

Implementation Strategy

Until the Town of Enfield's legislative body adopts the POCD, all of the policies, development projects, land use and zoning regulations, and supporting programs are only recommendations. Once adopted, the Town is committed to carrying out the Plan's recommendations. Enfield's POCD can be implemented by any government agency and member of the public, even the private sector. The Plan can be used by:

- **Elected officials** to learn about their constituents' vision for the community's future and to adopt local codes and ordinances to support those goals;
- **Town staff** to interpret legislative mandates, make administrative decisions, enforce development-related codes and prioritize work efforts;
- **Planning and Zoning Commissioners** to measure the desirability of proposed developments by their conformity with the Plan;
- **Local residents** as a reference when making residential location choices and evaluating the effectiveness of local government;
- The **Enfield Economic Development Department** and the **North Central Connecticut Chamber of Commerce**, for example, to market the town as an attractive location for business and industry; and the **Central Regional Tourism District** to negotiate and advertise tourism opportunities.

Any of these entities can base their actions on the goals, objectives and policies of the Plan. However, we have written the actions as those implementation tasks that fall specifically under the town government's jurisdiction. In spite of this, many implementation actions can and should be completed in collaboration with other regional and state agencies, community organizations or the private sector.

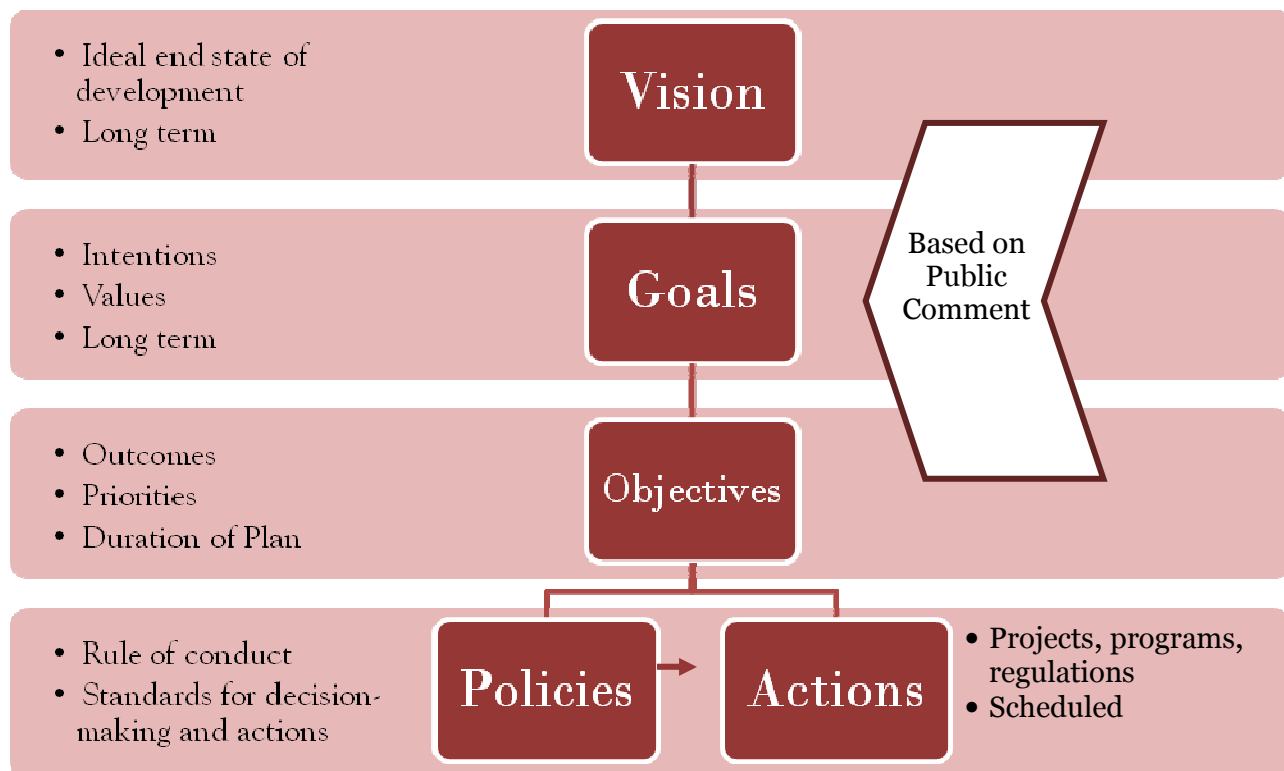
This chapter outlines all the policies that the Town of Enfield should adopt to support implementation of the POCD, as well as the major actions it should complete to fulfill the vision and meet the objectives of the community.

Goals, Objectives, Policies & Actions

The goals and objectives are two of the most crucial elements of the planning process. They determine the direction and focus of the Plan. *Goals* express what the community wants to be or do to fulfill the vision; they reflect common values. *Objectives* reflect public priorities for time and resource investments.

Policies describe the approach or “rules of conduct” that the community will use to meet its objectives. They are principles that guide public and private actions, and help determine consistency with the Plan.

Actions are specific tasks the municipality could undertake to implement the Plan. There are various types of actions: planning and zoning; capital improvements; and supporting policies, programs and regulations. Actions indicate the parties responsible for implementing each action and the timeframe in which they must be completed. Actions are measurable to allow the community to determine implementation progress.



Goal 1: We strive to be a community of diverse leaders who are proactively engaged in local governance

Objectives:

- Use the Plan of Conservation and Development as the public policy tool for directing and assessing future development decisions in the Town of Enfield
- Carry out the recommendations of the Plan of Conservation and Development within the next 10 years
- Bring local laws, zoning and other regulations into conformance with the 2009 Plan of Conservation and Development
- Promote cooperation, coordination and collaboration between Enfield and other local, regional and state government or organizations in both Connecticut and Massachusetts

Policy 1.1: Town residents will ensure that the POCD is being implemented by Town staff, elected and appointed leaders and that there is adequate progress

Action 1.1.1: Adopt the POCD

Action 1.1.2: Assign responsibility and authority to implement the POCD – The Planning and Zoning Commission in association with the Town Council will assign responsibility and authority to the appropriate Town departments and Commissions to carry out the recommendations of the POCD as suggested in the Implementation Plan.

Action 1.1.3: Create a committee or expand the responsibilities of the existing Steering Committee to oversee the implementation of the POCD – This group should include representatives from neighborhood associations, local businesses, environmental groups, public schools, and local government. The group could meet annually with each of the agencies or organizations that are accountable for carrying out the actions outlined in this plan. These agencies or organizations could provide a progress report during that meeting and discuss with the group achievements, obstacles and ideas for improving their ability to carry out the plan.

Action 1.1.4: Require an annual progress report about POCD implementation – All parties accountable for implementing any of the actions in the POCD should submit an annual report to the implementation oversight committee. The committee would ultimately report back to Town Council. The report should indicate how each department has adjusted its budget and work schedule to meet POCD responsibilities. The report should also demonstrate efforts to work collaboratively with other departments.

Policy 1.2: All local government agencies will ensure that their projects and activities will be consistent with the goals, objectives, policies and actions outlined in the POCD

Action 1.2.1: Distribute the adopted POCD – The Planning and Zoning Department should distribute the copies of the adopted POCD to other Town agencies. Sharing the POCD will allow other Town staff to be aware of new Town policies and implementation actions for which their department will be responsible.

Action 1.2.2: Establish communication with community organizations – The Planning and Zoning Department should maintain direct contact with community organizations in Enfield to encourage participation in town planning efforts. Community organizations may include non-profits, block clubs or homeowners’ associations, parent-teacher associations, conservation groups, sport clubs, religious organizations. The Department could maintain an up-to-date contact list or use other departments’ existing contact lists, and send notices of public planning meetings; land use, zoning and historic preservation regulation changes; funding opportunities; commission vacancies, etc.

Policy 1.3: Private individuals and businesses in the Town of Enfield will be encouraged to help fulfill the community’s vision for the future

Action 1.3.1: Provide hard and digital copies of the adopted POCD – The Town should make hard copies of the POCD available for public review at the Planning and Zoning Department and the Public Library. Digital copies of the POCD should also be posted on the Town website for download.

Policy 1.4: The Town of Enfield will seek consistency between its planning efforts and those of neighboring towns and regional and state governments or organizations in both Connecticut and Massachusetts

Action 1.4.1: Distribute the adopted POCD – The Town of Enfield should distribute the copies of the adopted POCD to the planning agencies of neighboring towns, and regional and state governments or organizations in both Connecticut and Massachusetts. Sharing the POCD will allow others to identify common issues and projects, which could lead to formalizing collaborative work on projects that cross municipal boundaries or that may have “spillover” effects.

Action 1.4.2: Participate in joint or multi-jurisdictional planning efforts – The Town of Enfield should coordinate its POCD implementation efforts with those of neighboring towns or regional planning organizations. Attending Capitol Region Council of Governments (CRCOG) meetings or organizing regular planning meetings with neighboring towns will provide participating communities with the opportunity to discuss common issues and the potential to share costs on projects that affect or will benefit all parties.

Policy 1.5: The POCD will reflect the most current information about the community

Action 1.5.1: Reschedule future updates to the POCD after the release of the US Census Bureau’s Decennial Census – The POCD is required by state law to be updated every 10 years. This requirement is meant to provide a means to determine whether the Plan remains relevant to the characteristics and needs of the community. However, Enfield’s current POCD update schedule is one year before the Decennial Census. If the new Census reveals dramatically different data, the POCD will become outdated in less than 2 years after it is completed. Rescheduling future updates to occur after the release of the Decennial Census will ensure that the POCD is always based on the most current census data available.

