemented and are programmed over time to keep up with demand in areas of the Township that are developing most rapidly or most intensely within the service area. One such location is near the northwest corner of the Township, where development activity is increasing for non-residential development around the I-71/SR 123 interchange.

Currently, there are no other formal plans for utility extensions and it is common practice among utility owners to respond to development needs only when implementation is certain and the developers of the properties that will be served pay for the cost of expansion. On rare occasion, utilities are installed with tax incremented financing (TIF) in support of securing certain types of development in anticipation that the taxes generated from the new development will be able to fund infrastructure improvements to the site.

STORMWATER MANAGEMENT

Stormwater management is important to the Township, like in any community, because increases in stormwater runoff intensifies the potential for flooding, soil erosion, and water pollution, as well as property damage and other public safety concerns. Stormwater management is of particular importance to Salem Township because the Little Miami River and Todds Fork physically divide it into three areas. Given that most of each area within the Township drains inward to those major natural watercourses, any increases in stormwater runoff due land use activities or development of impervious surfaces, would adversely impact the Township, in addition to other downstream communities. The potential for higher density development of more intense land uses is greatest around the already flood-prone area of Morrow, such that great care must be taken to make sure that such development does not increase the quantity and speed of surface water runoff, nor degrade its quality. It is likewise equally important that farmers of remaining agricultural areas use best management practices (BMPs) to minimize soil erosion sedimentation and chemical contamination of surface water quality.

There are currently no centralized stormwater management facilities within the Township.

Control of the quantity and quality of runoff from agricultural areas by farmers is strictly voluntary, though is greatly encouraged by the County Soil and Water Conservation District (SWCD) and BMPs are increasingly employed to minimize soil loss and use of costly chemicals to maintain crop productivity. There are no centralized stormwater management facilities in the Township to control runoff from older structurally developed uses. However, since the mid-1980s, development projects are reviewed as required for the need of installing provisions to retain and/or slow the release of stormwater on-site in order to minimize the potential of causing off-site impacts. Likewise, since the 1990s, developers have been required to control the quality of runoff before it leaves a site.

The Warren County Engineer's Office administers the County's stormwater management regulations, so to ensure that post-development runoff is reduced to a required pre-development limit. This helps mitigate the flashiness and increased flows that would otherwise result from unabated runoff. This approach has proven sufficient in controlling storm drainage from developments, particularly from those in rural and low-density areas. The SWCD ensures that the County's regulations requiring containment of soil erosion sedimentation on development sites are enforced, together with provisions to control the quality of runoff required by the Ohio Environmental Protection Agency (OEPA).

Flood zones for many areas are mapped by the Federal Emergency Management Agency (FEMA) and are readily available to guide proposed developments. Areas and roadways near the Little Miami River are particularly prone to flooding during periods of heavy rainfall. The flood prone areas of some streams in the Township may not have been mapped by FEMA and care should be taken when developing these areas.



Salem Township Comprehensive Plan

COMMUNITY FACILITIES

Administration Building & Fire Department

Salem Township has very few facilities, but the newest building is home to Administration Offices and a Public Meeting Room in combination with the Fire/EMS Department, located at 5270 East US 22/3 east of Morrow and Roachester (as shown in the photo to the right and on the cover page of Chapter 9). It was constructed and occupied in 2010 replacing their earlier Whitacre Street building facilities that were used for the same purposes, which are still owned and used by the Township.

The Fire and EMS equipment of the Township consists of a tanker/pumper truck, two pumper trucks, a brush truck, three ambulances, two boats, along with other equipment enabling response to a wide range of emergencies. There are five full-time personnel along with numerous part time and volunteer help. The Salem-Morrow Fire/EMS Department also shares in providing service to neighboring Washington Township, which does not have its own department, in conjunction with the Wayne Township and Clarksville Departments.

Whitacre Street Facilities

There are a few older Township facilities that are still in use at 4766 Whitacre Street. One of notable significance (see photo to right) is a historic one-room schoolhouse (Circa 1875) that had been used as the meeting room by the Township Trustees before the move to their new facility previously described above. This building is now being reused to serve as the Little Miami Food Service Pantry. Other facilities at the site include the Township Road Maintenance Department vehicles and the Salem Twp-Morrow Cemetery. Two other very old small cemeteries cared for by the Township are on Ward Road in conjunction with a resident and SR 123.

Salem Township Public Library

Salem Township benefits from having a nice library that is conveniently located in the shopping center at 535 West Pike Street, near the west side of the Township in the Village of Morrow (shown in photo to the right).



Salem Township Comprehensive Plan

Schools

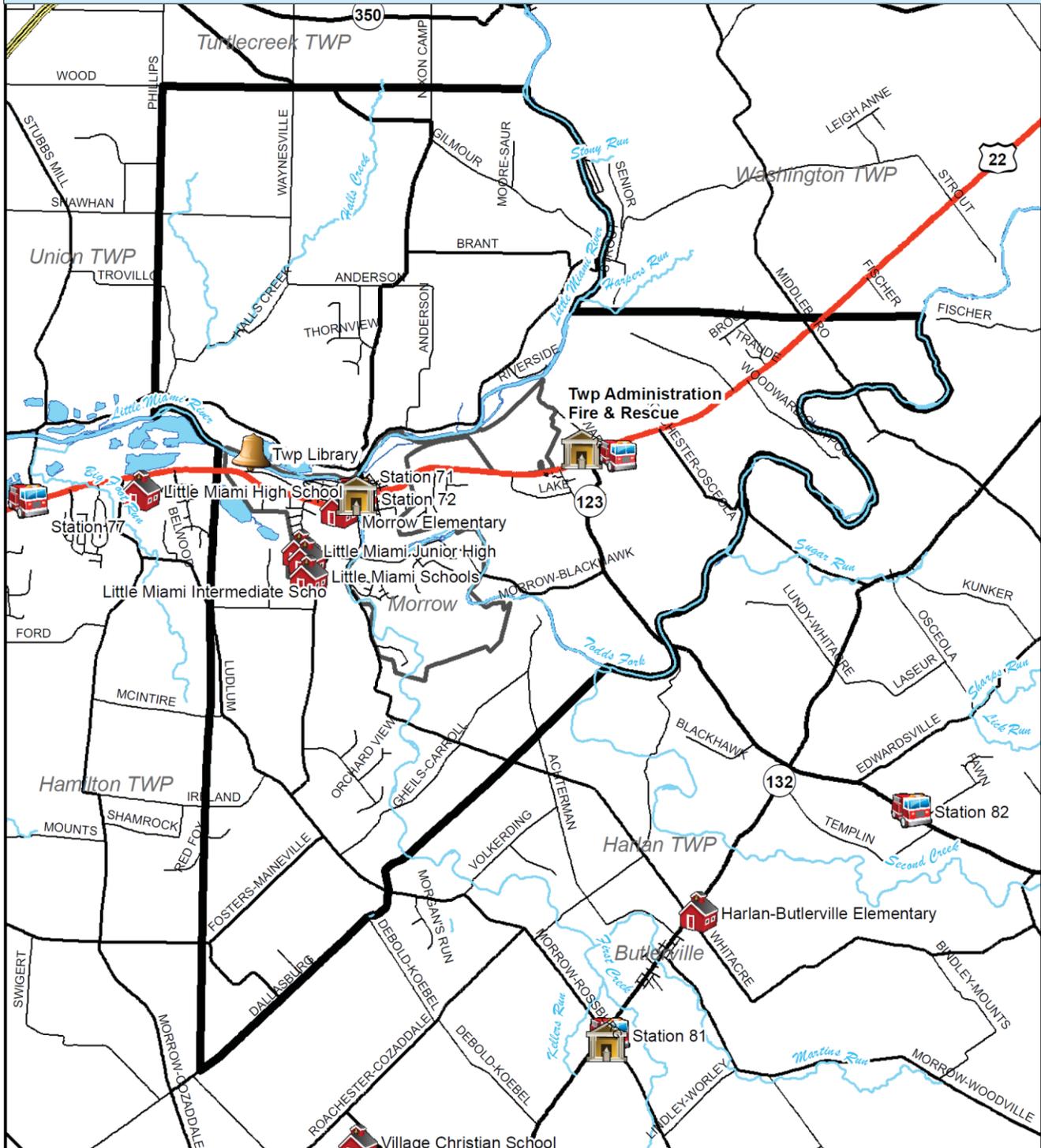
Salem Township is in the Little Miami Schools District, which has an enrollment total of 4,000 students. Only one school remains active in the Salem Township, which is the elementary school on Welch Road, in the southwest corner of Morrow. This elementary school once served as the High School. Other prior school buildings on that road now serve as the bus transportation storage and maintenance facility for the District. The prior Morrow Elementary School on Miranda Street in Morrow is up for sale by the District, and is being considered for recommended purchase and reuse to serve as a recreational complex for community.

Today, all but the one school in the Salem Township is located in neighboring Hamilton Township, where the majority of the District student population lives. The Junior High and High School are located on the site created in 1998 between US 22/3 and Morrow-Cozaddale Road. Each has roughly 800 students at this time. Newer sites include the Intermediate School at the intersection of Zoar and Stephens Road and Maineville Elementary on Fosters-Maineville Road in the Village of Maineville.



Salem Township Comprehensive Plan

Figure 6.3 Community Facilities



Administration	Police Station	Library
Schools	Fire Station	

Interstate	US
State	County
Local Roads	Lakes & Ponds
Rivers, Creeks & Streams	

1 inch = 6,000 feet

ISSUES AND OPPORTUNITIES

Infrastructure and Land Use Connection

Provisions for sewer service and road infrastructure are some of the strongest tools available to the Township to implement its Comprehensive Plan. Land use designations and regulations alone are not sufficient to manage growth. If utility infrastructure is overbuilt, relative to the land uses they serve, there will be pressure to use the infrastructure or services to the designed capacity. Thus the Township should limit the extension or expansion of utilities outside of the Urban Service Area, particularly sewer service, except when it is necessary to protect public health, safety, and the environment in addition to being financially supportable at rural densities. The rural areas should be supported by the public services and public facilities historically and typically delivered at an intensity usually found in rural areas. This may include public water systems. Land use designations should be based, in part, on the Township and County's ability to provide infrastructure and services. The challenge is to assure that rural services are in balance with the area's planned character, land use, and density. In the past, the extension of utilities within Salem Township has not been a major influence on growth patterns, however, as scattered residential communities occur, developer initiated infrastructure would magnify this issue.

Utility improvements should be made with a clear understanding of implications on land use policies and natural and social environments. Utilities should be extended strategically and developed in an environmentally sustainable manner. In areas outside of planned commercial/industrial nodes or planned multi-family areas, the Township should encourage the use of alternative treatment technologies when such methods are cost-effective and functional. Such technologies worth possible consideration may include decentralized systems, land treatment, wastewater irrigation, and mound systems.

Utility of Limited Infrastructure

In general, this comprehensive plan encourages development patterns where multi-family, commercial, and industrial growth occurs within or

contiguous to the Village of Morrow (Urban Service Area). When this tenet is followed, the cost of extending necessary utility infrastructure is minimized. As a corollary to this basic guideline, commercial and industrial site planning should concentrate on designated growth areas such as along main roadways, where multiple facilities can support each other's locational significance and utilize extensions of sewer or water lines if available to be made.

Coordination and Planning

Public infrastructure projects should be expanded to meet evolving needs and prioritized through coordination with adjacent and relevant jurisdictions and agencies to achieve economic service delivery efficiencies. Facilities should be ideally sited near the Village of Morrow. The Township and units of local government should cooperate routinely on decisions related to the provision of services. This cooperation and collaboration will result in a truly integrated community, where service delivery is based on maximizing efficiency.

In cases where utility extensions should be made, utility providers should jointly have in place a specified policy for determining the method by which such extensions are made. In such cases, when the proposed development is compatible with this Plan, services should be extended but limited to the generalized areas targeted for growth. Generally, infrastructure investments should be targeted within the Urban Service Area, where the provision of sanitary sewer lines, coupled with possible upgrades to the water distribution system, will help spur further development and increase development options in the designated growth area.

Density & Cost

The extension of water lines to areas outside the Urban Service Area should be considered on a case-by-case basis. The limited user base makes the cost of extending water lines a challenge, especially for water lines that are capable of supporting fire protection. Low-density, dispersed developments generally enjoy subsidized utility costs because utility pricing is based on average, rather than actual, costs of providing services. Average cost pricing was established as a way to place rural residents on a level playing field with urban

residents, but that policy is now contributing to rapid land consumption rates because the true costs of providing infrastructure to the edge areas are often not passed on to either the developer or the final consumer.

It is important to analyze the potential impact and benefit of utility extension projects in rural service areas. In planning for such investments, the Township should project their likely benefits, including revenues through tap-ins and utility bill payments, as well as other measurable impacts such as jobs and payroll created, tax base increases, and, on the other end of the balance sheet, public costs to extend and maintain services in rural service areas.

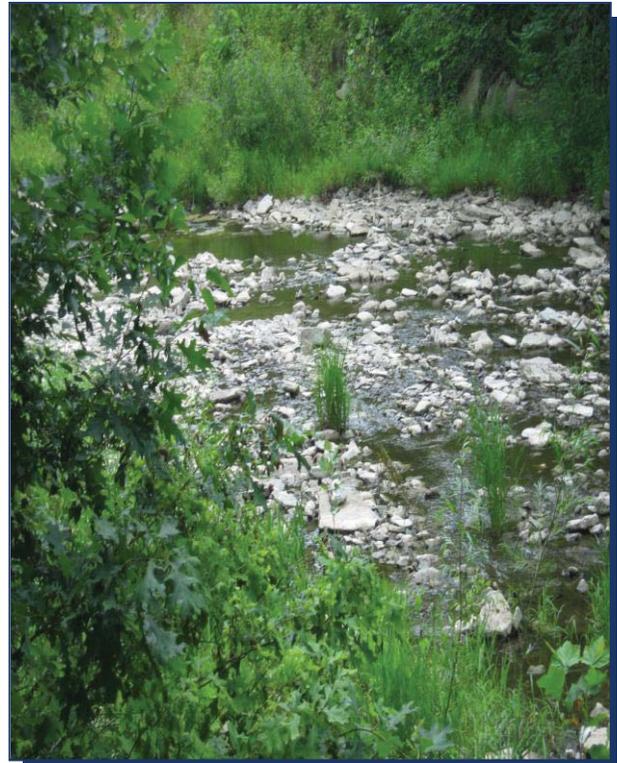
Water Quality

The Great Miami/Little Miami Valley Aquifer System has been designated a “Sole Source Aquifer” (SSA) by the federal government because it is the principal source of drinking water in southwest Ohio, and if contaminated, would create a significant hazard to public health. The aquifer has been determined to have high susceptibility to contamination due to the presence of significant potential contaminant sources in the protection area. However, there is no evidence to suggest that ground water has been impacted by significant levels of chemical contaminants from human activities. The water is moderately hard, though, the iron content is not sufficiently high to require removal and disinfection.

Protecting the water quality of the Little Miami State and National Scenic River requires the combined efforts of regulated and non-regulated communities. Most earth disturbing activities of one acre in size or greater require an Ohio EPA permit. This permit requires that measures be taken to address post construction water quality. Some sites may not qualify for an OEPA permit, and as such, consideration should be given to the potential for the site to generate contaminated runoff. Pollutants in the runoff can be treated using landscape features, structural practices and management, and operational best management practices.

