

THE MASTER PLAN FOR THE TOWN OF ENFIELD, NEW HAMPSHIRE

ENFIELD

**LEAPING
FORWARD**

Adopted by the
Enfield Planning Board
December 28, 2022



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Credits

The 2022 Master Plan is the result of the efforts of and input from countless Enfield residents, stakeholders and others over several years. While it is not possible to recognize every individual who contributed to bringing this document to fruition, we are especially grateful for the efforts of the following:

- ▶ The Master Planning Task Force: Daniel Affeldt*, Celie Aufiero, David Fracht**, Eric Russell, Bridget Labrie, Brad Rich, Phil Vermeer, Lindsay A. Smith**, Maynard Southard, Dolores Struckhoff, Ashley Wood. (*Deceased) (** Co-Chairs)
- ▶ Brittany Schones, Squarelight Photography; Barbara Jones, Graphic and Web Design; Lara Manville Design; Brandy Saxton, AICP, PlaceSense
- ▶ Madeline Johnson, Amy Stewart, Dolores Struckhoff, Kurt Gotthardt, Proofreading.
- ▶ Enfield Town Managers, Department of Public Works, Land Use and Economic Development Office
- ▶ Participants in our many Educational and Community Outreach activities, Focus Groups and MPTF meeting attendees who provided the community input from which this plan was created.
- ▶ The Enfield Planning Board (2019—2022 Members) David Fracht, Kurt Gotthardt, Tim Jennings, Linda Jones, Dan Kiley, John Kluge, Brad Rich, Erik Russell, Kate Plumley Stewart, Phil Vermeer

Navigating the Plan Online

The Enfield Master Plan has been published as an online book. The book can be navigated by using the forward and back arrows that appear at the edge of the page.

The online Master Plan contains links to other resources. Those can be accessed by clicking on the hyperlinks (blue underlined text). It also features interactive photo captions. Click on the **i** icon to reveal the caption and click again to hide it.



“ The purpose of the master plan is to set down as clearly and practically as possible the best and most appropriate future development of the area under the jurisdiction of the planning board, to aid the board in designing ordinances that result in preserving and enhancing the unique quality of life and culture of New Hampshire, and to guide the board in the performance of its other duties in a manner that achieves the principles of smart growth, sound planning, and wise resource protection.

– NH RSA 674:2

OUR MASTER PLAN

New Hampshire law requires municipalities to prepare and adopt a master plan in order to regulate land use and development through adoption of local ordinances.

Enfield prepared its first Master Plan in 1966. There have been several comprehensive planning efforts since - most recently in 1995. Enfield has implemented the Master Plan through related studies and regulatory means. This 2022 Master Plan builds upon that work, but also takes a fresh look at our community's needs and priorities in the 21st century.

While preparing this plan, we tried to visualize how Enfield might evolve over the next several decades. The 2022 Master Plan analyzes existing conditions and has gathered extensive input from the community to offer recommendations for guiding Enfield's future development and redevelopment.

This plan is the result of a multi-year planning process that invited community members to share their ideas and views about Enfield. In preparing the plan, other plans, studies and data sources were reviewed to provide background information about our community and how it has been changing in recent decades.

The 2022 Master Plan is intended to serve as a blueprint for long-term, responsible, data-driven decision-making about land development, conservation and public investment. It is a tool to help our community manage change while preserving local character and values. It will be used as a framework to guide future modifications to Enfield's Zoning, Site Plan and Subdivision Regulations, Capital Improvement Plan and other future short- and long-range plans. It will aid in municipal decision-making processes to ensure that choices are consistent with our shared vision and goals.

The 2022 Master Plan consists of six chapters: Vision and Land Use, as required by New Hampshire statute, and Transportation, Economic Development, Housing and Implementation. The Planning Board and the Master Plan Taskforce intends to continue their work and add five more chapters, each relating to a current town commission or committee: Energy, Recreation, Heritage, Town Facilities and Conservation. Subsequent chapters will be added as necessary as well as on-going scheduled review of existing chapters.

OUR PLANNING PROCESS

Enfield formed a taskforce - Enfield LEAPS - to lead the community master planning process in 2020. Enfield LEAPS invited residents and other community stakeholders to participate in the planning process through a variety of media, including offering input online; responding to a series of 'questions of the week'; completing the community survey; attending interactive workshops and meetings, or dropping by to talk with committee members at the Enfield Markets and other community events.



COMMUNITY ENGAGEMENT

SUMMER 2021	Enfield Markets
OCT 2021	Educational Series
NOV 2021	Community Survey
NOV 2021	Visioning Workshops
MAR 2022	Focus Groups
NOV 2022	Public Meeting





The outreach effort and level of participation was notable both due to the creativity of the committee in overcoming the challenges posed by the pandemic and the willingness of the Enfield community to try new ways of interacting and sharing.

OUR COMMUNITY

Enfield is located in Grafton County, New Hampshire and is part of the bi-state Upper Valley Region. Enfield lies east of the City of Lebanon along the Interstate 89 corridor.

In 2020, there were 4,456 residents living in Enfield. The town lost population between 2000 and 2020, due to both lower birth rates and out migration. There was a small increase in the number of households, which is evidence of the change in the composition of our community.

The people who moved into Enfield in the 1980s through 1990s and raised families are now at or approaching retirement age. Other residents have converted vacation homes into primary residences. The median age in Enfield was estimated to be 53.9 in 2022 - a significant change from 38.3 in 2000. Looking forward, we recognize a need to attract new, young families to Enfield to sustain our community and its character.

Enfield has been permitting about 13 new homes per year on average over the past decade, but many of those permits have been for replacements of older structures. The net increase in the number of homes has averaged eight units per year. The number of businesses and people working in town has remained stable for many years.

The Enfield Village School serves children from preschool through grade 4 and enrolled approximately 185 students in 2022. Older students attend the Indian River School and the Mascoma Valley Regional High School in Canaan.

Enfield enjoys a beautiful natural setting that offers outdoor recreation opportunities year-round. It is the site of a historic Shaker community now recognized as a National Register Historic District and in part converted to a museum.

Enfield's landscape is defined by rugged terrain and major surface waters. These town's road network and settlement pattern developed in response to these natural features. The Shaker Mountain ridge and Interstate 89 divide Enfield into distinct sections.



“ We envision Enfield as a welcoming community that manages change while successfully preserving and enhancing what residents value – affordability, village vitality, natural resources, rural character, sense of community, sustainability and unique heritage.

01 VISION

GUIDING PRINCIPLES. Enfield will be a town that:



Protects our diverse natural resource base, in particular the water resources that are integral to the character of our community and our quality of life. We will employ the use of both regulatory and non-regulatory conservation methods to ensure the health of the ecosystems that sustain our community.



Honors our unique history through purposeful preservation. Enfield will actively work to preserve, protect and enhance historic structures and sites so they may support viable uses and enrich the lives of current and future generations of residents and visitors.



Reinforces our traditional New England settlement pattern and design by revitalizing our downtown and villages into vibrant community hubs that celebrate and respect our heritage, maintain small-town character, and promote and enhance economic vitality. Enfield will concentrate growth in our downtown and village areas to preserve the farms and forests that are the foundation of the rural character residents value.



Supports and preserves our rural character while simultaneously embracing 21st century technology, environmentally progressive strategies, and clean and renewable energy sources and solutions. Enfield will commit to promoting energy efficiency in all municipal and public operations.



Maintains and enhances public recreation access and amenities for all. Enfield recognizes the important role recreational activities play in creating social ties, supporting the health and well-being of residents, and promoting economic growth.



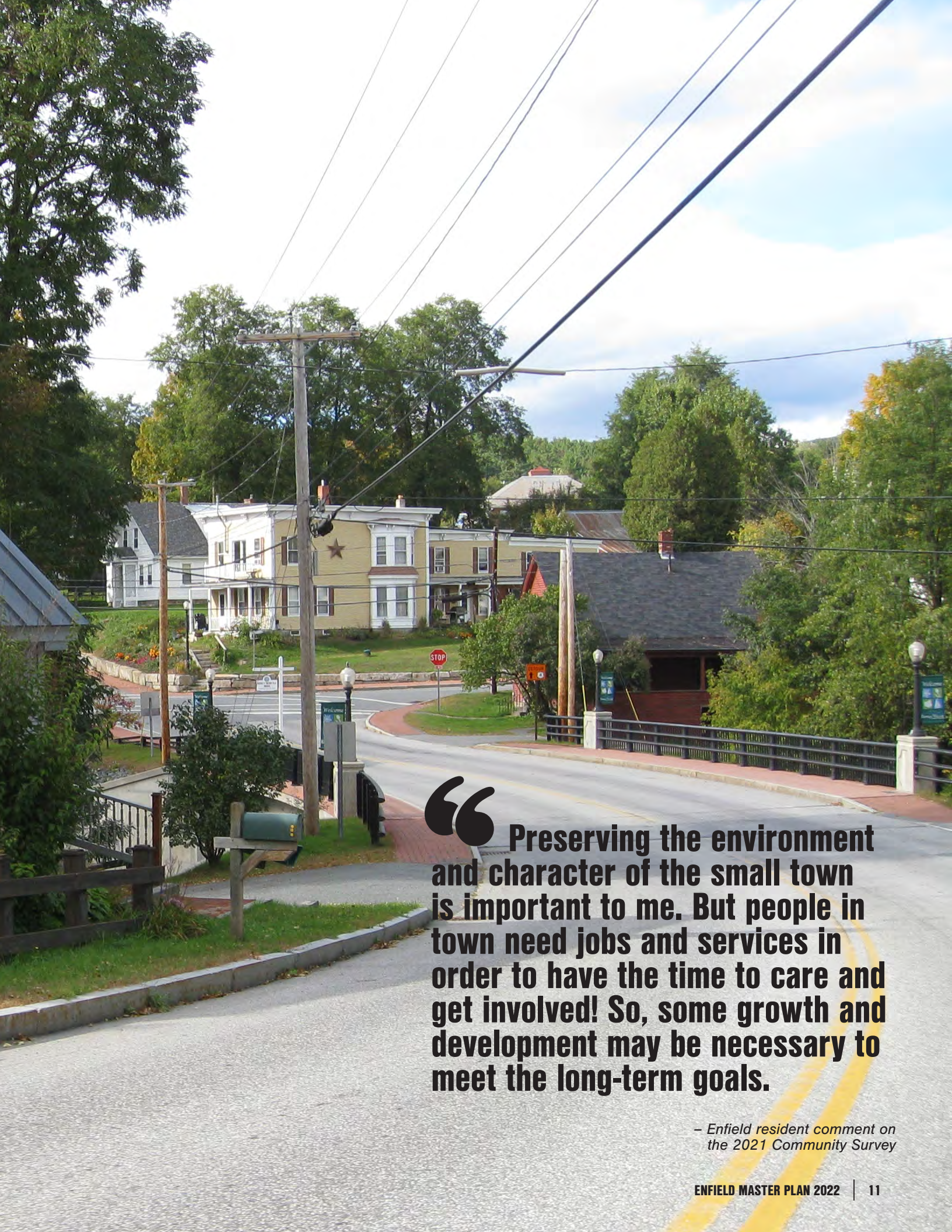
Provides safe roads and convenient public transportation alternatives. Enfield will encourage walking and biking throughout the town with trails, paths, sidewalks and bike lanes forming a network connecting residential areas with our downtown, the lake and adjoining communities.



Expands the range of housing options affordable to a diverse, inclusive and multi-generational community in a manner that aligns with our character and values. Enfield will encourage housing where it can be served by existing infrastructure.

02 LAND USE





“ Preserving the environment and character of the small town is important to me. But people in town need jobs and services in order to have the time to care and get involved! So, some growth and development may be necessary to meet the long-term goals.

– Enfield resident comment on the 2021 Community Survey

NATURAL CONSTRAINTS & HAZARDS

Enfield's current land use pattern evolved in response to the characteristics of the land - steep terrain, water bodies and wetlands. Natural conditions make some areas of town better suited to development and limit development opportunities in other areas. Any plan for the future of our community must be grounded in the capability of the land to support envisioned use and development.

Today, our landscape is heavily wooded - more than 75% of Enfield's land area is forested as shown in the aerial photo to the right. However, in all but the most inaccessible areas of town, the forest is young. The native forests were harvested for their timber by early European settlers and much of the land was put into agricultural use. What looks 'natural' and 'undisturbed' today has been shaped by how previous generations of residents have used and sometimes abandoned use of the land.

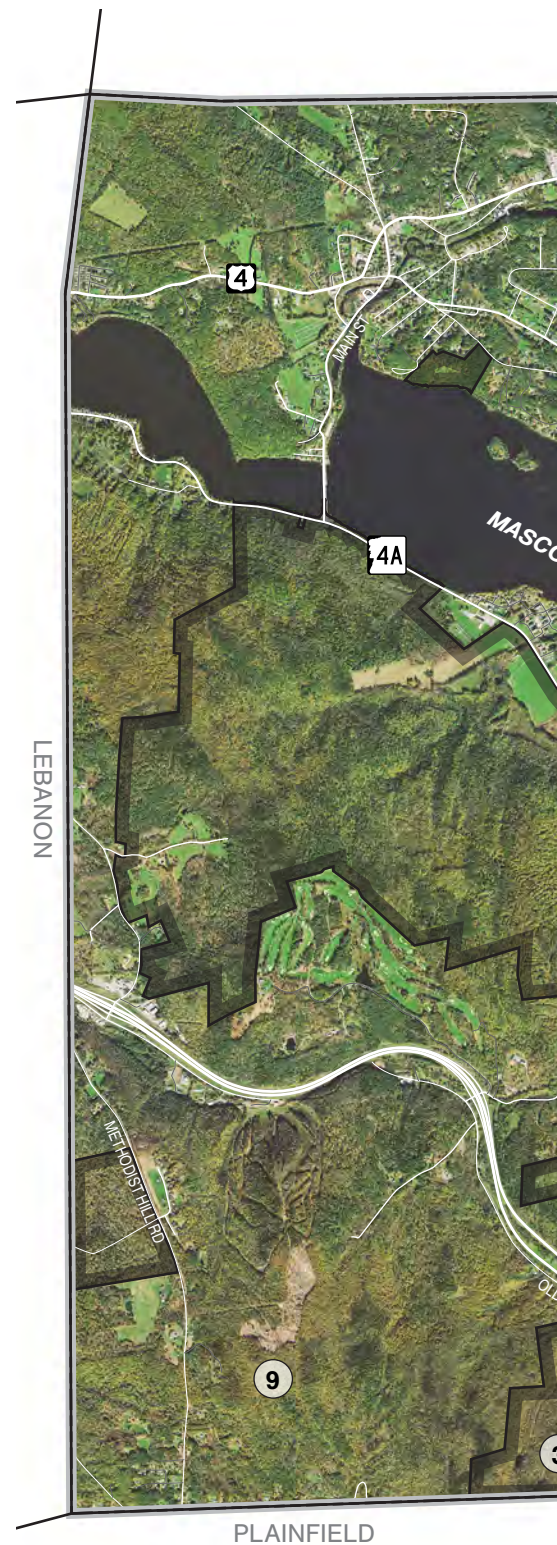
The series of maps that follows shows the natural features and conditions that influence our decisions about land use and development. Enfield's 1995 Master Plan estimated that 62% of our land area was unsuitable for development due to either steep slopes or wetlands. With more detailed mapping, we now estimate that 33% is unsuitable.

The lands that are poorly suited for development have other values. They are the foundation of our rural character. Some of these lands are managed for timber production. Much of the land is open to the public for outdoor recreation use. These lands provide a full range of ecological services that we depend on and benefit from - wildlife habitat, aquifer recharge, stream buffering, flood attenuation, carbon sequestration and more. They should be viewed as an asset that contributes to our community's quality of life, economic vitality and sustainability rather than a liability that limits our potential.


Nearly 8,000 acres is protected from development because it is public or privately conserved open space as shown on the Open Space and Natural Resources Map to the right. The combination of natural constraints and land conservation largely assures that we will be able maintain much of our community's rural character in the decades ahead. And open space conservation efforts remain ongoing. As of 2021, about 6,500 acres of land in Enfield were open to public recreation use - 25% of the town's land area.

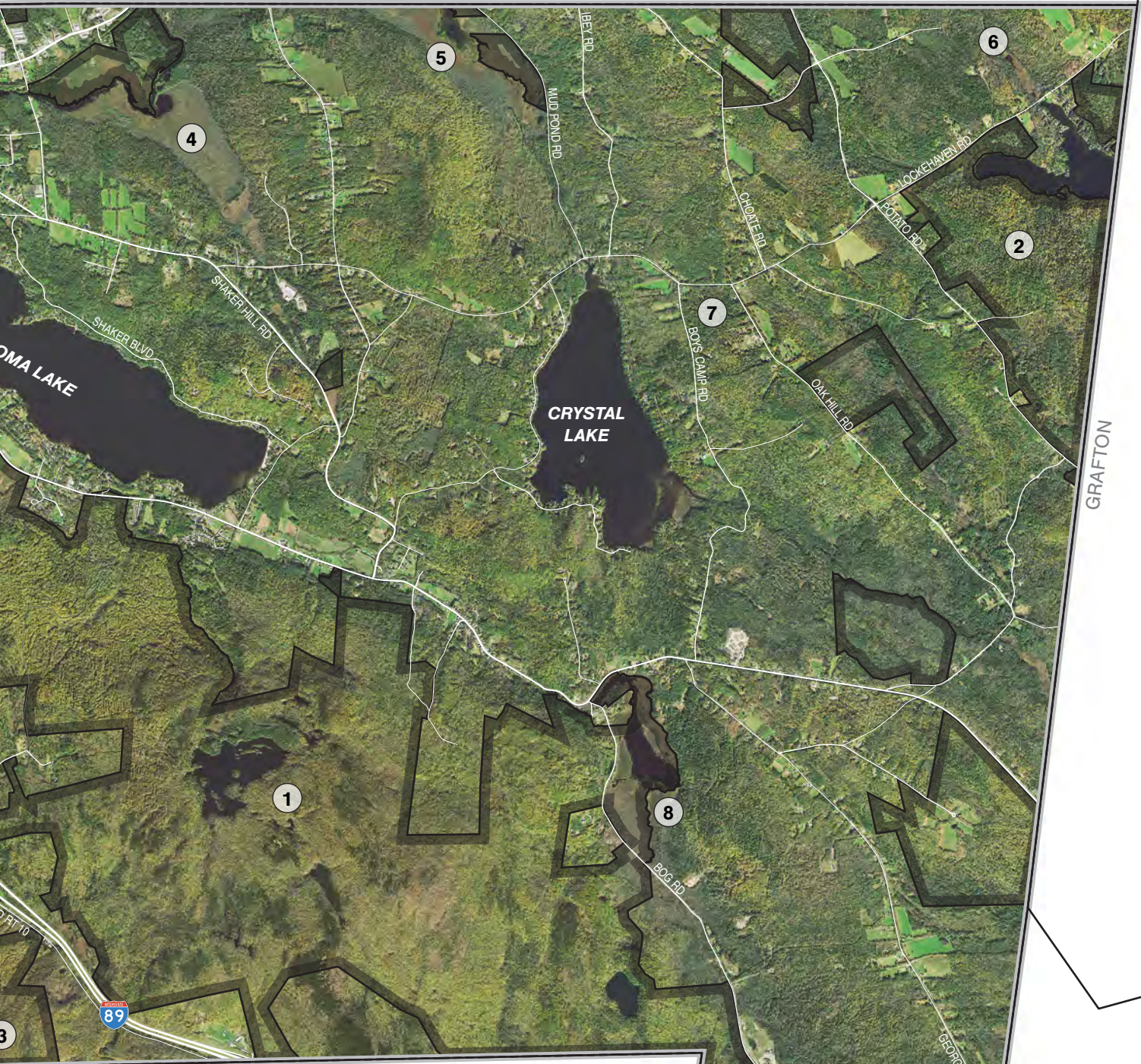
An understanding of natural constraints and hazards can help define the locations where we should be directing investment and growth. With large areas unsuited or unavailable for development, thoughtful planning and wise use of those lands that are suitable and available for housing, businesses, community facilities and other future needs is essential.

Enfield has an active Conservation Commission that works to protect the town's natural resources for the benefit of future generations. In 2005, they worked to develop a [Phase 2 Natural Resource Inventory \(NRI\)](#) that documented important natural features in our community. The Conservation Commission has continued to collect data to maintain and update the NRI since its original creation. The NRI is incorporated into this plan by reference and should be consulted when considering future land use and development in Enfield.



