

2026: LINCOLN
LOOKS FORWARD

Master Plan



2016

Town of
Lincoln, New Hampshire

ACKNOWLEDGEMENTS

This Master Plan Update was completed with the input and assistance of many community members and concerned citizens. Special thanks to the following Staff and Board Members:

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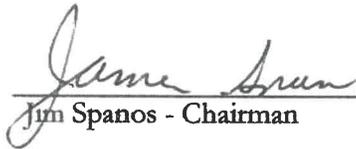
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CERTIFICATION OF ADOPTION

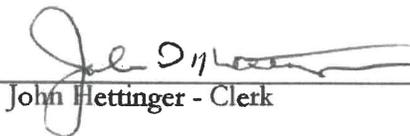
By New Hampshire State Statute (RSA 674:1), the Lincoln Planning Board is bound to "prepare and amend from time to time a master plan." The purpose of this document is to assist citizens, town officials, and the Planning Board in planning the future growth of Lincoln. It must be understood that the Goals and Objectives do not represent the definitive course of action to be taken. These are recommendations only, which should be reviewed on a regular basis and amended or revised as situations may dictate. This plan has no regulatory power. It has no direct control over anybody or anything. It is a guideline, a reference, and any action taken to implement any part of this plan will be decided by a citizen majority.

The following master plan has been adopted under RSA 675:6 by a majority vote of the Planning Board on January 11, 2017 signed, November 9, 2016 adopted.

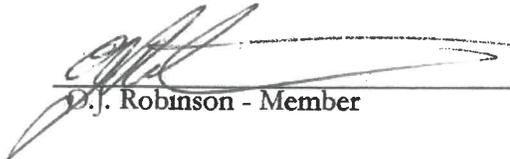
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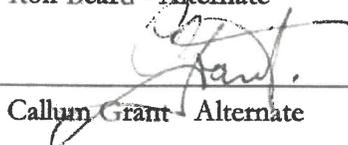

Callum Grant - Alternate

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2026: LINCOLN LOOKS FORWARD

1

INTRODUCTION

2026 Lincoln Looks Forward represents the official road map for responsible growth for the future of Lincoln. Building on the 2003 Master Plan, **2026 Lincoln Looks Forward** seeks to represent the collective desires of the residents, business owners, property owners, local interest groups and elected officials to move community development forward while maintaining our unique character and an environment that respects the natural resources and surroundings of Lincoln.

This Master Plan provides a vision and land use policy framework in order to guide the Land Use Plan Ordinance, Site Plan Review Regulations, Subdivision Regulations, Capital Improvements Plan and annual budgets. It should be used by elected officials and Planning Board members to evaluate development proposals, amend ordinances and regulations, and plan for future expenditures. Monitoring of the Master Plan's implementation should be an open and on-going process in order for it to be used effectively. The Implementation Plan and strategies should be summarized and examined each year as part of annual reporting to measure achievement, reflect on changes, and examine effectiveness of decisions.

INTRODUCTION

In addition to establishing a common vision, along with goals and strategies to achieve that vision, **2026: Lincoln Looks Forward** analyzes existing conditions and emerging trends. Through the collection of existing and projected data, analysis of future growth patterns, and community surveys and interviews, the Master Plan provides a tool kit for a sustainable future land use development plan. This document was prepared following the requirements of NH RSA 674:2 for developing a Master Plan.

Why Plan?

The residents and taxpayers of Lincoln value its rural and spectacular White Mountain setting and its small town character. The many recreational opportunities enjoyed by citizens and visitors throughout the year significantly contribute to the quality of life in Lincoln. While population growth projections for Lincoln show modest increases, the town is facing demographic challenges going forward.

As with many of the towns in the Grafton County area, demographic data shows a disproportionate population of senior and elderly citizens. And while this segment of the population has many valuable attributes to offer, such an imbalance in the population profile of a small town is not sustainable. It is important to a thriving town to attract and retain the future leaders of the community, who are today's younger citizens and young families.

Affordable housing for the many workers who support the recreation and tourism industry is also an issue facing Lincoln. Many people within this sector cannot afford to live in Lincoln, which in turn, puts pressure on the tourism industry and development of new establishments. Creating more housing choices and opportunities in Lincoln will be an important initiative in the next decade.