Action 1.5.2: Conduct a periodic systematic review of the Assessor’s parcel data and the Planning Department’s land use / zoning data – Consistent parcel-level information between the Assessor’s and the Planning Department’s database is necessary to provide accurate information. Conducting periodic reviews of both databases, particularly after every update of the POCD will ensure that contradictions between both databases are eliminated. Changes to zoning and historic property designations should also be consistent between both databases.

Policy 1.6: Ensure that the Town's permit approval processes and requirements are predictable and clear to applicants

Action 1.6.1: Streamline the permit approval process – The Town of Enfield should simplify and streamline the permit approval process so that it does not discourage people from doing business in Enfield or from applying for permits. There should be a clear outline of the permits required for each kind of project, the departments, boards or commissions that review and/or approve each permit and the order in which each board or commission is required to issue a decision. Boards or commissions that create extra steps should be consolidated. In particular, the historic preservation review process should be integrated into all other permit approval processes.

Action 1.6.2: Initiate public deliberation of the Town's application to become a Certified Local Government – The Planning and Zoning Department should formally approach Town Council to obtain a letter of support for the application to attain Certified Local Government (CLG) status with the National Park Service. CLG status will give the Town funding priority for federal grants and access to technical assistance for the following activities: architectural, historical and archaeological surveys; research, preservation plans, ordinance development or amendments, design guidelines, public outreach materials and activities; commission member and staff training; nomination to National Register of Historic Places; and rehabilitation or restoration of National Register properties. One of the chief benefits the Town will receive after attaining CLG status will be acquiring the technical and legal know-how to institutionalize a town-wide, fair and uniform process for permitting and conducting activities affecting or involving historic properties. Information about CLG program is available from the US National Park Service at: <http://www.nps.gov/history/hps/clg/>

Policy 1.7: Ensure that Town officials and board members are current in their professional training and understanding of how to apply and enforce local land use and zoning laws

Action 1.7.1: Organize continuing education opportunities for Town Officials and Commissioners – Town Planning and Zoning staff and members of the Planning and Zoning, Conservation, Inland Wetlands and Watercourses, and Historic Preservation Commissions must have a thorough understanding of the federal, state and local policies, laws and regulations they are responsible for enforcing. Continuing education opportunities allows experienced or new staff and commissioners to have the same understanding of the laws and permit processes, and remain up-to-date in the latest changes in policy, laws and procedures. Professional organizations and higher education institutions may have continuing education resources for staff and commissioners. Some resources are accessible through:

- CT DEP Municipal Inland Wetlands Commissioner Training: <http://www.ct.gov/dep/cwp/view.asp?A=2720&Q=325686>
- UConn Nonpoint Education for Municipal Officials (NEMO): <http://nemo.uconn.edu/training.htm>
- American Planning Association: <http://myapa.planning.org/education/commissioners.htm>

Policy 1.8: Ensure that Town staff levels are adequate to conduct work effectively, proactively and in a timely manner

Action 1.8.1: Review staffing levels – Creating additional staff positions is one of several actions that could help the Town maintain the quality of public services. During this planning process, various Town departments expressed that their ability to fulfill their duties is constrained by insufficient staff. Technology upgrades along with staff cross-training and possible additions should

be investigated so that customer service goals can be met. In particular, additional Planning and Zoning staff will be needed for processing permits, conducting long-range planning and working with Town commissions and community organizations. Town budget planning should prioritize and allocate funding for the additional positions that may be needed.

Goal 2: We will become a community of diverse, unique and unified neighborhoods that preserves, enhances and strengthens its historic and natural heritage

Objectives:

- Offer a diverse array of housing and employment choices for people of all incomes and ages
- Respect and encourage the racial, cultural, socio-economic and generational diversity of Enfield's residents
- Revitalize Enfield's historic communities
- Match housing and commercial development to neighborhood character
- Recognize the importance of historical and cultural resources to development patterns in the Town
- Encourage the development of mixed-use neighborhoods

Policy 2.1: The Town of Enfield will pursue a comprehensive strategy to maintain or enhance quality housing

Action 2.1.1: Establish a collaborative and comprehensive program to deal with housing issues – Enfield residents expressed concern about housing conditions in Thompsonville and the lack of effective ways to deal with negligent landlords. The Town should coordinate the work of its planners, zoning, building and fire code enforcement officers, and attorneys. Agencies such as the Fair Rent Commission, the Building Code Board of Appeals, the Enfield Housing Partnership, the Enfield Housing Authority, the Housing Code Appeals Board and the Loan Review Committee should work together and develop a program to address these and other housing issues comprehensively. Scheduling and conducting routine housing inspections on a yearly basis (instead of relying on tenants or neighbors to file complaints) is a proactive strategy. It allows the Town sufficient time to identify problem properties, cite code violations, understand the cause of the problems, educate tenants and property owners about their rights and responsibilities, and show how to fix the problems. The process could also be used to channel technical or financial resources available from the Town, state and federal government, or other sources to the people that would most benefit from them.

More information on “healthy housing” is available from the US Centers for Disease Control and Prevention (CDC) at: <http://www.cdc.gov/nceh/publications/books/housing/cha03.htm>

Policy 2.2: The Town of Enfield will encourage a healthy and diverse housing market where housing is affordable and there is access to rental and homeownership opportunities for all

Action 2.2.1: Expand choice of housing – As expressed in state policy, communities in Connecticut should offer choice of housing for different ages, incomes and location preferences. An important way of offering choice of housing is by allowing mixed-income housing to develop in areas that currently under serve low and moderate income households. New construction and building renovation and reuse expands the actual amount of affordable housing units, while rental assistance and homebuyer programs expand the amount of housing units within reach of low and moderate income households. The Community Development Office along with the Town of Enfield Housing Authority could have a leading role in this effort.

Action 2.2.2: Revise Town Zoning Ordinance to include multi-family housing – A Zoning Ordinance that virtually excludes multi-family housing from Enfield (except for seniors) is arguably the greatest obstacle to retaining young people, attracting educated professionals, and promoting mixed-use in urban areas. It also places a burden on Thompsonville to accommodate uses that require higher densities, and are generally perceived as undesirable (ex. community residences). Revising the Town Ordinance to reflect this Plan’s Future Land Use will help resolve these issues.

Action 2.2.3: Work with public and private housing developers to address the shelter, housing and service needs of the homeless, poor and others with special needs

Action 2.2.4: Advertise local affordable housing and financial assistance programs – Families in times of need are often not aware of the programs available to help them weather difficult economic situations. An advertising campaign about affordable housing and financial assistance programs in Enfield could raise awareness about the existence of these programs, and motivate local individuals and families to determine if they would benefit from approaching the Town. The focus of such a campaign should be giving people incentives to remain in town while economic conditions stabilize. Other advertising campaigns could promote weatherization assistance programs.

Action 2.2.5: Report on local housing and zoning conditions – The Town of Enfield should monitor its progress in achieving state, regional and local goals and policies regarding affordable housing and inclusionary zoning. This could be accomplished by conducting periodic studies of housing cost patterns and zoning practices in Enfield. The Town could approach the Capitol Region Council of Governments, which already conducts regional housing assessments, for cost-sharing or technical support on this project. The results of the study should then inform and affect the Town’s housing, community development and planning efforts.

Policy 2.3: The Town of Enfield will maintain an up-to-date record of all historic buildings, structures, sites, and districts in the town

Action 2.3.1: Conduct a town-wide survey of historic resources – The Town of Enfield does not have an official or up-to-date record of historic properties. A town-wide survey of historic and potentially historic properties (also known as a reconnaissance survey) is needed to create such a record. It is the first step in developing effective historic preservation regulations and long-term preservation, rehabilitation, restoration or reconstruction strategies. It will also help the Town nominate properties to the Local Historic Register.

More information about this and other kinds of surveys is available at:
<http://www.nps.gov/history/nr/publications/bulletins/pdfs/nrb24.pdf>

Action 2.3.2: Conduct an intensive level survey of all Historic Districts – The Town of Enfield has four National Register Historic Districts, but the resources in each District are not properly documented. Conducting an intensive level survey in each Historic District is critical to

properly enforcing historic preservation regulations in each District. This survey is much more detailed than a reconnaissance survey and can be used to identify properties with potential for listing in the State and National Register of Historic Places. Priority should be given to the Enfield Shakers Historic District since there is very limited information about the condition of resources in this district compared to the other districts. In addition to intensive historic surveys, an intensive archaeological survey of the Hazardville Historic District should be conducted. State and federal funding may be available for both tasks, particularly if CLG status is attained.

Policy 2.4: The Town of Enfield will recognize and protect the cultural, architectural and economic values of its historic resources

Action 2.4.1: Create local historic preservation regulations – The Town of Enfield lacks a mechanism to adequately protect historic resources outside the Enfield St. Historic District. Creating historic preservation regulations that will apply to all properties listed in the Local Register of Historic Places, whether or not they are within a historic district, will ensure that all historic properties in Enfield are subject to the same process. These regulations should comply with Chapter 97a of the C.G.S. To help quell concerns about inflexible or excessive regulations, they should allow the variety of options described in the Secretary of the Interior’s Standards for the Treatment of Historic Properties. In addition, Town of Enfield should provide for historic preservation training for the members of the boards and commissions charged with reviewing development projects that impact historical properties. Public outreach is also needed to educate property owners about the range of work that is subject to general oversight and the kind of work that requires a Certificate of Appropriateness. For detailed information, please refer to:

- **Chapter 97a of the C.G.S.** – http://search.cga.state.ct.us/dtsearch_pub_statutes.html
- **Secretary of the Interior’s Standards** – <http://www.nps.gov/history/hps/tps/standguide/>

Action 2.4.2: Establish a town-wide Historic Preservation Commission – In addition to creating local historic preservation regulations, the Town should replace the Enfield St. Historic District Commission with a town-wide Historic Preservation Commission. A town-wide commission will allow the Town to have oversight of activities affecting historic properties in all of Enfield, whether or not they are within a historic district. Basic information regarding the role of a historic preservation commission is available at: <http://www.nps.gov/history/hps/pad/partnership/LawHPCCommission.pdf>

Action 2.4.3: Conduct structural assessments of former Higgins School and Strand Theater – The Town of Enfield should conduct an objective assessment of the former Higgins School and the Strand Theater buildings and grounds to determine the best reuse and alternatives for rehabilitation, restoration or façade preservation. The study should also outline alternatives to acquire funding for the projects.