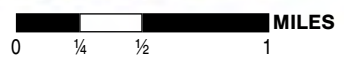
Open Space and Natural Resources M

-  Public or privately conserved open space
- 1** ±5,700 acres includes the Enfield Wildlife Refuge (state), Smith Pond Shaker Forest (Upper Valley Land Trust), and private conservation lands
- 2** ±650 acres includes Haffenreffer and Tuttle Forests, the Protection of New Hampshire Forests (Grafton Pond Land Trust), and private conservation lands
- 3** ±190 acres of the 400-acre Snow Mountain (Upper Valley Land Trust)



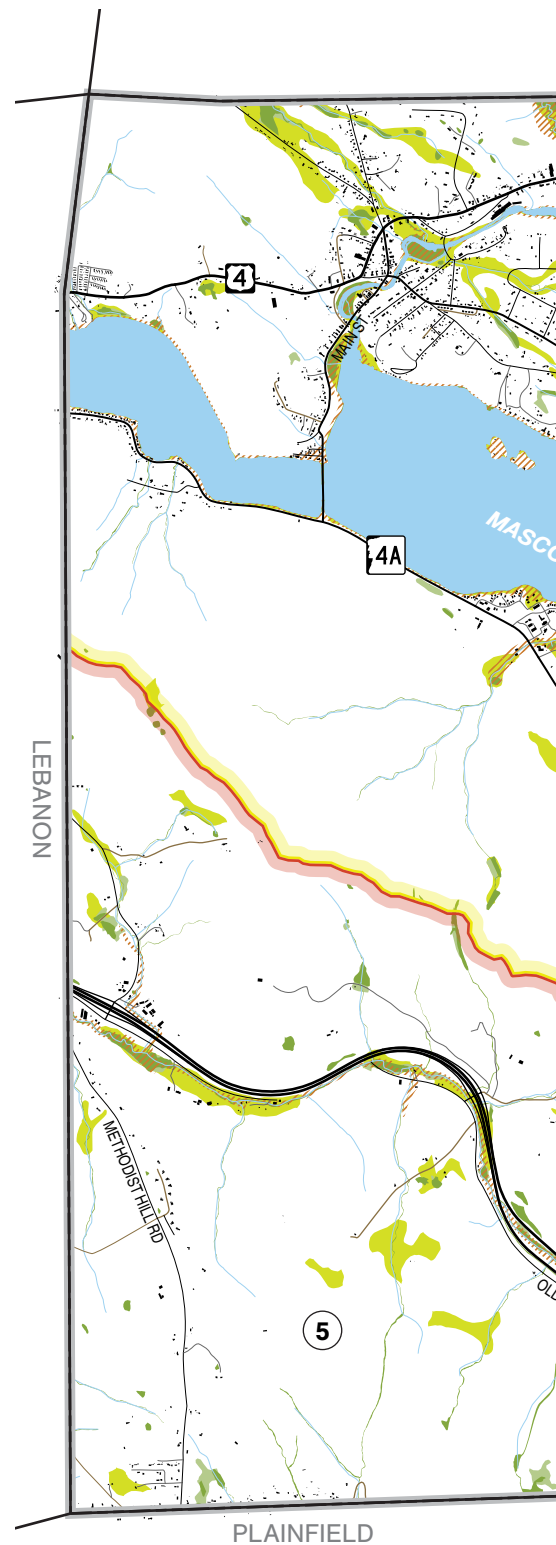
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Management Area
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ts), Grafton Pond Reser-
ivate conservation lands
tain Conservation Area

- ④ Mascoma River and adjacent wetlands
- ⑤ Mud Pond and adjacent wetlands
- ⑥ Spectacle Pond and adjacent wetlands
- ⑦ Wetlands east of Crystal Lake
- ⑧ George Pond and adjacent wetlands
- ⑨ Methodist Hill wildlife habitat



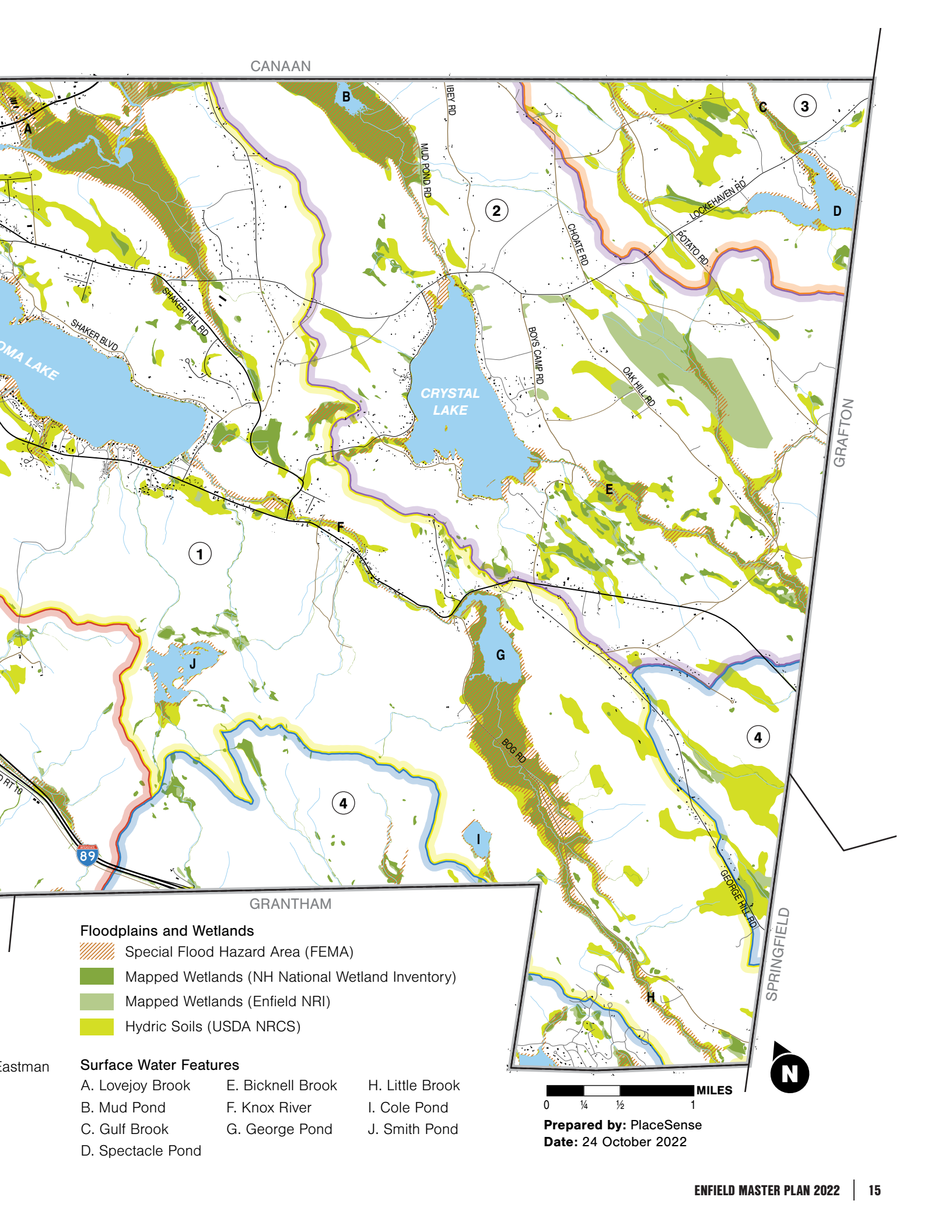
Prepared by: PlaceSense
Date: 24 October 2022





Surface Water Resources Map



- Watersheds**
- 1. Mascoma Lake
 - 2. Crystal Lake Brook
 - 3. Indian River
 - 4. Sawyer Brook - Stocker Brook - E
 - 5. Lower Mascoma River



CANAAN

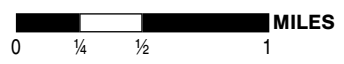
GRANTHAM

Floodplains and Wetlands

-  Special Flood Hazard Area (FEMA)
-  Mapped Wetlands (NH National Wetland Inventory)
-  Mapped Wetlands (Enfield NRI)
-  Hydric Soils (USDA NRCS)

Surface Water Features

- | | | |
|-------------------|-------------------|-----------------|
| A. Lovejoy Brook | E. Bicknell Brook | H. Little Brook |
| B. Mud Pond | F. Knox River | I. Cole Pond |
| C. Gulf Brook | G. George Pond | J. Smith Pond |
| D. Spectacle Pond | | |



Prepared by: PlaceSense
Date: 24 October 2022



SETTLEMENT PATTERNS

Enfield's settlement pattern is a reflection of our community's rich heritage. But that pattern has never been static. It has evolved and will continue to evolve in response to economic, social and technological changes.

More than 250 years ago, European settlers traveled the waterways and valley floors finding suitable locations for farms and water-powered mills. Many physical remnants of those settlers remain dispersed throughout town - stone walls delineating fields, foundations and cellar holes, buildings, dams, roads and bridges. Agriculture and industry led to significant changes to the landscape that erased most above ground physical evidence of centuries of the Native American presence and their use of the land. Below ground, archaeological evidence likely remains.

European settlers first occupied land in the Lockehaven district near the outlet of Crystal Lake, establishing a hamlet originally called Johnson's Mills in the late 1700s that was the economic center of town for more than 35 years. With the opening of the Fourth New Hampshire Turnpike in the early 1800s, Enfield Center developed and over time became the more prominent settlement. The Shaker village also was established in the late 1700s and remained a vibrant community for decades. It was not until the 1850s and the arrival of the railroad that Enfield village grew to be the civic and economic center of our community.

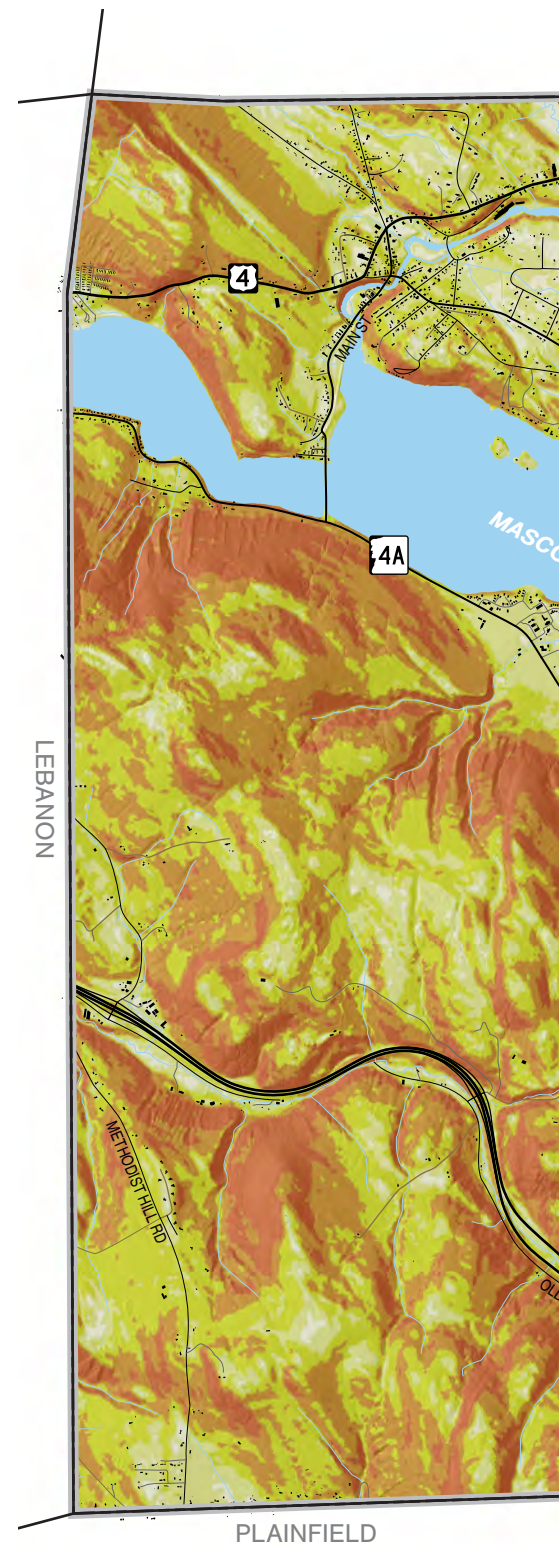
In the late 1800s and early 1900s, the railroad and then automobiles made it easier for people to escape urban areas in the summer to waterfront cottages and tourist lodgings. This spurred another era of settlement along our lakeshores and a focus on recreation that remains an essential component of our community character today. The early decades of the 20th century were difficult for Enfield as the mill economy ebbed and the year-round population declined.

The next era of settlement began with the opening of Interstate 89 and with it an arrival of new residents. The boom in residential construction lasted about 25 years and subdivisions were built on readily developable land in all areas of town. Enfield became, in part, a bedroom community with many residents commuting to work in nearby regional centers.

RECENT DEVELOPMENT TRENDS

Recent development trends have been much more modest. Individual homes are being built on lots dispersed throughout town. There has been an increased level of replacement of substandard or vacant buildings with new construction. Many new residences are manufactured homes or factory-built/modular structures rather than stick-built on site.

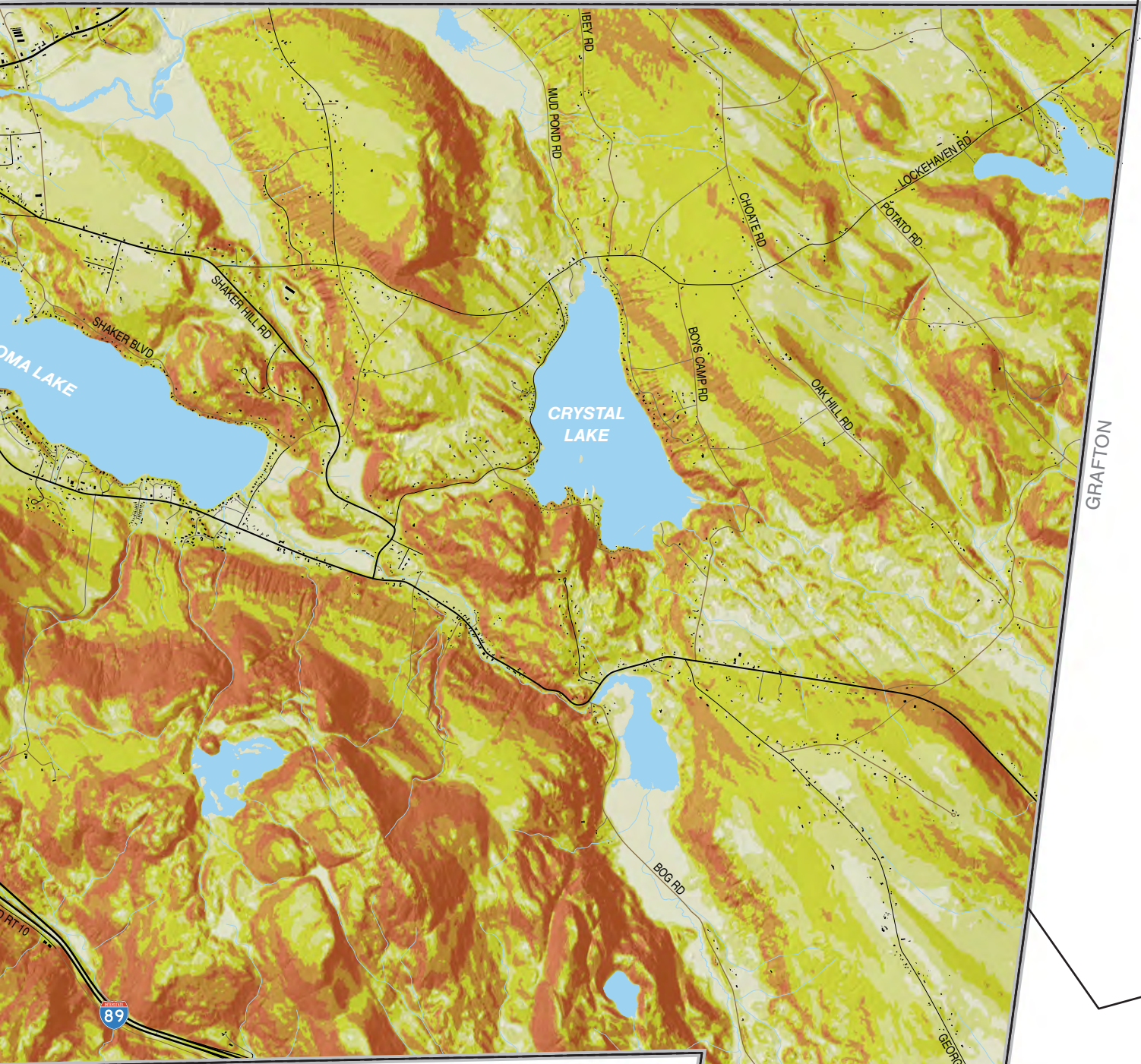
Some apartments have been created, primarily in Enfield village, but also in other areas of town. The income potential of short-term rentals and the demand for rental housing has more homeowners exploring the possibility of adding an apartment on their property. Whether this will be



Slope Map

- Flat (<3% slope)
- Gently sloped (3% to <8% slope)
- Moderately sloped (8% to <15% slope)
- Somewhat steep (15% to <25% slope)
- Steep (25% or more slope)

CANAAN

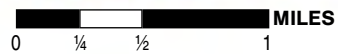
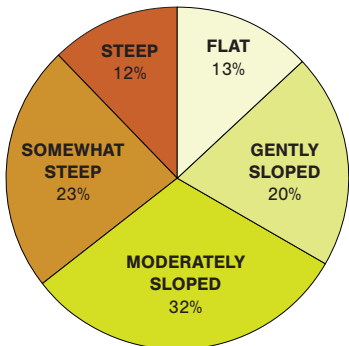


GRAFTON

SPRINGFIELD

GRANTHAM

Percent of Land Area by Slope Category



Prepared by: PlaceSense
 Date: 20 April 2022

a sustained trend that provides a meaningful increase in the amount of housing available in our community remains to be seen.

Lakeshore properties have been converted from summer places to permanent residences. Many people have decided to retire to their vacation homes. In many cases, original, rustic camp structures have been greatly expanded or replaced altogether. This trend remains ongoing as the value of waterfront property continues to escalate.

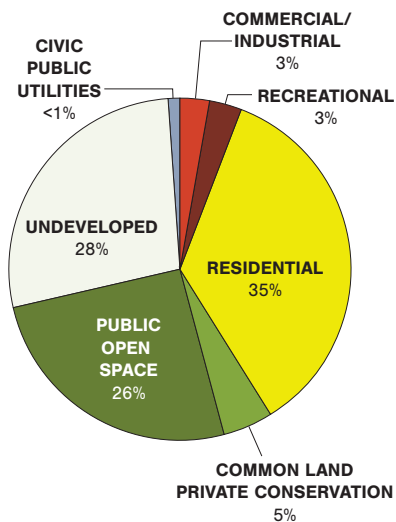
CURRENT LAND USE

Just over one-third of Enfield’s land area is developed for residential use. Just under one-third of our land is protected from future development as public open space, common land (for existing developments) or private conservation. The remaining third is primarily undeveloped. The amount of developed land used for a non-residential purpose is very small.

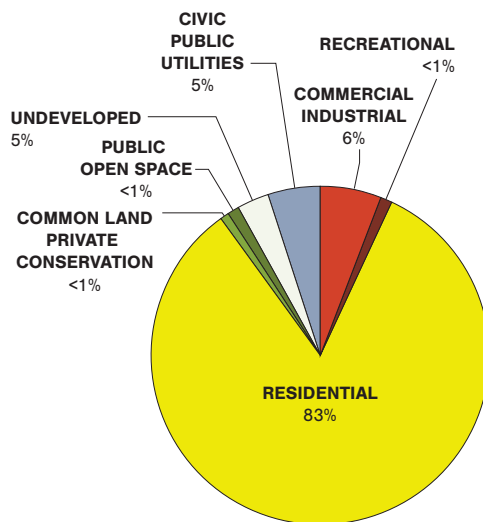
Enfield’s classification as a bedroom community is evidenced by looking at real property value by use. Residential property represented 83% of the town’s total real property value in 2021. With little non-residential property to tax, the cost of town and school services are almost entirely borne by residential property owners. Our dispersed, low-density settlement pattern results in higher service costs and fewer taxpayers to cover those costs as compared to more populous communities.

Residential property in most areas of Enfield is developed at a low to very low density. The average residential lot size is about 5 acres. Many residential properties in the rural areas of town could be further developed under current zoning requirements. However, in the village areas, where there is supporting infrastructure, residential property is substantially built-out under current zoning.

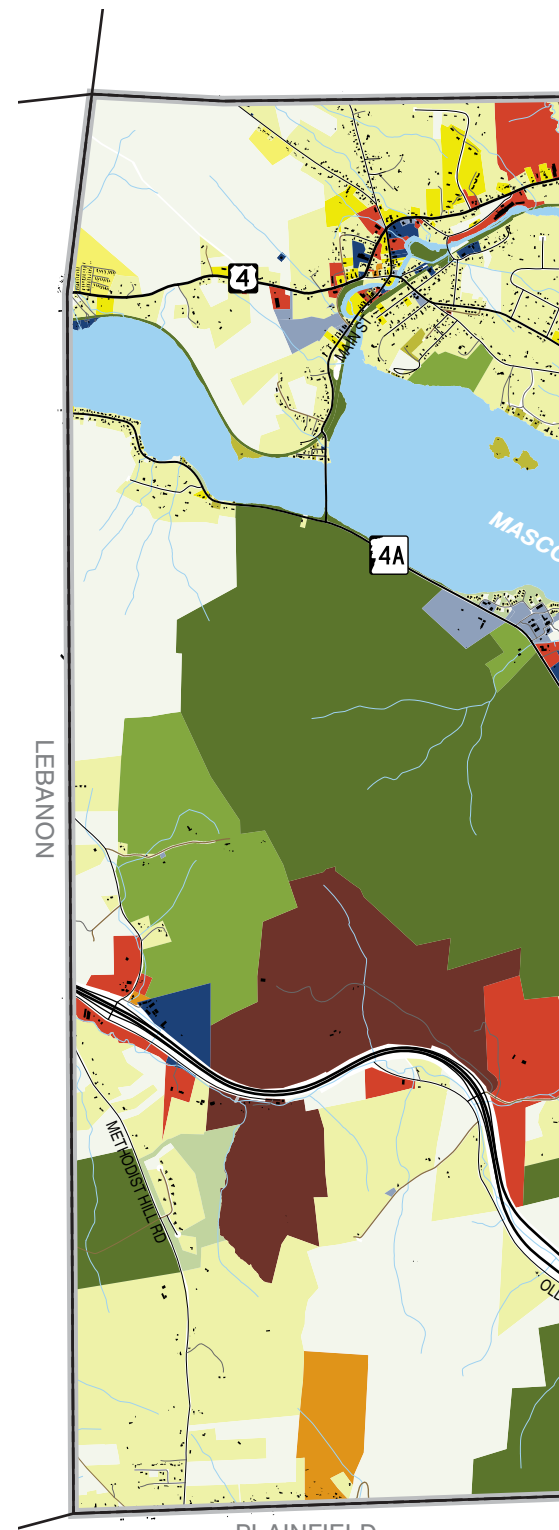
Land Area by Land Use Category



Assessed Value by Land Use Category



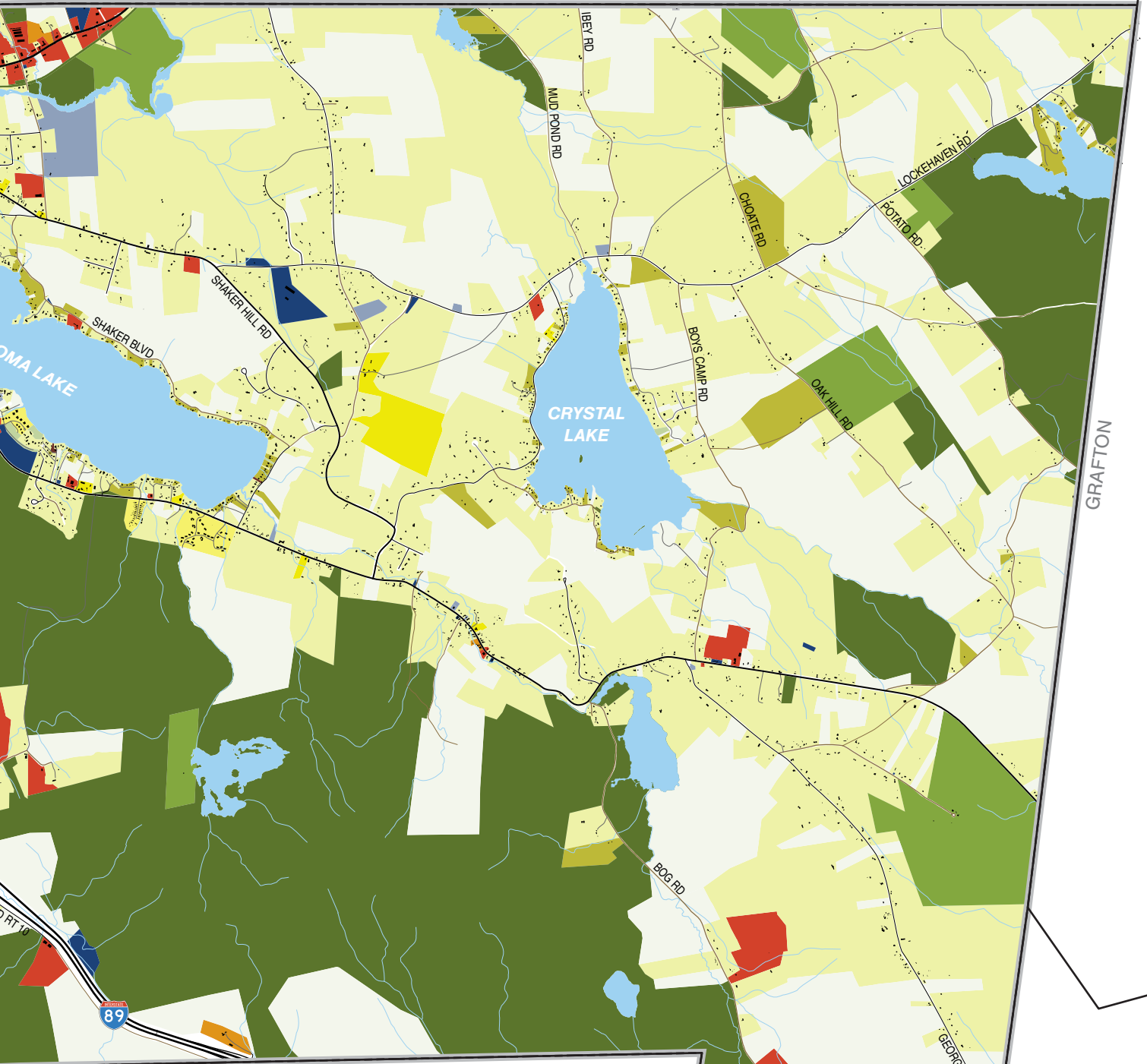
Source: Town of Enfield 2021 Property Assessment Data



Current Land Use Map



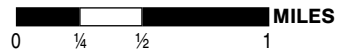
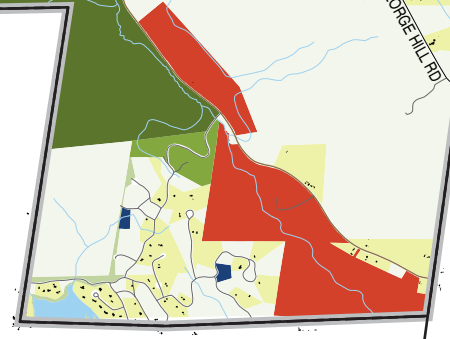
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GRANTHAM

- Common Land
- Private Conservation
- Public Open Space
- Public Facilities and Lands
- Civic
- Utilities
- Undeveloped Land

Prepared by: PlaceSense
Date: 20 April 2022
Source: Town of Enfield 2021
 Property Assessment Data



CURRENT ZONING & BUILD-OUT

Enfield adopted zoning in 1990. The zoning districts have not changed in most areas of town during the past three decades. It is widely recognized that the current zoning does not match the built form in the village and lakeshore areas. Current zoning does not align with our vision of how Enfield should develop in the decades ahead.