Stream Erosion

Stream bank erosion is a natural process, which is often accelerated or slowed down as a result of human influences. While there may be localized or isolated areas of more severe erosion, overall, Salem Township has not suffered the widespread erosion issues often prevalent in more urbanized areas. An exception is along the roadway that runs through the Hall’s Creek Nature Preserve, where severe erosion due to unstable steep slopes and Creek drainage has repeatedly continued to undermine the road. While it is not possible to prevent all stream erosion in the future, some ways to minimize impact is to encourage observance of stream setbacks, the creation of conservation easements on riparian corridors and the use of low impact development practices



GOALS & OBJECTIVES

Utilities

Goal 1: Utilities infrastructure that meets the needs of the Township’s planned growth and provides for efficient, affordable and environmentally safe sewage disposal, water supply, proper stormwater management and sufficient gas, electric and communications services.

Objectives:

- 1.1. Monitor and participate in development and operation of water and wastewater infrastructure systems in cooperation with managing authorities to ensure each is safe, reliable, cost-effective, environmentally sensitive and sufficient to meet future demands.
- 1.2. Promote infill of infrastructure over new line extensions that would otherwise expand geographic coverage that would be too costly to install and maintain.
- 1.3. Safe, effective stormwater drainage that respects concerns and meets needs of the natural and urban environments.
- 1.4. Increase use of renewable energy sources in the Township.

Goal 2: Protection of surface water and groundwater resources from over use and contamination.

Objectives:

- 2.1. Ensure that properties and private infrastructure provisions are used and maintained in a manner that does not compromise public health, endanger public drinking supplies, or pollute the environment.
- 2.2. Increase water conservation and reclamation.
- 2.3. Protect water quality of streams and lakes from contamination.

Community Facilities

Salem Township oversees a number of community facilities to support a high quality environment and level of service for its residents. Residents also have access to County, school district, and Village operated facilities. *Figure 6.3* identifies the location of community facilities within the Township.

Goal 3: Excellent schools, community facilities and services of the highest possible quality that fosters and supports residents’ well-being and safety.

Objectives:

- 3.1. Identify, expand, and improve services for the economically-disadvantaged, disabled, and seniors.
- 3.2. Reuse available buildings for community and school purposes.
- 3.3. Develop and support a farmers market to be part of a greater regional network.
- 3.4. Preserve and promote the historic and cultural resources of the Township and Village.
- 3.5. Maintain quality Fire & EMS Department facilities and services.

Goal 4: Develop and maintain quality educational institutions that provide for anticipated student growth and maximize the benefits of public funds and functionality of public facilities.

Objectives:

- 4.1. Coordinate and maximize use of existing Township, Village and School District facilities for multiple uses.
- 4.2. Site future school locations where best in relation to residential growth, community facilities and infrastructure capabilities.



Chapter 7: Parks and Recreation



Ch 7: Parks and Recreation

The natural landscape, rugged topography, and the Little Miami River of southern Warren County will be Salem Township's starting point for quality park spaces and recreational amenities. Assets such as Halls Creek Woods State Park and the Little Miami River corridor showcase stunning natural beauty with extensive forested areas, stony streams, and a clean river framed by lush wooded banks. Having recognized the Little Miami River valley as a cornerstone to the Township's park system, the community has installed park facilities and furnishings along a state funded bike trail, and local entrepreneurs now rent canoes and kayaks for use by visitors and residents alike between the trail and River in Morrow.

This Plan encourages the creation of additional recreational amenities by expanding programming for all age groups, improving existing park space, and increasing awareness of the Township's existing recreational amenities. Realizing the full potential of Salem Township's natural and recreational spaces will require improving existing park space, improving the connection between existing trails and parks with the Little Miami River, and cooperating with other entities in the community to share park resources.

EXISTING CONDITIONS

Little Miami Scenic State Park & Trail

The Little Miami River Bike Trail is the defining recreational amenity of Salem Township, linking other potential park spaces along the River and connecting the Township's center, Morrow, with other communities along the paved trail. The trail itself stretches from Hedges Road (Greene County) to Terrace Park (Hamilton County), 3.4 miles of which is located in Salem Township. The trail was created from a federal program that converts defunct rail lines into recreational trails. The Little Miami River Trail is currently operated by the Ohio Department of Natural Resources and features canoe access, designated fishing areas, restrooms, and a staging area within the Village of Morrow.

Halls Creek Woods State Nature Preserve

Halls Creek Woods is a scenic natural area characterized by picturesque Halls Creek flowing through forested hills. While beautiful, the park is operated by the Ohio Department of Natural Resources (ODNR) and has relatively few improvements or park furnishings. Trails found in



the park are limited to hiking activities and parking spaces are somewhat limited. There are currently no picnic areas, shelters, or trash receptacles.

Morrow Veteran's Memorial Park

Formerly owned and operated by the Village of Morrow, this 34-acre park was purchased by the Warren County Parks District (WCPD) in 2004. The WCPD maintains the park furnishings and property while the Village maintains a well field protection program in the park. The park is located near the historic center of Morrow and borders the Little Miami River. The Little Miami Scenic Trail crosses the property, but does not provide designated places for trail users to rest and use park amenities. Park visitors can enjoy bird watching, photography, and fishing near the Little Miami River as well as active recreational opportunities using multiple athletic fields, shelters, and picnic areas.

Thornton's Park

This park is approximately 58 acres in size and is bordered by Todd's Fork on three sides and Morrow Blackhawk Road on the fourth. In the past, the park contained seven baseball diamonds. The baseball fields have since been converted to soccer fields, which are more tolerable of flooding that periodically affects the park. The park also contains adequate parking, restroom facilities, a concession stand, and a picnic shelter/pavilion. The park is owned by the Village of Morrow, but is open to all members of the public.

Phegley Park

Phegley Park is a small neighborhood park located in downtown Morrow. Despite covering less than one acre, the park hosts a number of recreational amenities including a picnic shelter, gazebo, playgrounds, permanent restroom facility, on and off street parking, and a basketball court. Like Morrow Veteran's Memorial Park, Phegley Park has the benefit of being located next to the Little Miami River Scenic Trail.

Bishop Park & Pender Park

Bishop and Pender Park are two "pocket parks" located on the east side of Todd's Fork along the Little Miami Scenic trail. Both parks are less than one-quarter acre in size. Bishop Park includes ample parking and is furnished with a gazebo.

Pender Park also borders the Little Miami Scenic Trail and is one block east of Bishop Park. Most of the property is used for playground equipment.

ISSUES AND OPPORTUNITIES

Salem Township is fortunate to have many of its recreational spaces well connected, both in terms of non-motorized transportation and in terms of a thematic connection created by the Township's rivers and streams. Park space is distributed near the most populous portions of the Township in and near the Village.

Improving Park Space

Although Salem Township enjoys ample park space, several park locations have few improvements and are not being put to their best use. Residents indicated that one of greatest opportunities regarding park space is finding ways to improve the park and recreational amenities that already exist within the Township. These improvements may vary from park to park, but may include pedestrian and/or bike trails, picnic shelters, water fountains, concession stands, and restroom facilities. Some parks may have sufficient space to designate part of the open space to a dog park. Halls Creek State Park in particular was noted as having few trails and park furnishings despite its large size. The Township's ability to improve the park is limited, however, given that the park is owned and operated by ODNR.

Some forms of park improvements require only modest expenditures, but help make the park space more useable to the public. For example, signage can be used to enhance the appeal of park entrances or to improve wayfinding for trail users with attractive signs. Signage can also be used for educational purposes to educate park users of wildlife and natural systems. Another modestly priced strategy for improving park space is to work with residents to designate a portion of existing park space for a dog park.

Expanding the Trail Network

Salem Township enjoys the Little Miami Scenic Trail not only as a significant recreational amenity, but also as an invaluable economic development asset. Existing businesses, such as a canoe and kayak rental shop, have been able to capitalize on the trail; additional Salem Township businesses such as Miranda's, an ice cream shop, also derive a small portion of their patronage from trail users. Constructing a new trail connecting Salem Township to Clinton County by way of an unused rail line can expand this trail network. Salem Township's role would not necessarily include funding the new trail; instead, it might entail seeking grant money or expressing support for other Townships and Counties that are working to create this planned multiuse trail. This new bicycle and pedestrian trail would help make Morrow and Salem Township a trail hub, bringing business opportunities such as bed & breakfasts, dining, and small scale retail that may cater to trail users.



Capitalizing on the Little Miami River

Township residents have the luxury and opportunity to rent kayaks, canoes, or even launch their own personal watercrafts. The close proximity of multiple parks along the River and the bike trail provides the Township with an opportunity to encourage additional recreational amenities that take advantage of this combination. For example, a boat launch could be installed near the bike trail, possibly in Morrow Veterans Memorial Park or in another location along the River. Such locations would be ideal for other park uses including picnic shelters, benches, or platforms for fishing or birdwatchers.

Parks as an Economic Development Tool

It is normal to think of economic development only in terms of commercial or industrial types of development. Park spaces and trails, on the other hand, often come to define the identity and livability of a community. Appealing park amenities, trails, and recreational opportunities can encourage revitalization of nearby residential areas and encourage trail users to stop long enough to visit local businesses. Parks in Salem Township may also be rented occasionally to sports teams, helping to offset the expenditures necessary to keep the parks in good repair. Due to all of the park space within the Township's borders falling under the jurisdiction of Warren County, the Village of Morrow, or ONDR, the Township will need to collaborate with these entities to organize events in the communities' park space. If park spaces are rented to private organizations at some time in the future, it should be coordinated to ensure the public has access to all park amenities most of the time.

Community Center

At present, Salem Township does not have any kind of community center for recreational or community functions. If the Township pursues establishing a community center, residents indicated that the vacant Morrow Elementary School would be an ideal building to convert into a community facility. Built in 1913, the school would need to be made ADA compliant, but is in otherwise good condition and features a relatively new heating and cooling system. The building includes a gymnasium, large spaces that may be converted to a reception or banquet hall, and library space that could house the

Township library, currently located on the edge of the Village. The building also includes ample rooms of various sizes, which could be used for gymnastics, dance lessons, public meetings, and other community programming.

Thornton Park

Covering over 50 acres of land, Thornton Park is the second largest park space after Halls Creek Woods Nature Preserve. It is owned and maintained by the Village. Unfortunately the park's gates are often closed and the park space is used only by private sports teams despite technically being a public park open to all residents in the area. The Township has an opportunity to begin a dialogue with the Village to explore if and how Thornton Park can be returned to public use.

GOALS AND OBJECTIVES

GOAL 1: Recreational opportunities for all age groups.

Objectives:

- 1.1. Create a community center for recreational and social events.
- 1.2. Develop an adult sports program.
- 1.3. Coordinate activities for seniors and youths.

GOAL 2: Improve and increase awareness of existing parks and develop new parks.

Objectives:

- 2.1. Provide parking lot and mountain bike/walking trails at Halls Creek Woods State Nature Preserve.
- 2.2. Develop a boat ramp and park to connect Veteran's Park to the Little Miami River.
- 2.3. Provide restrooms and concession facility at Veteran's Park.
- 2.4. Study feasibility of creating park along and between Mason-Morrow-Millgrove Road and the Little Miami River.
- 2.5. Develop parks or designated areas in parks for dogs.
- 2.6. Install signage to enhance park locations, identity, use and educational amenities.
- 2.7. Allow public access of Thornton Park.
- 2.8. Create neighborhood parks in northern and southern areas of the Township.



Chapter 8: Economic Development



Ch 8: Economic Development

Salem Township is located in an area of the County that many believe is next in line for economic growth. The Township contains numerous amenities and features, most notably the Little Miami River and the Little Miami Scenic Trail, which make the area an attractive place to live and work. Main Street, located in the Village of Morrow, is another piece of the puzzle that is crucial to the long-term economic vitality of the Township, as it showcases some of the area's history and culture.

Any future economic growth will likely come at a slow pace to the Township as the current economic recession comes to a close. There are also several challenges, such as lack of infrastructure and core businesses (grocery store, bank, etc.) that must be addressed and improved within the next two decades. A realistic vision for what Salem Township could look like in the future is the Village of Loveland, a village that not too long ago looked much like Salem Township/Morrow today. Small changes and improvements to Salem Township overtime will make a large difference in changing the overall image of the Township, which will translate into jobs, more economic opportunities, and improved quality of life for the residents that live in the community.

EXISTING CONDITIONS

Most economic activity that occurs within the Township is based in the Village of Morrow, which is the only incorporated village or city located within the Township. Furthermore, Township residents rely on the Village (or other outside communities) for goods and services, which are supplied through a few smaller stores and businesses. There are also some small businesses located along US 22/3 outside of Morrow and there are other small businesses located within the Township, including a canoe rental shop and a Christmas tree farm, as well. Although Salem Township is rural, large-scale agriculture is not abundant throughout the Township due to terrain and soil limitations.

Currently, many storefronts in the Township and Village are vacant and have become blighted. Likewise, housing development has been halted as a

result of the 2007 Housing Crisis. As market conditions improve, so will the Township.



Main Street in Morrow, pictured above, received a grant from the Main Street Revitalization Program in 2011. This allowed the Village to make improvements to the streetscape, including on-street parking, lighting, and landscaping, but much more work still needs done. Many of the storefronts still remain vacant and need revitalized.



The Village of Loveland, located at the junction of Warren, Hamilton, and Clermont counties, provides an excellent example of how Salem Township/Village of Morrow can be transformed in the future. Loveland offers many recreational amenities including biking and canoeing, but it also has a strong downtown district. The restaurants and small businesses located there are attractive and enhance the community's image.

Salem Township Comprehensive Plan

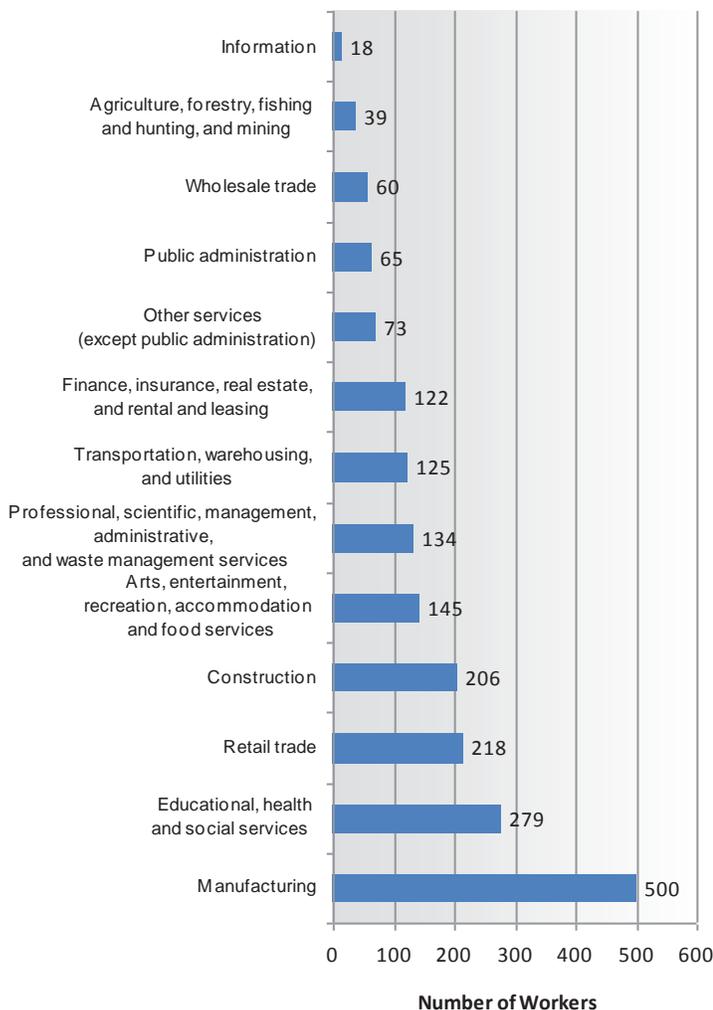
Employment

According to the most recent census bureau figures from the 2006-2010 American Community Survey shown in *Figure 8.1*, approximately 462 Salem Township residents worked in educational, health, and social services, making this the largest sector of the economy in the Township. Manufacturing ranked second with approximately 402 workers, followed by Retail with approximately 284 workers. However, it should be noted that although 402 Salem Township residents are employed by the manufacturing industry, this does not mean that there are 402 manufacturing jobs located within Salem Township, as most residents commute outside of the Township each day for work.