The previous Master Plan was completed in 2003, now twelve years old. Written during the height of the economic boom, this Plan could not have

anticipated the effects of the Great Recession that started in 2007. The economic hardships of the past few years have led to the reexamination of how communities are shaped and how they function. The next generation, dubbed "Millennials", have a very different view of the American Dream. This generation, the largest in the country's history, has developed different attitudes toward connections

to family, new expectations for education, concerns about energy and the environment and sustainability, which will shape our communities.

With the economy in recovery, development pressures are expected to change, and now is the time to plan for growth. What does this growth look like? How will it change the town's character? What needs to be done to enable, or deter certain kinds of growth patterns? These are the major questions discussed in this document. With the



community’s desire to balance small town character with a large influx of tourism, and preservation of the natural environment with the demands on recreational opportunities at the core, the intent of **2026: Lincoln Looks Forward** is to guide a new vision for the future of Lincoln.

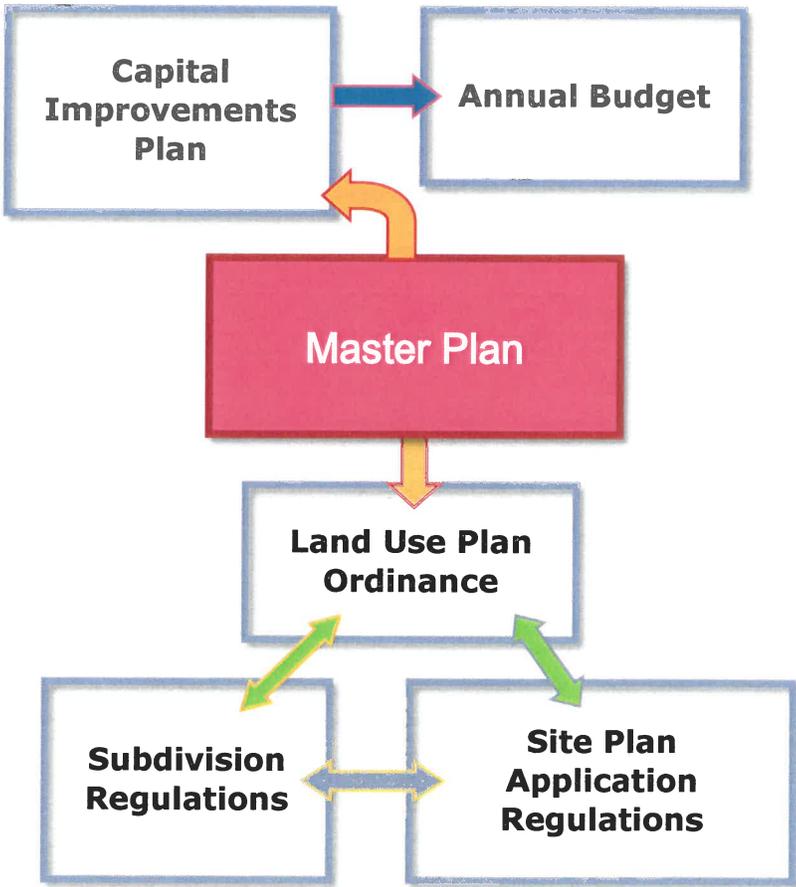
The Process

The town of Lincoln conducted a one-year process that included public outreach, stakeholder interviews, extensive community survey, and open public planning workshops. The process also included the collection and analysis of current data, projections, reports, and mapping. **2026: Lincoln Looks Forward** was drafted, not only to update the existing 2003 Master Plan, but to express the current vision of the Lincoln community and es-

tablish the desired land use patterns for the future.

In simplest terms, **2026: Lincoln Looks Forward** is a Land Use Plan for the next decade. However, there are several factors that will shape what that future looks like. This Master Plan examines the many issues surrounding these land use decisions including: economic development, neighborhoods and housing, transportation, public services and facilities, natural and cultural resources, and energy.