Action 2.4.4: Develop a preservation strategy for the Hazardville Historic District – The Town of Enfield should develop a preservation strategy for the Hazardville Historic District, which includes Hazardville Center, Powder Hollow, and Scantic River State Park. The strategy should consider the recommendations outlined in this POCD’s Future Potentials section, and it should outline alternatives to acquire funding for the projects identified.

Action 2.4.5: Prepare a preservation and acquisition strategy for the Enfield Shakers Historic District Work with the private property owners, the State of Connecticut Corrections Department, and the State Trust for Historic Preservation to develop a preservation and acquisition strategy of the properties within the Enfield Shakers Historic District.

Action 2.4.6: Advertise financial assistance and tax incentive programs for historic preservation – The Town of Enfield should increase its efforts to educate town residents about local, state and federal programs that can help private property owners finance historic preservation work. The purpose of the campaign would be to motivate private property owners to work with the Town to do appropriate repair and construction work on their historic property.

Several major funding programs available are:

- **Federal Tax Credit** – <http://www.cultureandtourism.org/cct/cwp/view.asp?a=2127&q=302266&cctPNavCtr=|49151|#49152>
- **Save America’s Treasures** – <http://www.saveamericastreasures.org/>
- **Conservation Assessment Program** – <http://www.heritagepreservation.org/CAP/index.html>
- **Preserve America Communities** – <http://www.preserveamerica.gov/>
- **State Historic Homes Rehabilitation Tax Credit** – <http://www.cultureandtourism.org/cct/cwp/view.asp?a=2127&q=302270&cctPNavCtr=|49151|#49153>
- **Connecticut General Statutes Section 10-416b** – <http://www.cultureandtourism.org/cct/cwp/view.asp?a=2127&q=430786&cctPNavCtr=|49151|#50036>
- **The Connecticut Historic Restoration Fund** – <http://www.cultureandtourism.org/cct/cwp/view.asp?a=2127&q=317386>
- **Urban Rehabilitation Homeownership Program** – <http://www.ct.gov/dob/cwp/view.asp?A=2245&Q=310592>
- **National Trust for Historic Preservation** – <http://www.preservationnation.org/about-us/programs/community-revitalization.html>
- **Connecticut Trust For Historic Preservation** – <http://www.cttrust.org/index.cgi/106>

Goal 3: We will maintain and improve an efficient circulation system that provides diverse transportation options for our wide range of mobility needs

Objectives:

- Provide greater variety of transportation alternatives for Town residents and the regional labor force
- Coordinate new development with transportation improvements to create residential and employment areas that are concentrated in accessible areas
- Develop additional transportation and circulation corridors with respect to natural resource and environmental protection
- Improve traffic safety, circulation and neighborhood connectivity to shopping, services and recreation areas
- Address access and transportation issues and impacts regionally

Policy 3.1: The Town of Enfield will strengthen its position as a regional center by improving access to a variety of transportation alternatives

Action 3.1.1: Support development of an intermodal transportation center in

Thompsonville – The Town of Enfield should support the State’s efforts to redevelop the historic Casket Factory as a train station in Thompsonville as described in the Future Potentials section. The Town could also get involved by acquiring the property and providing assistance with site planning.

Action 3.1.2: Promote development of an intermodal transportation center in the

Central Business District – The Town of Enfield should encourage the State and the Greater Hartford Regional Transit District (GHRTD) to consider developing any support facilities for the Thompsonville rail station off site. As described in the Future Potentials section, this would allow the Thompsonville rail station to keep a small building footprint. It would also support transit oriented development in the proposed CBD.

Action 3.1.3: Conduct a local bus service feasibility study

– One of Enfield’s main drawbacks for low income residents and students is the lack of a local public transportation system. Unable to afford a car or rely on someone that does greatly limits their access to jobs and education, but previous studies demonstrated that local bus service was not feasible. The Town should partner with local employers and Asnuntuck Community College to commission a new study. The new study should explore cost-effective bus systems and financing alternatives that are better suited for a community the size of Enfield, such as shuttle buses. The “New Haven – Hartford – Springfield Commuter Rail Implementation Plan” (available at:

<http://www.ct.gov/dot/cwp/view.asp?a=3535&q=425114>) contains some suggestions about regional and local bus service changes that should be considered. In addition, the study should consider how passenger numbers might change if the proposed developments outlined in this POCD’s Future Potentials and Future Land Use sections occur.

Action 3.1.4: Develop strong wayfinding elements – The success of public transportation depends to some extent on people’s ability to navigate effortlessly to transportation facilities and to end destinations. Signage that clearly, boldly and consistently identifies roads, rail stations, local and

intercity bus stops, pedestrian routes, bicycle lanes or paths, and attractions helps people identify and remember where they are, where they need to be, and how to get there. Similarly, adequate signage reduces driver confusion and frustration. In addition to signage, distinct places, buildings and landscapes function as landmarks that people can remember and use to get around. The Town of Enfield needs to assess the effectiveness of “wayfinding” elements throughout the town, and make the corresponding improvements. The end result should be a perception of greater connectivity to all local and regional transportation infrastructure and attractions.

Policy 3.2: The Town of Enfield will make transportation system improvements that enable seniors and persons with disabilities to be independent and to have greater mobility and better access to local and regional shopping, services, and cultural and recreational opportunities

Action 3.2.1: Evaluate elderly transportation and paratransit programs in Enfield – The Town of Enfield should bring together all the government agencies, private companies and non-profit organizations that provide transportation services to seniors and persons with disabilities. The group should evaluate program effectiveness, limitations, and user needs to create a strategy to improve these services.

Policy 3.3: The Town of Enfield will promote the design of “complete streets”

Action 3.3.1: Incorporate the “complete streets” concept to the Town’s zoning standards and design guidelines – The Town of Enfield should ensure that all modes of transportation are reasonably accommodated as new development and road improvements occur. Doing so will reduce mobility, accessibility and safety limitations experienced by pedestrians and cyclists in Enfield. Incorporating the concept of “complete streets” into the Town’s zoning regulations and design guidelines will give the Town a built-in mechanism for progressively improving streets: the community’s primary shared spaces. Resources are available at: <http://www.completestreets.org/>

Action 3.3.2: Construct a continuous network of sidewalks – Many residential, commercial and rural areas in Enfield lack sidewalks, particularly along main roads. Where there are sidewalks, there are often no sidewalks along the main road or there is no connectivity between neighborhoods. The Town of Enfield should complete sidewalk construction to ensure that residents can walk, bike, skate or take a bus safely to and from school, work, shopping, recreation areas and other destinations. Priority should be given to Thompsonville and Hazardville. Sidewalk design may vary in some parts of town to accommodate special features recommended in this POCD’s Future Potentials section.

Action 3.3.3: Expand local recreational and on-road bicycle networks – The Town of Enfield should expand the infrastructure available for cyclists. It should try to integrate this infrastructure to that of the Capitol Region. Priority should be given to completion of the Route 190 bikeway trail from Freshwater Boulevard to U.S. 5 and across the Connecticut River.

Policy 3.4: The Town of Enfield will encourage transit-oriented development

Action 3.4.1: Revise the Zoning Ordinance to allow mixed-use and transit-oriented development – The Town of Enfield should revise the Zoning Ordinance to reflect the recommendations in the Future Potentials and Future Land Use sections of this POCD.

Action 3.4.2: Work with the CRCOG Regional Transportation Committee to establish incentives for residents to live within walking distance of public transportation facilities – Foster transit-oriented development around the proposed rail station. Also, create pedestrian friendly infrastructure that extends from Thompsonville to the rail station. Mixed use

development in this area should cater to those who commute to and from of Enfield for work, shopping and recreation.

Action 3.4.3: Work with private business to participate in programs that create or support affordable transportation alternatives for the local labor force – The Town should act as a liaison between local businesses and the following jobs access programs already used or sponsored by the State of Connecticut:

- Connecticut Commuter Services – <http://ctrides.com/index.php?page=home>
- CRCOG Job Access Programs – http://www.crcog.org/transportation/job_access/jobs.html
- RideShare – <http://www.rideshare.com/index.html>
- NuRide – <http://www.nuride.com/nuride/main/main.jsp?ts=1256683944746>

Policy 3.5: The Town of Enfield will maintain a safe and efficient transportation system that respects the character of the community and encourages healthy lifestyles

Action 3.5.1: Install new or adjust existing traffic management systems at problem intersections – An issue that was mentioned consistently throughout this POCD’s public input process was traffic congestion at several intersections. This problem can be addressed in many ways, but one is installing new or adjusting existing traffic management systems. At their most basic, traffic management systems are a remote, computerized technology that controls the flow of traffic by monitoring traffic and adjusting traffic light changes as needed to maintain acceptable levels of delay. Reference material is available at: <http://www.fhwa.dot.gov/tfhrc/safety/tms.htm>

Action 3.5.2: Undertake road design improvements at problem intersections – In some locations, traffic congestion could be resolved by redesigning the road with features that help maintain adequate traffic flow. Examples of such features are center turning lanes that don’t block through traffic, and road pull-offs that allow pedestrian pick-up or drop off without blocking traffic.