A build-out analysis was conducted as part of the process of preparing this plan to better understand the potential for new housing in our community under current zoning. The analysis helped us understand the development pattern resulting from our current zoning.

The Route 4 district was created in 2013 when water and sewer were extended to the area, and allows for higher-density housing. On just 110 developable acres in the Route 4 district, there is a maximum potential for more than 1,200 units - 27% of all potential units in town.

By comparison, the portions of the Community Business and Residential 1 zoning districts serviced by water and sewer only have potential for 137 additional units on nearly 340 acres. The median lot size in the serviced portion of those districts is 0.47 acres and only 39% of lots have further development potential. The serviced portion of those districts currently allows only two dwelling units to the acre, while the Route 4 district allows up to 12.

More than 80% of lakeshore lots are smaller than the minimum lot size required under current zoning. The median size of a waterfront property in Enfield is 0.42 acres.

The build-out analysis also showed the effect of public and private land conservation efforts in our Conservation district. Nearly 80% of the land in that district is protected from development. Less than 150 homes could be built on the 1,200 developable acres in the district.

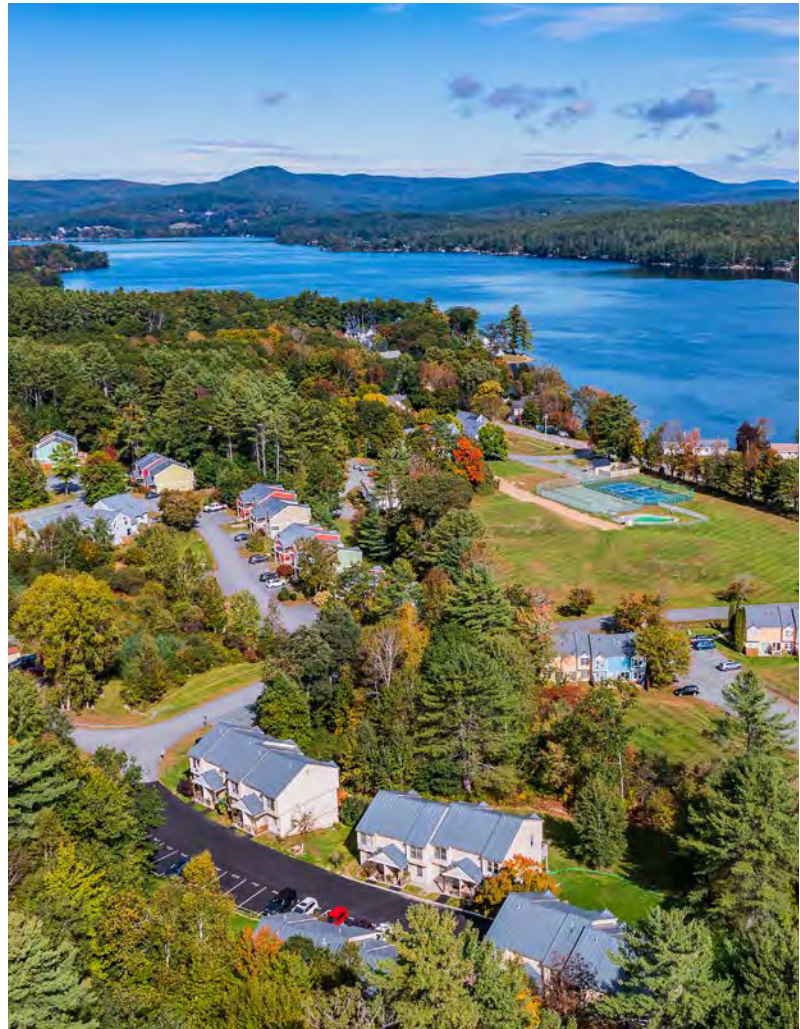
PERSPECTIVES & PRIORITIES

2021 Community Survey results suggest that most Enfield residents do not feel like they know enough about the town's land use planning and regulatory process to have informed opinions about it. Nearly half of survey respondents were neither satisfied nor dissatisfied with how Enfield regulates new development. Most respondents expressed satisfaction with how their land is currently zoned.

Enfield residents do not feel that property owners have a right to develop and use their land however they want. They do feel that neighbors' concerns about development should be considered.

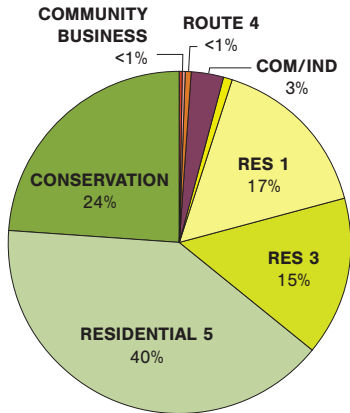
Respondents showed strong support for protecting our natural resources. Surface waters, wildlife corridors and wetlands were top priorities for protection. Nearly half of survey respondents had no opinion about how well the town's current regulations address natural resource protection, however.

Slightly more than half of survey respondents agreed that there should be more development in the areas of town served by municipal water and sewer.



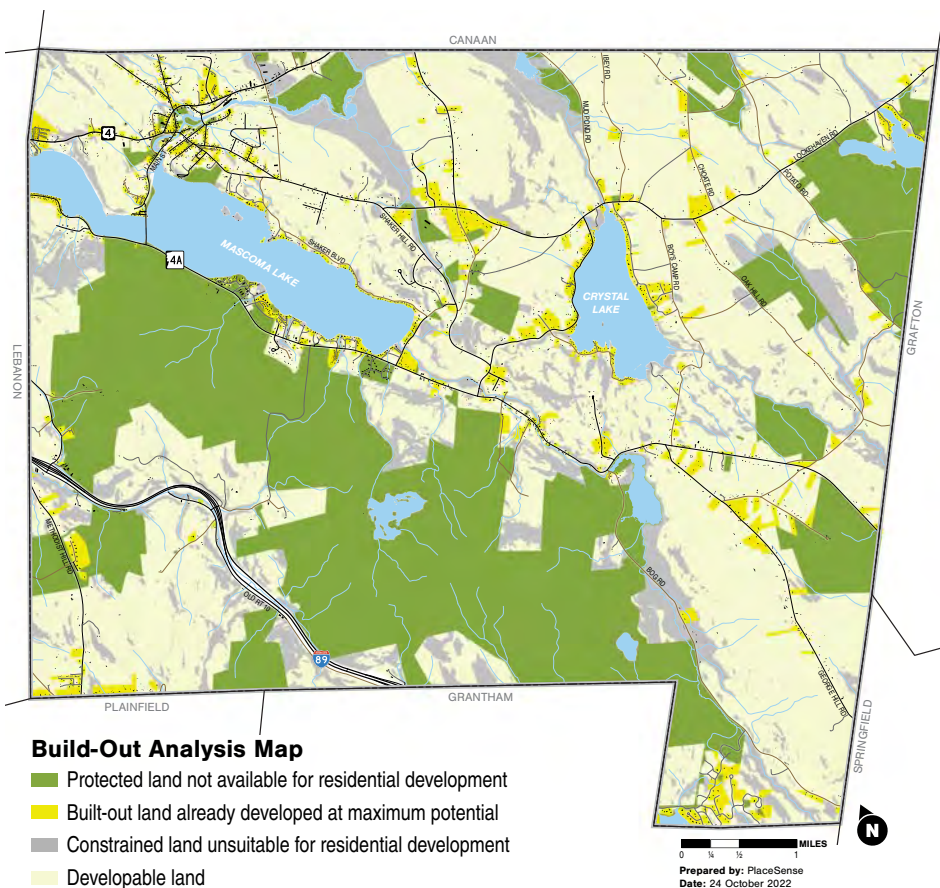
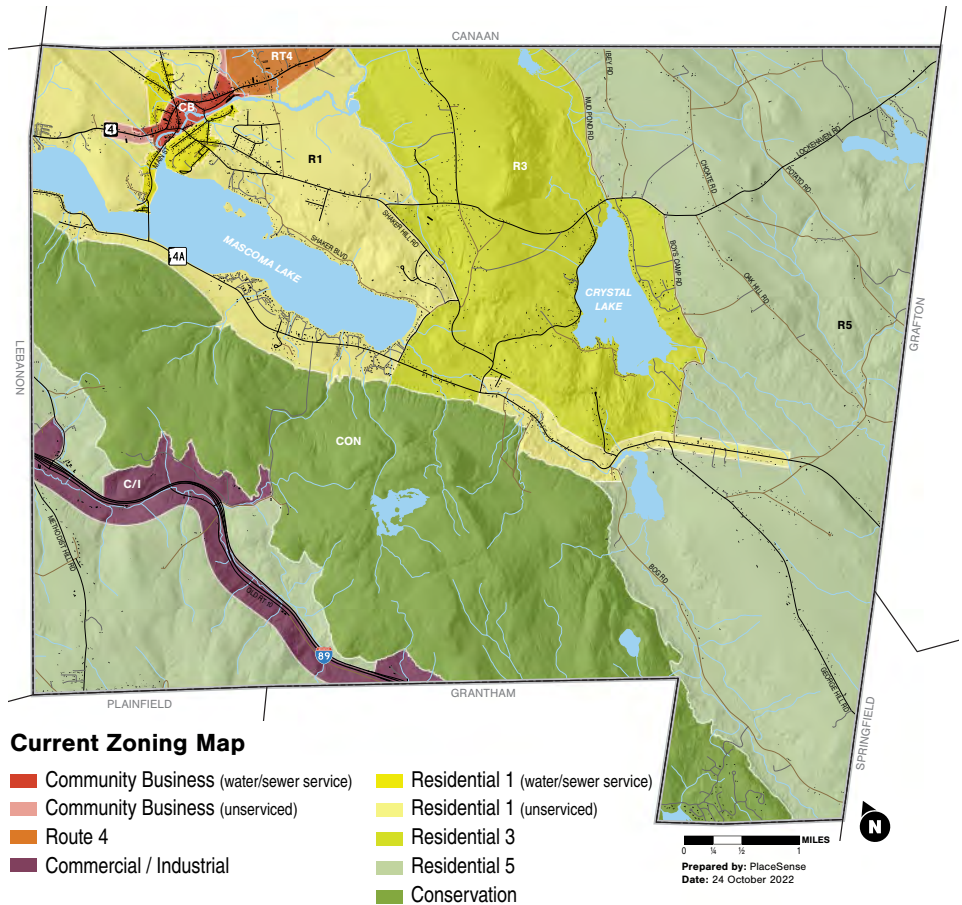
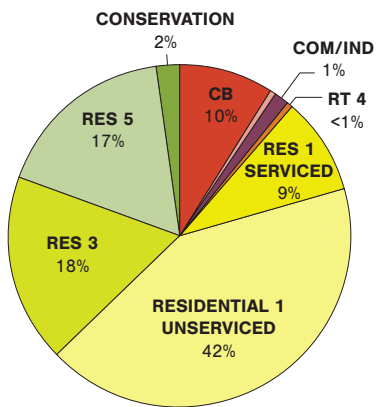
Land Area by Zoning District

20,613 acres total

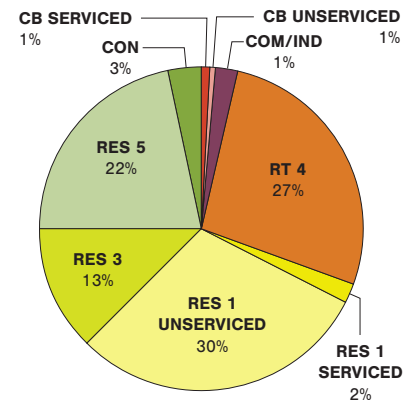


Existing Dwelling Units by District

2,466 units total



Potential Dwelling Units by District



The build-out analysis under current zoning found a maximum potential for 4,700 additional dwellings units in Enfield. It demonstrated that the current zoning is a barrier to adding more housing in the serviced portion of Enfield village. It also showed the significant opportunity for housing in the Route 4 district provided by the current zoning that the market has not responded to.

FUTURE LAND USE PLAN

The future land use plan and map brings together all of the elements of the Master Plan. It expresses our preferences for how land in Enfield should be used in the decades ahead. It describes our shared vision for where housing and businesses should be built, where recreation opportunities should be expanded, where farms and forests should remain, and where open space should be protected.

The [Future Land Use Map](#) below establishes six general planning areas: Village, Business, Residential, Lakeshore, Rural, Resource Protection & Recreation. Several of those general planning areas are further delineated by neighborhood or area of town (indicated by the letters A-N on the map). The envisioned future use of the planning areas and neighborhoods is described in the section that follows.

The Future Land Use Map is not to be interpreted as a proposed zoning map. It is a guide to direct future zoning amendments. The map provides a general depiction of the desired distribution and intensity of future land use in our community. The map and accompanying narrative indicate where zoning changes may be needed to align the town's regulations with the goals and policies of this plan.

VILLAGE PLANNING AREAS

A. Enfield Village is our town center. We envision it to be a walkable, mixed-use village that retains much of its traditional New England scale and architectural character. It is served by water and sewer infrastructure that can facilitate further infill development and intensification of use. We are seeking to attract new housing to areas within and adjacent to the historic bounds of the village.

There is strong support for downtown revitalization and fostering a vibrant business district on Main Street with local shops, eateries and gathering places. A riverfront greenway passes through the center of downtown with the rail trail linking the village to the Mascoma lakeshore and Route 4 business areas, and then beyond to neighboring communities. This is a resource that should be leveraged to support our revitalization efforts and enhance quality of life for village residents.

The historic character of the village is recognized with a National Register Historic District. We envision growth and new construction in Enfield village, but that should be balanced with preservation of significant buildings and respect for the scale and pattern of our historic village.

B. Enfield Center is a small, linear village center that retains much of its historic character. There are some opportunities to add new housing and small businesses within the area in a manner that would preserve the historic built form and scale. Opportunity for growth is constrained by both the lack of infrastructure and the natural limits imposed by the surrounding landscape.

This plan supports traffic calming and improved bike/pedestrian accommodations that will enhance the village and connect it to Mascoma Lake, the Shaker village and Enfield village.

C. Shaker Village is a remarkable cultural and architectural resource – one that is truly unique to Enfield. At the core of this planning area is the [Shaker Museum](#) on the Mascoma Lake shoreline. What makes this a village, however, is that it is an area that is continuing to evolve – in many ways back towards the vibrant mixed-use center it was as a Shaker community in the 19th century. Historic buildings have been put to new purposes. There are small businesses and new neighborhood housing.

We envision the ongoing restoration and preservation of the historic buildings and landscape within this area. But we also envision occupancy and vibrancy that benefits from the historic character and recreational assets this area of town has to offer.

Route 4A is a popular walking and biking route and this plan supports traffic calming and improved bike/pedestrian accommodations that will enhance the corridor, including a planned multi-use path currently proposed in this area of town. This segment of Route 4A is also part of a state-designated scenic byway. We should seek to protect and enhance the aesthetic qualities of the corridor to support tourism-oriented economic development and attractive residential neighborhoods in this area.

BUSINESS PLANNING AREAS

D. Route 4 east of Enfield village currently has the built form of a low density, highway commercial corridor. Infrastructure was extended to this area in the early 2010s and the area was re-zoned for higher density, mixed use development. While that transition has yet to occur, it remains the goal for this area.

As described in the Route 4 Plan, we envision businesses located near the highway with some higher-density residential development occurring behind. Most of the infill opportunities are on the north side of the highway as the south side is constrained by a large wetland complex and bounded by the rail trail.

Improved access management, sidewalks and frontage landscaping are needed to enhance the character of the corridor. New buildings should be oriented to the street with well-screened parking areas located to the side or rear. Multi-story construction and compact site designs are encouraged to make efficient use of this serviced land.

E. Exit 16 is home to several transportation-oriented businesses and facilities. The lands accessed from Eastman Hill Road are well suited to non-retail businesses that would benefit from the interstate access. Trucking businesses and similar enterprises could locate in this area with minimal impact on nearby residents and local roads.

This exit also provides access to the Whaleback ski and recreation area. Enhancing the character of the

Whaleback Mountain Road corridor would contribute positively to the impression visiting recreationists have of our community and support the economic viability of our tourism sector.

F. Exit 15 has a limited amount of land suitable for development, but it too could accommodate additional businesses. There are some homes located back from the interstate off Smith Pond Road. The potential impacts of increased traffic or trucking on Smith Pond Road should be carefully considered when any proposed business development is reviewed. The wooded setting, hilly terrain and large lots should be adequate to buffer residences from appropriately sited business activities.

The Montcalm Golf Club is accessed from this exit. It would be desirable to establish more of a gateway at the club entrance road. Installing a visitor information kiosk identifying the businesses, attractions, recreation areas and trails in our community at this exit and at Exit 16 should be pursued.

G. Exit 14 is a very small area, but there is some opportunity for further expansion of the business activity already occurring there. This location is entirely cut off from other areas of town and is only visible (very briefly) from the interstate. Development and land use activities would have minimal to no impacts on neighboring properties.



RESIDENTIAL PLANNING AREAS

H. Northwest provides opportunity to provide higher-density housing in proximity to Enfield village and the Route 4 corridor. Much of the undeveloped land in this area could be served by water and/or sewer. A diversity of housing types is encouraged. Subdivisions should be designed in response to the character and natural limitations of the land. Infill housing should incorporate sidewalks, paths and, where possible, connections to the rail trail.

Ongoing enhancement of the greenway provided by the lakeshore portion of the rail trail through this area with public access and open spaces should be incorporated into development plans. Further privatization of the lakeshore should be discouraged.

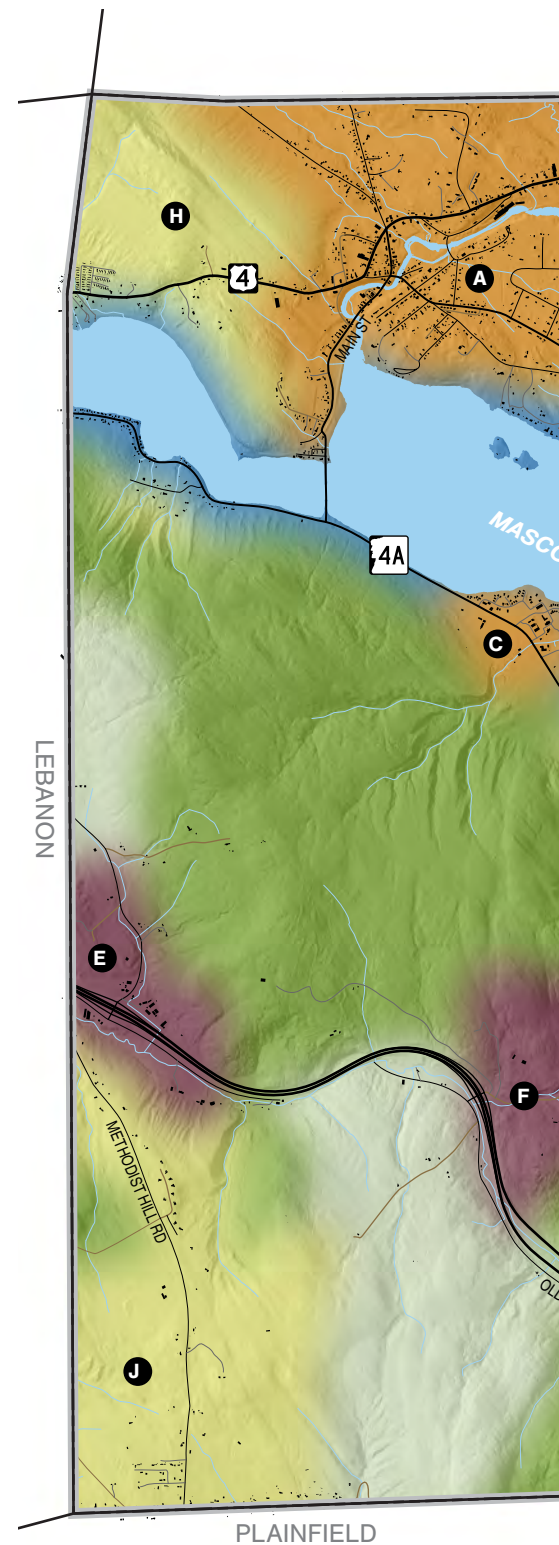
I. Central encompasses a large portion of Enfield and offers a diversity of neighborhood settings and housing types. A substantial amount of land in this area has already been subdivided and developed, but many larger tracts remain. Many developed lots are 5 or more acres in size and may have the potential for further subdivision or infill development if owners choose to do so in the future.

Some of the undeveloped land has natural resource constraints that will require careful siting and placement of homes and driveways. Disturbance of steep slopes, generation of stormwater run-off and fragmentation of wildlife habitat and corridors should be considered in the subdivision review process.

J. Methodist Hill is more connected to the adjoining communities of Lebanon and Plainfield than it is to other parts of Enfield from which it is separated by rugged terrain and the interstate. It is a mix of smaller house lots and larger tracts of largely wooded land.

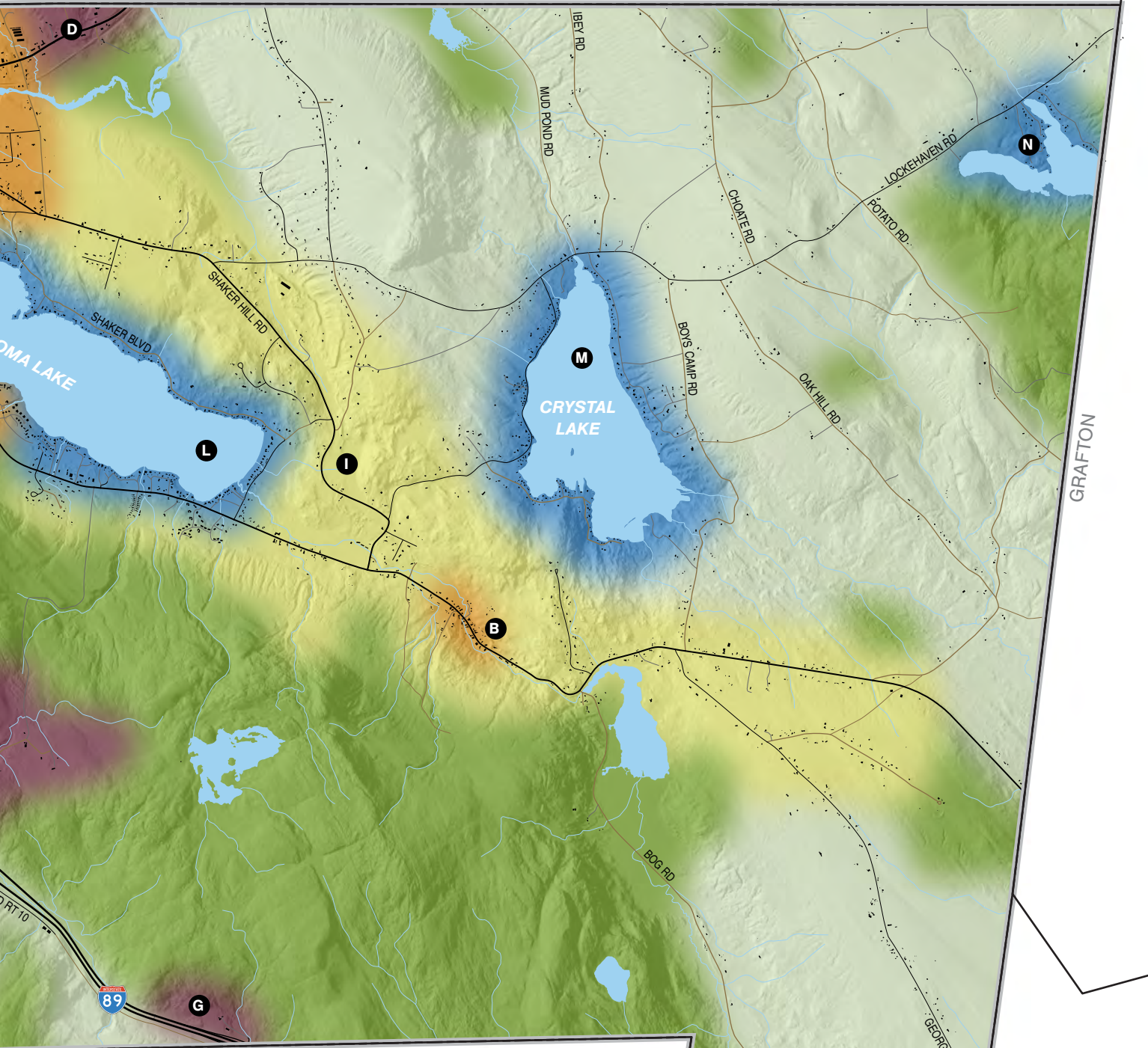
There are opportunities for further residential development. Thoughtful site selection and subdivision design would allow for new housing to be fit into the rural setting while minimizing impacts to natural resources and scenic character. Conservation subdivision design that clusters homes and preserves open space should be encouraged.