The process of completing **2026: Lincoln Looks Forward** also included an Implementation Plan. The Implementation Plan provides a platform to accomplish the goals and strategies outlined in the Vision section. Timeframes and responsibilities are set forth as a guide to move forward on achieving the goals of the Master Plan.



■ A Brief History of Lincoln

The Town of Lincoln, New Hampshire celebrated its 250th anniversary in 2014. In 1764, Benning Wentworth, Colonial Governor of New Hampshire, granted 24,000 acres of land to a group of approximately 70 Connecticut investors. However, it was not until 1901 that the final and present boundaries, encompassing approximately 131 square miles, were established making Lincoln the second largest town, geographically, in New Hampshire.

Lincoln was settled around 1782 by a small group of families, and for most of the 19th century the population remained very small (1792 census recorded 22 residents). A difficult climate, remote location and poor rocky soil that made subsistence farming very difficult, did not appeal to most settlers. However, the region's abundant supply of timber, and rivers to supply power for sawmills, began to attract logging and lumber operations. It was not until 1892, when the J.E. Henry and Son, Company moved their operations and employees to town, that Lincoln had the industrial base to support a larger year round population. J.E. Henry built the East Branch Railroad, a sawmill and a paper mill, laying the foundation of the industry that would remain the dominant character of Lincoln through the turn of the century.

Like many other North Country towns, as the logging industry faded, Lincoln was becoming a resort community during the Gilded Age with several hotels and boarding houses popping up to accommodate the vacationers arriving by train. These establishments mostly catered to summer vacationers, hunters and fishermen. As the popular mode of transportation shifted from the passenger train to the automobile, and with improved highway access, smaller motels and independent restaurants eventually replaced the

large old resort hotels. The tourist industry continued to be limited to the summer and early fall seasons until 1966 when the Loon Mountain Ski and Recreation Area started its operation. This signaled the beginning of large numbers of winter vacationers to the area. With the growth in popularity of winter activities came the development of vacation homes, condominiums, retail shops and more restaurants.

Over the past 100 years Lincoln has survived many misfortunes; a fire in 1907 that destroyed 19 houses and several J.E. Henry Co. buildings, two depressions, a paper mill strike, the 1927 flood and the final closing of the paper mill in 1979. The closing of the mill left the town's economy primarily dependent on the tourist industry. The strong economic climate of the 1980's allowed for a period of rapid growth. The constructions of more than 1000 condominiums units and vacation homes, along with the development of several shopping centers that replaced the old mill buildings, created a boomtown atmosphere during the early 1980's and 90's. Much of the land available for development in Lincoln was built out or subdivided for future development during this period. Development continued during the high-tech and housing bubble of the late 1990's and early 2000's. However, The Great Recession starting in 2007 brought a marked halting of the real estate market and new building. Visitor and tourist business also slowed considerably as disposable income dwindled for many families and individuals. Lincoln is now experiencing a healthy recovery as the economy improves.

■ Physical Character

Lincoln's physical characteristics today are a reflection of the building boom of the 1980's, the development restraints of the White Mountain National Forest, and the development pattern that capitalized on the Pemigewasset River

corridor. Its physical form is defined by separated clustered housing developments and concentrated commercial use in the village area, all located along the Route 112 corridor, with a less dense variety of recreational and tourist-centered uses along the Route 3 corridor.