Action 3.5.3: Identify and redesign key intersections as community gateways – The Town of Enfield should identify access points or intersections that function as entrances to key parts of the community. These should then be redesigned to maximize visitor interest, wayfinding, circulation and safety in busy areas. The Future Potentials section has a preliminary list of intersections to address.

Action 3.5.4: Implement the Route 190 Corridor Transportation Plan – The Town of Enfield should continue to work with the CRCOG to make the recommended improvements outlined in the Route 190 Corridor Transportation Plan that was developed in 2004. The Plan improves transportation efficiency while preserving and enhancing the character of the neighborhoods along Route 190. Implementation should be coordinated with implementation of other elements of this POCD.

Action 3.5.5: Evaluate parking needs in Thompsonville and Hazardville – To promote tourism in these hamlets, any revitalization plan must include an evaluation of the existing parking network to ensure safe and efficient opportunities for future visitors. They should also look at off-site parking for commuters using rail...

Action 3.5.6: Offer public education about transportation modes – The Town of Enfield must ensure that the public is educated about current laws regarding both bicycle and pedestrian travel to ensure that motorists, cyclists and pedestrians, alike, understand regulations for all modes of transportation.

Goal 4: We will develop in a manner that preserves and enhances the aesthetic, recreational and ecological values of our natural resources

Objectives:

- Preserve the quality of local water resources
- Enhance public access to the Connecticut and Scantic River waterfronts
- Protect prime agricultural soils from non-rural development and contamination
- Protect additional open space and create more conservation areas
- Limit development on steep slopes, wetlands, habitat and other critical natural areas
- Encourage new development that avoids creating negative environmental impacts or that mitigates negative impacts
- Develop and link greenways throughout the Town as the mainstay of Enfield's community design

Policy 4.1: The Town of Enfield will support activities, projects and land use regulations that restore the ecological functions of its aquatic resources

Action 4.1.1: Participate in the planning process for the Silvio O. Conte Fish and Wildlife Refuge – The Town of Enfield should participate in the comprehensive planning process for the upcoming Comprehensive Conservation Plan for the Silvio O. Conte Fish and Wildlife Refuge. Enfield has two focus areas that are significant to the mission of this refuge. The plan is revised every 15 years and the upcoming revision is due in 2012. The Town's Representative to the Connecticut River Assembly should take a lead role in this effort. Information about the Refuge and the plan is available at: <http://www.fws.gov/r5soc/>

Action 4.1.2: Work with State DEP on a plan to remove the Springborn Dam on the Scantic River – Removing the Springborn dam on the Scantic River will restore the fisheries population and restore the health of the river by allowing it to flow freely in that section. It will also entice recreation on the river for canoers and kayakers.

Action 4.1.3: Educate town residents about the benefits of riparian buffers and maintaining them for adequate function – The Town of Enfield should educate residents about riparian buffers. It should promote their use in developments near wetlands and within the upland review area. More information is available at: <http://www.crjc.org/riparianbuffers.htm> and at: <http://www.nrcs.usda.gov/FEATURE/buffers/>

Policy 4.2: The Town of Enfield will promote responsible development, particularly along the Connecticut and Scantic Rivers, to maintain the high quality of local water resources

Action 4.2.1: Review land use and zoning regulations to adequately protect water quality – While the State of Connecticut monitors water quality and enforces water quality

regulations, it does not have direct control over land use. This leaves municipalities with the responsibility of creating and enforcing land use regulations that protect water quality. The role of local governments is important particularly in reducing the impact of non-point sources of pollution. For this reason, the Town of Enfield should develop a land use-based strategy to protect local water sources from contamination. The main goal should be to ensure that only low-risk development occurs within designated aquifer protection areas, or other areas identified as having high susceptibility to contamination. Zoning regulations should be analyzed to identify area and use requirements (setbacks, etc.) that may actually be “pushing” development into wetland areas or that are limiting the use of innovative site/building design and mitigation techniques. Data sources such as the State’s SWAP, water companies’ Consumer Confidence Reports and the Annual Watershed Surveys submitted to the State Dept. of Public Health should be considered throughout this process. The plan should offer a practical combination of water quality protection measures, including riparian and wetland restoration, zoning overlay zones, performance or impact zoning, conservation easements and public open space acquisition. In addition to helping improve water quality, this process may help the Town address perceptions that local wetland and aquifer protection regulations are too restrictive. Helpful information to get started is available at:

- <http://www.epa.gov/owow/nps/wetmeasures/pdf/guidance.pdf>
- http://www.tpl.org/content_documents/ct_water_toolbook.pdf
- <http://www.stlmsd.com/MSD/PgmsProjs/PhaseII/Planning%20and%20Zoning%20Manual>
- <http://www.epa.gov/nps/ordinance/sourcewater.htm>

Action 4.2.2: Promote water protection management practices requirements for agricultural uses –The Town should encourage farmers within an Aquifer Protection Area to work with the North Central Conservation District, the natural Resources Conservation Service (USDA) and/or the CT Department of Agriculture to promote and implement a Farm Resources Management Plan to protect the regulated Aquifer Protection Area. USDA NRCS’s “Manual of Best Management Practices for Agriculture” is available at:

http://www.ct.gov/dep/lib/dep/aquifer_protection/bmps_agriculture_1993.pdf

Action 4.2.3: Streamline the Inland Wetlands and Watercourses review process – Many residents or people doing business in Enfield perceive the Inland Wetlands review process to be too lengthy, discretionary and inconsistent. Streamlining the Agency’s review process is needed, not just to become more business friendly, but to ensure that proposed developments have the features necessary to maintain the quality of Enfield’s water resources from the outset. Recommendations for educating applicants about development requirements are provided in Action 4.2.4. In addition, the Town should consider establishing a point system to go with the regulations’ Section 10 Considerations for Decision. A point system will help the Agency draft a decision record that is systematic and equal for all applicants every time.

Action 4.2.4: Educate residents about water quality issues and solutions – As mentioned in the inventory, one of the State’s greatest challenges is spreading awareness about the connection between land use and water quality issues, especially residential and agricultural uses. Educating town residents about local regulations and “best management practices” is one way the Town of Enfield could contribute to this effort. North Central Connecticut Health District could be an important partner. The program should encourage town residents to: (1) have regular inspection and maintenance of underground fuel storage tanks and on-site septic systems; (2) minimize the use of hazardous materials or generation of hazardous waste; and (3) prevent stormwater runoff (which would help the Town comply with its MS4 General Permit). The program should have an education component specifically for building permit applicants. This component would be designed to make applicants aware of all water-related regulations, standards and best practices before they begin the process. The goal is to make the approval process more efficient, by giving applicants what they need

to know ahead of time to submit development plans that will meet the commissions' review criteria. The State has stormwater management guidelines at:

<http://www.ct.gov/dep/cwp/view.asp?a=2721&q=325704>

Policy 4.3: The Town of Enfield will prevent and mitigate soil erosion

Action 4.3.1: Continue townwide monitoring of soil erosion – The Town of Enfield should maintain active the committee it formed to monitor soil erosion throughout the Town. Continued oversight of erosion will help the Town determine if prevention and mitigation activities and regulations are working as intended. At the next POCD update, the Town should evaluate the need to change land use or other regulations that have an impact on soil erosion. The report should be publicly available and it should indicate problem areas.

Action 4.3.2: Expand local stormwater regulations to supplement federal and state regulations with measurable goals – State and federal stormwater regulations focus on new development and therefore do not require existing development to address stormwater problems. The Town should develop stormwater mitigation strategies for existing development based on NPDES and CT Guidelines. This will complement existing regulations, which focus on preventing soil erosion resulting from new development.

Action 4.3.3: Update street design standards to incorporate stormwater management features that prevent runoff or reduce the amount of water entering the storm sewer system

Policy 4.4: The Town of Enfield will encourage energy efficiency and conservation

Action 4.4.1: Develop a local climate change action plan – By recommendation from the Governor's Steering Committee on Climate Change, the Town of Enfield should develop a local climate change action plan. This plan should incorporate the municipal level recommendations described in the 2005 Connecticut Climate Change Action Plan. The goals of the plan should be to reduce greenhouse gas emissions, and purchase 20% of the Town's energy needs from clean sources. Each department should be responsible for completing those actions. Assistance for developing a local climate change action plan is available from ICLEI – Local Governments for Sustainability at: <http://www.iclei.org/index.php?id=1854> Participation in the EPA Community Energy Challenge as recommended by the Town's Clean Energy Committee can help too. Information is available at: http://www.energystar.gov/index.cfm?fuseaction=challenge_community.showIntroduction

Action 4.4.2: Create green building standards – The Town of Enfield should initiate a process to identify building standards that will help public and private development in Enfield be energy efficient and innovative in protecting land, air and water resources. These standards should include BMPs for stormwater management. More information and resources are available through the CT DEP and the CT Green Building Council at the following links:

- <http://www.ct.gov/dep/cwp/view.asp?A=2714&Q=324910>
- <http://www.ctgbc.org/default.htm>

Action 4.4.3: Explore alternative energy production – The Town of Enfield should explore alternative ways to produce energy to power Town-owned facilities. Technologies such as the one that could reuse sludge from the waste water treatment plant could reduce the Town's energy costs and create revenue from the sale of surplus power. Other technologies that could be examined include solar, wind and hydroelectric power. In any case, the Town should weigh the impacts of each technology against the goals of this POCD and other public policies that are relevant.