Jobs associated with agriculture represent the smallest economic sector of Salem Township with an approximate 22 workers.

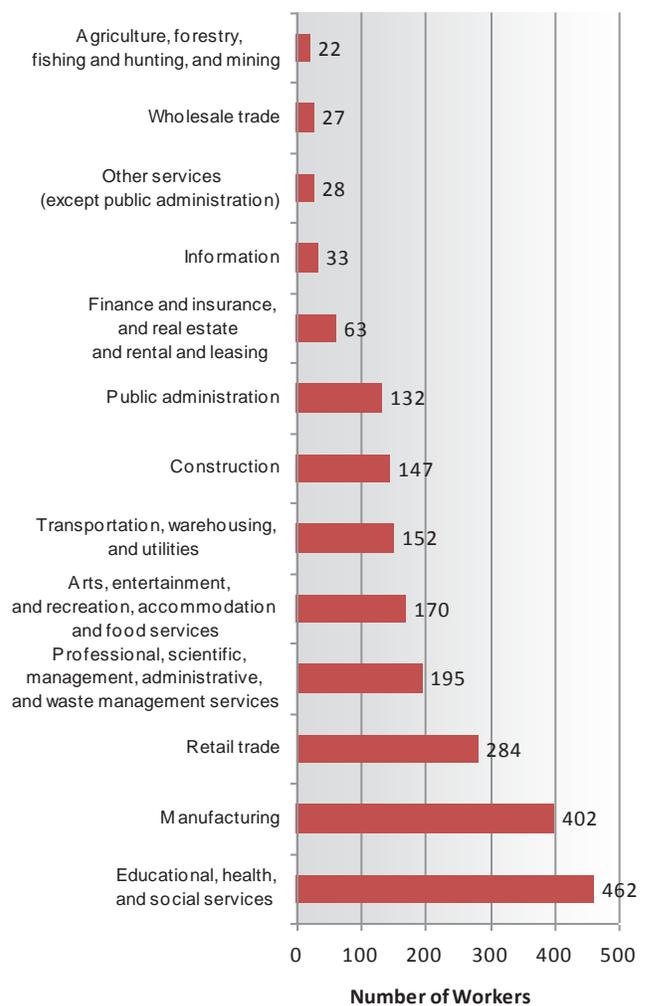
Figure 8.1 also shows that those employed in Manufacturing and Construction have declined in number from 2000 to present, while those employed in Education, Health, Social Services, and Retail have increased in number. This is an indication that the Township's economy is shifting as a result of declining manufacturing jobs in surrounding communities. This economic shift may also be linked to the influx of new families that were moving to the Township before the housing bubble burst in late 2007.

Figure 8.1: Employment by Industry: 2000



Source: 2000 Census

Employment by Industry: 2006-2010 ACS



Source: 2006-10 American Community Survey (ACS)

Salem Township Comprehensive Plan

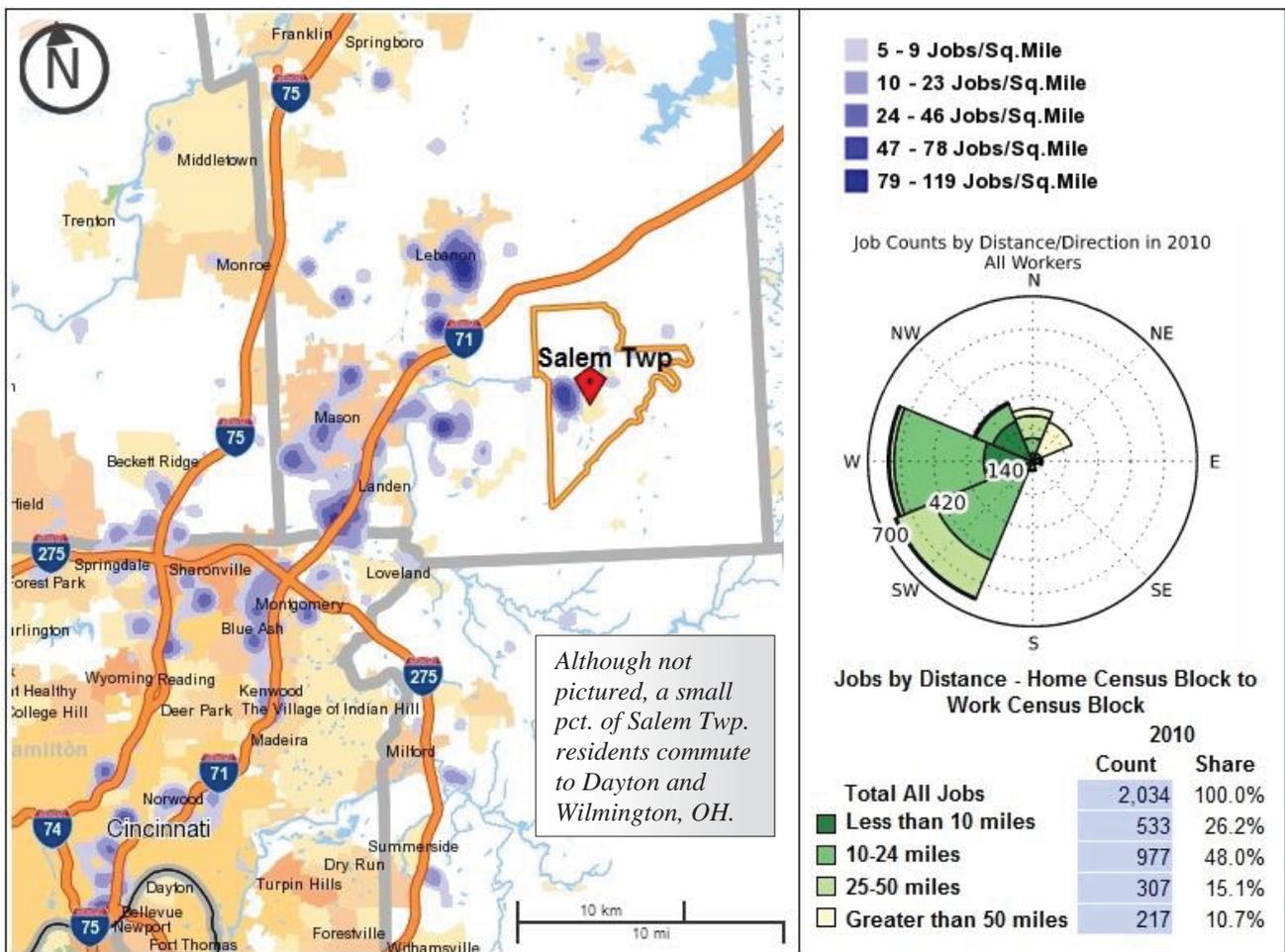
Work Commutes

Figures 8.2 and 8.3 show the commute patterns of Salem Township residents and workers. The compass rose that is provided with each figure also provides information about the distance and direction of work commutes. For instance, 700 residents traveled in a southwestern direction to get to work, 280 (700 minus 420) of which traveled 25 to 50 miles towards Cincinnati. The *Jobs by Distance – Home Census Block to Work Census Block* shows that 26.2% of Salem Township residents commute less than 10 miles each day for work. Conversely, 73.8% of Salem Township residents commute greater than 10 miles each day for work, meaning that there are not many jobs that

are locally available to residents. Figure 8.2 also shows that I-71 is a crucial thoroughfare for Salem Township residents as most people work in the communities along this route, including Lebanon, Mason, Montgomery, and Cincinnati.

Figure 8.3 on the following page indicates that people are less willing to travel great distances to work in Salem Township, reiterating that Salem Township is a rural, small town community. Fifty-eight percent of Salem Township workers travel less than 10 miles to get to their jobs in the Township, with the majority of workers commuting from Hamilton Township. Further, this Figure illustrates that US 22/3 is a primary link to get to and from work.

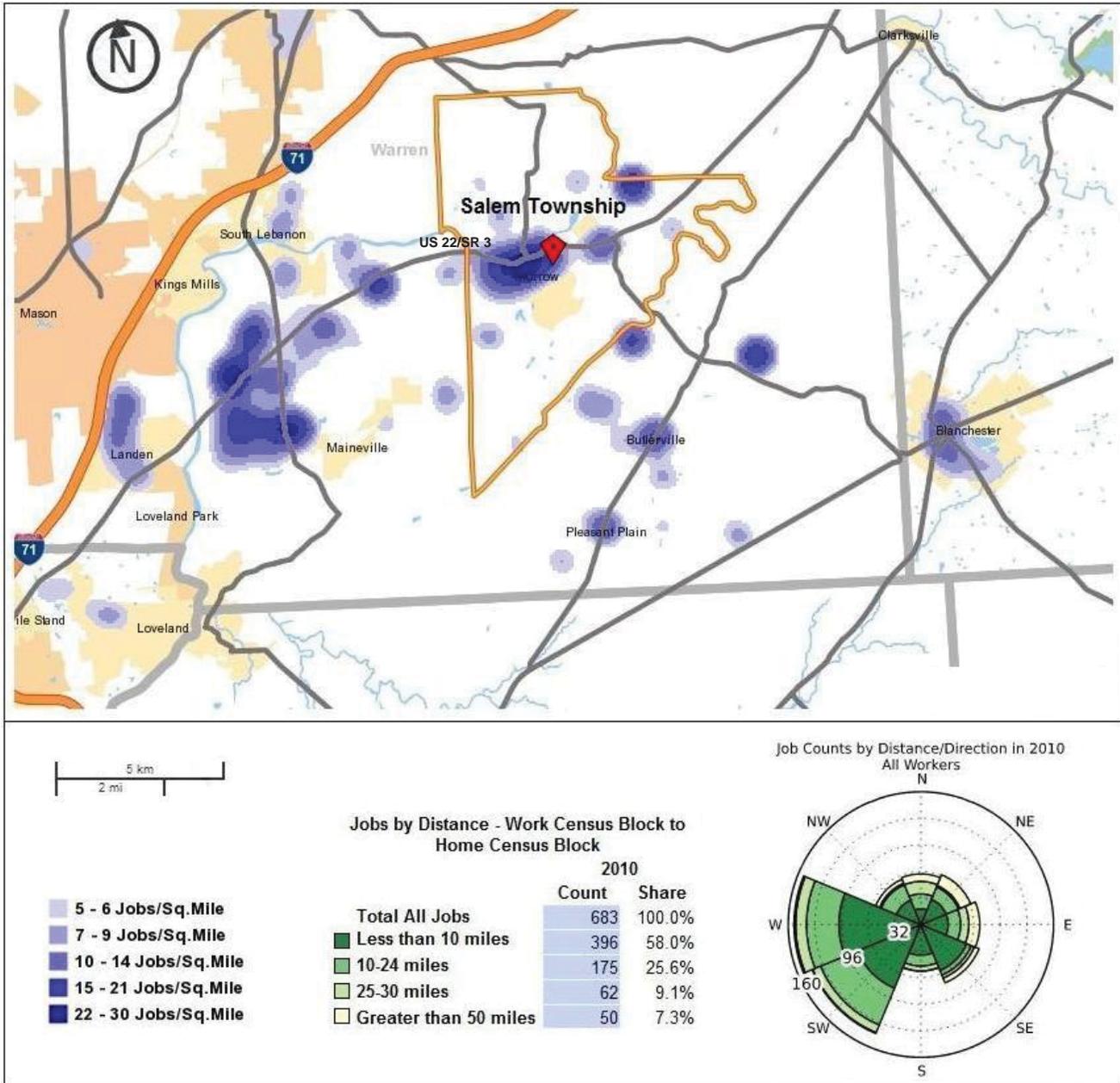
Figure 8.2: Where Salem Township Residents Work



Source: 2010 Local Employment Dynamics (U.S. Census Bureau)

Salem Township Comprehensive Plan

Figure 8.3: Where Salem Township Workers Live

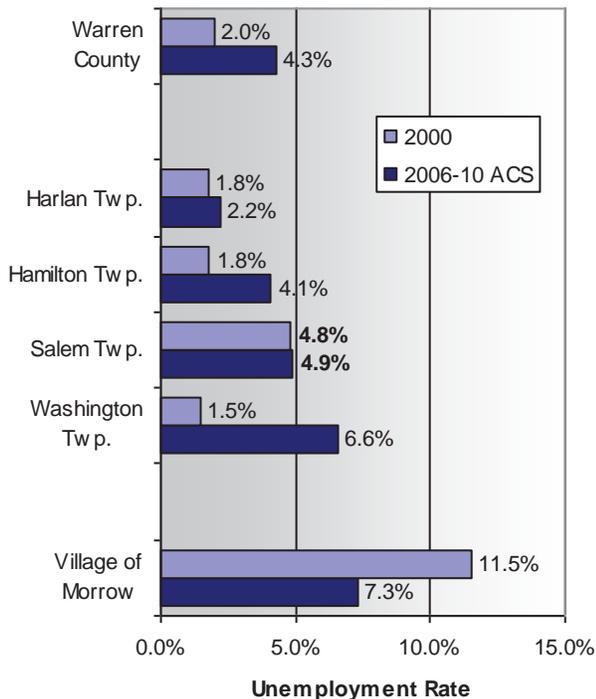


Source: 2010 Local Employment Dynamics (U.S. Census Bureau)

Unemployment

Unemployment rates are often a good indicator as to how well a community is doing economically. As a result of the current economic recession, unemployment rates have generally increased across Warren County within the last 10 years (see *Figure 8.4*). However, the unemployment rate for Salem Township has remained relatively unchanged at just under 5%. The unemployment rate for the Village of Morrow has actually decreased from 11.5% in 2000 to 7.3% in 2010. This indicates that Salem Township and the Village of Morrow are heading in the right direction economically. As the economic recession dissipates, these unemployment rates are expected to improve even more.

Figure 8.4: Unemployment Rate Comparison



Source: 2000 Census and 2006-10 American Community Survey

ISSUES AND OPPORTUNITIES

Job creation and utilization of existing Township assets are essential to reducing unemployment and enhancing the overall economy of Salem Township. However, as Salem Township remains largely rural, demands on utilities, infrastructure, and community facilities will be a key factor in determining where new businesses and development can occur. Past planning efforts for the Township have identified duplicative shopping centers and large, regionally-oriented shopping centers (especially near residential areas) as potential threats to the direction the Township would like to pursue. Instead, smaller shops that cater to community needs and recreational activities will be a much better fit for the Township.