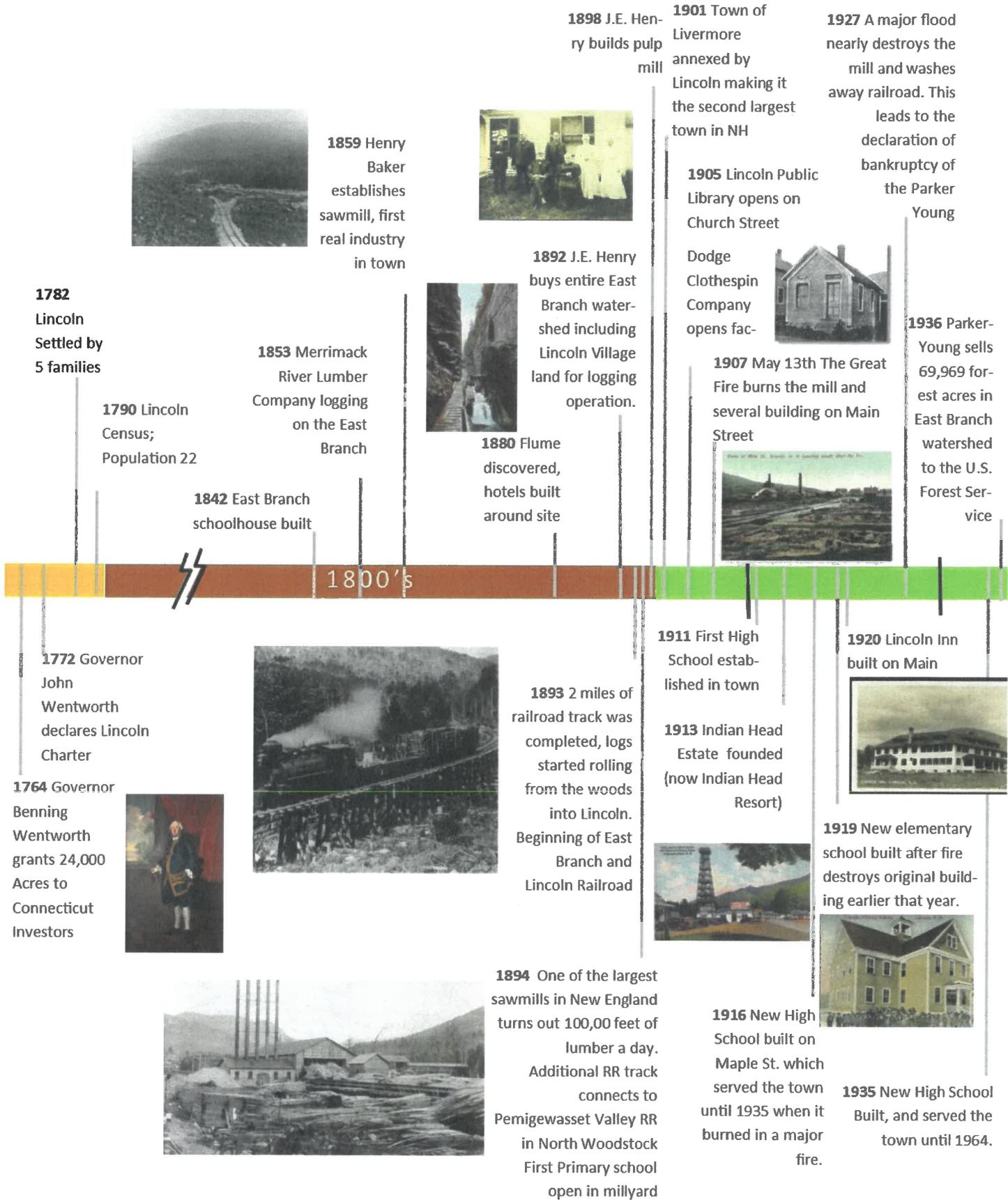
With the exception of the mill-era neighborhoods in the Village Center area, most residential neighborhoods are enclaves of condominium or single unit developments with private, limited access interior roadways. These private associations are strictly residential; no commercial uses exist within them.

The road network is generally made up of two major state-owned corridors and private roads within housing developments. Congestion on the main roads, particularly Route 112 in the village core can become very congested with vehicles

during popular vacation weekends and events. The disconnected private roads of the housing developments limit the possibility of alternate routes during these times.

Within the Village Center area of town, generally considered to be along Route 112, defined by the Woodstock town line at the intersection of the 93N off ramp at the west, to Pollard Rd. to the east, the character reflects the historical development patterns from the mill-era. Here small scale buildings, and commercial architecture line the north side of Main Street, while large scale shopping centers occupy the former mill complex on the south side of the street. The Pemigewasset River runs along behind the commercial development on the south side of Main Street. The visual landscape is dominated by the new multi-story RiverWalk Development located on the river.