K. Eastman Village crosses into Enfield. These lands have been platted but many undeveloped lots remain. We envision that homes will continue to be built within this area. No change to the planned built form or extents of the development are anticipated given that the area is constrained by public land ownership and natural features.



Future Land Use Map

- Village
- Residential
- Rural
- Resource Protection and Recreation
- Lakeshore
- Business



Village Areas

- A. Enfield Village
- B. Enfield Center
- C. Shaker Village

Business Areas

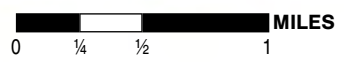
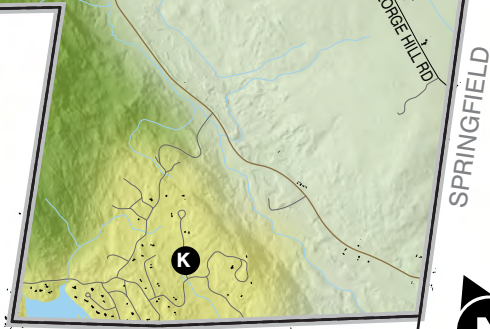
- D. Route 4
- E. Exit 16
- F. Exit 15
- G. Exit 14

Residential Areas

- H. Northwest
- I. Central
- J. Methodist Hill
- K. Eastman

Lakeshore Areas

- L. Mascoma Lake
- M. Crystal Lake
- N. Spectacle Pond



Prepared by: PlaceSense
 Date: 20 April 2022

LAKESHORE PLANNING AREAS

Visual and physical access to the water is paramount in the lakeshore areas and protecting water quality is essential. These three waterbodies are important resources for the entire community – contributing to quality of life and supporting economic vitality.

Continued conversion of camps into year-round residences and new construction in lakeshore areas is anticipated to continue. There is some land available for further infill development in all three areas.

It is critical that any further intensification of use or infill development be pursued only when it does not undermine the quality of the resource – taking into account scenic, recreational and environmental values and impacts.

L. Mascoma Lake has about 200 small developed frontage lots with a secondary ring of developed lots that have lake views but not frontage.

Once predominately summer cottages, more than two-thirds of properties have been improved to a level where they are no longer classified as “camps” for tax assessment purposes. Nearly 40% are the primary residence of their owners. This transition has been underway for several decades but has intensified in recent years.

With year-round occupancy, the character of the lakeshore neighborhood has changed. Additionally, provision of potable water to portions of the lakeshore has allowed for further intensification of use. Camps have been enlarged or replaced, altering the scale of development and viewsheds around the lake. Larger development footprints on small lots have led to increased stormwater impacts. A shoreline zoning district is recommended to address the specific development concerns on waterfront property.

Mascoma Lake, due to the terrain and proximity of the railbed and highway to the waterbody, has not been fully ringed by private development. The town owns several waterfront properties and the rail trail provides direct public access to about one mile of shoreline. These resources should be leveraged to provide public recreation access and amenities that support tourism-based economic development and contribute to quality of life for town residents.

M. Crystal Lake has a mostly developed shoreline. There are about 100 homes and camps on waterfront lots and a limited secondary ring, primarily on the west side of Crystal Lake Road. Less than a third of properties are described as “camps” and about one-quarter are primary residences.

Crystal Lake is not served by public infrastructure and the impacts of any further intensification of development on water quality should be carefully considered during the development review process.

Public access to Crystal Lake is provided only by a single, small state boat launch site. Improved recreational access should be pursued.

N. Spectacle Pond is smaller and more remote. A portion of the shoreline is intensively developed. That development is more evenly split between “camps” and primary residences. Little change is envisioned in this area.

Most of the land around the pond is now permanently protected open space owned by a conservation organization, the Society for the Protection of New Hampshire Forests, which is open to public recreational use. The pond is accessible from hiking trails and there is also a small town-owned waterfront property providing access to the pond from Lockhaven Road.



RURAL PLANNING AREAS

The rural areas of town are more sparsely settled. Within this planning area, working farm and forest lands remain.

These areas of town are envisioned to remain at a low overall density. Traditional rural and resource-dependent land uses are encouraged and supported. Development should be sited to minimize fragmentation of farmland and forest blocks. Conservation subdivision design that clusters homes and preserves open space and wildlife habitat/corridors should be required for any major development project.

RESOURCE & RECREATION

Large areas of public open space are an important asset for our community. The habitat and other environmental benefits of those public resources are bolstered by large tracts of private conservation lands. Public lands and private enterprises combine to allow our community to offer unparalleled recreational access that benefits the entire region.

We envision enhancing that access by connecting trail networks and strengthening the linkages with our villages, neighborhoods and visitor destinations. We should seek to expand and diversify public and commercial recreational opportunities to both enhance quality of life and foster economic vibrancy.

Other lands in this planning area are not currently protected through public ownership or private conservation. These lands are characterized by natural resources and hazards, such as steep slopes and wetlands, that limit their suitability for development. Often these lands are remote and currently inaccessible from our existing road network. Some of these lands are in productive use as managed timberlands. We envision these areas remaining largely as they are today with little to no further development.



RECOMMENDATIONS

Base our long-term planning upon preserving, strengthening, and celebrating our community's assets – the lakes, public open space, rail trail greenway, Shaker Museum and traditional villages.

Improve connections between Enfield village, nearby neighborhoods, businesses, Mascoma Lake and the rail trail.

Focus public investment primarily in our villages and along the Route 4 corridor to enhance walkable neighborhoods that attract new residents to our community.

Support on-going public and private land conservation efforts with priority for lands with high ecological and/or recreational value.

Enhance and expand public recreational access to our lakes and streams.

Advocate for complete streets improvements to improve the safety of walking and cycling on state highways in Enfield.

Ensure that Enfield's site plan, subdivision and zoning regulations align with the land use map and plan outlined in this chapter, as well as the specific recommendations in other chapters of this plan.

03 TRANSPORTATION

“Focus on those things that will relieve traffic, prevent accidents and increase quality of life for residents.”

— Enfield resident comment on the 2021 Community Survey

INVENTORY & TRENDS

Enfield's road network was largely established by the mid-1800s. The construction of I-89, completed in 1967, was the last major change to our road network.

Historically, our roads developed in response to the terrain and presence of water bodies. Those physical barriers resulted in a disconnected road network that can still make travel from one area of town to another challenging.

Most of the new homes built in the 1970s through 1990s were directly accessed from existing roads with only minor expansion of the network. There has been relatively little new road construction during the past 20 years.

The existing road network is extensive and serves many areas of town that remain developed at very low densities. Maintaining our roads is a primary function of town government and accounts for about 25% of the town's operating budget each year. Basic maintenance costs make it difficult to adequately fund improvements that we recognize are needed to our roads.

INTERSTATE 89

Interstate 89 cuts across the southwest corner of town. Exit 17 in Lebanon provides direct access to most Enfield destinations via Route 4 or Route 4A. Enfield village is about 4.5 miles east on Route 4 from Exit 17.

There are three I-89 exits in Enfield - Exits 14, 15 and 16. Exits 14 and 15 primarily provide access to land that would have otherwise been cut off when what was a state highway (Route 10) was replaced by the limited access interstate. Exit 16 provides access to a few



properties in Enfield but primarily serves Grantham. The areas in Enfield accessed from these three exits are largely inaccessible from the remainder of the town's road network.

ROUTES 4 AND 4A

Our primary transportation arteries are U.S. Route 4, a federal highway, and New Hampshire Route 4A, a state highway. Route 4 and Route 4A are east-west highways. As these highway run largely parallel with Interstate 89, they primarily carry local traffic generated by residences and businesses within the Upper Valley region. Critically, they provide one of only a few options for east-west travel in our region, which has a north-south orientation with far fewer connecting east-west roads due to the terrain.

The state is responsible for maintaining Route 4 and Route 4A and any planned improvements, including bicycle or pedestrian upgrades. The state also controls access to the highways and establishes speed limits.

Despite a widespread perception of worsening traffic in Enfield, the number of vehicles on the highways has remained about the same for the past 20 years. Traffic levels on Route 4 average about 7,500 vehicles per day at the town line with Canaan, 8,500 in the village and 10,000 at the town line with Lebanon. Traffic levels on Route 4A are lower, averaging about 2,500 vehicles per day in Enfield Center. The average annual traffic data masks the important seasonal variation in activity on Route 4A, which experiences much heavier use in the summer.

While the core of Enfield village is located just off Route 4, the character and function of the highway is critical to our downtown revitalization efforts. The intersections of Route 4 and Main/Maple Street and of Route 4 and High Street are the major gateways to downtown.

Enfield Center is a linear village located directly on Route 4A. Its land use pattern and character is directly influenced by the highway. It lacks clear gateways or other physical changes in the roadway that would signal to drivers that they should reduce their speed and be prepared for pedestrian traffic and vehicles making turns.

In both of these locations, the highways are serving competing demands. Outside the villages, the highways are primarily designed to efficiently carry vehicular through traffic at higher speeds, minimize congestion and avoid conflict. As they enter the villages, those design parameters can be at

“ We need transportation options for those who do not drive.

We need more sidewalks and walkable & bike able roads.

– Enfield resident comments on the 2021 Community Survey

odds with the increased number of vehicles needing to enter or exit the highway and pedestrians needing to safely walk along and cross the highway. Traffic calming measures, pedestrian enhancements and intersection/ gateway upgrades would support the vitality of our villages.

As the most frequently and heavily traveled roads in town, most visitors and even many residents base their perception of our community on what can be seen from these two highway corridors. The highways offer many scenic vistas and opportunities to view traditional New England architecture, which are enjoyed by residents and visitors. Route 4A is a designated scenic byway - the [Enfield Shaker Village Scenic Byway](#). The quality of development along the highways is critical to our efforts to promote Enfield as a cultural tourism and recreation destination.

The Upper Valley Lake Sunapee Regional Planning Commission completed a [Regional Corridor Transportation Plan](#) in 2021 that

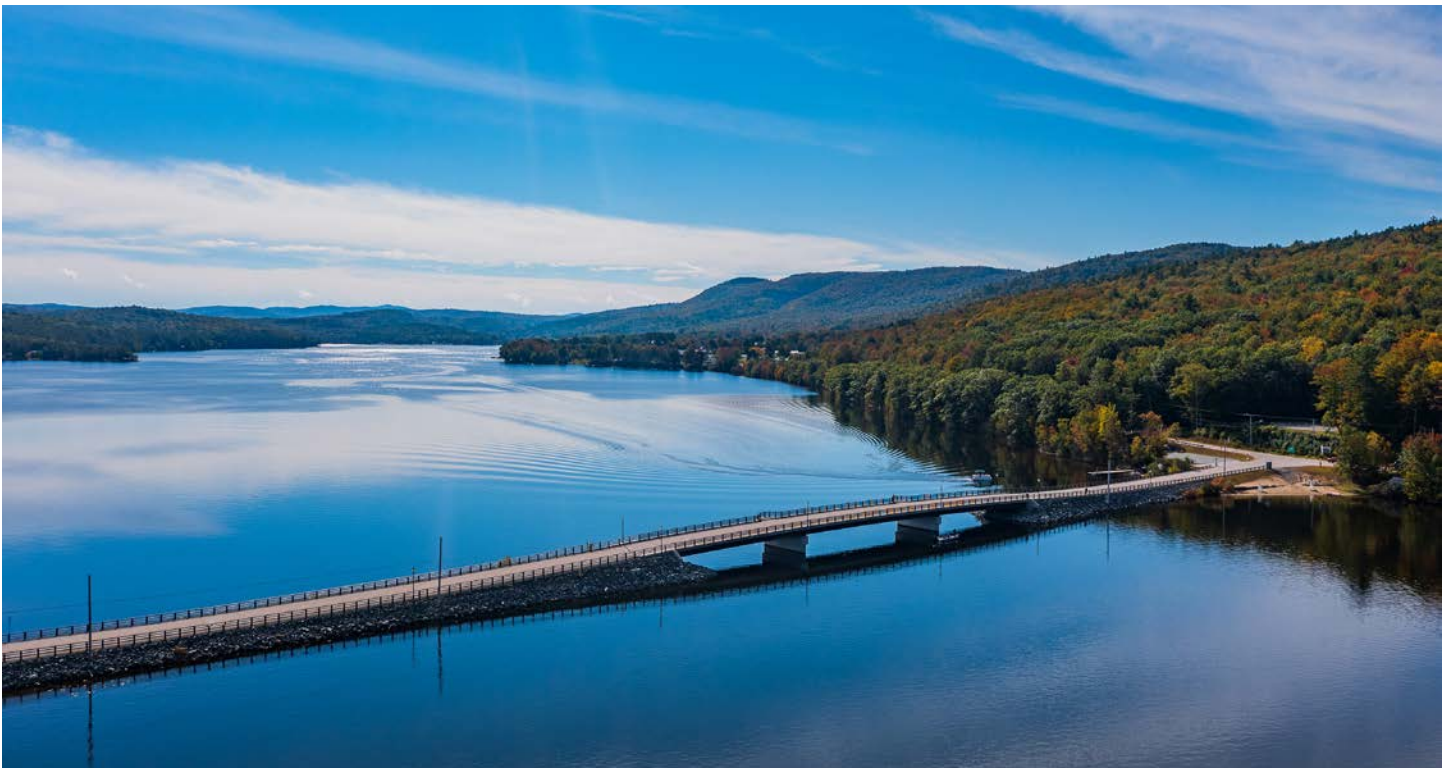
includes an assessment and action plans for the Route 4 and Route 4A corridors. A significant focus of that plan is to improve pedestrian and bicycle accommodations within the corridors, particularly within the villages and to lakeshore access points. The plan’s recommendations align well with our vision for the highway corridors.

OTHER STATE ROADS

Shaker Hill Road and Main Street are state-owned roadways. The state is responsible for paving, bridges and other improvements, while the town is responsible for winter maintenance.

CLASS V TOWN ROADS

The Town of Enfield is responsible for 56 miles of Class V town roads. Our Class V town roads include both paved and unpaved roads, as well as related infrastructure such as culverts, bridges and drainage. At this time, the town has no plans for extending the Class V town road network.



The town is obligated under state law to maintain Class V roads. New Hampshire distributes highway block grant aid to municipalities through a formula that is based on total road mileage and population. Because of our relatively small population, Enfield typically receives less per mile of road than the statewide average. State aid covers only a small portion of our total road maintenance costs and the town has to raise the remainder of the funds through property taxes.

PUBLIC SIDEWALKS

The town maintains about two miles of sidewalk in Enfield village and one-third mile in Enfield Center.

CLASS VI TOWN ROADS

There are 8 miles of Class VI town roads in Enfield. State law does not obligate the town to maintain these roads. For many years, it has been the adopted policy of Enfield to discourage development on Class VI roads and encourage their use for recreation purposes. State law allows the town to deny applications for development on a Class VI road for reasons of inadequate access. Enfield's policy establishes a clear process and criteria for determining whether or not to allow proposed development on a Class VI road.

PRIVATE ROADS

A substantial number of properties in Enfield are served by private development roads. There are 28 miles of private roads in town. Most private roads are short, dead-ends that provide access to a small number of homes. As such, they do not serve the larger community as part of our interconnected road network.

The town is not responsible for maintaining private roads or for

The thoughts Enfield residents shared on the town's transportation system through various outreach efforts were distilled into the following assessment of our strengths, weaknesses, opportunities and threats.

TRANSPORTATION STRENGTHS

- 3 exits on Interstate 89
- Well maintained roads
- Rail trail well liked and used
- Superior recreational activities to any nearby community
- Enfield Shaker Village Scenic Byway
- Scenic roads

TRANSPORTATION OPPORTUNITIES

- Ability to adopt and implement a "Complete Streets" policy
- Free public transit in region and efforts to expand the system
- Incentives for green transportation options
- Places to provide additional public parking
- Efforts of the Aging in Enfield group to improve access
- Ability to improve sidewalk network in Enfield village
- Places to install charging stations
- Traffic speed issues

TRANSPORTATION WEAKNESSES

- Difficult for neighborhood residents to walk into Enfield village due to limited sidewalks or difficulty of crossing Route 4
- Three town centers make it difficult to prioritize transportation-related services
- Limited parking in key areas of town
- No budget for new or upgraded transportation facilities
- Lack of bike lanes or sidewalks on Route 4 and Route 4A
- Safety concerns at the intersection of Route 4 and Maple/Main Street

TRANSPORTATION THREATS

- Very high commuter traffic on Route 4 and Route 4A
- Slow pace of state transportation projects that would improve roads in Enfield

providing municipal services like trash pick-up on private roads. Enfield's subdivision regulations require the formation of a Road Owner's Association when a private road is created to be responsible for ongoing maintenance and future repairs.

Enfield generally does not want to increase the number of road miles the town is responsible for maintaining, as that would

increase the tax burden on all property owners. As such, it has been and will continue to be the town's policy for roads created solely serve new development to remain private. The Selectboard would only consider requests to take private roads if it could be demonstrated that the road would provide a public benefit commensurate with the ongoing costs of maintaining that road.

TRAILS

There are many trails available for public recreation use in Enfield. The [Northern Rail Trail](#) travels about 3.7 miles through Enfield.

PUBLIC TRANSIT

Advance Transit's [Blue Route](#) provides commuter bus service from Route 4 in Enfield to Lebanon and Hanover.

PUBLIC PARKING

There are more than 160 public parking spaces in Enfield village as shown on the village transportation map. There is a public parking area at Mascoma Lakeside Park, Shakoma Beach and boat launch, and several small parking areas serving trailheads in locations around town.

PERSPECTIVES & PRIORITIES

Enfield residents strongly support making our community a safer and more pleasant place to walk and bike. We want more walkable villages and residential neighborhoods. We would like more people to have the option of getting from their home to nearby destinations (shops, school, parks, etc.) without having to drive. We want to strengthen bike-pedestrian connections between our recreation and tourism assets and our villages - resulting in both quality of life and economic development benefits.

This support for enhancement of our vehicle-centric transportation system is always weighed against our ability to afford the improvements we would like to make. Enfield residents want the town to maintain our existing transportation system to the best standard possible within our means. The ever rising cost of road maintenance and repairs causes many residents to be concerned

about increasing that burden by building more sidewalks or widening road shoulders, for example.

Enfield residents are generally satisfied with the current level of road maintenance and want to see our roads remain in the same or, in places, better condition in the years ahead. There is not widespread demand for major changes to, or expansions of, our existing transportation system. Enfield residents envision targeted improvements, primarily in the villages and focused on making it safer to walk or bike, calming traffic, and establishing attractive gateways.

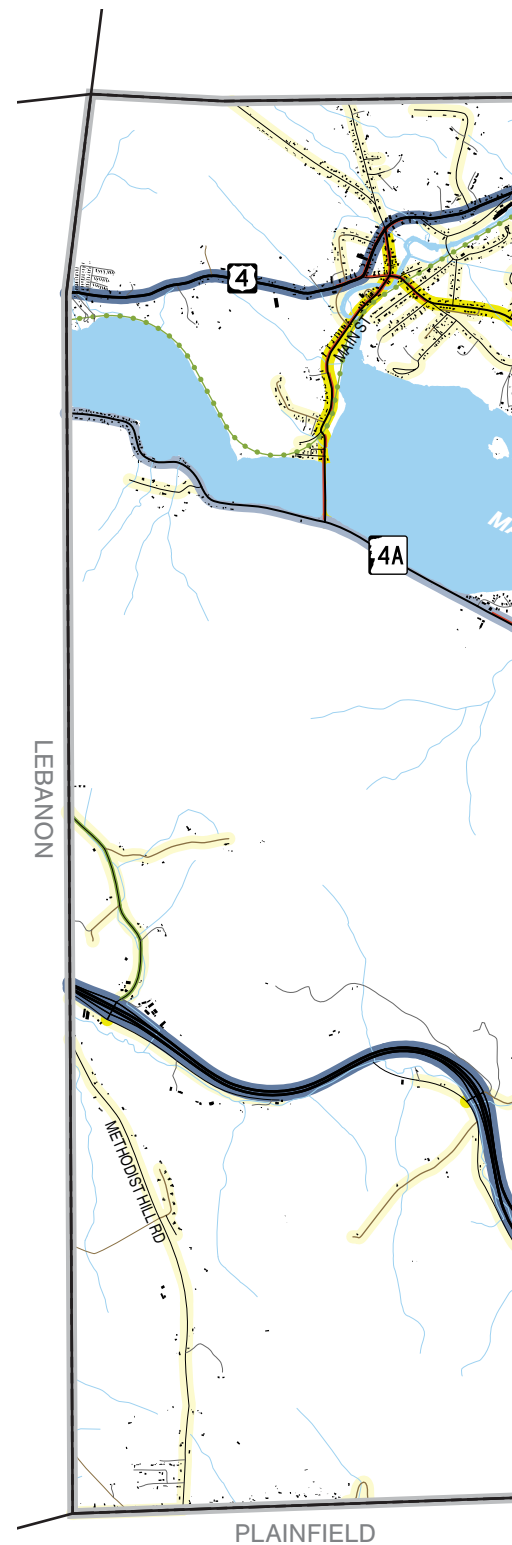
CAPITAL PLAN

Enfield maintains a capital improvement program (CIP) that includes planning and budgeting for road repairs and upgrades, as well as road maintenance vehicles and equipment. The CIP includes a current fiscal year capital budget and planned capital projects for at least the next five years.

Transportation improvements such as sidewalk extensions within Enfield's tax increment financing (TIF) district could be funded in whole or part through TIF revenues. To date, no major projects suitable for TIF funding have been considered.