Policy 4.5: The Town of Enfield will ensure that there are adequate facilities for passive and active recreation, especially along the Connecticut and Scantic Rivers

Action 4.5.1: Review zoning and subdivision regulations regarding open space donated to the Town by developers - In general, open space offered to the Town by developers should be of equal or better value than the portion of the parcel that is retained for development. However, the Zoning and Subdivision regulations should provide some flexibility for the Planning and Zoning Commission to accept open space that does not have a high monetary value but does contribute significantly to the goals and objectives of this Plan, including (but not necessarily limited to) conservation and public access to open space.

Action 4.5.2: Master plan a multi-use trail network – The Town of Enfield should begin a master planning process to develop a multi-use trail system as described in the Future Potentials section. The plan should identify trail access points, connections, and interpretive opportunities.

Action 4.5.3: Master plan a blueway trail system – The Town of Enfield should create a master plan as the basis to develop blueway (canoe/kayak) trails as described in the Future Potentials section of this POCD.

Action 4.5.4: Identify and construct key scenic overlooks – The Town of Enfield should develop scenic overlooks as part of its improvements to passive recreation facilities.

Action 4.5.5: Promote public access along the Connecticut River – The Town of Enfield should develop various strategies to promote public access along the Connecticut River. An ideal strategy is to acquire land or easements to create a network of public accessways along the Connecticut River from the border with Longmeadow to East Windsor. Priority should be given to the Thompsonville area.

Action 4.5.6: Acquire land and/or easements along Freshwater Brook – The Town of Enfield should acquire land or easements along Freshwater Brook in the proposed CBD to create the Urban Wetlands Trail described in this POCD's Future Potentials section.

Action 4.5.7: Create the Town Central Park – The Town of Enfield should find alternatives to create the Central Park described in the Future Potentials section. It could involve land acquisition or granting of easements as part of conservation subdivisions; trail development and nature interpretation opportunities.

Action 4.5.8: Complete implementation of the Mancuso Park master plan – Finalizing implementation of this Plan will provide a much needed space for passive recreation, including but not limited to picnic areas, fishing, family ball games and possibly open air concerts.

Action 4.5.9: Develop a master plan for the Connecticut Greenway Ecological Education Center – The Town should begin a master planning process to develop the interpretive center for the Connecticut River ecological education center as described in the Future Potentials. Once completed, the Town can move forward with funding applications, design development, construction documents, and construction.

Action 4.5.10: Complete and distribute maps of the town's public trails – Complete mapping and publish maps of trails that are open to the public. Make these maps available through the Town website, the Recreation Program brochures, and the Public Library. Incorporate the efforts of local organizations that have already begun this process.

Action 4.5.11: Authorize the completion of a master planning process to determine the need and potential location for additional sport-specific facilities

Action 4.5.12: Cooperate with the efforts of local community organizations – The Town should continue to work with groups such as the Scantic River Watershed Association and the Connecticut Water Trails Association to further develop water-based activities on the Connecticut and Scantic Rivers. It should also work in cooperation with the Connecticut River Assembly, and maintain communication regarding projects occurring in the Connecticut River Conservation Zone.

Goal 5: We will maintain and improve our regional competitiveness through cooperative economic development ventures and strategies

Objectives:

- Attract and retain high-quality jobs
- Adopt land use regulations that encourage mixed-use, “green” and live/work residential choices
- Enhance Asnuntuck Community College’s presence in Enfield and encourage cooperative ventures between the school and the local business community
- Maintain and enhance existing relationships with Enfield’s major employers

Policy 5.1: Preserve, support and promote a vibrant agricultural industry in Enfield

Action 5.1.1: Require town boards or commissions to include farmers – As a group, farmers lack adequate representation in the Town’s boards and commissions. The Town should consider requiring at least one agriculture representative to serve in each of the Town boards and commissions. Participation is particularly relevant in the Conservation Commission, the Economic Development Commission, the Inland Wetlands and Watercourses Agency, and the Planning and Zoning Commission.

Action 5.1.2: Develop an agriculture development strategy – The Town of Enfield should commission a study to identify and evaluate the strengths, weaknesses and opportunities of farming in Enfield. This analysis should provide a clear understanding of what Enfield’s position in the agricultural industry is, including the markets (regional, out-of-state or international) served by Enfield’s farmers. An agriculture development strategy should follow and make recommendations for the development of successful value-added business opportunities for farms, ranches, nurseries, forestry, agro-tourism, or agricultural products processing businesses. The strategy should also consider the potential to establish direct outlets for local agricultural products, such as farmers’ markets, direct sale to municipal or state institutions, etc.

Action 5.1.3: Open more Farmers’ Markets in Enfield – The Town of Enfield should establish a Farmers’ Market in Hazardville and strive to develop Hazard Avenue as a farm-to-market road where residents and visitors can enjoy shopping for local agricultural products in a quaint village setting. A smaller market could be maintained in Thompsonville to ensure residents from that neighborhood have access to fresh produce, but it should be relocated from the Town green to a site that is more central and stimulates more commercial activity in the area.

Action 5.1.4: Revise zoning to allow greater flexibility for agricultural land use – Enfield’s zoning ordinance creates many hurdles for farmers. It should be revised to allow greater flexibility for agriculture. The two most important changes are defining farms and agricultural activities more broadly to accommodate the diverse types of farms, farm structures and agricultural activities that can take place on agricultural property; and creating zones where agricultural activities are allowed by right. Establishing agricultural overlay districts could be an alternative for allowing agricultural uses and protecting agricultural land in residential and industrial zones. Priority areas for such districts

should be the area southeast of the Scantic River and Prime or Important Farmland soils overlapped by CT DEP Natural Diversity Areas. Lots of good resources available through: http://www.ctplanningforagriculture.com/guide/AFT_guide_web9-29.pdf and <http://www.cag.uconn.edu/ces/frm/>

Action 5.1.5: Establish a Municipal Farmland Preservation Fund – The Town of Enfield should consider establishing a fund to raise and save money for farmland preservation. The money from that fund would be used to supplement the Joint State-Town Farmland Preservation Program, which only covers 10-75% of the cost of an easement. In addition, the fund would be used to fund a local purchase of development rights program that would help protect farms smaller than 30 acres (State PDR program is open only to farms 30 or more acres). The USDA-NRCS has several technical and financial assistance programs to help communities and individuals develop and implement a farm conservation plan. For information, please go to: <http://www.ct.nrcs.usda.gov/programs/fpp/frpp.html>

Action 5.1.6: Use the Future Land Use Plan as the basis for farmland preservation – The Town of Enfield should establish a local farmland preservation program. Participation in the program should be voluntary, but required for use of the proposed Municipal Farmland Preservation Fund. Funding priority should be given to properties located within the Future Land Use Plan's Agricultural Preservation Areas that are identified as prime farmland soils or soils of statewide importance. This should not preclude the funding for the preservation of farmland in other areas of town with prime farm land or soils of statewide importance.

Action 5.1.7: Continue to assess working agricultural lands according to use – The C.G.S. 12-107, authorized by Public Act 490, allow tax assessors to assess agricultural real estate according to its use, rather than the land's market value. This law reduces farmers' tax burden and consequently the pressure to sell land for a more profitable use. Links to tax regulations for agricultural properties are available at: <http://www.ct.gov/doag/cwp/view.asp?a=1366&q=317762&doagNav=1>

Policy 5.2: Encourage rehabilitation and reuse of vacant commercial and industrial buildings and sites

Action 5.2.1: Develop a commercial and industrial site reuse strategy – As a result of recent corporate closures and relocations, the Town of Enfield has been left with a glut of nearly two million square feet of vacant commercial and industrial space. The Town should conduct an assessment of vacant and dilapidated buildings to determine their structural condition and identify key buildings to be the focus of rehabilitation and reuse.

Action 5.2.2: Conduct a townwide brownfields assessment – The Town of Enfield should contact the State of Connecticut to conduct a townwide brownfields assessment project (a Phase I). Public and privately owned properties can be assessed, although cooperation from private property owners will be needed. Aside from the straightforward social and environmental benefits of remediating contaminated sites, this project is invaluable for a successful commercial and industrial revitalization program. In fact, the town should start by assessing all vacant industrial and commercial properties, but it should have a concurrent redevelopment planning project to identify site reuse and improvement opportunities. An attractive redevelopment plan is what will interest property owners to invest in the town and cooperate with environmental work. Sites found to be contaminated may be eligible for additional financial assistance to conduct Phase II and III assessments, remedial and redevelopment work. Enfield has an advantage over other communities by being on the Distressed Municipalities List, and it could qualify for the Urban Sites Remedial Action Program and the Brownfield Municipal Pilot Program. Information about potentially contaminated sites is available at: http://www.ct.gov/dep/lib/dep/site_clean_up/sites/sites_a-f.pdf For more information about brownfield programs, go to: <http://www.ctbrownfields.gov/ctbrownfields/site/default.asp>

Action 5.2.3: Create a coordinated marketing strategy to promote reuse – The Town should identify incentives with which to attract business and industry to Enfield’s vacant commercial and industrial buildings. Incentives could include construction and financial assistance with site rehabilitation. Create a business marketing program for the town that focuses on the positive aspects of land and building availability as a counterpoint to the negative image created by the vacancies.

Policy 5.3: The Town of Enfield will invest in the revitalization of Thompsonville, North Thompsonville and Hazardville and the Central Business District

Action 5.3.1: Pursue designation of Neighborhood Revitalization Zone in Thompsonville – The State of Connecticut has a program to help communities get organized and access funds for conducting neighborhood revitalization projects. Participation in the program depends on municipal designation of a Neighborhood Revitalization Zone (NRZ) and documentation of a significant number of deteriorated, abandoned, vacant, or foreclosed properties or public hazards in the designated neighborhood. Once the designation is given, the community must produce a state-approved Strategic Plan in collaboration with resident and business organizations before it can access state funds. Having a strategic plan also grants special powers within the NRZ that will help the community meet its goals.