Recreational Tourism

The motto, “*Where outdoor fun begins,*” is definitely appropriate for Salem Township as recreational opportunities throughout the Township are numerous. The rivers, creeks, forests, hills, wildlife, trails, and parks all contribute to the scenic beauty and outdoor activities that occur within the Township. Canoeing along the Little Miami River and biking along the Little Miami Trail have become a favorite a pastime of not only Salem Township residents, but residents in the surrounding region, as well.

Providing these recreational tourists with reasons to stop and stay in the Township/Village, even if it is just for a quick bite to eat, will benefit the community. One potential strategy is to encourage the growth of catalytic businesses that would compliment the many recreational activities of the Township. A small sporting goods store, perhaps, is a potential business that could cater to people that recreate in the Township and surrounding area. A bed and breakfast is another example of a business that could cater to those looking for a place to stay overnight.

However, since Salem Township and the Village of Morrow contain a fairly small population (only 4,389 people) it will be hard to support a large amount of businesses. One way to combat this lack of critical mass would be to work with the Village to host large events throughout the year to attract more people to the area. A triathlon is one such

Salem Township Comprehensive Plan

event that would involve canoeing/kayaking, biking, and jogging. An event like this could potentially attract a few hundred people and would be an excellent way to showcase the Township.

Other strategies that could promote recreation include enhancing the parks and amenities already offered within the Township (see Chapter 7). Something as simple as adding bike racks in strategic locations or improving trail connectivity to commercial or future industrial areas could go a long way.

Downtown Revitalization

In addition to all of the recreational opportunities present in the Township, the historic buildings in Morrow, downtown in particular, are a major part of what makes the Village and Township unique. Downtown should be a lively and attractive place that people enjoy visiting, however, it currently remains underutilized and many of the buildings in downtown have been vacant for a long period of time.

The revitalization of downtown Morrow should be a high priority as this is crucial to changing the overall image of the community. Rehabbing the structures on Main Street will make it easier for businesses to locate in the Village, as well, which in turn will translate into more people moving to the Village and the Township. The Township should work to maintain its strong relationship with the Village and provide support to any future revitalization efforts to help fulfill the goal of improving the community's image and overall quality of life.

Farmer's Market and Entertainment

Currently, there are not any major places in the Township where residents can get fresh food, as most grocery stores are located a 15-minute drive away in surrounding communities. A farmer's market is one way to fill in this void.

A market, if professionally done, could be a major attraction. Incorporating community events with the market would also help bring customers and people to the area. Local bands, cook-offs, festivals, and so on, are all ways to make the farmer's market a fun place to visit. Locating the market strategically downtown would also be

favorable, as this would make the downtown more lively and beneficial to nearby businesses.

Securing Core Businesses

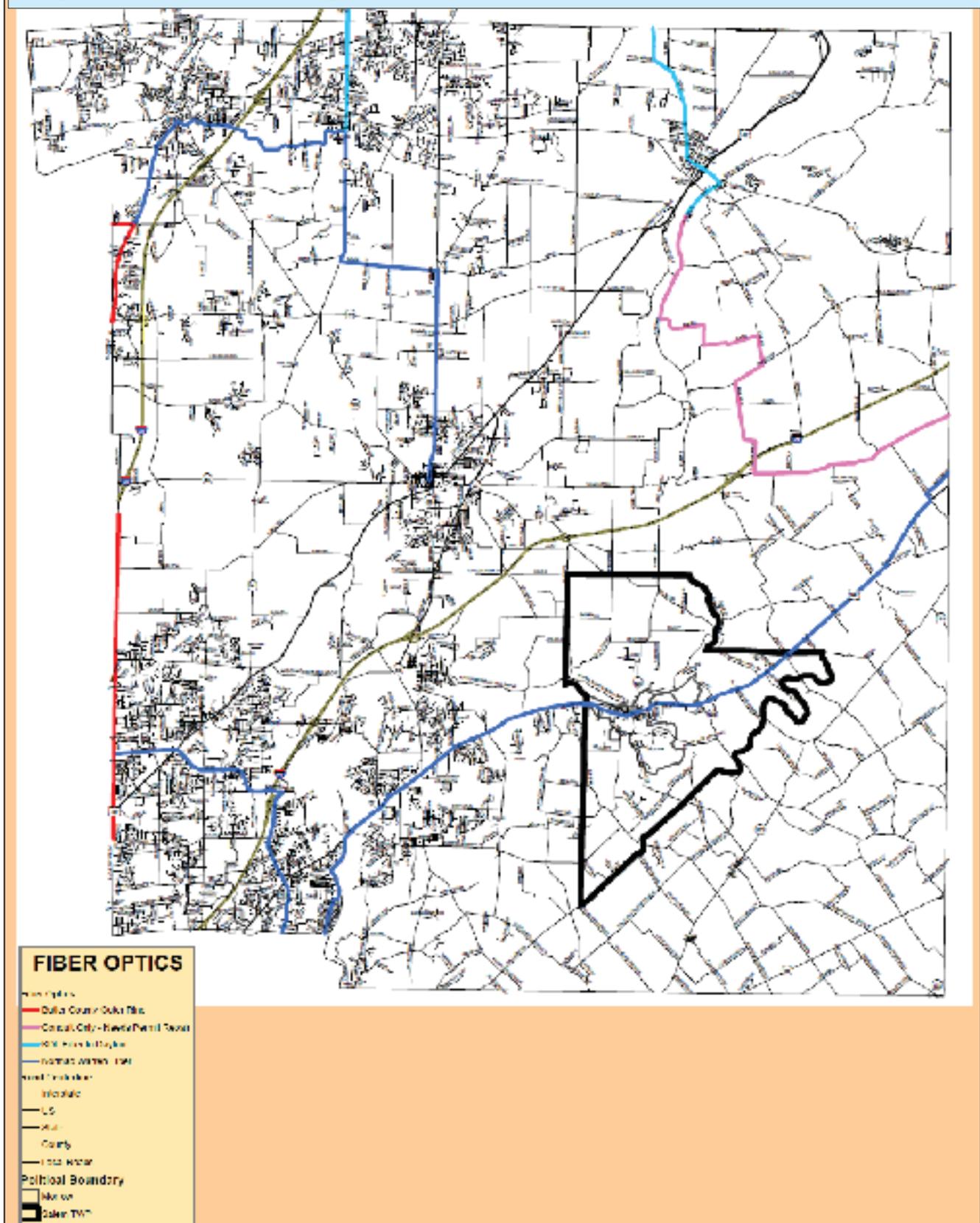
As the Township and Village grow, the need to secure core business, including a grocery store, bank, restaurants, and service providers will be increasingly more important. The need for a grocery store, as previously discussed, seems to be the single most important business needed in the Township. Securing a business like this would make life a little easier for Township residents and make it more appealing to those that might want to move to the area.

To secure these essential businesses, the Township should work to market itself and become more business friendly. This would involve providing utility and infrastructure improvements in commercial and industrial areas as well as providing incentives to businesses that want to locate in the area. Collaboration with the Village of Morrow can also help in finding creative solutions for this issue.

High-tech Potential

The fiber-optic line that runs through the Township along US 22/3, as shown in *Figure 8.5*, is an untapped resource that may be useful in attracting high-tech office development in the future. However, there are many unknowns and uncertainties involved with this connection. The line itself is not capable of generating the high-speed Internet capabilities that it was designed to do because the project was never fully completed due to changes in ownership of the line and conflict of interest with outside companies. The fiber-optic line currently loops around through Butler County then through Mason and Loveland before it reaches Salem Township. To make this line more efficient, a connection is needed between Waynesville and the eastern boundary of Warren County (*Figure 8.5*). The Township should work with Warren and Butler Counties to investigate the feasibility of completing the fiber-optic loop connection and determine if the return of investment is worth the effort.

Figure 8.5 Fiber Optics Network Lines In Warren County



GOALS AND OBJECTIVES

Goal 1: A strong local employment base.

Objectives:

- 1.1. Secure needed and desired core businesses; i.e. grocery store, personal services providers, good sales, restaurants, etc.
- 1.2. Increase resident patronage of local businesses.
- 1.3. Attract recreational businesses.
- 1.4. Beautify the community.
- 1.5. Create a business friendly environment.
- 1.6. Identify catalyst businesses that would spur future development.
- 1.7. Recognize agricultural areas, natural resources, and recreational amenities as economic development tools.
- 1.8. Use fiber-optic connection as marketing tool to attract high-tech industries.

Goal 2: Revitalization of downtown Morrow.

Objectives:

- 2.1. Increase collaborative efforts by Salem Township and Morrow to promote business growth.
- 2.2. Promote “Mainstreet” revitalization program for Morrow.
- 2.3. Provide for collaborative community events.

Chapter 9: Implementation



Ch 9: Implementation

Purpose

The Plan's Implementation Chapter provides a framework to preserve the Township's quality of life and rural character; recognize economic opportunities; enhance transportation and recreational provisions; and maintain environmental quality and cultural heritage, while protecting the property rights of landowners. This chapter translates the Plan's vision, goals, and objectives into strategies for the day-to-day operations of the Township. The implementation tables (pages 81-118) identify clear implementation steps and include a broad range of tools, techniques, and actions that will take place over the next 18 years. The goals, objectives, and strategies were developed as a means to achieve the vision. They are a result of both the near term and long term recommendations described in the previous chapters and input provided by community stakeholders at community workshops and meetings.

Partnerships

Although the Township Trustees must inevitably take responsibility for implementing much of the Comprehensive Plan, residents, groups, boards, and organizations also need to contribute. Successful implementation is achieved through cooperative partnerships including but not limited to the following:

- Property owners, farmers, and homeowner associations
- Township advisory boards and commissions
- Bankers, investors, and land developers
- Civic organizations and nonprofit organizations
- Faith-based groups
- Neighboring villages and counties
- Salem Township and Warren County staff
- Salem Township Zoning Board
- Warren County Office of Economic Development
- The Morrow Chamber of Commerce
- Utility providers
- Warren County Parks District
- Warren County Convention & Visitors Bureau
- Media

Plan Evaluation

This Plan will be implemented over a period of several years and will require considerable resources to fully implement. The Warren County Regional Planning Commission (RPC) will provide 5-year progress reports to the Township Administrator in order to evaluate how well resources are being used to achieve the goals of the Plan. In addition, RPC staff will continue to work with the Township to reevaluate their goals and priorities every five years as a means to update the Implementation Plan.

Purpose of Implementation Tables

The implementation tables on the following pages were developed to accomplish the following:

- Reflect the vision, goals, and policies of the Plan yet remain flexible enough to accommodate uncertainty and unforeseen change.
- Take a long-term perspective yet provide strategic direction for day-to-day activities.
- Recognize issues as interconnected yet respect the Township's social, economic, and environmental limitations.
- Be comprehensive in scope yet seize opportunities to secure the desired future.

Organization

This Implementation Plan is organized in an easy to read format that is easy to understand. Every strategy/action item is tied to an objective, each objective is a means to reach a goal, and each goal is intended to achieve the Vision for Salem Township. The implementation strategies for the goals and objectives listed for each element are provided in the following Implementation Tables, starting on page 81. These tables summarize each action item; the organization or agency that is primarily responsible for implementing the action item; a general timeframe described as short-term, mid-term, or long-term; possible funding sources; and miscellaneous notes.

Salem Township Comprehensive Plan

Timeframe

The implementation of this Plan requires time. This section identifies a timeframe for achieving each improvement item. The timeline for implementation of each action item is defined by these estimated time frames:

- Short-term: 5 years or less
- Mid-term: 5 to 10 years
- Long-term: 10 to 15 years

Priorities

Implementation of this Plan requires an on-going partnership with the Township in terms of setting and reestablishing priorities based on change in the physical, social, political, and economic environments over time. Priorities are derived from community input, public policy, and political support. Every 24 months, Salem Township Trustees will engage in a reassessment of Plan priorities and will renew the two-year action items to reflect current ideas and issues.

Plan Coordination and Implementation

Township Trustees will assume the leadership role in implementing the Salem Township Comprehensive Plan. In addition to carrying out many of the projects and initiatives called for in the Plan, the Township should also cooperate with and support local agencies and organizations. They should ensure that all codes, ordinances, and enforcement procedures support and complement the new Plan, as well.

Salem Township Comprehensive Plan

LAND USE

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
GOAL 1: Enable commercial and light industrial development in strategic areas.				
Objective 1.1: Promote and explore the potential for commercial and industrial development.				
1. Create a more detailed area plan for the mixed-use commercial/industrial area.	Township Trustees	WCRPC	Short term	
2. Amend the Zoning Code to create a mixed-use commercial/industrial zone in northern Salem Township in accordance with the FLUM.	Township Trustees	Zoning Commission, WCRPC	Short term	
3. Promote the mixed-use commercial/industrial zone for businesses to the real estate community	Chamber of Commerce	Township Trustees, W.C. Economic Development Dept	Short term	
4. Initiate a long term dialogue with Turtlecreek Township and the City of Lebanon to explore the expansion of the JEDD located around the 71/123 interchange to include land in Salem Township planned for mixed industrial/commercial uses.	Township Trustees	WCRPC, JEDD Board, W.C. Economic Development Dept	Ongoing	
Objective 1.2: Allow mixed residential/neighborhood commercial uses along US 22/3.				
1. Create a more detailed area plan for the mixed-use commercial/residential uses in the Urban Service Area.	Township Trustees	WCRPC, Village of Morrow	Short term	

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
2. Amend the Zoning Code to create a mixed-use commercial/residential zone within the Urban Service Area in accordance with the FLUM.	Township Trustees	Zoning Commission, WCRPC	Short term	
3. Promote the mixed-use commercial/residential zone to the real estate community and businesses.	Chamber of Commerce	Township Trustees, W.C. Economic Development Dept	Short term	
4. Create design standards for all development in the mixed-use residential/commercial zone. Encourage commercial development that is nodal rather than strip development in character.	Township Trustees	Zoning Commission, WCRPC	Short term	Design standards may include screening, buffering, landscaping, and building design
Objective 1.3: Promote small-scale commercial and other non-residential uses where infrastructure and existing conditions are most conducive to this development.				
1. Amendments to the Zoning Code shall take into account the availability and capacity of the sewer, water, and road infrastructure.	Zoning Commission	Township Trustees, W.C. Engineer, W.C. Water & Sewer Dept. WCRPC	Ongoing	
2. Initiate a long-term dialogue with the Village of Morrow to discuss the sewer and water capacity limits inside the Urban Service Area.	Township Trustees	W.C. Water & Sewer Dept, Village of Morrow, Western Water Co, WCRPC	Ongoing	
3. Ensure zoning standards such as lot size, setbacks, and floor area ratio for the mixed-use commercial/industrial district reflect that the area is not currently served by sewer.	Zoning Commission	WCRPC	Ongoing	

Salem Township Comprehensive Plan

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
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GOAL 2: Conserve and protect the natural environment and the scenic character of river corridors.

Objective 2.1: Promote and maintain the recreational uses of the Little Miami River.

1. Contact canoe, kayak, or rafting businesses in the Township to determine if the Township may, in any way, support their operations.	Township Trustees	Morrow Chamber, W.C. Parks District	Short term	
2. Advertise existing locations and/or create new locations where the public can access the river to fish or launch a boat.	Township Trustees	Village of Morrow, W.C. Parks District	Short term	
3. Install parking, a boat ramp, and fish cleaning area at the east end of Morrow Veteran's Memorial Park.	Township Trustees	Village of Morrow, W.C. Parks District	Mid term	
4. Collaborate with the Warren County Parks District and the Village of Morrow to create a joint park plan for the Village and Township.	Township Trustees	W.C. Parks District, Village of Morrow, WCRPC	Mid Term	

Objective 2.2: Protect the natural and scenic environment around the Township's waterways.