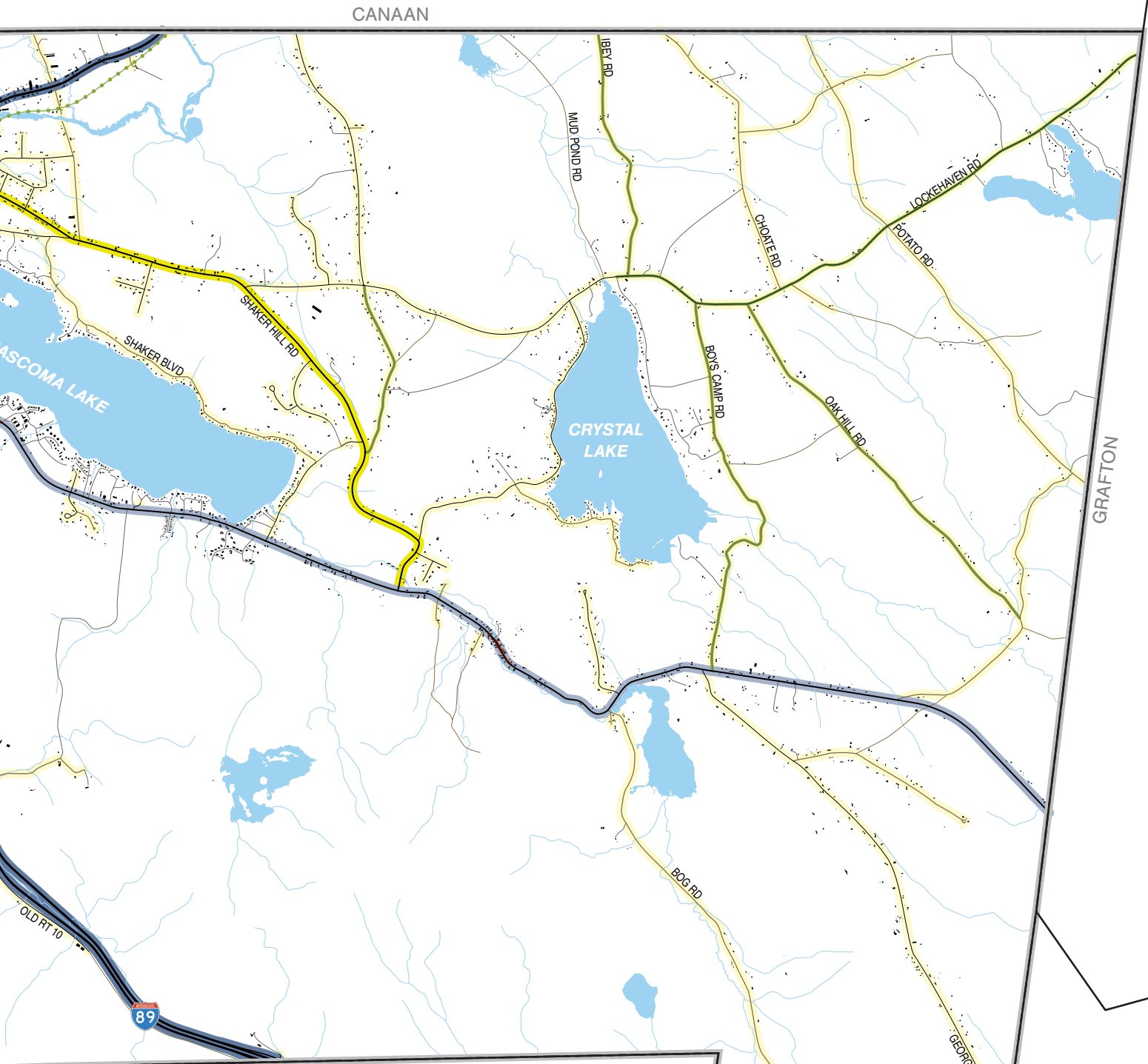
REGIONAL PROJECTS

A \$7.1 million improvement project to add shoulders and improve the alignment of Route 4 from the town line with Lebanon to the Maple/Main Street intersection is currently listed in the Statewide Transportation Improvement Plan. Engineering is planned to begin this year (2022) and construction is scheduled for 2024. State highway projects often move at a



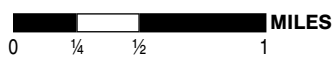
Transportation Infrastructure Map

- Sidewalks
- - - Northern Rail Trail
- Statewide Corridor
- Regional Corridor
- Local Connector
- Local Roads
- Designated Scenic Roads










The Town of Enfield Planning Board has designated the following scenic roads under RSA 231:158:

- Kluge Road, from Shaker Hill Road to Lockehaven Road
- Ibey Road, from Lockehaven Road to the town line
- Eastman Hill Road, from I-89 to the town line
- Boys Camp Road, from Lockehaven Road to Route 4A
- Oak Hill Road, from Lockehaven Road to Grafton Pond Rd
- Lockehaven Road, from Crystal Lake Road to the town line



Prepared by: PlaceSense
 Date: 24 October 2022

Downtown Parking & Transportation Map

-  Existing sidewalk
-  Planned sidewalk
-  Existing transit stop
-  Rail trail
-  Rail trail access point
-  Municipal parking
-  Quasi-public parking

Municipal Parking	
Community Building	66 spaces
Whitney Hall	42 spaces
Depot Street	36 spaces
Main Street	10 spaces
Blacksmith Alley	10 spaces
Total	164 spaces

Quasi-Public Parking	
Post Office	9 spaces
Methodist Church (2 lots)	25 spaces
Village School	79 spaces
Total	113 spaces





slower pace than planned. The full scope of this project has not yet been determined.

A re-surfacing project for Route 4A from Marsten Lane through Enfield Center and continuing on into Grafton is listed on the state's 10-Year Plan. Repairs to the Shaker Bridge, which carries Main Street over Mascoma Lake, are also listed in the state's 10-Year Plan.

UNMET & FUTURE NEEDS

MAINTENANCE & REPAIRS

Looking ahead, we expect that Enfield will continue to face challenges with the cost of maintaining our existing transportation infrastructure. Beyond the basic costs of normal road maintenance, we see potential need for more significant upgrades or repairs to our town road network:

- ▶ Damage to roads and infrastructure as a result of the increased frequency and severity of storms will add to ongoing, regular maintenance and repair needs.
- ▶ To improve and protect water quality, we may need to upgrade roadway drainage systems or change our maintenance practices in the years ahead.
- ▶ With a commitment to making our roads safer and more pleasant places to walk or bike, future road projects may need to incorporate complete streets elements.

SIDEWALKS & TRAILS

Enfield supports the recommendations of the [2021 Regional Corridor Transportation Plan](#), which calls for sidewalks and other bike/pedestrian

enhancements within the Route 4 and Route 4A corridors.

MAPLE/MAIN INTERSECTION

Enfield has recognized a need to improve the intersection of Maple Street and Main Street for many years. Enfield residents want an intersection that is safe for all users and an attractive gateway to our downtown. The preferred alternative for intersection improvements has not yet been determined. Enfield residents should be involved in planning and design for the intersection in the near future.

PUBLIC PARKING

Residents perceive a need for additional parking downtown to support local businesses. This issue has been studied several times in the past. Without available land, the best solution available to us presently is to fully use the public and quasi-public parking that exists nearby, clearly sign those areas that are available for public parking, and improve the sidewalks linking those parking areas to our business district.

Additional parking will be needed at the lakes and trailheads as the number of people visiting our recreation areas and open spaces is anticipated to continue growing.

PUBLIC TRANSIT

Advance Transit service is limited and the schedule and route do not meet the needs of many residents. More frequent service and weekend service would likely expand ridership. Many residents are unaware that transit service is available in Enfield. It is something that the town could help promote. Sheltered stops and commuter parking are needed to attract and serve transit riders.



RECOMMENDATIONS

Advocate for the state to engage in a community-driven design process leading to a re-design of intersection of Route 4 with Maple/Main Street.

Adopt and implement a [Complete Streets Policy](#) that prioritizes creation of public parking and an interconnected sidewalk network in Enfield village.

Seek opportunities to partner with organizations or businesses to install electric vehicle charging stations on public property at no or low cost to the town.

Help coordinate the efforts of the many local and regional organizations and institutions offering or working to improve access to recreational trails and other amenities in Enfield.

Promote the use of the free public transit available to Enfield residents and actively work with the Regional Planning Commission and Advance Transit to expand service to our community, particularly along Route 4A out to Enfield Center.

Prepare and adopt a Capital Improvement Program annually that continues to plan and budget for long-term investments in our transportation systems that align with the recommendations of this plan.

Participate in the transportation planning activities of the Upper Valley Lake Sunapee Regional Planning Commission and advocate for regional transportation projects that will benefit our community and align with the recommendations of this plan.

Implement road maintenance practices that preserve the rural character of Enfield's designated scenic roads.

Improve stormwater management on roads to reduce erosion damage and protect water quality.



04 ECONOMIC DEVELOPMENT





Enfield's settlement pattern has been shaped by economic forces. The Mascoma River and its tributaries provided a source of power that sustained an economy based on agriculture and small-scale manufacturing from the 1770s into the early decades of the 20th century. Manufactured goods produced at the Shaker village in Enfield in the mid-1800s epitomized the high-quality craftsmanship our community was recognized for. Local production was bolstered by the arrival of the railroad in 1847 vastly expanding the market for commodities and

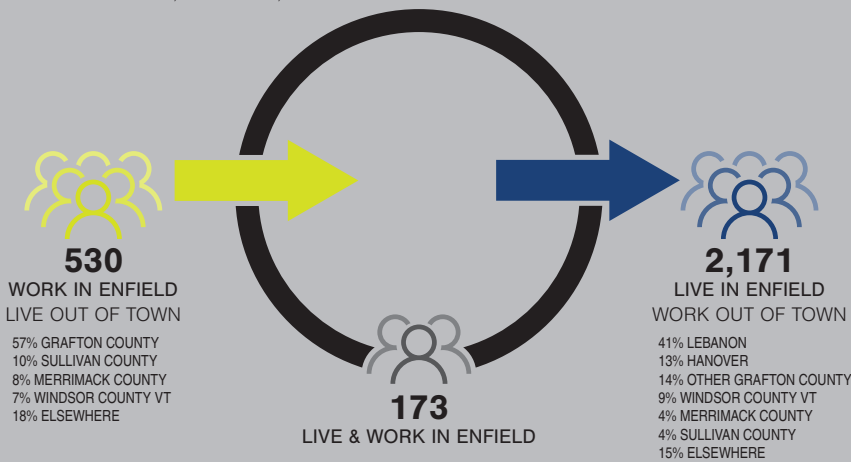
goods produced in Enfield. Thriving settlements grew up around the mills and depots.

The Baltic Mill is the only major mill complex remaining in Enfield today. At peak operation, around 1900, it employed more than 300 people making woolen cloth and was one of a number of operating mills in town. The historic mills in Enfield could not compete as modern technology and transportation transformed the manufacturing sector. For several decades the town's population declined as people moved away in search of better economic opportunities.

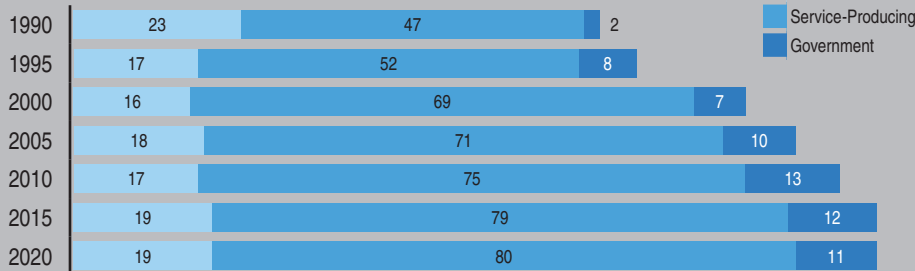
Interstate 89 opened through Enfield in 1967 and marked a new chapter for the community. With highway access, people could live in Enfield and commute to jobs outside town. While the highway brought new residents in the 1970s and '80s, it did not spur a similar rate of economic growth. Today, Enfield is best described as a bedroom community – primarily residential without a major employer or industry. Most businesses in town are very small and resident-owned.

COMMUTING PATTERNS

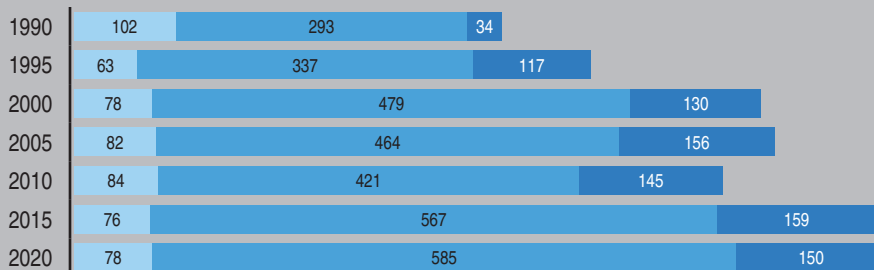
SOURCE: US CENSUS BUREAU, PRIMARY JOBS, 2019



EMPLOYERS



EMPLOYEES



SOURCE: NH LABOR MARKET DATA

There were about 100 employers in Enfield as of 2020, according to the New Hampshire Department of Employment Security. This figure does not include people who are self-employed business owners. The data also suggests that most businesses in Enfield have fewer than 10 employees. Enfield saw a net increase of about 10 businesses between 2000 and 2020, according to state data. The Enfield Village Association maintains an online [Directory of Enfield Businesses](#).

In 2019, three sectors accounted for nearly half the private sector jobs in Enfield - administration and support, retail and construction - according to the Census Bureau. The town has lost jobs in the manufacturing and retail sectors since the early 2000s, while adding jobs in administration and support, construction, and accommodation and food service. Sectors that benefit from the highway access available in Enfield such as wholesale trade, transportation and warehousing have also experienced growth.

While job growth in Enfield has been modest in absolute numbers, the number of jobs in town has been increasing at a faster rate than in the Lebanon Micropolitan Area as a whole (32% compared to 16% between 2003 and 2019 according to the Census Bureau).

Despite some business and job growth, Enfield remains very much a bedroom community. The Census Bureau estimated in 2019 that about 95% of Enfield's employed residents worked out of town. 43% of those who commuted to jobs outside of town worked in Lebanon, 17% worked in Hanover and 8% worked in Hartford, Vermont.

INVENTORY & TRENDS

The U.S. Census Bureau estimated that there were 780 jobs in Enfield in 2019. About 150 of those were public sector jobs. The New Hampshire Department of Employment Security reported an average annual employment figure of about 800 in 2020, with a similar estimate of around 150 public sector jobs. The number of jobs in Enfield has increased from about 600 jobs in 2000. The newly created jobs were evenly split between the public and private sectors.

PERSPECTIVES & PRIORITIES

Enfield residents would like to see more small businesses locate in town, particularly those that cater to the local market such as shops, restaurants and services. Downtown and the Route 4 corridor east of the village are preferred locations for such businesses. A vibrant town center with activities and places for people to gather is a top priority for most residents. But there is also support for small businesses in nearly all areas of town except around Mascoma Lake.

Enfield residents do not see our community becoming a major employment center that hosts large businesses. Yet the benefits of diversifying the tax base, being able to acquire basic goods and services locally, and having more people working closer to home are widely recognized.

Residents value Enfield’s small town and rural character. Many are concerned that large businesses could negatively affect the character of our community. Specifically, residents are concerned about quality of life issues such as traffic, noise and light.

There is not significant public demand for the town to take a more direct or active role in economic development. Most residents would not support spending town funds to bring new businesses to our community. There is interest in using public resources to leverage private investment, particularly if it would result in the re-use or renovation of currently underutilized or dilapidated properties.

The thoughts Enfield residents shared on the town’s economy and potential for future economic development were distilled into the following assessment of our economic strengths, weaknesses, opportunities and threats.

ECONOMIC STRENGTHS

- Strong community involvement (volunteers, civic and religious organizations, clubs)
- Diverse resident demographics (balanced age, education, skills)
- Outdoor recreation amenities (lakes, rivers, hiking trails, rail trail, conservation/wilderness areas)
- Transportation network (state and interstate highways, and three interstate exits)
- Easy access to major Upper Valley employers and commerce

ECONOMIC WEAKNESSES

- Perceived division between older/long-time residents and younger/new residents
- Conflicting perspectives between full-time residents and seasonal/lake residents
- Difficulty balancing historic preservation with adaptation to change
- Mismatched zoning regulations versus actual land use
- Limited & expensive sewer/water access
- Slow municipal project planning & funding
- Lack of commercial development
- Lack of affordable housing inventory
- Limited in-town retail and services

ECONOMIC OPPORTUNITIES

- Services and activities associated with Mascoma Lake and Crystal Lake
- Convenient housing and services alternative to Hanover & Lebanon
- Commercial development along I-89 exits without compromising Enfield village and Enfield Center communities

ECONOMIC THREATS

- Canaan, Grafton, Springfield, and/or Grantham become favored Upper Valley commuter locations
- Loss of natural resources to unplanned/uncontrolled development
- Non-local water/sewer resource management

Enfield residents agree that regulating business development benefits our community. Many would like more consideration of what businesses “look like” to be sure they are a positive addition to the community and do not detract from the small town and rural character residents value.

RESOURCES & PROGRAMS

As a small community with limited resources, the Town of Enfield primarily relies on regional and state organizations and programs to support local economic development. The town has taken advantage of several state

“Balance growth in businesses and housing while still maintaining our small town charm and rural character.”

– Enfield resident comment on the 2021 Community Survey

economic development programs ([click](#) for further information):

- ▶ Community Revitalization Tax Relief Incentive (79-E)
- ▶ Commercial and Industrial Construction Exemption
- ▶ Tax Increment Finance District

The [Enfield Village Association](#) is an independent non-profit organization (not directly supported by town government) that promotes economic development and enhancing our community's cultural, historical, recreational and natural resources.

UNMET & FUTURE NEEDS

INTERCHANGES

There are three interstate interchanges in Enfield (Exits 14, 15 and 16). Due to topographical constraints and limited connectivity, none of these exits have developed into major commercial areas. A few small businesses cluster around each interchange.

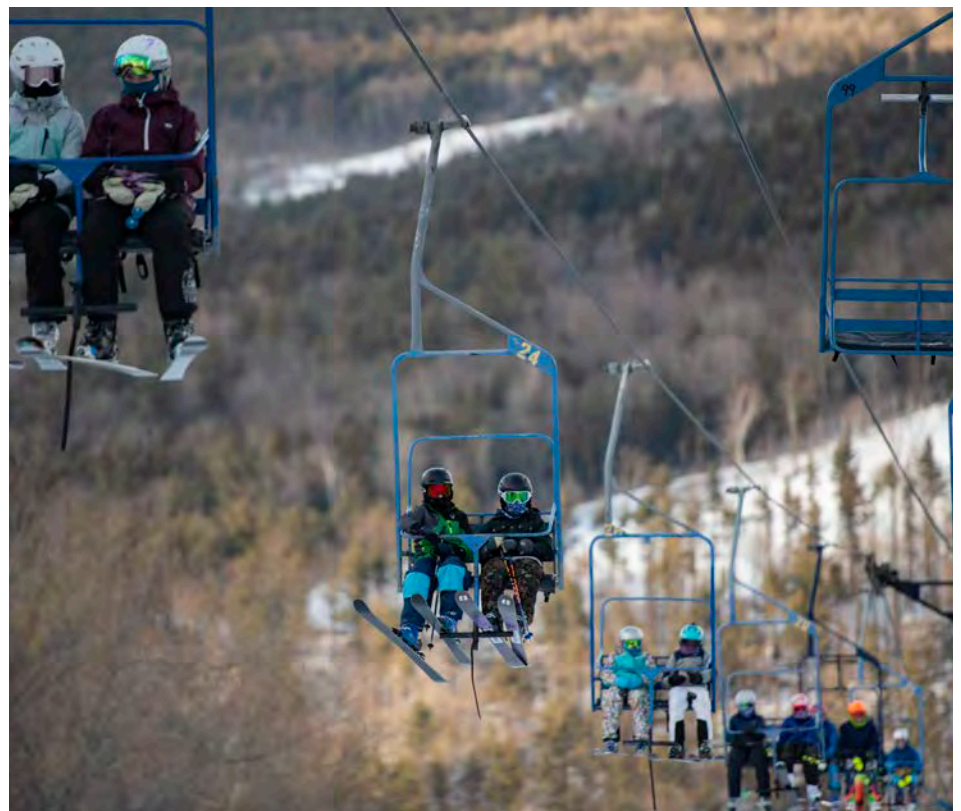
The relative isolation of the interchanges should be viewed as an asset. The interchanges can provide a location for more intensive business activity that will have little impact on the quality of life issues Enfield residents seek to protect.

A number of the businesses already located around the interchanges are directly engaged in trucking or are highly transportation-oriented. The wholesale trade, transportation and warehousing sectors have been growing. The interchanges are suitable locations for businesses in those sectors, as

“Limits on large national /regional businesses and franchises. Support for local start-ups and existing businesses.

I'm a seasonal resident who loves the lake, but I do long for some conveniences in town.

– Enfield resident comments on the 2021 Community Survey





be reviewed and revised as needed to expand the supply of visitor accommodations. Current planning and zoning regulations do not adequately address contemporary visitor-serving businesses common in the region such as agri-tourism, event facilities, outdoor adventure courses, or trail and terrain parks. Clarifying the regulations could create greater certainty for operators interested in starting or expanding businesses that would bring more visitors to our community.

INFRASTRUCTURE

Enfield village and the Route 4 corridor to the east of the village have municipal water and sewer service. There has been little new development within the service area, leaving existing customers to bear rising costs.

Enfield pays for an allocation of sewer capacity from the City of Lebanon and has excess capacity to support growth. Expanding the customer base without costly expansion of the service area would help stabilize water/sewer rates.

Many residents worry that water/sewer rates are cost prohibitive and that this may be discouraging development in the village and surrounding area. It is important to recognize that, despite recent rate increases, the availability of infrastructure is an asset for the village. Water and sewer service is needed to support the downtown eateries, shops and services that residents want in our community.



TOURISM

Enfield is enriched by recreational and cultural assets that draw visitors to our community - lakes, trails and museums. Most visitors to Enfield are day-trippers or staying out-of-town. We need to lengthen people's stay and expand accommodations so that visitors are spending more time and dollars in Enfield. More events and activities would also increase the number of visitors and entice people to stay longer or make repeat trips.

Enfield's planning and zoning regulations related to lodging - particularly small-scale and alternative lodging types such as bed-and-breakfasts, inns, short-term rentals, and camping or glamping - should

well as other types of primarily non-retail businesses that need convenient highway access or larger sites for material or equipment storage. Enfield's planning and zoning regulations for the area around the interchanges should be reviewed and revised as needed to better fit those types of businesses.

Village Business & Land Use Map

- Commercial / Industrial
- Mixed Use
- Multi-Unit Residential
- Single-Unit Residential
- Public Open Space
- Public Facilities and Lands
- Civic
- Utilities
- Undeveloped Land



Prepared by: PlaceSense
Date: 20 April 2022



4



RECOMMENDATIONS

Participate in regional economic development organizations as an active advocate for economic development strategies that will benefit our community.

Bring Enfield destinations and events to the attention of state and regional tourism promotion organizations to ensure that our community is well-represented in state and regional marketing materials and campaigns.

Work with the Upper Valley Lake Sunapee Regional Planning Commission, Grafton County Economic Development Corporation and Upper Valley Business Alliance to maintain a current inventory of sites and buildings in Enfield that are available as business locations.

Increase awareness of economic development programs and assist Enfield property and business owners to take full advantage of the available incentives.

Seek opportunities to partner with local or regional organizations, institutions and companies that are undertaking economic development projects that align with our vision.

Focus public investment primarily on downtown and the Route 4 corridor to establish and sustain a vibrant town center that attracts new businesses and customers.

Cultivate coordinated marketing and event planning to strengthen and grow Enfield's recreation and cultural tourism sectors.

Support the efforts of organizations and companies to provide the affordable, reliable, high-speed internet and cellular service necessary for residents and businesses in all areas of town.

Ensure that Enfield's site plan and zoning regulations:

- A.** Guide business development to designated areas with a primary focus on revitalizing downtown and existing commercial areas along the Route 4 corridor.
- B.** Provide flexibility for new and creative business ventures that strengthen our recreation and heritage tourism sectors.
- C.** Promote high quality building and site design so that new businesses are compatible with and enhance the character of our community.
- D.** Create opportunities for residents to start home businesses, and when such businesses grow beyond their residential setting, designate locations in town where they can expand.

05 HOUSING



“ We need to keep rural character but expand some affordable housing options.

– Enfield resident comment on the 2021 Community Survey

A diverse and affordable housing stock with access to open space, jobs and services is at the core of our community vision.