Action 5.3.2: Reactivate the dormant Enfield Community Development Corporation – Dormant since 1992, the Enfield Community Development Corporation was a local development organization that distributed grants for housing development in Thompsonville. This Corporation still has approximately \$200,000 in the bank. Reactivate this organization to take on a new role in Thompsonville, promoting commercial, residential and mixed use development.

Action 5.3.3: Develop a new Revitalization Strategy for Thompsonville – The Town of Enfield should develop a new Revitalization Strategy for Thompsonville that takes into account the 1992 Thompsonville Revitalization Strategy, the 2004 Shapiro White Paper, and other Thompsonville community development strategies. The Strategy should be revised to account for new population and market changes, and for consistency with the updated POCD. The strategy should offer a phased implementation plan. The Town should ensure that all appropriate departments and community organizations are assigned implementation responsibilities and coordinate work among the departments/organizations.

Action 5.3.4: Develop a simultaneous and complementary economic development strategy for Thompsonville – The Town of Enfield should work with Thompsonville residents and merchants’ associations to develop economic development programs that occur simultaneously with the physical planning and development efforts taking place in the neighborhood. Creating new events and expanding existing events in the Thompsonville area before physical revitalization is completed will allow people to see reinvestment in the area as it happens and create interest that can inspire additional reinvestment.

Action 5.3.5: Revise zoning to incorporate new building height requirements – The Town of Enfield should revise the zoning code to incorporate new building height requirements for development in Thompsonville along the Connecticut River.

Action 5.3.6: Continue and Enhance the Façade Improvement and Commercial Rehabilitation Program for Thompsonville – A stronger façade improvement and commercial rehabilitation program is needed in Thompsonville to assist commercial property owners with repairs to parts of their properties that are visible from the street, in accordance with design guidelines or standards for the area. The program should also work to retire signs that no longer conform to the area’s sign regulations.

Action 5.3.7: Reactivate the Small Business Incubator in Thompsonville – The North School Enterprises Business Incubator in Thompsonville is a great resource for that community, but the

Town must ensure that it offers more than just a low-cost workspace and shared equipment. Business incubators should offer a suite of services to help entrepreneurs develop a stable business and be able to become independent within a short period of time (1-2 years); this will allow new entrepreneurs to enter the program. Services that could be offered by business incubators are: mentoring or coaching with basic business management; assistance with accounting, finance, regulatory compliance, intellectual property management and marketing; and access to banks and investors. This presents a great partnership between the Town and Asnuntuck Community College. The College can play a role in recruiting and further training entrepreneurs, while the Town provides building facilities and guidance with moving to another location in Thompsonville after the program is successfully completed.

Action 5.3.8: Create design guidelines for commercial buildings along Enfield Street – The Town of Enfield should create design guidelines to control the appearance of commercial buildings along Enfield Street. The guidelines will ensure that new commercial development is consistent with the historic character of the area, as described in the Future Potentials.

Action 5.3.9: Revise zoning and building codes to accommodate mixed uses for the Central Business District – The Town of Enfield should revise its zoning to accommodate the changes needed to create the mixed-use area designated in the Future Potentials as the Central Business District. The revisions should ensure that residential development and innovative design elements such as high rise towers and green roofs are allowed. Due to the soil characteristics of the area, it will be necessary to require special structural engineering considerations to ensure building stability.

Action 5.3.10: Create design guidelines for the Central Business District – Design guidelines would be helpful to encourage a cohesive and interesting style to make the proposed CBD attractive.

Policy 5.4: Integrate agriculture, historic preservation, and tourism into the Town's economic development activities

Action 5.4.1: Use the Town website as a promotional tool and as a gateway to community resources – The Town government website should improve its image and be more user-friendly to inform online visitors about what there is to do in Enfield, and what quality of life amenities there are for prospective residents and business. It should maintain its current role as a gateway to public services, but be much more user-friendly. Digital copies of all plans should be available for download from the town website.

Action 5.4.2: Expand and promote cultural events and attractions – The Town of Enfield should work with community organizations and businesses to develop year-round events to attract residents and other visitors to Enfield, in particular to Thompsonville. The Town should take advantage of regional and statewide advertising networks and services such as the Connecticut Public Broadcasting Network's "Culture Connect" website to promote Enfield's cultural events and attractions.

Action 5.4.3: Publicize Enfield's recreational facilities locally and throughout the region – The Town should publicize the location of trails, trailheads, and boat launches, including a description of the trail terrain and difficulty and uses allowed on the trail. This information is not currently available on the Town's or other regional recreation/trail-related websites (such as trails.com, the New England Mountain Bike Association, Connecticut Water Trails, Connecticut Forest Parks Association, etc.) The Town should also promote Enfield's unique location between two long distance trails: Metacomet and Shenipsit.

Action 5.4.4: Advocate for state funding and additional incentives, including the establishment of an enterprise zone to assist community and economic development efforts

Goal 6: To undertake and support activities which enhance the quality of life in the Town of Enfield

Objectives:

- Develop and maintain connections with communities throughout the region, including physical, social and cultural connections
- Maintain and enhance Enfield's reputation as a center for superior education in its public and private schools
- Develop, communicate and celebrate the identity of the Town of Enfield as a unique destination in the Hartford and Springfield regions
- Deliver services to Town residents in a cost-effective manner

Policy 6.1: Preserve accessibility to community services by maintaining public facilities within walking distance of residential areas

Action 6.1.1: Ensure that neighborhood schools and community services remain within walking distance of residential areas – The Town of Enfield provides many social and educational services right in the neighborhood they serve, particularly in Thompsonville. This is a positive thing because support services can be accessed or continued more successfully when they are within reach of the people they are meant to serve.

Action 6.1.2: Consider alternative uses for school buildings that become vacant as student populations decline – The Town of Enfield should work more closely with Enfield Public Schools to find alternative or temporary uses for school facilities that will no longer be used for classroom space due to declining enrollment.

Action 6.1.3: Determine what agencies or departments could benefit from sharing the same building The current building sharing between the Town's various recreation and social services should be seen as a positive attribute and maintained while addressing each agency's needs for expansion. Sharing facilities helps collaboration between different agencies. Their current location within the neighborhoods they serve is also a positive quality and should be preserved to ensure that clients have easy access to recreation and social services.

Policy 6.2: The Town of Enfield will offer residents and visitors the opportunity to learn about the community's heritage

Action 6.2.1: Develop master plans for the historic interpretive centers – The Town should begin a master planning process to develop the interpretive centers for Hazardville, the Scantic River, Enfield Shakers and the Connecticut River. The concepts described in the Future Potentials provide a starting point for this process. Once completed, the Town can move forward with funding applications, design development, construction documents, and construction.

Action 6.2.2: Create a Heritage Trail along Enfield Street – Improve the pedestrian amenities and historic interpretation opportunities in the Enfield Street Historic District to create a comprehensive visitor experience.

Policy 6.3: Ensure that the Enfield's community facilities are always able to provide the highest quality of service

Action 6.3.1: Expand and upgrade Enfield Public Library – The Enfield Public Library needs additional storage space for its collections and better wireless internet infrastructure. Expanding and upgrading library facilities will ensure that the library will be able to continue to provide its excellent service to its customer base. More staff should also be hired.

Policy 6.4: Ensure that public safety facilities have regular maintenance and capital improvements as needed to provide rapid response and safety of staff

Action 6.4.1: Identify alternative uses for obsolete public facilities- For example, the Thompsonville Fire District is currently considering alternate sites to house its operations. Should this occur, the Fire District, in cooperation with the Town, should explore building reuse options or site reuse if the building cannot be safely put to a different use. Similar strategies should be implemented for other vacant or underutilized public facilities.

Implementing the 2009 POCD

This section begins with a brief discussion of the accomplishments and challenges faced while implementing the 1999 POCD. This analysis was the basis improving the format of this Plan's Implementation Strategy. The implementation matrix presented at the end of this section is a visual and organizational aid that lists all the actions presented in this chapter, along with information about the parties accountable for their implementation and a general timeframe for completing them.

Lessons from 1999 POCD Implementation

Enfield's accomplishments involve those recommendations that were directly related to the functions conducted by the Planning and Zoning Department and for which there was an institutional process in place already. However, some of the recommendations that were reported to have been accomplished are not tied to a specific measurable goal, which can lead to a loose interpretation of how well the recommendation was completed.

Recommendations reported as being in progress are mainly long-term or on-going activities. Examples of long-term activities are capital improvement projects that normally take several years to complete from design stage to construction. Examples of on-going activities are services routinely provided by an agency as part of their intended operations. While progress on these types of activities is positive, the Town could benefit from actions that provide slightly more detail regarding the acceptable timeline for completion of certain projects, or criteria that can help to evaluate progress in activities that are inherently on-going, such as infrastructure services.

Recommendations that have not been initiated or completed are mostly construction and acquisition activities. There is insufficient information to determine why they may not have been accomplished, but they appear to be activities that are not directly under the control of the Planning and Zoning Department. This suggests that the Department may not have sufficient capacity to sustain effective working relationships with other government agencies in order to complete long-term projects. It also suggests that projects falling directly under the purview of other agencies are not in those agencies' priorities.