1. Inform the public about the importance of a healthy watershed.	W.C. Soil & Water District	WCRPC W.C. Parks District	Ongoing	Media strategies may include educational kiosks in parks, collaborating with youth organization leaders, and working with schools.
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Salem Township Comprehensive Plan

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
2. Cite a healthy watershed as justification for density, open space, or tree canopy standards in the Zoning Code.	Zoning Commission	W.C. Soil & Water District, WCRPC	Short term	
3. Revise the Zoning Code to establish streamside setbacks for new development proposals.	Zoning Commission	W.C. Soil & Water District	Short term	Tree canopy and natural vegetation within the setbacks prevent erosion, sedimentation of waterways, and mitigates flooding events.
4. Identify significant potential sources of point pollution and work with the owners to reduce the likelihood of an accident or gradual contamination of drainage water.	WCRPC	W.C. Soil & Water District	Ongoing	Strategies may include low-tech solutions such as bioswales or rain gardens
Objective 2.3: Conserve and protect the natural environment.				
1. Inform the public about the benefits of environmental conservation.	W.C. Parks District	ODNR, WCRPC	Ongoing	Media strategies may include educational kiosks in parks, collaborating with youth organization leaders, and working with schools.
2. Amend the Zoning Code to incent the protection of environmentally significant areas during development of property.	Zoning Commission	Township Trustees, WCRPC	Short term	Environmentally significant areas include wooded areas, steep slopes, and wetlands. Conservation easements are an ideal tool.

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
3. Establish tree canopy coverage standards for residential and commercial development.	Zoning Commission	WCRPC, Township Trustees	Short term	
4. Encourage the use of rain gardens, pervious pavement, rain barrels, and bio-swales to reduce the likelihood of flash flooding and water contamination. Promote community stewardship of waterways with pilot projects and revisions to the Zoning Code.	W.C. Soil & Water District	WCRPC, Township Trustees	Ongoing	These tools may be effectively used in all land uses.

GOAL 3: Maintain a low density and rural character.

Objective 3.1: Maintain a pattern of large-lot residential and rural land uses outside the Urban Service Area.

1. Amend the Zoning Code to create a new residential zoning district with a lower density requirement than the existing R-1 Zone. Apply the new zone to the most rural or appropriate areas of the Township.	Zoning Commission	Township Trustees, WCRPC	Short term	
2. Amend the Zoning Code to create an agricultural zone. The zone would be applied only to qualified properties whose owners wish to voluntarily apply it to their land.	Zoning Commission	Township Trustees, WCRPC	Short term	
3. Amend the Zoning Code to allow limited farm uses to continue within areas that fulfill open space requirements for rural residential development.	Zoning Commission	Township Trustees, WCRPC	Short term	

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 3.2: Maintain zoning regulations that provide for desired development character and respects private property rights.				
1. Revise the Zoning Code to establish more robust screening and buffering standards between different land uses, particularly residential and nonresidential uses.	Zoning Commission	Township Trustees, WCRPC	Short term	
2. Amend the Zoning Code to give home occupation uses additional flexibility depending on the use and lot size.	Zoning Commission	Township Trustees, WCRPC	Short term	Use public participation for guidance during this process.
3. Utilize Planned Unit Developments or other zoning strategies to give unique land uses, such as the Christmas Ranch, additional zoning flexibility.	Zoning Commission	Township Trustees, WCRPC	Case-by-case basis	
4. Amend the Zoning Code for the proposed mixed-use commercial/residential district to increase development standards for buffers, screening, landscaping, lighting, and building design.	Zoning Commission	Township Trustees, WCRPC	Short term	
5. Use outreach methods to collect resident input on the Zoning Code. The Township Trustees may delete or amend provisions of the Zoning Code as they deem necessary.	Zoning Commission	Township Trustees, WCRPC	Medium term	

Salem Township Comprehensive Plan

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 3.3: Keep higher intensity uses, both commercial and residential, in and around the Village of Morrow.				
1. Consider creating a more detailed area plan to guide land uses and design standards within the Urban Service Area.	Township Trustees	WCRPC	Mid term	
2. Amend the Zoning Code to permit more intense, mixed use development within the Urban Service Area.	Township Trustees	Township Trustees, WCRPC	Short term	
3. Begin a long-term dialogue with the Village of Morrow to coordinate and discuss land use issues within the Urban Service Area.	Township Trustees	Village of Morrow	Ongoing	Consider establishing meetings on a quarterly or biannual basis.
Objective 3.4: Encourage residential development outside the Urban Service Area that preserves the rural and natural environment.				
1. During the development review process, encourage vegetative screening that obscures the prominence of development from nearby arterial roads.	Zoning Commission	WCRPC	Ongoing	
2. Encourage developers to include conservation easements to either preserve or plant trees within the subdivision.	Zoning Commission	WCRPC	Ongoing	Conservation areas can be used to create long corridors between backyards.
3. Amend the Zoning Code to allow conservation and cluster development as a development option.	Zoning Commission	Township Trustees, WCRPC	Short term	

LAND USE (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
4. Ensure that proposed developments respond to natural resources such as wooded areas, wetlands, and other environmentally significant features.	Zoning Commission	Township Trustees, WCRPC	Short term	
5. Amend the Zoning Code to encourage generous amounts of open space or conservation areas for new development by offering development incentives.	Zoning Commission	Township Trustees, WCRPC	Short term	
Objective 3.5: Permit and encourage small-scale lodging and ecotourism uses.				
1. Amend the Zoning Code to define and permit small-scale lodging such as bed and breakfasts.	Zoning Commission	Township Trustees, Morrow Chamber, WCRPC	Short term	
2. Amend the Zoning Code to define and permit ecotourism.	Zoning Commission	Township Trustees, Morrow Chamber, WCRPC	Short term	The intent is to capitalize on outdoor recreational business opportunities.

TRANSPORTATION

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
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GOAL 1: A transportation system that provides for safe movement of motorists and pedestrians.

Objective 1.1: Identify and prioritize road safety improvements.

1. Regularly monitor and report roads for any maintenance and hazardous travel problems.	Township Road Dept.	Township Trustees, W.C. Engineer, ODOT	Ongoing	
2. Participate with road authorities on short and long range planning of road safety and traffic management improvements.	Township Trustees	Township Road Department, W.C. Engineer, ODOT	Ongoing	
3. Participate with funding agencies in identifying available sources for making road improvements.	Township Trustees	Township Road Department, W.C. Engineer, ODOT, OKI, WCRPC	Ongoing	
4. Participate in securing grants and/or loans to implement priority road improvements.	Township Trustees	Township Road Department, W.C. Engineer, ODOT, OKI, WCRPC	Ongoing	
5. Monitor and endorse legislation to fund road improvements.	Township Trustees	OKI, State and Local Legislators	Ongoing	

TRANSPORTATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 1.2: Improve access and safety of SR 123 and Waynesville Road to I-71.				
1. Work with State and County road authorities to encourage planning and scheduling of safety improvements.	Township Trustees	W.C. Engineer, ODOT, OKI, WCRPC	Ongoing	
2. Lobby for and participate in funding to improve the roads.	Township Trustees	W.C. Engineer, ODOT, OKI, WCRPC	Ongoing	
GOAL 2: Expand bikeway and trail networks.				
Objective 2.1: Coordinate bikeway and trail networks with adjacent communities.				
1. Be aware of and participate in local and regional plans for bikeways and trails.	Township Trustees	WCRPC, OKI	Ongoing	
2. Sponsor and/or co-sponsor plans for completing the connection of routes through surrounding areas.	Township Trustees	WCRPC, OKI, W.C. Parks District, ODNR, ODOT, W.C. Engineer	Ongoing	
Objective 2.2: Promote completion of Rails-To-Trails initiative.				
1. Monitor and participate in planning and funding for implementation.	Township Trustees	WCRPC, OKI, W.C. Parks, ODNR, ODOT, W.C. Engineer, Village of Morrow, Clinton County RPC	Ongoing	
2. Sponsor and/or co-sponsor promotional measures for implementation.	Township Trustees	WCRPC, OKI, W.C. Parks, ODNR, ODOT, W.C. Engineer, Village of Morrow, Clinton County RPC	Ongoing	

TRANSPORTATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 2.3: Connect schools and major activity centers to the Little Miami Trail.				
1. Work with all involved parties to plan for development of desired connections.	Township Trustees	Little Miami Schools, ODOT, W.C. Engineer, Village of Morrow, WCRPC, W.C. Parks District, ODNR	Short and Long Term	
2. Sponsor and/or co-participate in using funding programs available to implement the connections.	Township Trustees	Little Miami Schools, ODOT, W.C. Engineer, Village of Morrow, WCRPC, W.C. Parks District, ODNR, OKI	Short and Long Term	
Objective 2.4: Provide complete network of walkways and bikeways in coordination with neighboring jurisdictions.				
1. Develop a plan for walkways and bikeways in the Township to connect with others in adjoining jurisdictions.	Zoning Commission	Township Trustees, Little Miami Schools, ODOT, W.C. Engineer, Village of Morrow, WCRPC, W.C. Parks District, ODNR	Short and Long Term	
2. Work with all involved parties to develop walking trails that connect with bikeways.	Zoning Commission	Township Trustees, Little Miami Schools, ODOT, W.C. Engineer, Village of Morrow, WCRPC, W.C. Parks District, ODNR	Short and Long Term	

TRANSPORTATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 2.5: Ensure major road improvements include provisions for bikeways and pedestrians.				
1. Adopt a policy that requires bikeways and walkways to be provided in plans for new or renewed roads.	Township Trustees	Zoning Commission, OKI, WCRPC, W.C. Engineer, ODOT	Short Term	
2. Review road improvement and new development plans to ensure they include provisions for walkways and bikeways when and where appropriate.	Township Trustees	Zoning Commission, OKI, WCRPC, W.C. Engineer, ODOT	Ongoing	
GOAL 3: A well planned and connected road network that facilitates traffic flow.				
Objective 3.1: Manage the number and location of access points along arterial and collector roads.				
1. Prepare and adopt a local access management plan for the roads under Township jurisdiction in coordination with State and County road authorities.	Zoning Commission	Township Trustees, WCRPC, W.C. Engineer, ODOT, OKI	Short Term	
2. Amend zoning regulations to require local access consistent with the management plan.	Zoning Commission	Township Trustees, OKI, WCRPC, W.C. Engineer, ODOT	Short Term	

TRANSPORTATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 3.2: Require a Traffic Impact Study (TIS) for large development to assess the impact on the transportation network.				
1. Work with road authorities to assess the traffic handling capacity of the thoroughfare network roads between I-71 and US 22/3.	Township Trustees	W.C. Engineer, WCRPC, ODOT	Short and Long Term	
2. Adopt local policies and zoning regulations that require a developer to provide a TIS to identify road improvements they must make due to their development.	Township Trustees	Zoning Commission, WCRPC, W.C. Engineer, ODOT	Short and Long Term	
Objective 3.3: Improve roads in the northwestern part of the Township to support commercial and industrial development.				
1. Work with road authorities to plan and implement road improvements.	Township Trustees	W.C. Engineer, ODOT	Short and Mid Term	
2. Participate in funding programs to implement road improvements.	Township Trustees	W.C. Engineer, ODOT, OKI, WCRPC	Ongoing	

TRANSPORTATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 3.4: Consult the County Thoroughfare Plan and the Design Standards Manual for specific right-of-way and design standards.				
1. Participate in the review of new and renewed road improvement plans to ensure that they meet required design standards .	Township Trustees	WCRPC, OKI, W.C. Engineer, ODOT	Ongoing	
2. Adopt policies and zoning regulations that require right-of-way provisions specified by the Thoroughfare Plan for zoning approval of subdivisions and development projects.	Township Trustees	Zoning Commission, WCRPC, OKI, W.C. Engineer, ODOT	Short Term and Ongoing	
3. Adopt policies and zoning regulations that require provision of roads and improvements specified by the Thoroughfare Plan for zoning approval of subdivisions and development projects.	Township Trustees	Zoning Commission, WCRPC, OKI, W.C. Engineer, ODOT	Short Term and Ongoing	
GOAL 4: Preservation of scenic roads				
Objective 4.1: Maintain Mason-Morrow-Millgrove Road and other access roads along the Little Miami River and Todds Fork.				
1. Work with road and park authorities and property owners to facilitate existing and future access along the rivers.	Township Trustees	Zoning Commission, WCRPC, OKI, W.C. Engineer, ODOT, ODNR, LMI, W.C. Parks Dept	Ongoing	
2. Discourage vacating existing public road right-of-way connections across rivers.	Township Trustees	W.C. Engineer, WCRPC, W.C. Board of Commissioners	Ongoing	

TRANSPORTATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 4.2: Identify and create public access to the Little Miami River.				
1. Work with road and park authorities, river advocates, and property owners to provide public access.	Township Trustees	W.C. Engineer, ODOT, ODNR, LMI, River Land Owners.	Ongoing	
2. Sponsor and/or co-participate in promotional and funding measures for implementation.	Township Trustees	W.C. Engineer, ODOT, ODNR, LMI, River Land Owners	Ongoing	
Objective 4.3: Designate Mason-Morrow-Millgrove Road and Halls Creek Road as scenic roadways.				
1. Adopt resolution of scenic designation for those roadways.	Township Trustees	W.C. Engineer, ODNR, WCRPC	Ongoing	
2. Adopt local policy and standards for use and development of properties along those roads.	Zoning Commission	Township Trustees, W.C. Engineer, ODOT, ODNR, LMI, River Land Owners, WCRPC	Short Term and Ongoing	

UTILITIES AND COMMUNITY FACILITIES

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
GOAL1: Utilities infrastructure that meets the needs of the Township's planned growth and provides for efficient, affordable, and environmentally safe sewage disposal, water supply, proper stormwater management, and sufficient gas, electric, and communications services.				
Objective 1.1: Monitor and participate in development and operation of water and wastewater infrastructure systems in cooperation with managing authorities to ensure each is safe, reliable, cost-effective, environmentally sensitive and sufficient to meet future demands.				
1. Assess the remaining capacity of the existing Morrow-Roachester Sanitary Sewer pump-station and lines to serve planned growth.	W.C. Water & Sewer Dept	Township Trustees Village of Morrow, WCRPC	Short Term	
2. Expand the Morrow-Roachester Facilities Planning Area to encompass the urban service area.	OKI	Village of Morrow, Township Trustees, W.C. Board of Commissioners, W.C. Water & Sewer Dept, OEPA	Short Term	Provide central sewer and water services for the mixed-use areas proposed
3. Work with the W.C. Sewer Department to plan and fund installation of a second line parallel to the sewer force main between Morrow and the WWTP in order to increase service capacity for Morrow and Salem Township.	W.C. Water & Sewer Dept.	Township Trustees, Village of Morrow, W.C. Board of Commissioners, WCRPC, OKI, OEPA	Short Term	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
4. Explore the possibility of including the commercial-industrial mixed-use area proposed by the FLUM at the northwest corner of the Township into the sewer and water infrastructure service area of the 71/123 JEDD.	Township Trustees	City of Lebanon, JEDD Committee, W.C. Board of Commissioners, WCRPC	Mid Term	
5. Work with Western Water Co. to improve fire protection capability of the water system in the urban service area and other intense use areas of the Township.	Western Water Co.	Township Trustees, Township Fire Dept, Village of Morrow	Ongoing	
6. Encourage energy utility companies to upgrade electric service and expand gas service coverage where deficient.	Township Trustees	Utilities Providers	Ongoing	
7. Work with other government entities and support groups to complete the southwest Ohio fiber-optic network link through the Township and northeast of part of the County.	W.C. Port Authority	Fiber Optics & Cable Providers, FCC, Township Trustees, Village of Morrow, WCRPC, Clinton County RPC	Short Term	
Objective 1.2: Promote infill of development over new line extensions that would otherwise expand geographic coverage that would be too costly to install and maintain.				
1. Ensure that developers pay for the infrastructure extensions and improvements necessary to serve their developments.	Township Trustees	Zoning Commission, WCRPC	Ongoing	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
2. Evaluate permitting of new development that depends on central sewer and water services on the basis of staying within or close to the urban services area.	Zoning Commission	Township Trustees, WCRPC, Village of Morrow	Ongoing	
3. Only expand the urban service boundary to include additional proposed development if it promotes the vision for the Township and does not exceed the service capacity and maintenance costs of the sewer, water, and other utilities systems necessary to serve it.	Township Trustees	Township Zoning Commission, WCRPC, W.C. Water & Sewer Dept, Western Water Co	Ongoing	

Objective 1.3: Safe, effective stormwater drainage that respects concerns and meets the needs of both natural and urban environments.