INVENTORY & TRENDS

Enfield is a rural bedroom community with more than one-third of land in residential use. The 2020 U.S. Census counted 2,468 homes in Enfield. About 400 of those were seasonal or second homes. Enfield's housing stock consists largely of detached, single-unit residences. 65% of homes are owner occupied. Manufactured homes comprise about 10% of the housing stock, with 73 units located in the two largest manufactured home parks.

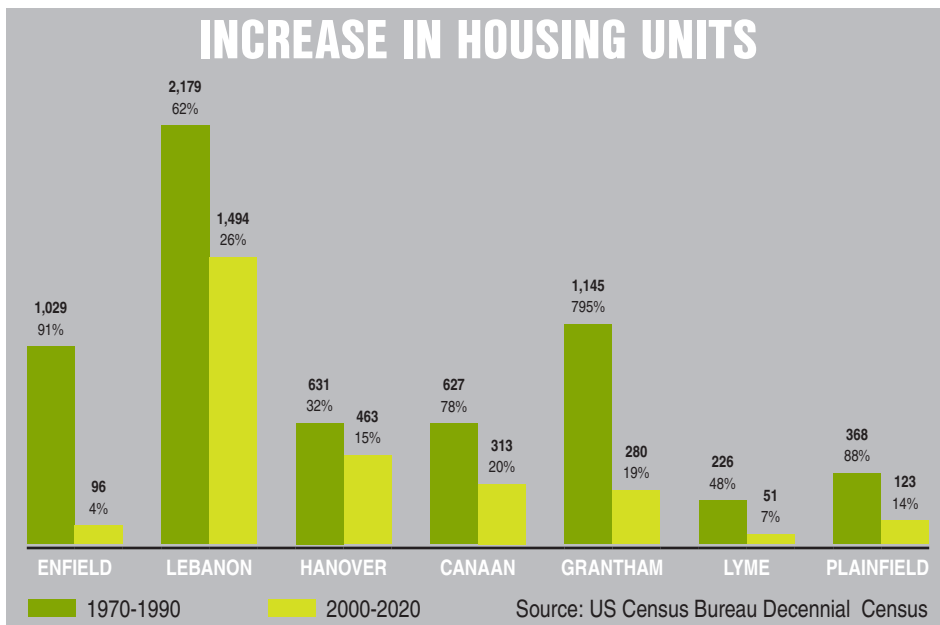
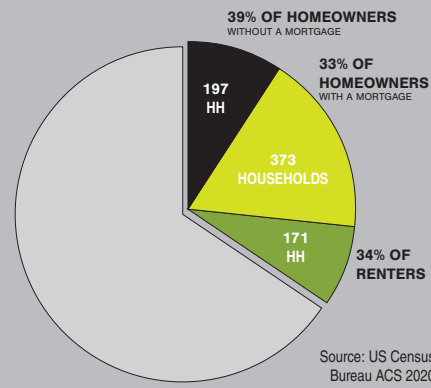
The 1970s and 1980s were a period of rapid growth, with the number of homes in Enfield nearly doubling in 20 years. Enfield was one of the fastest growing communities in the Upper Valley at the time. The rate of housing construction declined significantly in the 1990s and nearly came to a halt in the first two decades of the 2000s. This pattern is evident in neighboring communities as well, but the slowdown in Enfield was more dramatic.



AFFORDABLE HOUSING costs no more than 30% of household gross income

More than one in three Enfield households were spending 30% or more of their income on housing in 2020 according to the Census Bureau and nearly one in four were spending 50% or more.

Who does not have affordable housing?



AFFORDABILITY

The Upper Valley region has been experiencing low rates of housing construction, limited housing choices and rising housing costs for many years.

The affordability of housing was raised as a concern in our 1995 Master Plan, when the 1990 Census showed that Enfield's median house value was not affordable to the median income household. With so little new housing being built, supply is not meeting demand. Seniors who want to downsize can't. Young families who want to buy a first home can't.

Homeownership is increasingly unaffordable and out of reach for many households in our region. In Grafton County, the median sale price of a single-unit residence increased 36% above the rate of inflation between 2000 and 2019 while median household income decreased 20% after adjusting for inflation. The median sale price of a single-unit home in Enfield in 2021 was about \$370,000 while median household income was about \$32,000 - meaning the median home price was not affordable for a median income household.

It is estimated that the Upper Valley will need 10,000 more housing units by the end of the decade - more than three times what was built during the past decade. The [Keys to the Valley Housing Needs Forecast](#) projected that Enfield should construct 200 additional housing units by 2030 to meet housing needs. The town has been issuing building permits for less than 20 new units per year on average and a majority of those are replacements of older units. Without a significant increase in the current rate of housing creation, we will fall well short of that target.

PERSPECTIVES & PRIORITIES

Respondents to the 2021 Enfield Community Survey identified the availability and affordability of housing as our community’s most serious problem. In the 1970s and 1980s, Enfield was a place where many people could purchase their first home. It is becoming more difficult for young people to live and raise children in our community.

Older residents are worried about whether they will be able to remain in Enfield as they age. There is a limited supply of housing that can meet the needs of seniors - small, single-level, low-maintenance, affordable. Too many longtime residents are being forced to leave town as their housing needs change.

While the problems are clearly identified, there are no simple solutions. The housing challenge is multi-faceted and complex. Small towns like Enfield have very limited ability to influence the housing market.

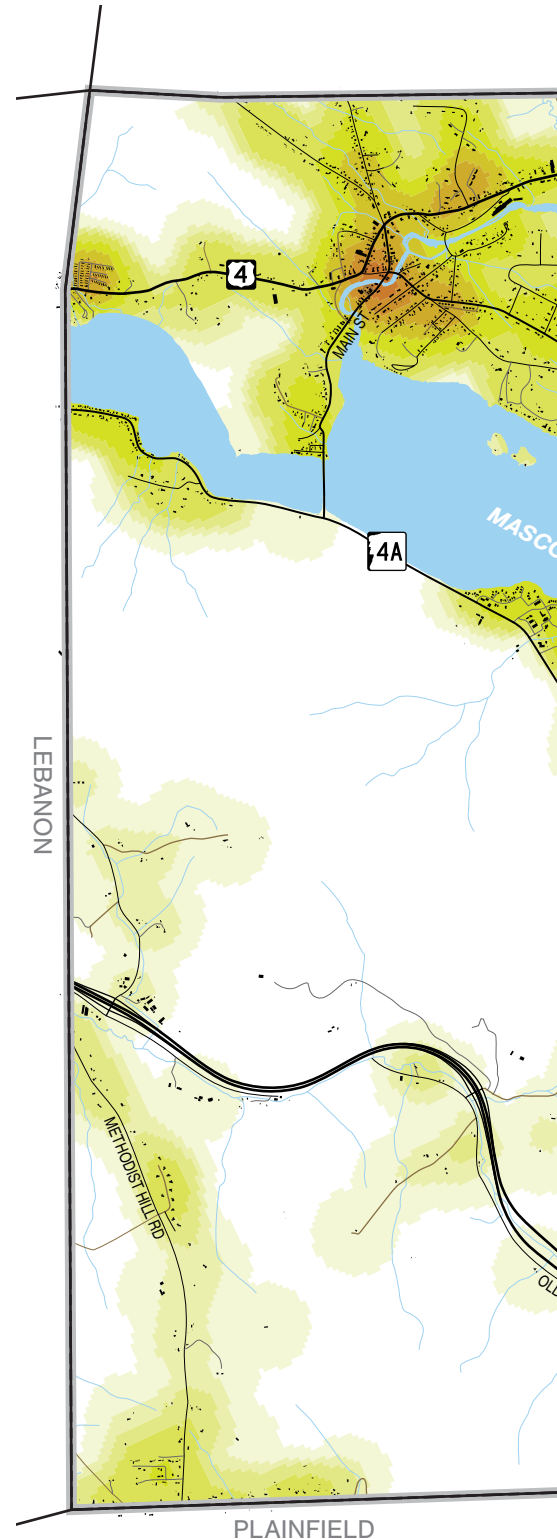
Respondents to the 2021 Enfield Community Survey highly valued Enfield’s rural and small town character. Many people have chosen to live in Enfield because

of the location and setting. They enjoy the quiet and privacy of rural living. Most residents have nearly direct access to trails, forests, open spaces, rivers, streams, lakes and ponds from their home. Outdoor recreation is the foundation of Enfield’s quality of life and our sense of community.

The commute from Enfield to nearby employment centers is easy. Three-quarters of employed residents spend less than one hour per day traveling to and from work. Many of the region’s stores and services are within a 30-minute drive.

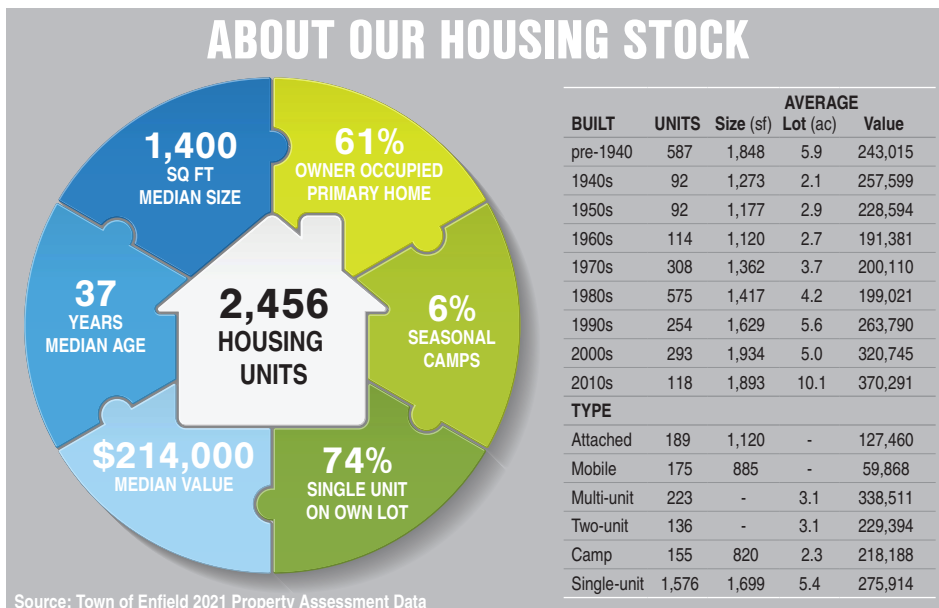
Some respondents to the 2021 Enfield Community Survey were very concerned that expansion of municipal or educational services could result in higher property taxes or other fees. Improving - or at least maintaining - affordability for the people that live here is a priority.

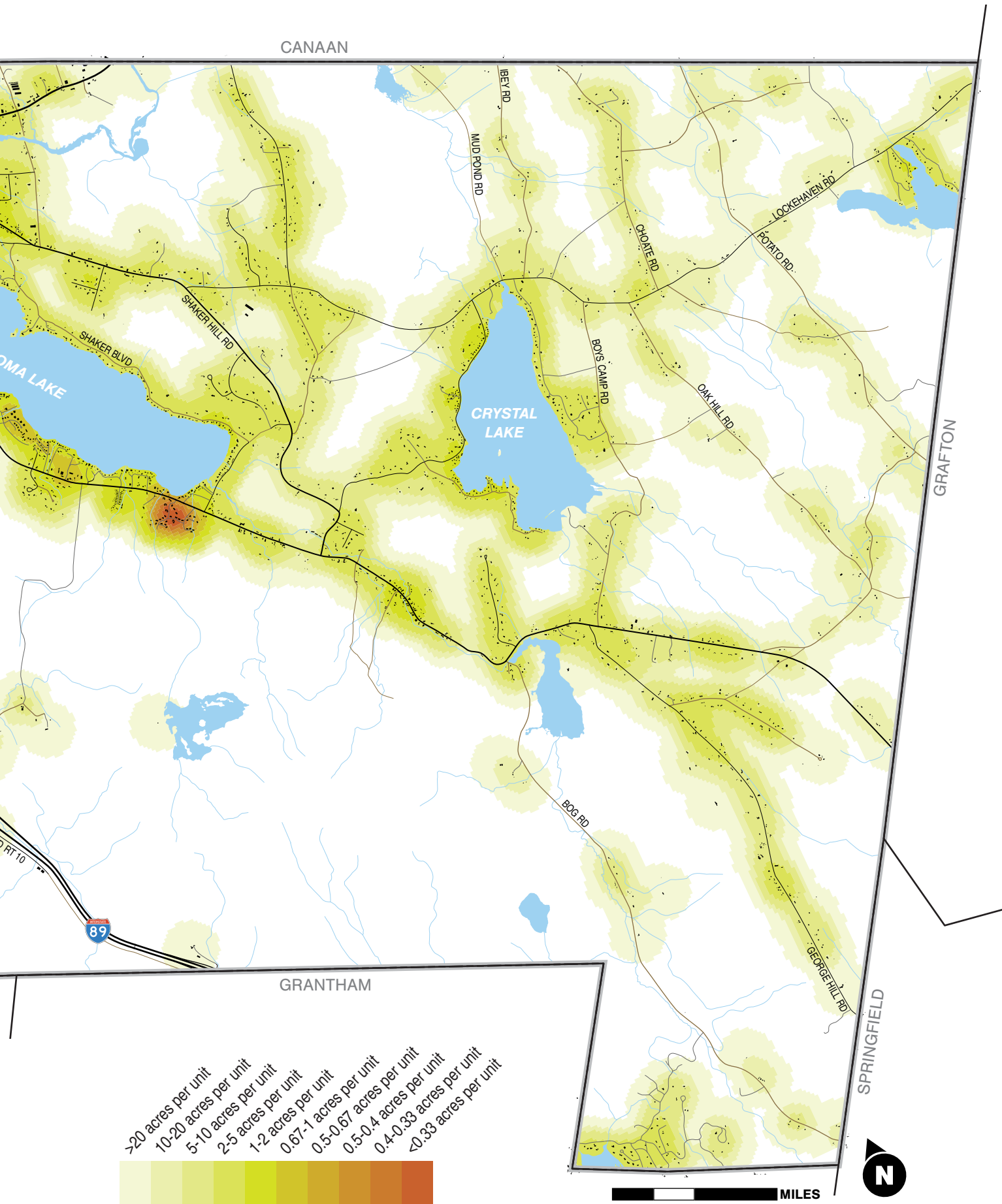
Most survey respondents would welcome new housing to the extent that it paid its own way and fit into our community without changing its character. Most think the village areas are the most suitable places for new housing to be built in our community.



Housing Density Map

Source: 2021 Town of Enfield Tax Assessment Roll & Parcels

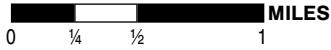
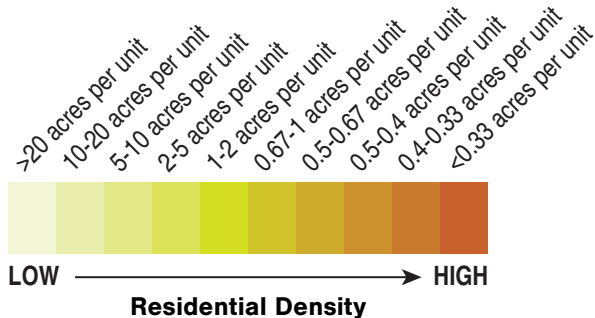




CANAAN

CRYSTAL LAKE

GRANTHAM



Prepared by: PlaceSense
Date: 27 May 2022



Lakeside Co-Op	Cogswell Park	Bud Mill	Eastman	Lakeview	Landing Road	Anderson Hill	Prospect Pines
1960s	1970s	1970s	1970s	1980s	1980s	1980s	1980s
50 units	23 units	16 units	46 units	131 units	32 units	24 units	24 units
built-out	built-out	built-out	46 unbuilt lots	built-out	built-out	built-out	built-out
23 acres	9 acres	24 acres	191 acres	34 acres	10 acres	17 acres	6 acres
0.46 acres/unit	0.39 acres/unit	1.5 acres/unit	4.2 acres/unit	0.26 acres/unit	0.32 acres/unit	0.71 acres/unit	0.25 acres/unit



King James	Lapan Circle	Evenchance	Woodland	Mountain View	Anderson Hill	Chosen Vale	Birch / Poplar
1980s	1980s	1980s	1980s	1980s	1990s	1990s	2000s
27 units	24 units	12 units	13 units	20 units	13 units	43 units	12 units
not built-out	not built-out	built-out	built-out	1 unbuilt lot	built-out	9 unbuilt lots	1 unbuilt lot
99 acres	48 acres	38 acres	46 acres	39 acres	36 acres	13 acres	80 acres
3.7 acres/unit	2.0 acres/unit	3.2 acres/unit	3.5 acres/unit	2.0 acres/unit	2.8 acres/unit	0.3 acres/unit	6.7 acres/unit

Nearly all the larger residential developments in Enfield date from the late 1970s through the early 1990s. Most took a decade or more to build out and some still have unbuilt lots. Recent development has occurred incrementally in very small, scattered subdivisions.

AUTHORITY & LIMITATIONS

Recognizing the need for more housing, particularly affordable housing, in communities across New Hampshire, the state has directed municipalities to accommodate housing of varying types and price points.

RSA 674:59 mandates that municipalities with land use regulations provide “reasonable and realistic opportunities for the development of workforce housing, including rental multi-family housing.” Statute goes on to require municipalities to establish reasonable lot sizes and densities for workforce housing.

It also grants additional appeal rights to developers proposing to build workforce housing if municipalities deny applications or place conditions on approvals that would unreasonably increase project cost.

In 2021, a home in Enfield that could be purchased for not more than \$320,000 or rented for not more than \$1,200/month would meet the definition of workforce housing in RSA 674:58. More than 80% of single-unit homes in Enfield were assessed for \$320,000 or less in 2021 suggesting that our community has an ample supply of ownership workforce housing. However, residential sales show

that homes have been selling for more than their assessed value in recent years. Half of the homes sold in Enfield in 2021 had a selling price above \$320,000. This trend, if sustained, could significantly reduce our workforce housing stock.

RSA 674:72 allows homeowners to create an accessory dwelling unit on their property. Statute establishes specific requirements and limitations for municipal regulation of accessory dwelling units. Enfield issued permits for only eight ADUs between 2012 and 2021. While ADUs can be a means of increasing the supply of affordable rental housing, many

ADUs are created for family occupancy and not offered for rent on the open market. As a recreation destination, the market for short-term rentals is strong in Enfield and some ADUs, particularly in the lakeshore areas, are being used as guest accommodations rather than rental housing.

Enfield adopted zoning in 1990. That ordinance regulates the amount and type of housing allowed in various parts of town. While multi-unit housing is allowed in a substantial area of town, the minimum lot area required per unit significantly limits opportunity for additional units on many lots. The areas of town served by water or sewer could reasonably accommodate much higher residential densities than are allowed under our current zoning.

RESOURCES & PROGRAMS

Government involvement in housing is primarily focused on meeting the housing needs of low-income residents and people with disabilities. Enfield town government does not directly operate housing programs, but supports the work of regional organizations. [Twin Pines Housing](#) is the primary entity working to provide affordable housing to low and moderate income households in the Upper Valley.

There are two subsidized or income-based housing developments in Enfield. Prospect Pines offers 24 rental units for seniors and Anne's Place (a Twin Pines property) offers 11 affordable rental units. Other private landlords may accept housing choice vouchers. Sunrise Farm provides housing and services to people with developmental and other disabilities.

UNMET & FUTURE NEEDS

Enfield needs more housing that meets the needs of older residents, who comprise a large and growing segment of the town's population.

Nearly one-third of Enfield households included someone age 65 or older in 2019. When older residents can no longer live independently in their homes, they often have to move out of town to find suitable housing. There are limited options in Enfield for residents who want to downsize to a smaller, single-level, accessible, lower-maintenance home.

Enfield needs a greater diversity of housing types, particularly smaller units.

More than three-quarters of households living in town consisted of one or two people in 2019, up from two-thirds of households in 2000. 70% of the single-unit homes in town have three or more bedrooms. Homes



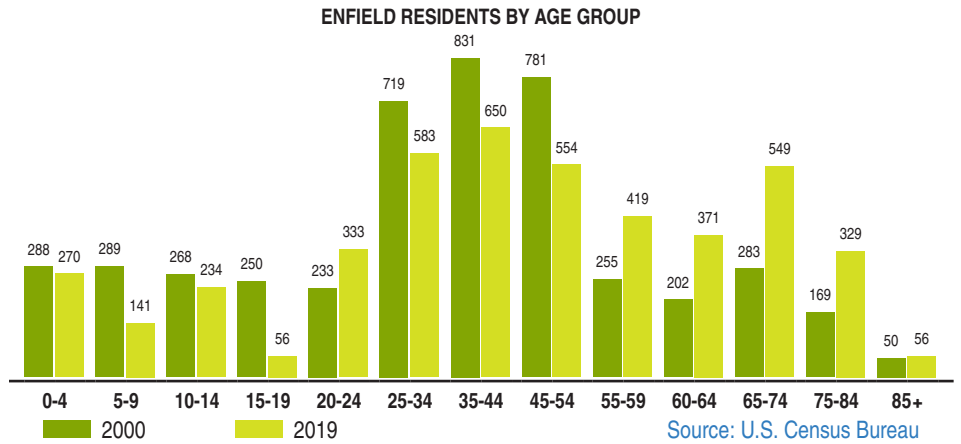
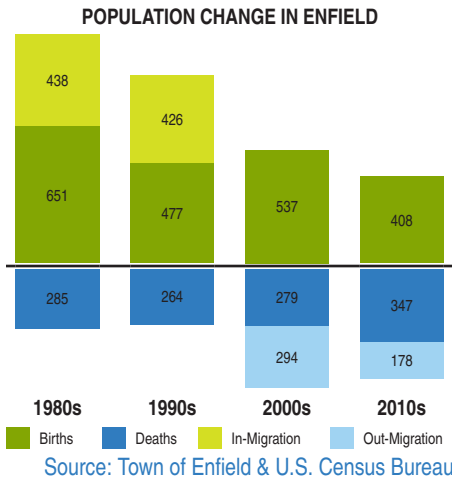
These historic duplexes on Mill Street, originally constructed as worker housing, provide examples of how a diversity of housing types are compatible with our traditional New England village character.

Tiny houses? We've been building them for generations, except we called them camps. Our waterfronts provide many models for small footprint living spaces that reflect local architectural traditions.