Also, many recommendations were unrealistically assigned a short-term timeline. Approximately, 75% of all recommendations were to be completed over the short term. All of the recommendations that were accomplished were short-term projects, which indicate good implementation progress. However, the majority of the recommendations that are in progress or not completed were identified as short-term projects. This does not indicate good progress, as all or most short-term projects should be completed within the ten years between POCD updates.

The Town of Enfield could benefit from a more structured implementation strategy that outlines products the Town should obtain as a result of carrying out the Plan's recommendations. The new POCD should also differentiate between on-going governmental activities and projects that should be completed within a specific timeframe. The level of priority assigned to each project should correspond to the degree of importance given by the public throughout the POCD planning process. The level of priority should determine the intensity of efforts and resources the Town should dedicate to each project.

Implementing the Future Land Use Plan

The Future Land Use Plan is not the Town's zoning map. However, state regulations require the Town's Planning and Zoning Commission to consider the Future Land Use Plan when amending the Town's zoning. Consistency between the two is crucial in order to implement the POCD effectively. Furthermore, consistency between the zoning ordinance and the POCD will help the Town enforce

regional and state policies or regulations. For this reason, making amendments to the zoning code based on the Future Land Use Plan is one of the first implementation actions the Town should work on.

To implement the Future Land Use Plan, the Town should consider the functions proposed in each land use category. It can develop zones that preserve or enhance those functions and that vary slightly from the exact boundary between land uses drawn on the Plan. For example, a small neighborhood commercial zone within the residential land use category is compatible because it preserves the scale of development of the area, and does not significantly alter its character or function as a residential area. A recreation zone that accommodates a park or open space would also be compatible with a residential land use.

The densities established in the Future Land Use Plan for each land use category are general averages of the number of residential, commercial or industrial units that should exist in each area. Taking its cue from the Future Land Use Plan, zoning districts can specify lesser or greater densities as long as they keep with the general character of the area. Each land use category could even be served by more than one zoning district. This would add flexibility to the zoning code and prevent monotonous development.

Evaluating implementation progress

Verifying the progress that has been made implementing the POCD should be a straightforward process. The Town should look at each action and be able to answer with a simple yes or no if it has completed each action. Progress is made if the proportion of “yes” is greater than the proportion of “no”. Ongoing activities should not automatically be counted as “yes”. The Town should first make sure that ongoing activities are meeting adequate level of service. If this is satisfactory, then they can be labeled with a “yes”. Activities that are “in progress” should be included under “no”, but the Town should make sure that they will be completed within the specified timeframe. Once the Town has tallied the “no” items, it should evaluate why those actions have not been completed. Then, it should consider whether or not to pursue the action in the future. If an action will not be pursued, the Town should determine whether this reflects a significant change in the community’s vision, which should be addressed at the following plan update.

In between decennial updates, it might not be necessary to make changes to the main elements of the plan. Interim updates should involve a revision of all data in the inventory, noting major changes in population, economics or community services that significantly depart from the trend presented in the current POCD. Major changes may necessitate a complete update of the Plan to ensure that it is still relevant. Another useful interim update task could a community survey conducted to determine if any public preferences and priorities have changed.

The Planning and Zoning Commission and the Town Council could appoint subcommittees to create action plans for each proposed action. The Town Council and the Planning and Zoning Commission could require quarterly reports from implementing agencies to monitor progress in implementing the recommended action steps.

Implementation Matrix

The following implementation matrix is simply a table summarizing all the actions that will help the Town fulfill the vision and development potential described in this POCD. One of the major actions needed to implement this POCD is revising the Town Zoning Ordinance. The approximate cost for a new zoning ordinance is between \$70 – 80K. Although listed individually, all actions involving zoning revisions should be carried out simultaneously (as part of a single revision process).

Action		Responsibility	Estimated Cost	Timeframe
LEADERSHIP AND PLAN IMPLEMENTATION				
1.1.1	Adopt the POCD	POCD Steering Committee Planning & Zoning Commission Town Manager Town Council	N/A	Adopt Immediately Review Policy Annually Update Plan Every 5 Yrs.
1.1.2	Assign responsibility for POCD Implementation	Planning & Zoning Commission Town Manager Town Council	N/A	Immediate
1.1.3	Create an Implementation Committee	Town Council	N/A	Immediate
1.1.4	Annual POCD implementation progress report	Town Manager Others designated by Action 1.1.2	N/A	Annual
1.2.1	Distribute the POCD to Town departments	Planning & Zoning Dept.	N/A	Immediate
1.2.2	Communicate with community organizations	Planning & Zoning Dept.	N/A	On-Going
1.3.1	Make POCD available to community	Planning & Zoning Dept. IT Dept. Public Library	N/A	Immediate
1.4.1	Distribute POCD to other government agencies	Planning & Zoning Dept.	N/A	Immediate
1.4.2	Participate in joint or multi-jurisdictional planning efforts	Town Manager Planning & Zoning Dept. Economic Development Dept. Social Services Dept. Public Works Adm. Cultural Arts Commission Others determined by Action 1.1.2	N/A	On-Going
1.5.1	Reschedule POCD update	Planning & Zoning Commission Planning & Zoning Dept. Town Council	N/A	Immediate

Action		Responsibility	Estimated Cost	Timeframe
1.5.2	Periodic parcel data review	Planning & Zoning Dept. Assessor's GIS Adm. Town Clerk	N/A	Annual
1.6.1	Streamline permit approval process	Planning & Zoning Dept. Town Attorney Town Manager	N/A	Short Term
1.6.2	Discuss and submit Certified Local Government application	Planning & Zoning Dept. Historic Preservation Commission Town Council	N/A	Short Term
1.7.1	Continuing Education for Officials, Commissioners	All Town Depts., Boards or Commissions Economic Development Dept. Human Resources Dept.	Varies	On-Going
1.8.1	Review staffing levels	Relevant depts. Human Resources Dept. Town Manager Town Council	Varies	Annual
HOUSING & COMMUNITY DEVELOPMENT				
2.1.1	Create program to deal w/ housing issues	Planning & Zoning Dept. Div. Building Inspections Office of Community Development Social Services Dept. Town Attorney Town Manager Town Council	\$18,000	Mid Term
2.2.1	Expand choice of housing	Enfield Housing Authority Social Services Dept. Office of Community Development	Varies	Long Term
2.2.2	Address special needs housing	Social Services Dept. Others as determined by Action 1.1.2	Varies	Long Term
2.2.3	Advertise housing assistance programs	Office of Community Development	N/A	On-Going
2.2.4	Revise zoning to include multi-family housing	Planning & Zoning Dept. Town Attorney Town Council	Included in cost of revising zoning	Short Term
2.2.5	Report on local housing and zoning conditions	Div. Building Inspections Social Services Dept. Others as determined by Action 1.1.2	N/A	Annual

Action		Responsibility	Estimated Cost	Timeframe
HISTORIC PRESERVATION				
2.3.1	Historic resources reconnaissance survey	Planning & Zoning Dept. Historic Preservation Commission	\$25,000	1-2 years
2.3.2	Historic Districts intensive surveys	Planning & Zoning Dept. Historic Preservation Commission	\$8,000 per district	1-2 years
2.4.1	Create local historic preservation regulations	Planning & Zoning Dept. Planning & Zoning Commission Historic Preservation Commission Town Attorney Town Council	\$15,000	1 year
2.4.2	Create town-wide Historic Preservation Commission	Planning & Zoning Dept. Town Council	N/A	Short Term
2.4.3	Structural assessments Higgins School, The Strand	Div. Building Inspections Planning & Zoning Dept. Office of Community Development Economic Development Dept. Public Works Adm. Enfield Revitalization Strategy Committee Cultural Arts Commission Others as determined by Action 1.1.2	\$15,000	1-2 years
2.4.4	Strategy for the Hazardville Historic District	Planning & Zoning Dept. Historic Preservation Commission	\$10,000	Mid Term
2.4.5	Strategy for the Enfield Shakers Historic District	Planning & Zoning Dept. Historic Preservation Commission	\$10,000	1 year
2.4.6	Advertise programs for historic preservation	Planning & Zoning Dept. Office of Community Development Economic Development Dept. Cultural Arts Commission	N/A	On-Going
TRANSPORTATION				
3.1.1	Support development of intermodal center in Thompsonville	Planning & Zoning Dept. Office of Community Development Economic Development Dept. Public Works Adm.	N/A	1-3 years
3.1.2	Promote development of intermodal center in CBD	Planning & Zoning Dept. Economic Development Dept. Public Works Adm.	\$40 – 50K for planning study	Long Term

Action		Responsibility	Estimated Cost	Timeframe
3.1.3	Conduct local bus service feasibility study	Planning & Zoning Dept.	\$20 – 30K	Mid Term
3.1.4	Develop strong wayfinding elements	Planning & Zoning Dept. Public Works Adm.	Varies	Long Term
3.2.1	Evaluate local elderly and paratransit programs	Social Services Dept.	Included in bus service feasibility study	Mid Term
3.3.1	“Complete streets” in zoning and design guidelines	Planning & Zoning Dept. Town Attorney	Included in cost of revising zoning	Short Term
3.3.2	Complete sidewalk network	Planning & Zoning Dept. Public Works Adm.	\$40K for planning study	1-3 years
3.3.3	Expand bicycle infrastructure	Planning & Zoning Dept. Recreation Dept. Public Works Adm.	\$40K for planning study	1-3 years
3.4.1	Revise zoning for mixed-use and TOD	Planning & Zoning Dept. Town Attorney	Included in cost of revising zoning	Short Term
3.4.2	Work w/ CRCOG-RTC for incentives	Planning & Zoning Dept. Economic Development Dept. Others as determined by Action 1.1.2	N/A	On-Going
3.4.3	Work w/ business for jobs transportation services	Office of Community Development Economic Development Dept. As determined by Action 1.1.2	N/A	On-Going
3.5.1	Adjust traffic system at problem intersections	Public Works Adm.	Varies	1-3 years
3.5.2	Design improvements at problem intersections	Public Works Adm.	Varies	Immediate – 5 years
3.5.3	Develop community gateways	Planning & Zoning Dept. Beautification Committee Public Works Adm.	\$15K for minor gateway \$50K for major gateway	Long Term
3.5.4	Implement the Rt. 190 Corridor Transportation Plan	Planning and Zoning Dept. Public Works Adm.	N/A	Long Term