1. Prepare a study that evaluates stormwater drainage of the Township and Village on a watershed basis and identifies alternatives for managing demands and solving problems.	Township Trustees	W.C. Engineering, W.C. Soil & Water District, Village of Morrow	Short Term	
2. Participate in collaborative funding and implementation of stormwater management solutions selected by all involved parties.	Township Trustees	W.C. Engineering, W.C. Soil & Water District, Village of Morrow, W.C. Grants Dept, WCRPC	Short Term	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
3. Identify locations for implementing upstream surface water runoff control measures to mitigate downstream flooding incidents.	W.C. Engineer	Township Trustees, Village of Morrow, W.C. Soil & Water District, WCRPC	Ongoing	Identify upstream locations where stormwater runoff control basins could retain or detain the flow of drainage onto downstream properties.
4. Amend Zoning Code to require preservation and maintenance of the natural characteristics in stream corridors.	Zoning Commission	Township Trustees, WCRPC, W.C. Soil & Water District	Short Term/ Ongoing	
5. Amend Zoning Code to require protection of floodplains from over use and development and to maintain flood storage capacity.	Zoning Commission	Township Trustees, W.C. Building Dept, WCRPC, W.C. Engineer, W.C. Soil & Water District, Village of Morrow, ODNR	Short Term/ Ongoing	
6. Amend Zoning Code to require use of best management practices (BMPs) to control soil erosion and sedimentation during and after development so not to diminish stream flow and downstream flood storage capacity.	Zoning Commission	Township Trustees, W.C. Soil & Water District, WCRPC, ODNR	Ongoing	

Objective 1.4: Increase use of renewable energy sources in the Township.

1. Utilize renewable energy sources in the Township administration building as a model site.	Township Trustees	WCRPC, W.C. Grants Dept	Short Term	
2. Amend Zoning Code to support development of wind, solar, and geo-thermal energy generation.	Zoning Commission	Township Trustees, WCRPC	Short Term	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
GOAL 2: Protection of surface water and groundwater resources from over use and contamination.				
Objective 2.1: Ensure that properties and private infrastructure provisions are used and maintained in a manner that does not compromise public health, endanger public drinking supplies, or pollute the environment.				
1. Amend Zoning Code to restrict hazard uses, density of development, and impervious surfaces in groundwater recharge areas identified on the Zoning Map, as an overlay for groundwater protection.	Zoning Commission	Township Trustees, ODNR, OEPA, OKI, WCRPC	Short Term/ Ongoing	
2. Prohibit hazardous uses and chemicals within and in close proximity to the 5-year groundwater time-of-travel of a public water supply.	Zoning Commission	Township Trustees, ODNR, OEPA, OKI, WCRPC, Western Water Co, Village of Morrow	Short Term/ Ongoing	
3. Encourage the use of bio-filters, constructed wetlands, and other proven measures to improve and maintain surface and ground water quality.	Zoning Commission	Township Trustees, ODNR, OEPA, OKI, WCRPC, W.C. Soil & Water District	Short Term/ Ongoing	
4. Amend Zoning Code to require uses to restrict, safely contain, and monitor storage of fuels and other chemicals that are potentially detrimental to water quality.	Zoning Commission	Township Trustees, ODNR, OEPA, OKI, WCRPC, Farm Bureau	Short Term/ Ongoing	
5. Place signs along roads in groundwater protection areas that give a phone number and request to report pollutant spillage and dumping incidents.	OEPA	Township Trustees, ODNR, OKI, WCRPC	Short Term/ Ongoing	

Salem Township Comprehensive Plan

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
6. Participate in promotion of public awareness measures to inform residents of the need to regularly inspect and maintain their septic systems.	W.C. Health Dept	Township Trustees, OEPA	Ongoing	
Objective 2.2: Increase water conservation and reclamation.				
1. Encourage reuse of treated wastewater effluent for farming purposes to reduce demand on raw and potable water supply.	W.C. Sanitary Engineer	Township Trustees, Village of Morrow, WCRPC, OKI	Ongoing	
2. Promote programs and efforts to educate the community on water conservation measures and the importance and merits of doing so.	W.C. Soil & Water District	ODNR, OKI, WCRPC, Township Trustees, Local Schools	Ongoing	
3. Amend Zoning Code to minimize development of impervious surface area and increase use of porous pavement.	Zoning Commission	Township Trustees, WCRPC, W.C. Soil & Water District, OEPA, ODNR	Short Term	
Objective 2.3: Protect water quality of streams and lakes from contamination.				
1. Encourage enhanced monitoring, enforcement, and public education programs to reduce and prevent pollution of water resources.	Township Trustees	Zoning Commission, W.C. Soil & Water District, OEPA, ODNR, Dept of Agriculture, WCRPC, Farm Bureau	Ongoing	
2. Amend Zoning Code to encourage use of bio-filters, constructed wetlands and other proven measures to improve and maintain surface water quality.	Zoning Commission	Township Trustees, W.C. Soil & Water District, OEPA, ODNR, Dept of Agriculture, WCRPC, Farm Bureau	Ongoing	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
3. Amend Zoning Code to require best-management practices to minimize soil erosion, sedimentation, and other water quality impacts.	Zoning Commission	Township Trustees, W.C. Soil & Water District, OEPA, ODNR, Dept of Agriculture, WCRPC, Farm Bureau	Ongoing	
4. Support farm programs and practices that prevent overuse and runoff of crop chemicals and nutrients.	Township Trustees	Township Zoning Commission, W.C. Soil & Water District, ORPA, ODNR, Dept of Agriculture, WCRPC, Farm Bureau	Ongoing	

GOAL 3: Excellent schools, community facilities, and services of the highest possible quality that fosters and supports resident's well-being and safety.

Objective 3.1: Identify, expand, and improve services for economically disadvantaged residents and seniors.

1. Collaborate on provision of senior services with surrounding townships and care organizations.	Township Trustees	Surrounding Local Jurisdictions, Philanthropic Organizations, Local Churches	Ongoing	
2. Investigate expanding the food pantry to help those in need within and around the Township.	Township Trustees	Surrounding Local Jurisdictions, Philanthropic Organizations, Local Churches	Ongoing	
3. Investigate possibility of establishing a community outreach and medical services facility with help of areawide groups and funding sources.	Township Trustees	Health Network Service Providers, Local Churches, Philanthropic Organizations	Short to Mid Term	
4. Work with charitable organizations to establish a homeless shelter in the community.	Township Trustees	Local Churches, Philanthropic Organizations	Short to Mid Term	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 3.2: Reuse available buildings for community and school purposes.				
1. Develop a plan to reuse the old Morrow Elementary School for a community center.	Township Trustees	Village of Morrow, School District, WCRPC	Short Term	
2. Identify existing dwellings that could be used/rehabbed for elderly or disabled housing.	W.C. Metropolitan Housing Authority	Township Trustees, W.C. Grants Dept, Local Support Groups/Organizations	Short Term/Ongoing	
3. Identify potential building(s) that could serve as a homeless shelter in the community.	W.C. Metropolitan Housing Authority	Township Trustees, Local support groups and care organizations, W.C. Board of County Commissions	Short Term/Ongoing	
4. Identify potential building(s) that could serve as another food pantry for the community.	Township Trustees	Local Support Groups/Organizations, W.C. Board of County Commissioners	Short Term	
Objective 3.3: Develop and support a local farmers market to be part of the greater regional network.				
1. Identify a location, building and/or parking area capable of supporting a local farmers market.	Township Trustees	Village of Morrow, WCRPC, Farm Bureau, Volunteer Groups, Farmers Market Group	Short Term	
2. Collaborate with other surrounding farmers and farming organizations in the region to establish and promote a regular farmers market schedule and supportive events.	Farmers Market Group	Township Trustees, Village of Morrow, WCRPC, Farm Bureau, Volunteer Groups	Short Term/Ongoing	
3. Create a farmers market Internet website for advertising and information purposes.	W.C. Convention/Visitors Bureau	Township Trustees, Village of Morrow, WCRPC, W.C. Data Processing	Short Term	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 3.4: Preserve and promote the historic and cultural resources of the Township and Village.				
1. Provide monuments and information markers describing and commemorating the local history of significant places, past residents, stories, and events of the Township.	W.C. Convention/ Visitors Bureau	W.C. Historical Society, Local Civic Groups, Volunteers, Knowledgeable Residents, Township Trustees, WCRPC	Short Term/ Ongoing	
2. Sponsor and support creation of regular seasonal and annual social gatherings, festivals, and cultural events unique to Salem Township.	Township Trustees	Village of Morrow, Local Civic Groups, W.C Convention/ Visitors Bureau, Volunteers	Short Term/ Ongoing	
Objective 3.5: Maintain quality Fire & EMS Department facilities and services				
1. Continue to participate in cooperative emergency service and public safety agreements with other local jurisdictions.	Township Fire/EMS Dept	Township Trustees, Surrounding Townships, Village of Morrow	Ongoing	
2. Site future Fire/EMS station facilities in coordination with growth areas identified by the Comprehensive Plan for the Township.	Township Trustees/EMS Dept	Village of Clarksville	Long Term	
3. Investigate and secure grants to fund training and hiring of personnel and purchase of upgraded/additional equipment.	Township Trustees/EMS Dept	W.C. Grants Dept	Ongoing	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
GOAL 4: Develop and maintain quality educational institutions that provide for anticipated student growth and maximize the benefits of public funds and functionality of public facilities.				
Objective 4.1: Coordinate and maximize use of existing Township, Village, and School District facilities for multiple uses.				
1. Work with the Village and School District to identify a complete list of government and school facilities that could be jointly utilized by community residents for an agreed list of purposes and activities.	Township Trustees	Little Miami Schools District, Village of Morrow, W.C. Parks District, Local Civic Groups/Residents, Other Townships, W.C. Grants Dept	Short Term/ Ongoing	
2. Develop and maintain a joint agreement with the Village, School District, and any other involved entity for the funding and scheduling of shared use facilities.	Township Trustees	Little Miami School District, Village of Morrow, W.C. Parks District, Local Civic Groups Residents & Other Twps. Involved, W.C. Grants Dept	Short Term/ Ongoing	
Objective 4.2: Site future school locations where best in relation to residential growth, community facilities, and infrastructure capabilities.				
1. Work with the Little Miami School District to site locations for future schools in coordination with the Township's plan for residential growth, parks, recreational facilities, pedestrian access, bikeways and other transportation, and utilities service provisions.	Little Miami School District	Township Trustees, Township Zoning Commission, WCRPC	Long Term	

UTILITIES & COMMUNITY FACILITIES (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
2. Pick new school sites that will serve the greatest number of students within close walking distances and/or bus routes.	Little Miami School District	Township Trustees, Zoning Commission, WCRPC	Long Term or as Needed.	

PARKS AND RECREATION

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
GOAL 1: Recreational opportunities for all age groups.				
Objective 1.1: Create a community center for recreational and social events.				
1. Select most suitable site and programming for a community center.	Township Trustees	Village of Morrow, Community Support Groups, Residents	Short Term	Site selection and the facility must be mindful of the age groups it will serve and the functions it will provide.
2. Acquire funding for development and operation of the community center.	Township Trustees	W.C. Grants Dept, WCRPC, Local Civic Groups	Short Term	Funding options may include grants and public donations.
3. Collaborate with the Village and other local government partners to develop a community center that serves the region.	Township Trustees	Village of Morrow, Surrounding Twps, W.C. Convention/Visitors Bureau, W.C. Grants Dept	Mid Term	
Objective 1.2: Develop an adult sports program.				
1. Identify strategies needed to facilitate, operate, and organize sporting activities for youth and adults.	Township Trustees	W.C. Parks District, Local Sports Organizations, Village of Morrow	Short Term	
2. Program Township and Village park space with athletic events for all ages.	Local Sports Organizations	Township Trustees, W.C. Parks District, Areawide Sports Organizations	Short Term/ Ongoing	

PARKS AND RECREATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 1.3: Coordinate activities for seniors and youths.				
1. Survey residents and stakeholders to determine what activities are most in demand for various age groups.	Township Trustees	Local Seniors Organizations, Churches, Youth Groups, Little Miami Schools Board	Short Term	
2. Upgrade or repair park and playground equipment as needed.	Township Trustees	W.C. Parks District, WCRPC	Short Term/ Ongoing	Create a list of desired upgrades; sort into high, medium, and low priorities
3. Organize monthly and annual gatherings and events at Township or Village facilities.	Township Trustees	Local Civic Groups, W.C. Convention/Visitors Bureau, Volunteers	Short Term/ Ongoing	Examples may include festivals, holiday parties, yard sales, and bingo.
4. Acquire funding for a broad range of recreational facilities for all age groups.	Township Trustees	Village of Morrow, W.C. Grants Dept, Civic Organizations, Private Donators	Short Term/ Ongoing	

GOAL 2: Increase awareness of parks and develop new parks.

Objective 2.1: Provide parking lot and mountain biking and walking trails at Halls Creek Woods.				
1. Promote awareness of the park by installing signage at park entrances. Install educational and way-finding signage inside the park.	ODNR	Township Trustees	Short Term	
2. Construct trails in the park for bicyclists.	ODNR	Township Trustees	Mid Term	

Salem Township Comprehensive Plan

PARKS AND RECREATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
3. Provide current trail information and maps on the Township website.	Township Trustees	ODNR	Short Term	
4. Work with local civic groups and volunteers to regularly pick up litter and provide basic maintenance.	Township Trustees	Local Civic Groups, Volunteers, ODNR	Ongoing	

Objective 2.2: Develop a boat ramp and park to connect Veterans Park to the Little Miami River.

1. Select the best location for the boat ramp and prepare a design plan for construction.	Township Trustees	ODNR W.C. Bldg Dept, Zoning Commission	Short Term	Hire consultant or engage volunteer to prepare the plan.
2. Fund and build the boat ramp.	Township Trustees	ODNR, W.C. Grants Dept, Village of Morrow, W.C. Parks District	Short Term	Hire contractor or engage volunteers for construction.
3. Provide additional parking along the northeast side of the baseball fields and at the end of Hamlin Street.	Township Trustees	Village of Morrow, ODNR, W.C. Grants Dept, W.C. Parks District	Short Term	Hire contractor or engage volunteers for construction.
4. Install trail and picnic area between new ramp and parking area.	Township Trustees	Village of Morrow, ODNR, W.C. Grants Dept, W.C. Parks District	Short Term	Hire contractor and/or engage volunteers for construction.