	TOTAL POPULATION							AVERAGE ANNUAL RATE OF CHANGE					
	1960	1970	1980	1990	2000	2010	2020	1960s	1970s	1980s	1990s	2000s	2010s
Enfield	1,867	2,345	3,175	3,979	4,618	4,582	4,465	2.3%	3.1%	2.3%	1.5%	-0.1%	-0.3%
Lebanon	9,299	9,725	11,134	12,183	12,568	13,151	14,282	0.4%	1.4%	0.9%	0.3%	0.5%	0.8%
Grafton County	48,857	54,914	65,806	74,929	81,743	89,118	91,118	1.2%	1.8%	1.3%	0.9%	0.9%	0.2%
New Hampshire	0.6 m	0.7 m	0.9 m	1.1 m	1.2 m	1.3 m	1.4 m	2.0%	2.2%	1.9%	1.1%	0.6%	0.5%
United States	179.3 m	203.2 m	226.5 m	248.7 m	281.4 m	308.7 m	331.4 m	1.3%	1.1%	0.9%	1.2%	0.9%	0.7%

Source: U.S. Census Bureau, Decennial Census 1960-2020



	TOTAL							AVERAGE ANNUAL RATE OF CHANGE					
	1960	1970	1980	1990	2000	2010	2020	1960s	1970s	1980s	1990s	2000s	2010s
ENFIELD													
Households	521	731	1,113	1,592	1,975	2,044	2,059	3.4%	4.3%	3.6%	2.2%	0.4%	0.1%
Housing Units		1,129	1,542	2,158	2,372	2,508	2,468		3.2%	3.4%	1.0%	0.6%	-0.2%
Household Size	3.26	3.13	2.83	2.50	2.33	2.24	2.16	-0.4%	-1.0%	-1.2%	-0.7%	-0.4%	-0.4%

Source: U.S. Census Bureau, Decennial Census 1960-2020

ENFIELD	UNADJUSTED				ADJUSTED TO 2020\$				PERCENT CHANGE ¹		
	1990	2000	2010	2020	1990	2000	2010	2020	1990s	2000s	2010s
Median Family Income	38,645	53,631	83,557	94,912	78,870	82,510	99,470	94,912	5%	21%	-5%
Median Household Income	33,925	47,990	60,869	76,688	69,230	73,830	72,460	76,688	7%	-2%	6%
Per Capita Income	14,349	23,054	33,469	53,521	29,280	35,470	39,840	53,521	21%	12%	34%
Median Housing Cost:											
owner w/ mortgage	909	986	1,549	2,081	1,860	1,520	1,840	2,081	-18%	21%	13%
owner w/o mortgage	311	417	479	782	630	640	570	782	2%	-11%	37%
renter	462	667	808	1,321	940	1,030	960	1,321	10%	-7%	38%
Median Home Value	111,500	112,600	185,900	262,100	227,550	173,230	221,310	262,100	-24%	28%	18%

Source: U.S. Census Bureau, Decennial Census 1990 & 2000, American Community Survey 2010 & 2020

Note 1: Percent change after adjusting for inflation

UNITS PERMITTED	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Single-unit dwelling	6	13	10	7	14	14	5	8	9	4
Manufactured home	2	1	4	3	1	5	4	0	1	1
Apartment / rental	0	2	0	1	0	0	2	2	4	1
Accessory dwelling	1	0	0	0	1	0	2	2	1	1
Demolition / removal	3	8	5	8	4	11	5	5	1	2
Net Change	6	8	9	3	12	8	8	7	14	5

Source: Town of Enfield Building Permit Records

ENFIELD	1990	2000	2010	2020
Housing Units	2,158	2,372	2,508	2,468
Ownership	52%	60%	60%	
Rental	23%	23%	21%	
Seasonal	25%	17%	19%	17%
Households	1,592	1,975	2,044	2,059
1 person		25%	28%	
2 people		43%	43%	

Source: U.S. Census Bureau

built between 1990 and 2019 were about 20% larger on average than homes built between 1960 and 1989. Smaller homes are more affordable and energy efficient.

We need to improve the quality and performance of our older homes.

The majority of single-unit homes in Enfield were built more than 30 years ago. The age of our housing stock has implications for affordability, energy consumption and health.

Nearly 10% of our residential buildings were classified as being in fair to poor condition by the Assessing Department in 2021 and only about 40% were classified as being in good to excellent condition.

Enfield has seen an increase in the number of older manufactured (mobile) homes being replaced or removed in recent years. However, more than 70% of the manufactured homes in town were built prior to 1990. Thirty years is commonly considered the average life expectancy of a manufactured home. About one-third of these older manufactured homes are rental properties and two-thirds are owner occupied.

Enfield needs more affordable housing and needs to preserve the affordability of its existing housing stock.

The need for affordable housing in the region is well-documented. Our community survey results show that affordability is a top concern for residents. Nearly one in four respondents indicated

they had experienced barriers to meeting their family's housing needs in the Upper Valley. That number increased to one in two for residents under age 55.

Building multi-unit housing, attached housing, smaller units, on smaller lots, on land that is not 'difficult' because it is steep, wet, inaccessible, etc., and in locations already serviced by water and/or sewer are all approaches that can lower development costs.

Much attention is focused on building new affordable housing in our region. Maintaining the existing supply of workforce housing is equally important. Much of our housing stock is workforce housing. We need to preserve the affordability of those homes or the housing crisis will only worsen.

RECOMMENDATIONS

Work with the Upper Valley Lake Sunapee Regional Planning Commission, Vital Communities, Twin Pines, Upper Valley Habitat for Humanity and other organizations to preserve and create workforce housing in our community.

Promote federal/state housing programs and assist Enfield property owners to take full advantage of available incentives for home weatherization and energy improvements.

Seek opportunities to partner with local or regional organizations, institutions and developers that are undertaking housing projects and initiatives that align with our vision.

Focus public investment primarily in our villages and along the Route 4 corridor to enhance walkable neighborhoods that attract new residents to our community.

Track housing sales, construction, replacement and demolition to assess the effectiveness of our housing policies.

Guide housing:

- To designated areas, primarily in and around our villages;
- Towards lands already serviced by public roads and other infrastructure;
- Towards well-suited lands based on characteristics such as soils and slope;

Away from lands at risk of flooding or other natural hazards; and

Away from lands with high scenic, agricultural, silvicultural or ecological resource value.

Allow for:

Higher density residential and mixed-use development in those areas of town with water and sewer; and

A diversity of housing types, including attached and multi-unit buildings.

Encourage quality building and site design so that new housing is compatible with and enhances the character of our community, and provides safe and healthy places to live.

Enact planning and land use regulations that:

Are consistent with state requirements for workforce housing and accessory dwelling units;

Match the existing built form of village and waterfront neighborhoods to minimize nonconforming properties; and

Address concerns particular to waterfront property such as water quality, lot coverage, views, recreational access, and the size/height of buildings.








06 IMPLEMENTATION























“ Enfield should proactively and sustainably explore options for economic development, recreation, housing, and infrastructure rather than doing nothing or complaining when things happen that we don't like.

– Enfield resident comment on the 2021 Community Survey






The 2022 Master Plan includes recommended policies and actions to be implemented by Enfield town government both directly through regulatory and spending decisions, and indirectly by supporting or contributing to the work of other organizations and private entities. The matrix below links those recommendations to our guiding principles, identifies who is responsible for leading implementation with guidance and support from community members, and indicates priority and timing. Recommendations are not listed in priority order. The Planning Board will monitor progress on implementation of this plan.

02 LAND USE		
<p>02-A Base our long-term planning upon preserving, strengthening, and celebrating our community's assets – the lakes, public open space, rail trail greenway, Shaker Museum and traditional villages.</p>	<p>IMPLEMENTED BY: All town committees and officials</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Ongoing High</p>
<p>02-B Improve connections between Enfield village, nearby neighborhoods, businesses, Mascoma Lake and the rail trail.</p>	<p>IMPLEMENTED BY: Town Manager, Recreation Director and Public Works Director</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Year 1-3 High</p>
<p>02-C Focus public investment in our villages and along the Route 4 corridor to enhance walkable neighborhoods that attract new residents to our community.</p>	<p>IMPLEMENTED BY: Town Manager, Selectboard, Public Works Director, Land Use and Community Development Administrator With involvement of Planning Board, CIP & TIF committees</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Ongoing Medium</p>
<p>02-D Support on-going public and private land conservation efforts with priority for lands with high ecological and/or recreational value.</p>	<p>IMPLEMENTED BY: Conservation Commission In coordination with landowners, Upper Valley Land Trust and other organizations</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Ongoing Low</p>
<p>02-E Enhance and expand public recreational access to our lakes and streams.</p>	<p>IMPLEMENTED BY: Town Manager, Selectboard, Recreation Director With involvement of Recreation Committee</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Ongoing High</p>
<p>02-F Advocate for complete streets improvements to improve the safety of walking and cycling on state highways in Enfield.</p>	<p>IMPLEMENTED BY: Public Works Director & Selectboard In coordination with NHDOT</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Ongoing High</p>
<p>02-G Ensure that Enfield's site plan, zoning and subdivision regulations align with the land use map and plan.</p>	<p>IMPLEMENTED BY: Planning Board Supported by the Land Use & Community Development Administrator</p>	<p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Year 1-3 High</p>

03 TRANSPORTATION

<p>03-A Advocate for the state to engage in a community-driven design process leading to a re-design of intersection of Route 4 with Maple/Main Street.</p>	<p>IMPLEMENTED BY: Select Board & Town Manager</p> <p>GUIDING PRINCIPLES</p>   <p>TIMING & PRIORITY Year 1-3 High</p>
<p>03-B Adopt and implement a “Complete Streets Policy” that prioritizes creation of public parking and an interconnected sidewalk network in Enfield village.</p>	<p>IMPLEMENTED BY: Planning Board & Select Board</p> <p>Consider using Lebanon's Complete Streets Policy as a model.</p> <p>GUIDING PRINCIPLES</p>     <p>TIMING & PRIORITY Year 1-3 High</p>
<p>03-C Seek opportunities to partner with organizations or businesses to install electric vehicle charging stations on public property at no or low cost to the town.</p>	<p>IMPLEMENTED BY: Land Use & Community Development Administrator, Town Manager & Energy Committee</p> <p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Year 1-6 Low</p>
<p>03-D Help coordinate the efforts of the many local and regional organizations and institutions offering or working to improve access to recreational trails and other amenities in Enfield.</p>	<p>IMPLEMENTED BY: Recreation Commission</p> <p>GUIDING PRINCIPLES</p>   <p>TIMING & PRIORITY Ongoing High</p>
<p>03-E Promote the availability of free public transit to Enfield residents and actively work with the Regional Planning Commission and Advance Transit to expand service to our community.</p>	<p>IMPLEMENTED BY: Public Works Director, Town Manager & Selectboard</p> <p>GUIDING PRINCIPLES</p>   <p>TIMING & PRIORITY Ongoing Medium</p>
<p>03-F Prepare and adopt a Capital Improvement Program annually that continues to plan and budget for long-term investments in our transportation system that align with the recommendations of this plan.</p>	<p>IMPLEMENTED BY: Public Works Director, Town Manager & Selectboard</p> <p>With involvement of CIP & TIF committees</p> <p>GUIDING PRINCIPLES</p>   <p>TIMING & PRIORITY Annually High</p>
<p>03-G Participate in the transportation planning activities of the Regional Planning Commission and advocate for regional transportation projects that will benefit our community and align with the recommendations of this plan.</p>	<p>IMPLEMENTED BY: Public Works Director, Town Manager & Selectboard</p> <p>GUIDING PRINCIPLES</p>  <p>TIMING & PRIORITY Ongoing Low</p>
<p>03-H Implement road maintenance practices that preserve the rural character of Enfield's designated scenic roads.</p>	<p>IMPLEMENTED BY: Public Works Director & Selectboard</p> <p>GUIDING PRINCIPLES</p>     <p>TIMING & PRIORITY Ongoing High</p>
<p>03-H Improve stormwater management on roads to reduce erosion damage and protect water quality.</p>	<p>IMPLEMENTED BY: Public Works Director & Selectboard</p> <p>GUIDING PRINCIPLES</p>   <p>TIMING & PRIORITY Ongoing High</p>

04 ECONOMIC DEVELOPMENT

<p>04-A Participate in regional economic development organizations as an active advocate for economic development strategies that will benefit our community.</p>	<p>IMPLEMENTED BY: Land Use and Community Development Administrator & Town Manager Participation by Enfield Village Association and a town Economic Development Committee encouraged</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: right;">Ongoing Medium</p>	
<p>04-B Bring Enfield destinations and events to the attention of state and regional tourism promotion organizations to ensure that our community is well-represented in state and regional marketing materials and campaigns.</p>	<p>IMPLEMENTED BY: Recreation Director Participation by Enfield Village Association encouraged</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: center;"> </p> <p style="text-align: right;">Ongoing High</p>	
<p>04-C Work with the Upper Valley Lake Sunapee Regional Planning Commission, Grafton County Economic Development Corporation and Upper Valley Business Alliance to maintain a current inventory of sites and buildings in Enfield that are available as business locations.</p>	<p>IMPLEMENTED BY: Land Use and Community Development Administrator & Town Manager Participation by Enfield Village Association and a town Economic Development Committee encouraged</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: right;">Ongoing Medium</p>	
<p>04-D Increase awareness of economic development programs and assist Enfield property and business owners to take full advantage of the available incentives.</p>	<p>IMPLEMENTED BY: Land Use and Community Development Administrator & Town Manager Participation by Enfield Village Association and a town Economic Development Committee encouraged</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: right;">Ongoing Medium</p>	
<p>04-E Seek opportunities to partner with local or regional organizations, institutions and companies that are undertaking economic development projects that align with our vision.</p>	<p>IMPLEMENTED BY: Land Use and Community Development Administrator & Town Manager Participation by Enfield Village Association and a town Economic Development Committee encouraged</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: right;">Ongoing Medium</p>	
<p>04-F Focus public investment primarily on downtown and the Route 4 corridor to establish and sustain a vibrant town center that attracts new businesses and customers.</p>	<p>IMPLEMENTED BY: Select Board & Town Manager</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: center;"></p> <p style="text-align: right;">Year 1-3 High</p>	
<p>04-G Cultivate coordinated marketing and event planning to strengthen and grow Enfield's recreation and cultural tourism sectors.</p>	<p>IMPLEMENTED BY: Recreation Director & Town Manager</p>
<p style="text-align: center;">GUIDING PRINCIPLES TIMING & PRIORITY</p> <p style="text-align: center;"> </p> <p style="text-align: right;">Ongoing High</p>	

04 ECONOMIC DEVELOPMENT

04-H Support the efforts of organizations and companies to provide the affordable, reliable, high-speed internet and cellular service necessary for residents and businesses in all areas of town.

IMPLEMENTED BY:

Select Board & Town Manager

Participation by Enfield Village Association encouraged

GUIDING PRINCIPLES



TIMING & PRIORITY

Ongoing High

04-I Ensure that Enfield's site plan and zoning regulations: (a) Guide business development to designated areas with a primary focus on revitalizing downtown and existing commercial areas along the Route 4 corridor; (b) Provide flexibility for new and creative business ventures that strengthen our recreation and heritage tourism sectors; (c) Promote high quality building and site design so that new businesses are compatible with and enhance the character of our community; (d) Create opportunities for residents to start home businesses, and when such businesses grow beyond their residential setting, designate locations in town where they can expand.

IMPLEMENTED BY:

Planning Board

Supported by the Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Year 1-3 High

05 HOUSING

05-A Work with the Upper Valley Lake Sunapee Regional Planning Commission, Vital Communities, Twin Pines, Upper Valley Habitat for Humanity and other organizations to preserve and create workforce housing in our community.

IMPLEMENTED BY:

Select Board, Planning Board & Town Manager, Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Ongoing High

05-B Promote federal/state housing programs and assist Enfield property owners to take full advantage of available incentives for home weatherization and energy improvements.

IMPLEMENTED BY:

Land Use and Community Development Administrator & Energy Committee

GUIDING PRINCIPLES



TIMING & PRIORITY

Ongoing Medium

05-C Seek opportunities to partner with local or regional organizations, institutions and developers that are undertaking housing projects and initiatives that align with our vision.

IMPLEMENTED BY:

Select Board & Town Manager

GUIDING PRINCIPLES



TIMING & PRIORITY

Ongoing Medium

05-D Track housing sales, construction, replacement and demolition to assess the effectiveness of our housing policies.

IMPLEMENTED BY:

Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Ongoing Low

05 HOUSING

05-E Guide housing: (a) To designated areas, primarily in and around our villages; (b) Towards lands already serviced by public roads and other infrastructure; (c) Towards well-suited lands based on characteristics such as soils and slope; (d) Away from lands at risk of flooding or other natural hazards; and (e) Away from lands with high scenic, agricultural, silvicultural or ecological resource value.

IMPLEMENTED BY:

Planning Board

Supported by the Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Year 1-3

High

05-F Allow for: (a) Higher density residential and mixed-use development in those areas of town with water and sewer; and (b) A diversity of housing types, including attached and multi-unit buildings.

IMPLEMENTED BY:

Planning Board

Supported by the Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Year 1-3

High

05-G Encourage quality building and site design so that new housing is compatible with and enhances the character of our community, and provides safe and healthy places to live.

IMPLEMENTED BY:

Planning Board

Supported by the Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Year 1-3

High

05-H Enact planning and land use regulations that: (a) Are consistent with state requirements for workforce housing and accessory dwelling units; (b) Match the existing built form of village and waterfront neighborhoods to minimize nonconforming properties; and (c) Address concerns particular to waterfront property such as water quality, lot coverage, views, recreational access, and the size/height of buildings.

IMPLEMENTED BY:

Planning Board

Supported by the Land Use & Community Development Administrator

GUIDING PRINCIPLES



TIMING & PRIORITY

Year 1-3

High

2021 COMMUNITY SURVEY

Enfield residents and property owners were invited to participate in a community survey to gather input for the Master Plan. The community survey had responses from 333 people, including 262 (79%) with a primary residence in Enfield and 44 (13%) with a second or vacation home.

About 22% of homes in Enfield are second or vacation homes, according to Census Bureau estimates, indicating that non-resident property owners were under-represented in our survey results.

The survey also asked people whether they were homeowners or renters. Nearly all survey respondents (92%) indicated they were owners despite Census Bureau estimates that about 35% of households in Enfield rent. Nearly half of survey respondents indicated they were between 55 and 74 years of age. The Census Bureau estimates that about 30% of Enfield residents are in that age group. While younger residents were under-represented, 25% of responses did come from households with children under age 18. This is likely explained by the fact that one way the survey was distributed was through school-based communication networks.

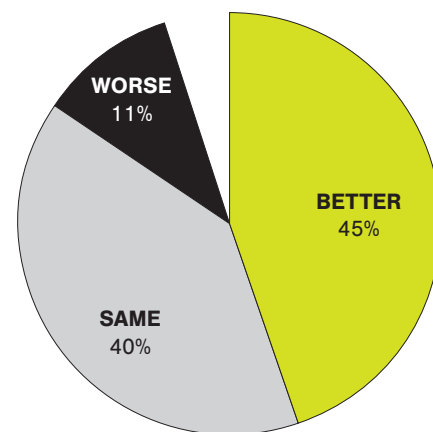
43% of responses came from people who have lived in Enfield for more than 20 years and 17% were from people who had moved to town in the past five years. The Census Bureau estimates that 28% of Enfield residents have lived in their current residence more than 20 years and 50% have moved during the past five years (some of those moves may have been within town).

The results of the demographic questions confirm that the survey did not capture a truly representative sample of community members - younger residents, renters and those who have moved to town more recently (categories between which there is likely overlap) are significantly under-represented. This does not mean that the survey results are invalid. Rather, it is important to understand the composition of respondents so that the results are considered with the knowledge that there are perspectives not represented in this single snapshot of community opinion.

VISION

Survey responses suggest that many Enfield residents and property owners have a generally positive outlook on our community. The vast majority of respondents thought that quality of life in Enfield was the same or better as when they moved to town.












What has happened to quality of life in Enfield while you have lived or owned property in town?



The majority were satisfied with most aspects of life in Enfield with two exceptions - the availability of services & shopping and the availability of housing.









Survey responses indicate that most Enfield residents and property owners recognize that change is necessary and may be desirable - nearly 80% of respondents did not want the town to stay mostly the same as it is now. That sentiment is balanced by even stronger support for maintaining our rural or small town character. More than 90% of respondents did not want Enfield to become more developed and less rural than it is today. Nearly half thought that the current rate of growth in town was about right.

What would you like Enfield to be like 20 years from now?

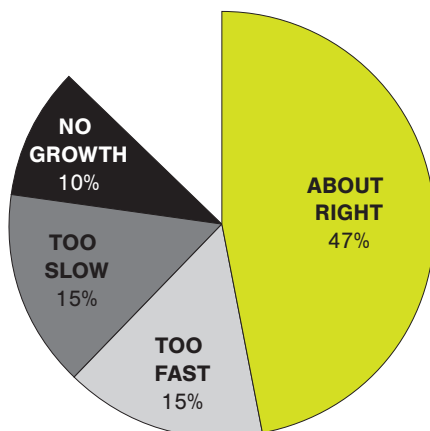
With a town center that has places to gather		62%
Still rural with large areas of forest and farm land		57%
Improved water quality in lakes and streams		52%
With walkable neighborhoods		44%
More housing that is affordable		42%
More energy-efficiency and renewable energy		39%
More parks, open spaces and trails		38%
Better transit or other transportation alternatives		31%
More businesses and jobs		27%
Mostly the same as it is now		22%
Growing more developed and less rural		9%

A majority of respondents wanted Enfield to be a rural community with vibrant villages, large areas of farm and forest land, and improved water quality 20 years from now.

How satisfied are you with the following aspects of Enfield?

	KEY	VERY SATISFIED +2	SATISFIED +1	NEITHER 0	DISSATISFIED -1	VERY DISSATISFIED -2	WEIGHTED AVERAGE
Sense of community							0.73
Community appearance							0.46
Availability of cultural & recreation activities							0.43
Quality of schools							0.25
Availability of employment							0.20
Cost of living							0.11
Availability of shopping and services							-0.10
Availability of housing							-0.17

How would you describe the overall rate of growth in Enfield?



“ I would like to see a growing community with carefully planned development in compact areas and along main traffic arteries that preserves the rural environment we enjoy today.

– Enfield resident comment on the 2021 Community Survey

The 2021 Community Survey asked respondents to identify the most pressing issue or need in Enfield through an open-ended question. 246 people replied.

COST OF LIVING

The cost of living in Enfield was the most common theme. Respondents spoke about the affordability of housing, rising taxes and increases

in water/sewer rates. Concerns were expressed about any public improvements or expansion of municipal services that would further increase the property tax burden. Many responses noted the impact of rising costs on young families or seniors living on fixed incomes.

VILLAGE REVITALIZATION

The second most common theme was village revitalization. People expressed a desire for Enfield village to have more gathering places and small businesses (shops, restaurants, etc.). Some respondents were more specific, citing a need for a small food store, ideally one that would stock local products and fresh foods rather than convenience items.

Improving walkability in the villages and connections to the lake and rail trail were mentioned. Others identified parks and recreation facilities as potential magnets to attract more people downtown.

Some respondents spoke of continuing efforts to improve the appearance of streets and buildings. Several mentioned preserving the traditional New England character of the village.

RURAL CHARACTER

Another common theme was protection of rural character. For some respondents that means little to no development in areas that are currently farmed or forested, while others focused on maintaining access to outdoor recreation. Water quality was an issue of concern shared by many respondents. A few respondents spoke about scenic views or wildlife habitat.

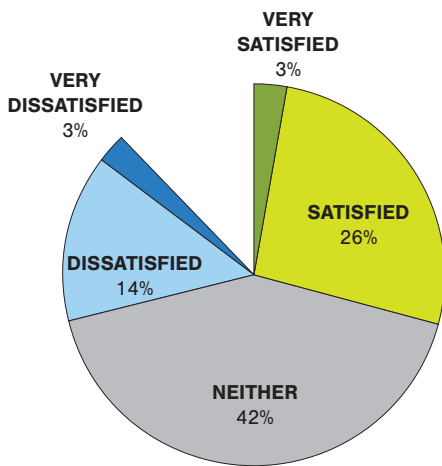


LAND USE

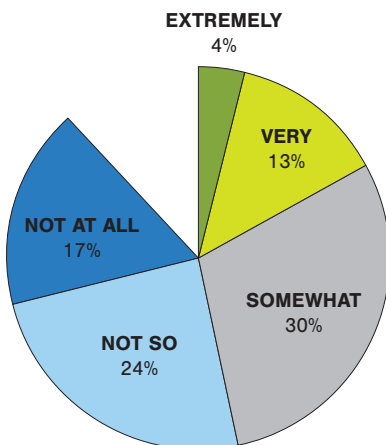
Responses to the land use questions on the 2021 Community Survey suggest that many survey respondents are unfamiliar with how the town currently regulates new development.

Survey responses did indicate support for land use planning and regulation, particularly for the purpose of improving the appearance of new development and protecting the town's historic and natural resources. They were generally supportive of fostering growth in the areas of town already served by municipal infrastructure.