Action		Responsibility	Estimated Cost	Timeframe
3.5.5	Evaluate parking in Thompsonville, Hazardville	Planning & Zoning Dept. Public Works Adm.	\$10K	Short Term
3.5.6	Public education re. alternative transportation	Economic Development Dept. Social Services Dept. IT Dept. Others as determined by Action 1.1.2	Varies	On-Going
SOIL & WATER CONSERVATION				
4.1.1	Participate in Silvio Conte Refuge planning process	Planning & Zoning Dept. Conservation Commission CT River Assembly	N/A	Short Term
4.1.2	Work w/ CT DEP to remove Springborn Dam	Public Works Adm Conservation Commission Inland Wetlands & Watercourses Agency Scantic River Association.	N/A	Long Term
4.1.3	Educate residents about riparian buffers	Planning & Zoning Dept. Inland Wetlands & Watercourses Agency Conservation Commission	N/A	On-Going
4.2.1	Review land use and zoning to protect water quality	Planning & Zoning Dept. Public Works Adm.	Included in cost of revising zoning	Short Term
4.2.2	Consider water protection requirements for agriculture	Conservation Commission	Included in cost of revising zoning	Short Term
4.2.3	Streamline Wetlands review process	Inland Wetlands & Watercourses Agency	N/A	Short Term
4.2.4	Education re. water quality issues and solutions	Inland Wetlands & Watercourses Agency Div. Building Inspections Public Works Adm. Town Council Town Attorney	N/A	On-Going
4.3.1	Continue soil erosion monitoring	Public Works Inland Wetlands & Watercourses Agency	N/A	On-Going
4.3.2	Expand local stormwater regulations	Planning & Zoning Dept. Inland Wetlands & Watercourses Agency	N/A	Short Term
4.3.3	Add stormwater management to street design regs.	Planning & Zoning Dept. Public Works Adm.	N/A	Short Term

Action		Responsibility	Estimated Cost	Timeframe
ENERGY CONSERVATION				
4.4.1	Develop local climate change action plan	Clean Energy Committee	\$20-45K	Immediate
4.4.2	Create green building standards	Div. Building Inspections Planning & Zoning Dept. Economic Development Dept. Public Works Adm. Town Attorney Town Council	\$15-25K	1 year
4.4.3	Explore alternative energy production	Economic Development Dept. Town Council Clean Energy Committee	Varies	Immediate
RECREATION & OPEN SPACE				
4.5.1	Revise open space donation standards	Planning & Zoning Dept. Conservation Commission	N/A	Short Term
4.5.2	Multi-use trail development	Recreation Dept. Public Works Adm.	\$40K for overall trail study	Mid Term
4.5.3	Blueway trail development	Planning & Zoning Dept Conservation Commission.	\$40K for overall trail study	Mid Term
4.5.4	Identify and construct key scenic overlooks	Planning & Zoning Dept. Recreation Dept. Public Works Adm. Conservation Commission Beautification Committee Town Council	Included w/ circulation plan	2-4 years
4.5.5	Promote public access along the Connecticut River	Planning & Zoning Dept. Recreation Dept. Conservation Commission Town Attorney Town Council	N/A	Immediate – 5 years
4.5.6	Acquire land/easements along Freshwater Brook for trail development	Planning & Zoning Dept. Recreation Dept. Conservation Commission Town Attorney Town Council	N/A	Immediate – 5 years

Action		Responsibility	Estimated Cost	Timeframe
4.5.7	Create Town Central Park	Planning & Zoning Dept. Recreation Dept. Town Attorney Town Council	N/A	Immediate – 5 years
4.5.8	Implement the Mancuso Park Master Plan	Conservation Commission Recreation Dept. Public Works Adm. Town Council	N/A	Immediate
4.5.9	Develop Connecticut Greenway Ecological Education Center master plan	Town Council Planning & Zoning Dept. Recreation Dept. Public Works Adm. Office of Community Development	\$80K for planning study	3-5 years
4.5.10	Complete and distribute town trails maps	Recreation Dept. Social Services Dept. IT Dept.	Varies	On-Going
4.5.11	Master plan for additional sport facilities needed	Recreation Dept. Planning & Zoning Dept.	\$75K for planning study	Mid-Term
4.5.12	Cooperate w/ local community organizations	All Town Depts.	N/A	On-Going
AGRICULTURE				
5.1.1	Include farmers on town boards, commissions	Town Council	N/A	Immediate
5.1.2	Develop an agriculture development strategy	Planning & Zoning Dept. Office of Community Development Economic Development Dept. Town Attorney Town Council	Varies	1 year
5.1.3	Expand Farmers' Markets	Office of Community Development Social Services Dept. Cultural Arts Commission	N/A	1 year
5.1.4	Revise zoning for greater flexibility for agriculture	Planning & Zoning Dept. Town Attorney Town Council	Included in cost of revising zoning	Short Term
5.1.5	Establish a Municipal Farmland Preservation Fund	Planning & Zoning Dept. Town Council	N/A	1 year
5.1.6	Use Future Land Use as basis for farm preservation	Planning & Zoning Dept.	N/A	On-Going

Action		Responsibility	Estimated Cost	Timeframe
5.1.7	Continue to assess ag. land according to use	Town Assesor	N/A	On-Going
COMMERCIAL & INDUSTRIAL REDEVELOPMENT				
5.2.1	Develop building reuse strategy	Office of Community Development Economic Development Dept. Assessor's Office	\$40-60K	1 year and update each year
5.2.2	Conduct townwide brownfields assessment	Economic Development Dept.	N/A	Long Term
5.2.3	Promote properties for reuse	Economic Development Dept.	N/A	Short Term
5.3.1	Pursue Designation of Neighborhood Revitalization Zone in Thompsonville	Office of Community Development Enfield Revitalization Strategy Committee Beautification Committee Planning & Zoning Commission	N/A	1 year
5.3.2	Reactivate the dormant Enfield Community Development Corporation	Office of Community Development Town Council	N/A	1 year
5.3.3	Develop new Revitalization Strategy for Thompsonville	Planning and Zoning Commission Office of Community Development Economic Development Dept. Enfield Revitalization Strategy Committee	N/A	Immediate
5.3.4	Develop a simultaneous and complementary economic development strategy for Thompsonville	Office of Community Development Economic Development Dept. Enfield Revitalization Strategy Committee	\$18-24K	1 year
5.3.5	Incorporate new building heights in zoning	Planning & Zoning Dept. Town Attorney	Included in cost of revising zoning	Short Term
5.3.6	Create a Thompsonville Façade Improvement and Commercial Rehabilitation Program	Planning and Zoning Commission Div. Building Inspections Office of Community Development Economic Development Dept. Enfield Revitalization Strategy Committee	\$24-35K for program development	1 year
5.3.7	Reactivate the small business incubator in Thompsonville	Office of Community Development Economic Development Dept.	N/A	1 year

Action		Responsibility	Estimated Cost	Timeframe
5.3.8	Create design guidelines for commercial buildings along Enfield Street	Planning and Zoning Commission Div. Building Inspections Office of Community Development Economic Development Dept.	\$20-30K	1 year
5.3.9	Revise zoning and building code for CBD	Planning & Zoning Dept. Economic Development Dept. Office of Community Development Town Attorney	\$40-50K	1 year
5.3.10	Create design guidelines for CBD	Planning & Zoning Dept. Town Attorney	\$20-30K	Mid Term
5.4.1	Use town website as promotional tool	All Depts. IT Dept.	N/A	On-Going
5.4.2	Expand cultural events and attractions	Cultural Arts Commission IT Dept.	N/A	Immediate
5.4.3	Promote Enfield's recreational facilities	Recreation Dept. Public Works Adm. IT Dept.	N/A	On-Going
5.4.4	Advocate for state to create Enterprise Zone in town	Town Council Economic Development Dept.	N/A	On-Going
COMMUNITY FACILITIES				
6.1.1	Keep schools in walking distance of neighborhoods	Planning & Zoning Dept. Enfield Public Schools Town Council	N/A	On-Going
6.1.2	Identify alternative use of school buildings	Enfield Public Schools Social Services Dept. Recreation Dept. Cultural Arts Commission Town Council	N/A	On-Going
6.1.3	Identify space needs and sharing opportunities	Depts. identified in the inventory Town Manager Office of Community Development Public Works Adm. Town Council	N/A	1-3 years
6.2.1	Develop master plans for interpretive centers	Planning & Zoning Dept. Recreation Dept. Public Works Adm. Town Council	\$25,000 for planning	1-2 years

Action		Responsibility	Estimated Cost	Timeframe
6.2.2	Create a Heritage Trail along Enfield Street	Planning and Zoning Dept. Recreation Dept. Public Works Adm. Cultural Arts Commission Town Council State DOT	\$30,000 for planning	1-3 years
6.3.1	Expand and upgrade Enfield Public Library	Library Public Works Adm. Town Council	N/A	1-3 years
6.4.1	Identify alternative uses for obsolete public facilities.	Town Council Public Works Adm. Office of Community Development	N/A	On Going

Source: peter j. smith & company, inc.