Objective 2.3: Provide permanent restrooms and a concession facility at Veterans Park.

1. Build restroom and shower facility near the existing picnic shelter.	Township Trustees	Village of Morrow W.C. Parks District, W.C. Grants Dept	Short Term	Hire contractor and/or engage volunteers for construction.
2. Build concession facilities on the western portion of Morrow Veterans Memorial Park	Township Trustees	Village of Morrow, W.C. Park District	Mid Term	

Salem Township Comprehensive Plan

PARKS AND RECREATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 2.4: Study feasibility of creating park along and between Mason-Morrow-Millgrove Road and the Little Miami River.				
1. Evaluate floodplain along the Little Miami River for potential park site.	WCRPC	ODNR, W.C. Bldg Dept, W.C. Engineer, Township Trustees	Short Term	
2. Pick most suitable location for park site and secure funding for land acquisition, planning, and provision of improvements.	Township Trustees	ODNR W.C. Parks District, W.C. Engineer, WCRPC	Short Term	Seek local donors and organize fund-raising efforts
3. Survey the public and surrounding jurisdictions to determine the most desired amenities to be installed in the park.	Township Trustees	Village of Morrow W.C. Parks District, ODNR, Zoning Commission	Short Term	
Objective 2.5: Develop parks or designated areas in parks for dogs.				
1. Identify land within an existing park or at a new location that is suitable for a dog park.	Township Trustees	W.C Parks District, WCRPC, Village of Morrow	Short Term	Average size of a dog park is 5 acres
2. Acquire funding for dog park site, plan, and development.	Township Trustees	W.C. Parks District, W.C. Grants Dept, Village of Morrow	Short Term	Seek local contributors and fund-raising endeavors.
3. Install necessary facilities for dog park use.	Township Trustees	W.C. Parks District, Village of Morrow	Short Term	May use volunteers for construction. Advertise dog park policies on signage.

Salem Township Comprehensive Plan

PARKS AND RECREATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 2.6: Install signage to enhance park locations, identity, use, and educational amenities.				
1. Install name and information signage at the main entrance of each park.	Township Trustees	W.C. Parks District, ODNR, Applicable Park Districts	Short Term	
2. Install directional signage on the major roads for all major parks.	Township Trustees	ODOT, W.C. Engineer	Short Term	
3. Provide promotional information on Township website and through other media outlets.	Township Trustee	Volunteers, W.C. Parks District, W.C. Convention/Visitors Bureau, Media outlets	Ongoing	
4. Install educational signage along trails in parks.	Township Trustees	ODNR, W.C. Parks District, W.C. Convention/Visitors Bureau, W.C. Grants Dept	Short Term	
Objective 2.7: Allow public access to Thornton Park				
1. Add parking spaces, lighting system, family area, and play ground.	Township Trustees	Village of Morrow, W.C. Grants Dept, W.C. Parks District,	Medium Term	Hire contractor and/or seek contributors for funding and construction.
2. Install restroom and shower facility.	Township Trustees	W.C. Parks District, W.C. Grants Dept, Volunteers	Short Term	Hire contractor and/or seek contributors for funding and construction.
3. Install directional signage on the US 22/3 and SR 123.	Township Trustees	ODOT	Short Term	
4. Discuss and determine how to increase use of the park.	Township Trustees	Village of Morrow, W.C. Parks District	Ongoing	

PARKS AND RECREATION (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 2.8: Create neighborhood parks in northern and southern areas of the Township.				
1. Explore establishing a park district for the Township or a joint district with neighboring jurisdictions to create and maintain parks.	Township Trustees	W.C. Parks District, W.C. Grants Dept, WCRPC, Village of Morrow, Adjacent Townships	Short Term	
2. Study potential park sites to select optimal locations within the study area.	Township Trustees	W.C. Parks District, WCRPC, Zoning Commission	Short Term	Prioritize underserved areas.
3. Acquire funding to purchase and outfit each park.	Township Trustees	W.C. Parks District, W.C. Grants Dept, WCRPC	Short Term	

ECONOMIC DEVELOPMENT

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
GOAL 1: A strong local employment base				
Objective 1.1: Secure needed and desired core businesses (i.e. grocery store, personal service providers, good sales, restaurants, etc)				
1. Actively seek a chain grocery store, such as Aldi or Dots Market, to locate in the Township or Village.	Township Trustees	W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Short Term	
2. Develop a creative marketing program to promote the Township and Village as a business friendly environment.	Township Trustees	W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Short Term	For example, have a contest for high school students to create a video explaining why Salem Township would be a great place for a new grocery store or other desired businesses.
Objective 1.2: Increase resident patronage of local businesses.				
1. Encourage businesses to host fundraisers for school programs at local businesses in the area.	Little Miami School District	Township Trustees, W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Ongoing	For example, students could set up a car wash or some kind of stand on a business parking lot.

ECONOMIC DEVELOPMENT (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
2. Encourage local businesses to sponsor youth and adult sports teams. Allow local businesses to hang banners at local sporting events.	Township Trustees	W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Ongoing	
Objective 1.3: Attract recreational businesses.				
1. Brand Salem Township as a place “Where Outdoor Fun Begins” and incorporate this motto, along with the new Township logo, on a structure such as a local water tower.	Township Trustees	W.C. Economic Development Dept, Village of Morrow, Morrow Chamber, W.C. Convention/ Visitors Bureau	Ongoing	
2. Host an annual triathlon that would incorporate the bike trails and river located within the Township.	Township Trustees	W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Ongoing	
3. Encourage the improvement of bike facilities at strategic locations (see Parks and Rec. implementation strategies).	Township Trustees	OKI, W.C. Engineer, ODOT, W.C. Parks District, Village of Morrow	Ongoing	
4. Improve canoe launch points to make them easily accessible to local businesses (see Parks and Rec. implementation strategies).	Township Trustees	ODNR, LMI, W.C. Parks District	Short Term	

ECONOMIC DEVELOPMENT (Continued)

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 1.4: Beautify the community.				
1. Create an attractive streetscape along US 22/3 with increased landscaping and tree plantings.	Township Trustees	Village of Morrow, ODOT	Mid to Long Term	
2. Promote the Township with attractive landscaped gateway signage at strategic locations.	Township Trustees	Village of Morrow, ODOT	Mid to Long Term	
3. Implement the new signage program and amendment of the Zoning Code.	Township Trustees	Zoning Inspector, Zoning Commission	Ongoing	
Objective 1.5: Create a business friendly environment.				
1. Amend the Zoning Code to better suit the needs of businesses along US 22/3; develop an overlay district that allows a mix of uses along this road.	Zoning Commission	Township Trustees	Short Term	
2. Encourage local businesses to advertise on Morrow E-news.	Township Trustees	Morrow Chamber, Village of Morrow	Ongoing	
3. Work with the Village of Morrow to provide new development with necessary utilities.	Township Trustees	W.C. Water & Sewer Dept, Village of Morrow	Short and Long Term	

ECONOMIC DEVELOPMENT (Continued)

Salem Township Comprehensive Plan

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 1.6: Identify catalyst businesses that would spur future development.				
1. Conduct a market analysis to identify entrepreneurial opportunities to attract new businesses that would complement existing businesses within the Township.	W.C. Economic Development Dept	Township Trustees, W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Short to Mid Term	
2. Encourage local businesses to develop market strategies to benefit each other.	Township Trustees	W.C. Economic Development Dept, Village of Morrow, Morrow Chamber	Short Term	For example, with the purchase of a canoe rental, the customer could get a discount on ice cream from Miranda's.
Objective 1.7: Recognize agricultural areas, natural resources, and recreational amenities as economic development tools.				
1. Identify the best strategic location for a new Farmer's Market with the Village of Morrow and work together to ensure it is successful.	Township Trustees	Village of Morrow, W.C. Convention/Visitors Bureau	Short Term	
2. Preserve the Township's limited agricultural resources by focusing location of future growth around the Village and major transportation corridors (i.e. US 22/3 and SR 123).	Zoning Commission	Township Trustees, W.C. Soil & Water District, Farm Bureau	Short and Long Term	

ECONOMIC DEVELOPMENT (Continued)

Salem Township Comprehensive Plan

Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 1.8: Use fiber-optic connection as marketing tool to attract high tech industries.				
1. Work with the Warren County Port Authority to complete the fiber-optic trunkline link through the Township to the northeastern part of the County.	W. C. Port Authority	W.C. Economic Development Dept, Township Trustees	Short & Long Term	
GOAL 2: Revitalization of downtown Morrow.				
Objective 2.1: Increase collaborative efforts by Salem Township and Morrow to promote business growth.				
1. Work with the Village of Morrow and the County to help make the Township's goals, objectives, and strategies for economic development a reality.	Township Trustees	Village of Morrow, W.C. Economic Development Dept	Ongoing	
2. Suggest potential economic development strategies which the Village could include in it's Comprehensive Plan.	Township Trustees	Village of Morrow, W.C. Economic Development Dept	Short Term	

ECONOMIC DEVELOPMENT (Continued)

Salem Township Comprehensive Plan

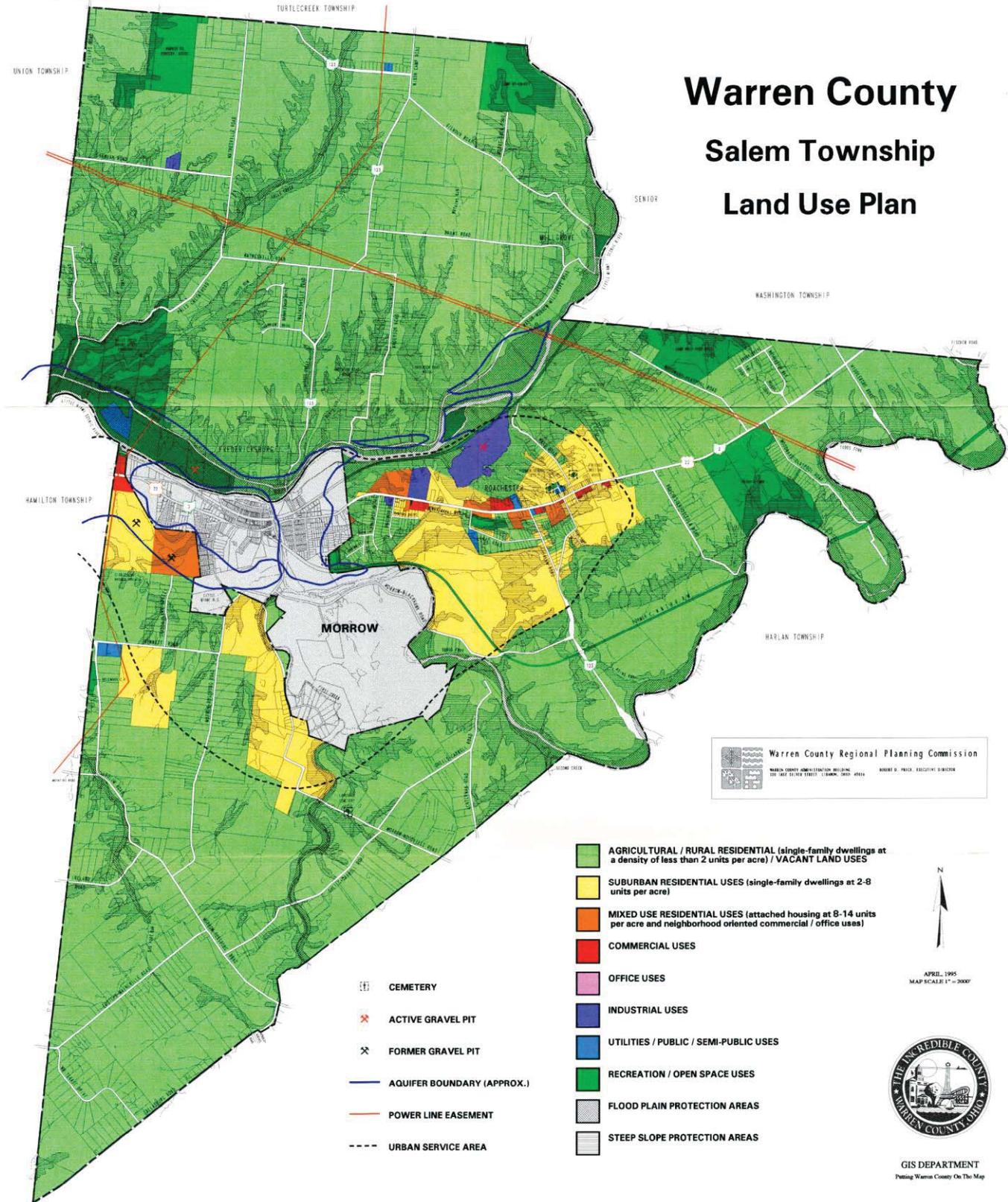
Implementation Action	Lead Organization	Supporting Organizations	Timing	Misc. Notes
Objective 2.2: Promote “Mainstreet” revitalization program for Morrow.				
1. Support Village efforts to revitalize Main Street and secure funding to rehab downtown buildings and uses.	Township Trustees	Village of Morrow, W.C. Economic Development Dept	Ongoing	
Objective 2.3: Provide for collaborative community events.				
1. Encourage community events and/or holiday festivals and parades along US 22/3 and in downtown Morrow.	Township Trustees	Village of Morrow, W.C. Economic Development Dept	Ongoing	
2. Find community events that complement the Farmer’s Market to maximize the economic benefits for each.	Township Trustees	Village of Morrow, W.C. Economic Development Dept, W.C. Convention/ Visitors Bureau.	Ongoing	For example, have cook-offs, festivals, and local bands perform at the Farmer’s Market.