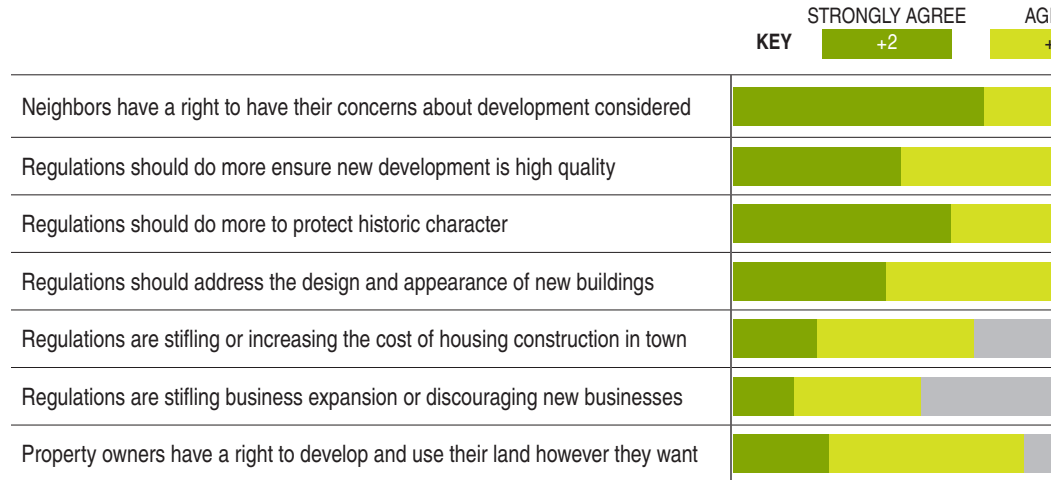
What is your level of satisfaction with how Enfield regulates new development?



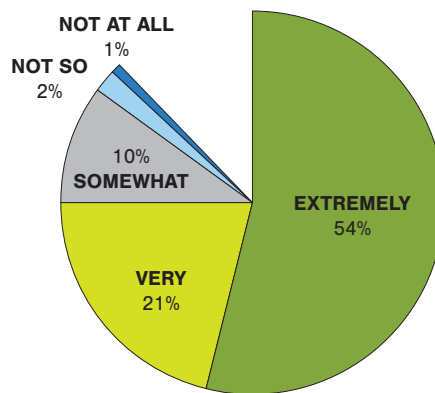
What is your level of familiarity with Enfield's zoning ordinance?



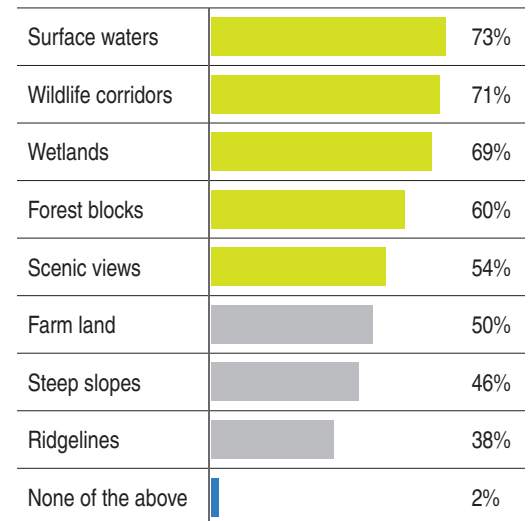
What is your level of agreement with the following statements about regulating land use and development?



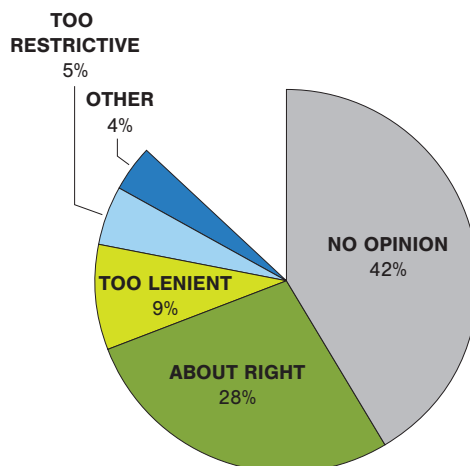
How important do you think it is for the town to consider impacts to natural resources when reviewing and permitting new development?



Which of the following natural resources should be considered when the town is reviewing applications for new development?



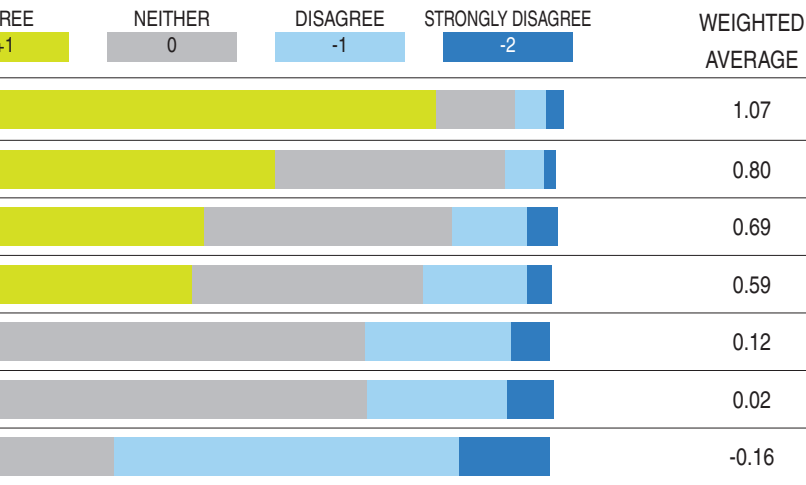
What do you think about how the town's land use regulations currently address natural resource protection?



“ **Maintain the environment and beauty of the town while inviting growth and diversity.** ”

– Enfield resident comment on the 2021 Community Survey

Development in Enfield?

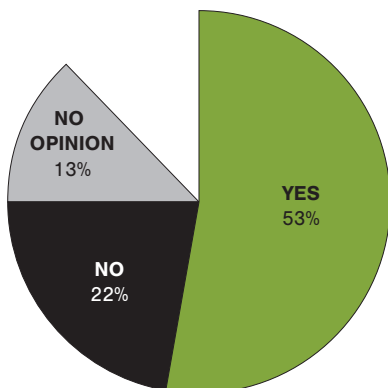


“ I would like to see a growing community with carefully planned development in compact areas and along main traffic arteries that preserves the rural environment we enjoy today.

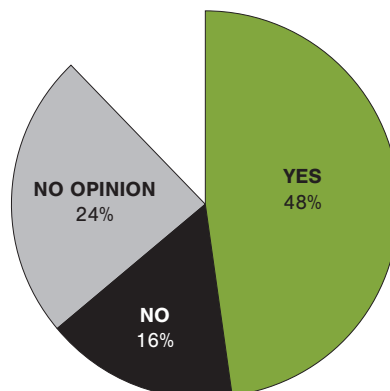
We need housing, but it must be scaled and designed to integrate into the surrounding environment. This will require updated regulation and consistent enforcement of standards.

– Enfield resident comment on the 2021 Community Survey

Do you support building commercial-scale solar generation projects in Enfield?



Do you agree that Enfield needs more development in the areas served by municipal water and sewer to expand the customer base and reduce rates??



Survey respondents were asked to identify the zoning district they lived or owned property in. Most survey respondents lived in one of the rural residential districts. Those respondents were generally satisfied with the zoning of their property and did not want it to change.

Respondents in the Community Business district in Enfield village were supportive of changes to the zoning of their property. It was a very small sample of village residents, but they indicated that the zoning should allow for multi-unit residences and that there should be design standards for new buildings.

What zoning district do you live or own property in?

Residential (R1)	127 respondents
Rural Residential (R3)	93 respondents
Rural Residential (R5)	43 respondents
Community Business (CB)	13 respondents
Route 4 (R4)	10 respondents

Would you like to see any changes to the zoning of your property or neighborhood?

Answer: No, keep as is.

Residential (R1)	54% respondents
Rural Residential (R3)	61% respondents
Rural Residential (R5)	60% respondents
Community Business (CB)	23% respondents
Route 4 (R4)	50% respondents

TRANSPORTATION

Responses to the transportation related questions on the 2021 Community Survey reveal two clear themes:

- ▶ Maintaining what we have to the best standard possible within our means, and
- ▶ Improving walkability and strengthening the connections between our recreation assets (rail trail, lake, etc.) and our villages.

Building sidewalks, crosswalks, paths and bike lanes was the only transportation improvement that a majority of respondents supported. Narrative responses suggest that support is balanced against concerns about the tax implications of the town constructing and maintaining pedestrian and bicycle infrastructure.

Several respondents suggested that private property owners should be required to build or maintain sidewalks rather than making it a town expense. More respondents commented on specific locations where existing sidewalks are in poor condition and need repairs. The need to provide access for all residents, including the elderly, young children, and people with disabilities was also mentioned.

Survey respondents were generally satisfied with the town's current level of road maintenance. The response suggests that there is not widespread concern about traffic congestion, intersections and parking amongst community members. There is no clear consensus about how to improve the Route 4 and Maple/Main Street intersection, although some

“Route 4A has a lot of people walking and biking, but is very unsafe. There should be more paved area on the side, and signs reminding drivers to move over.”

How satisfied are you with the following aspects

	VERY
Winter road maintenance	
Condition of roads	
Traffic congestion	
Safety of intersections	
Availability of parking	
Condition of sidewalks	
Availability of sidewalks	
Availability of public transit	
Safety of walking or biking on roads	

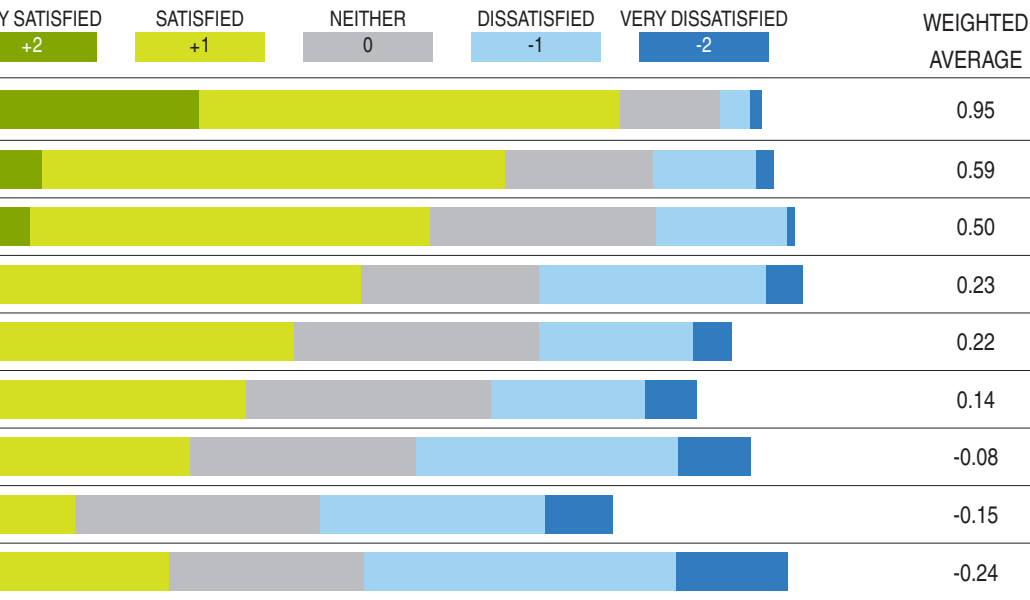
Please improve existing sidewalks. If you build more sidewalks, there will be increased winter maintenance to keep them clear and free from ice.

– Enfield resident comments on the 2021 Community Survey

Do you think Enfield should do any of the following to improve transportation?

Build sidewalks, crosswalks, paths, bike lanes		51%
Maintain sidewalks and paths in winter		33%
Install car charging stations in public spaces		32%
Increase the frequency of bus service		31%
Improve road maintenance		30%
Expand bus routes		28%
Facilitate carpooling through town website		28%
Install traffic calming measures		24%
Upgrade traffic control technology		22%
Build more commuter parking		19%
Expand road capacity		12%
None of the above		8%

of Enfield's transportation system?



Which of the following tax-funded improvements to the Route 4 and Maple/Main Street intersection do you support?

Installing a rotary or traffic circle	38%
Installing a stop light	30%
Increasing signage	20%
Reducing speed limits	19%
None of the above	22%

Do you support the town building new sidewalks in the following areas?

Enfield village	46%
Route 4A along Mascoma Lake	45%
Connecting to the rail trail	44%
Connecting to the school	38%
Route 4 east of the village	24%
Route 4 west of the village	19%
None of the above	17%

respondents did specifically speak about traffic flow and safety at that location. For some, it is less of a traffic concern and more a need to provide a more recognizable and attractive gateway into Enfield village. Of the options that have been previously identified for that intersection, the rotary concept had the highest level of support.

COMMUTING

133 (40%) of survey respondents indicated they regularly commuted to work in Enfield or another Upper Valley community. These respondents were asked some additional questions about their commute.

No one reported commuting via public transit. A handful of respondents indicated that they carpooled, walked or biked to work. More than 90% stated that they drive alone to work. Those who drove alone were asked an additional question about what might cause them to alter their commuting behavior:

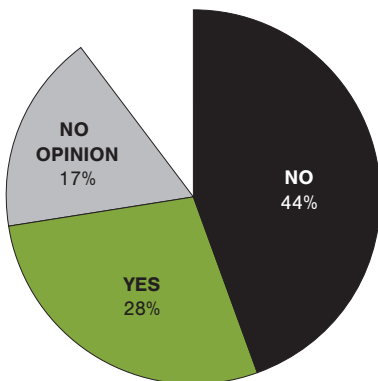
- ▶ 52% replied that none of the scenarios presented would cause them to choose another option to driving alone to work.
- ▶ 20% might use a safe route to walk or bike that was separated from traffic and maintained in the winter as an alternative to driving.
- ▶ 17-18% might use public transit if there was more frequent bus service or a stop closer to their home or workplace.
- ▶ 11% might carpool if there was an easier way to find people to carpool with.
- ▶ Only 2% thought that higher vehicle fuel costs might cause them to choose another commuting option.

ECONOMIC DEVELOPMENT

Survey respondents expressed support for a modest level of economic development. They supported adding more small businesses in the villages and existing commercial areas - particularly those that would provide basic services to residents and visitors. Home businesses, restaurants, shops, services and recreation businesses were generally viewed positively.

Respondents did not want to see Enfield become a major employment or service center on a scale with Lebanon and Hanover. Manufacturing, warehousing, transportation and other heavy industry were generally not desired. Increased traffic from such businesses was a top concern. There was little support for the town becoming more directly engaged in economic development efforts in order to attract businesses to locate in the community - particularly if those efforts involved raising taxes.

Should Enfield try to attract a business with 100 or more employees?















What types of businesses would you like to see expand or locate in Enfield?

Restaurants	70%
Stores	57%
Personal services	56%
Recreation or fitness	50%
Artisanal manufacturing	47%
Professional services	46%
Childcare	42%
Lodging	36%
Farming, forestry	35%
Healthcare services	35%
Property services, building trades	34%
Light industry	32%
Event facility	28%
Repair services	28%
Food/beverage manufacturing	22%
Warehousing, storage	14%
Transportation	9%
Heavy industry, processing	2%
None of the above	2%

Should Enfield do any of the following to support new or expanding businesses?

Do not immediately increase taxes when a dilapidated building is fixed	54%
Market the town to new businesses	38%
Allow residents to have larger home businesses	32%
Allow local businesses to advertise on the town website	32%
Establish a business park	29%
Extend water and sewer to land suitable for business development	29%
Offer tax incentives to new/expanding businesses	27%
Reduce or eliminate regulations to make it easier to start businesses	23%
None of the above	9%

Would you have any of the following concerns if a new business was going to locate near where you live or own property in Enfield?

Increased traffic		60%
Increased noise or light pollution		55%
Loss of wildlife habitat		50%
Loss of rural or small town character		47%
Loss of open space		45%
Loss of privacy		42%
Increased water quality impacts		39%
Higher taxes		35%
Reduced property value		29%
Increased stormwater & flooding		27%
Higher sewer/water rates		19%
None of the above		9%

“ Would like small businesses that can improve the livelihood of people living in Enfield.

More business would spread the tax load.

You should not be able to build a garage next door to your residential neighbor and start an auto repair business.

– Enfield resident comments on the 2021 Community Survey

“ Adding the dollar store and Jake's added the essential businesses we needed so I don't think the focus should be on adding businesses.

I'd like to see small producers encouraged to come here and create a market for a sustainable economy.

– Enfield resident comments on the 2021 Community Survey

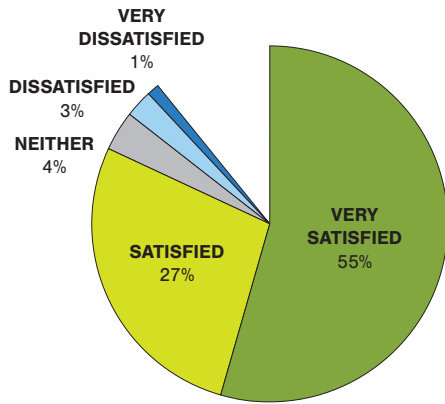
What type and size of businesses would you like to see where in Enfield?

	Retail	Non-Retail	Small <20 employees	Large 20+ employees	None
Enfield village / Main Street	60%	28%	69%	8%	8%
Route 4 west of Enfield village	36%	27%	48%	16%	17%
Route 4 east of Enfield village	50%	32%	57%	25%	12%
Route 4A along the lake	14%	11%	25%	4%	51%
Route 4A east of the lake	23%	20%	39%	9%	35%
I-89 Exit 14	29%	24%	35%	23%	23%
I-89 Exit 15	30%	24%	37%	23%	20%
I-89 Exit 16	39%	27%	42%	27%	13%

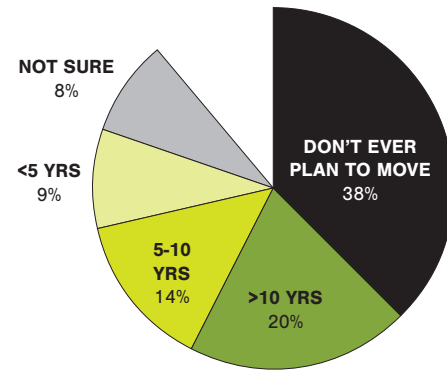
HOUSING

Survey responses suggest that most Enfield residents are satisfied with their current home. The setting and location were the most frequently cited factors contributing to the high level of satisfaction. The majority of respondents are planning to stay in their current home long-term.

How satisfied are you with your current home or apartment in Enfield?

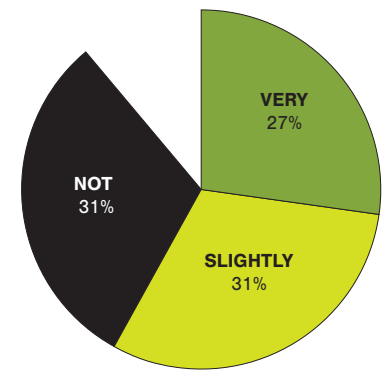


How long do you think you will remain in your current home or apartment?



Despite this positive outlook, concern about housing costs and affordability is evident. Nearly 60% of respondents worried about being able to afford to live in Enfield in the future. For long-term residents who are now retirement age, the primary concern is rising property taxes. Parents worried that their children would not be able to have a home in Enfield.

How concerned are you about being able to afford to live in Enfield in the future?



There is a direct relationship between the age of respondents and how likely it is that they have experienced housing barriers while living in Enfield or the surrounding area. Younger residents are far more likely to have experienced difficulty finding and affording housing than previous generations.

How do the following factors influence your level of satisfaction/dissatisfaction with your current home or apartment?

Factor	KEY			WEIGHTED AVERAGE
	POSITIVE (+1)	NEUTRAL (0)	NEGATIVE (-1)	
Setting	82%	18%	0%	0.82
Location	80%	18%	2%	0.80
Exterior appearance & condition	61%	34%	5%	0.61
Proximity to recreation	61%	34%	5%	0.61
Size of the home or apartment	60%	34%	6%	0.60
Access & parking	56%	34%	10%	0.56
Neighbors	55%	34%	11%	0.55
Interior design & amenities	53%	34%	13%	0.53
Maintenance	45%	34%	21%	0.45
Traffic	38%	34%	28%	0.38
Walkability	26%	34%	40%	0.26
Proximity to services	24%	34%	42%	0.24
Housing costs	15%	34%	51%	0.05

Have not experienced any barriers to meeting their family's housing needs while living in Enfield or other community in the Upper Valley.

Age 24 or younger		11%
Age 25-34		22%
Age 35-44		39%
Age 45-54		43%
Age 55-64		54%
Age 65-74		62%
Age 75 or older		71%

Of the 79 survey respondents who reported having experienced one or more housing barriers, 78% indicated they had difficulty finding housing that was affordable and 46% indicated they had difficulty finding housing in good condition.

While the shortage of housing, particularly affordable workforce housing, is widely recognized, there is not consensus about what actions the community should take to address the problem. Survey respondents clearly did not support the town taking a direct role in affordable housing development through funding or land donation.

Survey results suggest that concern about housing supply and affordability does not overcome the priority that residents place on maintaining rural character. Larger-scale or higher-density housing are seen by many as inconsistent with Enfield's small town character. The majority of survey respondents were concerned that new housing would increase traffic, noise and light and lead to a loss of wildlife habitat.

“ It took over a year to find a home that was within our price range and met our needs.

We bought our home 16 years ago and are retired. Increasing taxes are a concern.

– Enfield resident comments on the 2021 Community Survey

Do you think Enfield should do any of the following to improve the quality, availability and affordability of housing?

Offer tax stabilization for residential rehabilitation		51%
Allow village homes to be converted to apartments		44%
Allow small multi-unit housing in more areas of town		44%
Allow a more housing where water/sewer available		32%
Require regular inspection of rental properties		32%
Extend water/sewer to land suitable for housing		29%
Reduce fees and/or taxes for affordable housing		28%
Offer density bonus for affordable housing		27%
Allow large multi-unit housing in more areas of town		16%
Dedicate town funds or land for affordable housing		16%
None of the above		7%

Would you have any of the following concerns if additional housing was going to be built near where you live?

Increased traffic		56%	Higher municipal taxes		40%
Loss of wildlife habitat		54%	Higher school taxes		38%
Increased noise or light		52%	Reduced water quality		29%
Loss of open space		47%	Reduced property value		26%
Loss of rural character		46%	Higher water/sewer rates		24%
Loss of privacy		44%	Increased flooding		22%
None of the above		7%			



PLANNING PROCESS

The Enfield Planning Board committed to preparing an updated Master Plan in 2019. This 2022 Master Plan is a result of a community-direct, multi-step three and half year planning process. The planning process was supported by town officials, board members, staff people and residents who recognized the important role of current Master Plan to identifying shared goals and advancing community initiatives in support of those goals.



Summer 2019	Planning Board starts discussions to define the goals, form and look of Enfield's Master Plan and the process by which it will be created.
November 2019	First Focus Group defines issues of importance to community members.
Town Meeting 2020	Warrant article to fund a professional planning consultant tabled at Town Meeting.
Winter/Spring 2020	Planning Board creates Enfield-Leaps.Org website and logo. Covid-19 halts all in-person public meetings. Master Plan activity pauses.
Fall 2020	Planning Board decides to go ahead with Master Plan despite Covid restrictions and forms Master Planning Task Force.
December 2020	Master Planning Task Force holds first of at least 37 bi-monthly meetings.
Town Meeting 2021	Town approves \$35,000 expenditure for Master Plan. Master Planning Task Force holds first community engagement event the following day.
Summer 2021	Master Planning Task Force continues community engagement at Enfield Markets.
Summer/Fall 2021	Master Planning Task Force implements Questions of the Week on the Enfield-Leaps website to start to obtain data from community members.
Fall 2021	Master Planning Task Force conducts four educational workshops at Enfield-Shaker Museum and on Zoom
October 2021	Professional planner Brandy Saxton, AICP of Place Sense, starts working with the Master Planning Task Force.
November 2021	Master Planning Task Force conducts three Community Visioning Workshops and on-line Community Survey in to obtain further input from stakeholders.
March 2022	Master Planning Task Force conducts four focus groups in with community members and other stakeholders to review first draft of the Master Plan chapters to gain further insight into the views of the community.
Spring-Fall 2022	Master Planning Task Force and Consultant work to revise and refine draft plan.
October 2022	Draft Master Plan posted on Enfield-Leaps website in late for public review and comment.
November 2022	Master Planning Task Force holds "Did We Hear You Correctly?" meeting.