Salem Township Comprehensive Plan

Appendix A

Salem Township Land Use Plan – 1995 for 2020

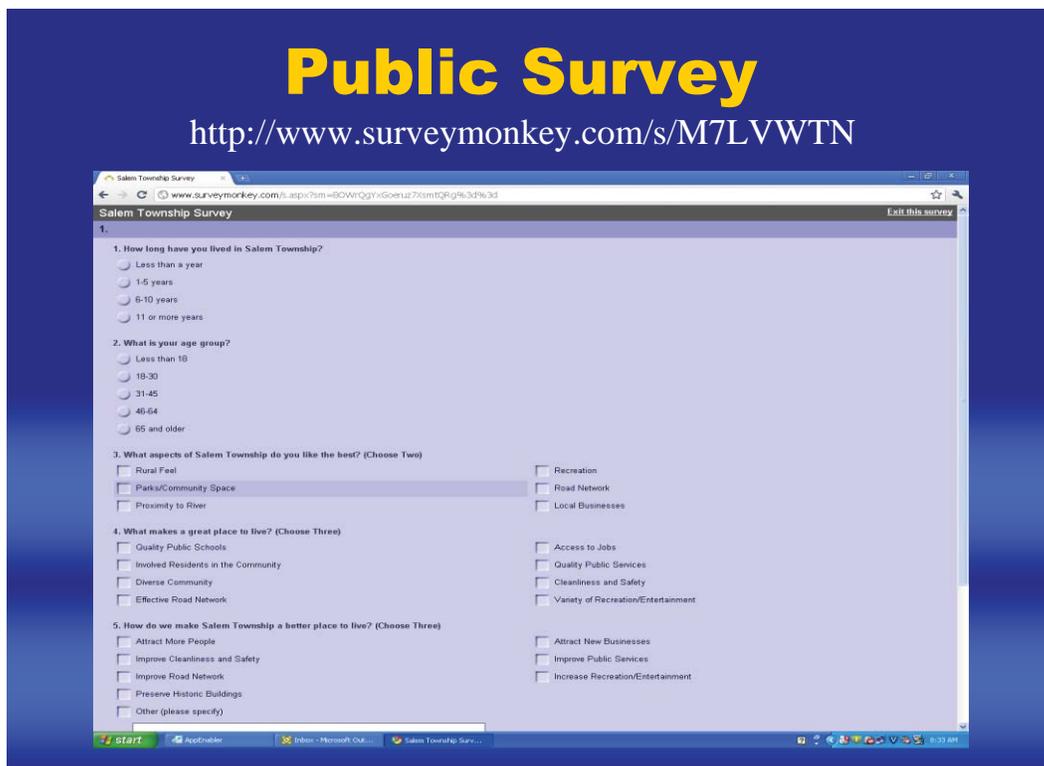
Warren County Salem Township Land Use Plan



Salem Township Comprehensive Plan

Appendix B

Salem Township Plan Community Survey Results

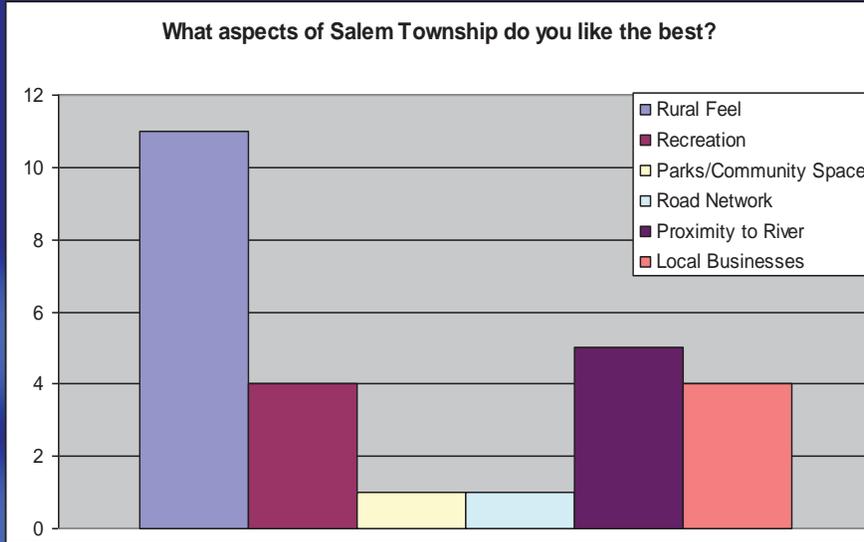


Salem Township Comprehensive Plan

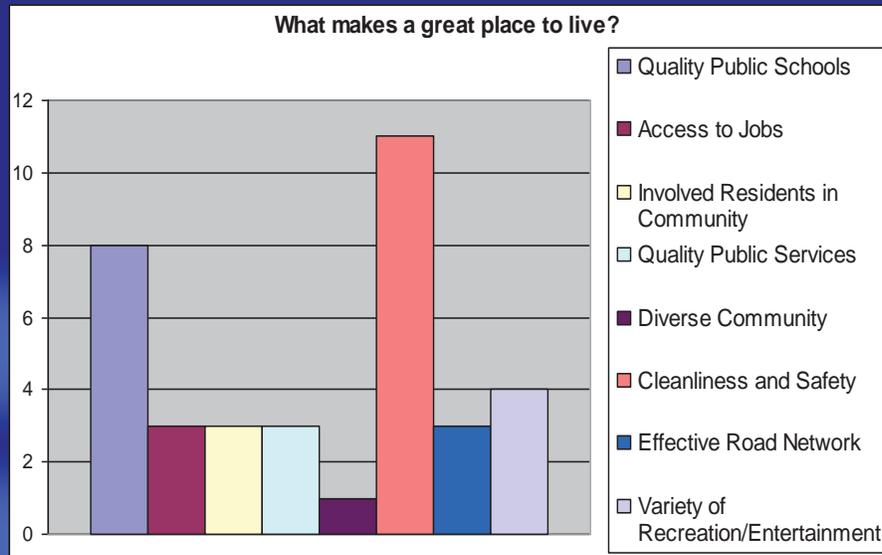
Appendix B

Salem Township Plan Community Survey Results (Cont.)

Survey Results



Survey Results

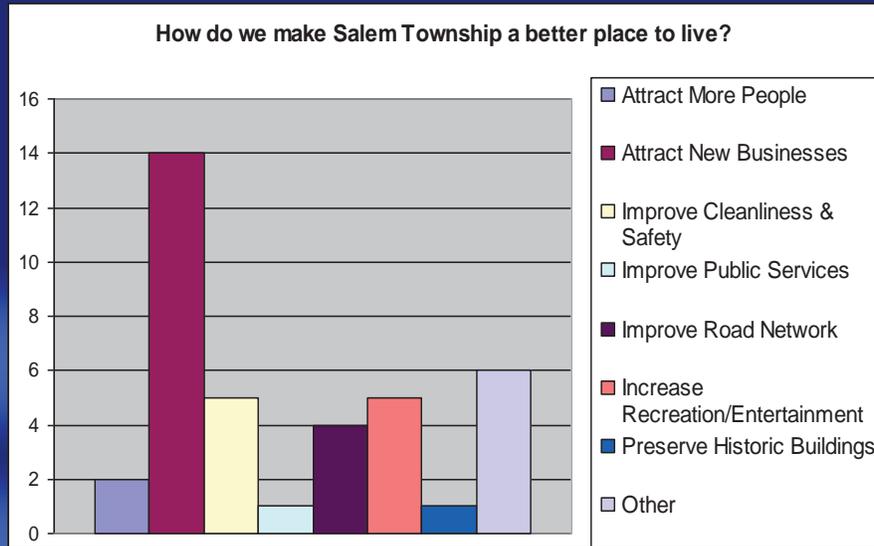


Salem Township Comprehensive Plan

Appendix B

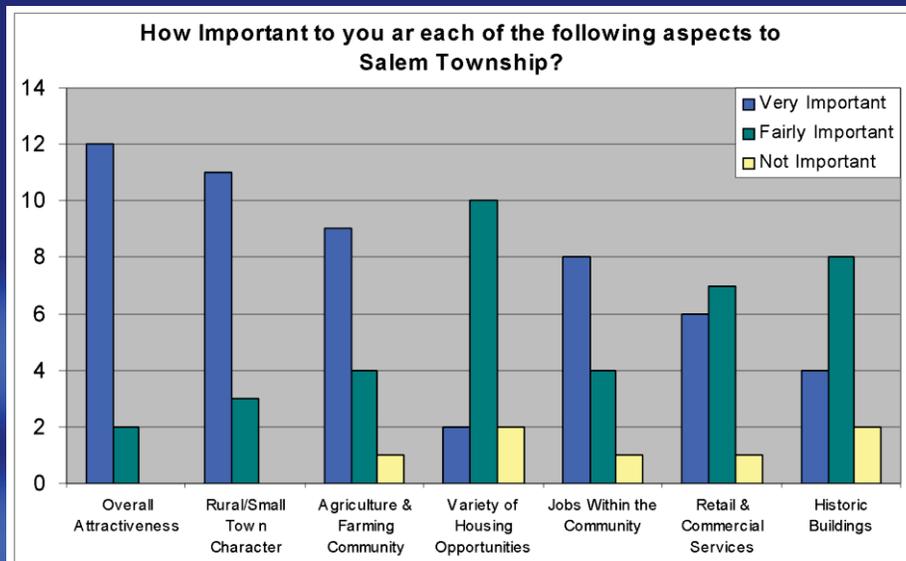
Salem Township Plan Community Survey Results (Cont.)

Survey Results

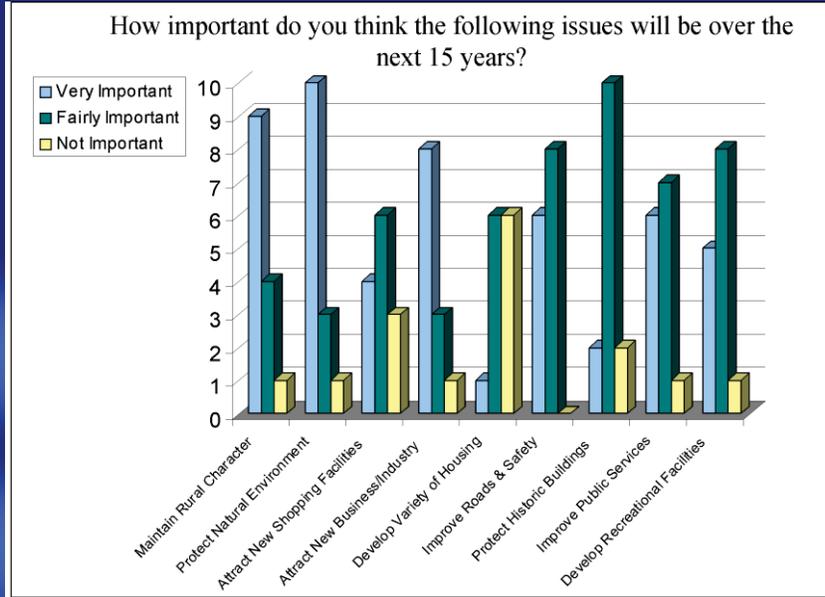


■ OTHER Responses included: Control Development, Preserve Farm & Rural, School Issue

Survey Results



Survey Results



Survey Results Summary

- **Emphasis on:**
 - Rural feel
 - Attractiveness
 - Attracting jobs

Salem Township Comprehensive Plan

Appendix C: Land Use Suitability Analysis of Road Access & Proximity to Interstate Hgwy

	Land Uses	Description	Existing Conditions	Areas Proposed for Future Use	
Road Access	Residential	Ideal	Local Road	Local roads are located throughout the Township	Agricultural Rural Residential proposed throughout the Township
		Okay	Collector Road	Some roads are collectors; with the greatest number located south of the Little Miami River	Suburban Residential is proposed in the southeast area of the Township
	Commercial/Industrial	Ideal	Near intersection of arterial roads	U.S. 22 & 3 west of Morrow is the only primary arterial road in the Township and the rest of U.S. 22 & 3 to the east and the part of S.R. 123 north of that road are the only secondary arterial roads	N/A There are no arterial road intersections except in the Village of Morrow
		Okay	Near arterial and collector intersection	S.R. 123 intersects with Waynesville Road	Mixed Use Commercial/Industrial proposed near the NW corner of the Township
Access to Interstate Highway	Residential	Ideal	7 or more intersections away from an interstate interchange	Only properties in the southern tip of the Township are 7 network road intersections away from an interstate interchange	Agricultural Rural Residential proposed throughout the Township; Suburban Residential proposed southeast of U.S. 22 & 3 along part of S.R. 123
		Okay	5 to 6 away	Most properties are 6 or less intersections away.	
	Commercial/Industrial	Ideal	3 or less road intersections away from an interstate interchange	Properties in the NW part of the Township are 3 or less network road intersections away from the I-71 interchange of S.R. 123, shown in lavender and dark purple on Map Figure 4.3	A area along S.R. 123 and Waynesville Road is proposed for Commercial/ Industrial use
		Okay	4 to 5 away	Many properties across the central part of the Township, are 4 to 5 network road intersections away from an interchange, as shown in shades of green on Map 4.3	Property along U.S. 22 & 3 south of the Little Miami River is proposed for Mixed Use and Suburban Residential Use

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Appendix D: Land Use Suitability Analysis for Environmentally Sensitive Areas

Environmentally Sensitive Development Constraints	Existing Conditions	Areas Proposed for Future Development
Floodplain Concern		
Residential, Commercial, Industrial Uses	No development should take place in floodway	Floodway is located along the Little Miami River and Todd's Fork
Slope Concern		
Residential, Commercial, Industrial Uses	No development should take place on steep slopes	Steep slopes are located throughout the Township, as shown on <i>Figure 4.5</i>
Aquifer Concern		
Residential, Commercial, Industrial Uses	Aquifer recharge area should be protected	Aquifer recharge area is located near the Little Miami River and in a southeast part of the Township, as shown in blue on <i>Figure 4.5</i>
Most of the Aquifer Recharge Area being in floodplain or under steep slope soils is proposed to be used for Agricultural Rural Residential or Recreational Uses; Care should be taken as development occurs to ensure protection of aquifer recharge areas and water quality		

Appendix E: Principles For Smart Growth

- 1. Well-Planned New Growth:** Recognize and preserve open space, watersheds, environmental habitats, and agricultural lands, while accommodating new growth in compact forms, in a manner that de-emphasizes automobile dependency, integrates the new growth into existing communities, creates a diversity of affordable housing near employment centers, and provides job opportunities for people of all ages and income levels.
- 2. Maximize Existing Infrastructure:** Accommodate additional growth by first focusing on the use and reuse of existing urbanized lands supplied with infrastructure, with an emphasis on reinvesting in the maintenance and rehabilitation of existing infrastructure.
- 3. Support Vibrant Centers:** Give preference to the redevelopment and reuse of city centers and existing transportation corridors by supporting and encouraging:
 - Mixed use development;
 - Housing opportunities for all income levels;
 - Safe, reliable and efficient multi-modal transportation
 - Retaining existing businesses; and
 - Promoting new businesses, which produce quality local jobs.
- 4. Coordinated Planning for Regional Impacts:** Coordinate planning with neighboring cities, counties and other governmental entities so that there are agreed upon regional strategies and policies for dealing with the regional impacts of growth on transportation, housing, schools, air, water, wastewater, solid waste, natural resources, agricultural lands and open space.
- 5. Support High Quality Education and School Facilities:** Develop and maintain high quality public education and neighborhood accessible school facilities as a critical determinant in making communities attractive to families, maintaining a desirable and livable community, promoting life-long learning opportunities, enhancing economic development, and providing a work force qualified to meet the full range of job skills required in the future economy.
- 6. Build Strong Communities:** Support and embrace the development of strong families and socially and ethnically diverse communities by:
 - Working to provide a balance of jobs and housing;
 - Avoiding displacement of existing residents;
 - Reducing commute times;
 - Promoting community involvement;
 - Enhancing public safety; and
 - Providing and supporting educational, mentoring and recreational opportunities.
- 7. Emphasize Joint Use of Facilities:** Emphasize joint use of existing compatible public facilities operated by cities, schools, counties, and state agencies, as well as take advantage of opportunities to form partnerships with private businesses and non-profit agencies to maximize community benefit of existing public and private facilities.
- 8. Support Entrepreneurial / Creative Efforts:** Support local economic development efforts and endeavors to create new products, services and businesses that will expand the wealth and job opportunities for all social and economic levels.
- 9. Encourage Full Community Participation:** Foster an open and inclusive community dialogue and promote alliances and partnerships to meet community needs.
- 10. Establish a Secure Local Revenue Base:** Support the establishment of a secure, balanced, and discretionary local revenue base necessary to provide the full range of needed services and quality land use decisions.

Source: Growth Coalition for Greater Cincinnati & Northern Kentucky, from [A Guide To Smart Growth In The Tristate](#), after the League of California Cities.