1948 Last train chugs out of the woods as railroad is replaced by motor vehicles

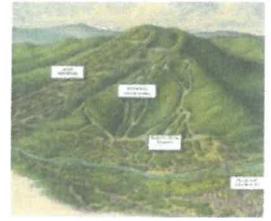


1968 Loon Mountain Ski resort is founded.



1986 Hobo Railroad business formed
NCCA was formed, later to become Jean's Playhouse

2005 Centex Corp. begins development of South Peak Resort



2009 Paper mill demolished, new playhouse facility begins construction



2012 Jean's Playhouse opens in new facility

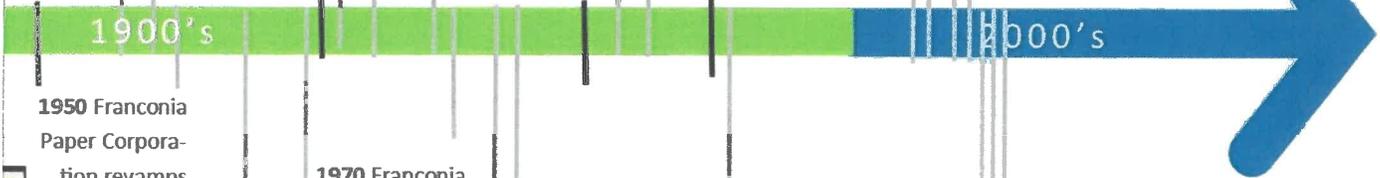
1946 Kancamagus Recreation Area opens as the Lincoln Ski Tow

1964 End of logging era in Lincoln as the last log passes through the saw mill.

1984 \$7.8 million state bond approved for redevelopment of The Mill at Loon Mountain. Many condominium and second home building is taking place

2003 Lincoln Master Plan adopted

1962 Lin-Wood School District formed



1950 Franconia Paper Corporation revamps paper making operation and reenergizes industry in town.

Franconia Hotel burns, Woodward Hotel is built, and Natureland amusement park, which is today the Whales Tale Park

1970 Franconia Paper Corporation is shut down due to environmental regulation non-compliance. Finally closes in 1980. Other mills and paper operations were all closed by 1975.

1975 Burndy establishes facility in Lincoln

1991 New K-5 school facility opens on Lin-Wood Campus

2016 Lincoln Looks Forward—Master Plan is adopted.

2014 Lincoln celebrates it's 250th anniversary of the original Charter



2013 The River Walk development begins



1955 President Eisenhower visits Lincoln, celebrating the 50th anniversary of the 'Old Man of The Mountain'



1959 Kancamagus Highway opened on limited basis, creating a connection between Lincoln and North Conway through the Kancamagus Pass. This highway was first Paved in 1964.



Regional Context

Located in Grafton County, Lincoln is within the North Country Council Regional Planning Commission and Economic Development District. This District includes 51 communities and 25 unincorporated places in the northern third of the state, an area comprised of 3,418 square miles and 89,658 residents. The Town of Lincoln holds the second largest land area of all municipalities in the state, however over 90% of the Town's land is within the protection boundary of the White Mountain National Forest

Originally a rural community built around the timber and paper pulp industries, Lincoln transitioned to a downhill skiing and outdoor recreation destination in the late 1960's, making it the four season recreation destination that it is today. While the permanent population of 1,662 residents (2010 census) puts Lincoln in the lower third of New Hampshire towns ranked by population, Lincoln's part-time and seasonal residents create a seasonal three-fold increase in that number. Due to this part-time and vacation sector, the town is home to a large number of condominiums and second home housing units within private developments. Lincoln has become a resort, vacation town and economic center for the western White Mountain recreation area.

As the commercial and tourist service hub for the White Mountain National Forest and Franconia State Park areas Lincoln's provides visitors and vacationers with services, supplies, entertainment and accommodations and easy access to recreation points of interest. Lincoln benefits from the presence of Exit 32 from I 93 which

leads tourists directly into the Town's central commercial village district on Main Street, Route 112. Once beyond the Main Street village area, heading east on Route 112, the road becomes the Kancamagus Scenic Highway, a very popular tourist destination. This roadway, meandering through the Kancamagus Pass, is an important travelway for the region, and is one of 2 vehicular routes through the White Mountains that connects towns on the east, such as Conway, with the west side of the White Mountains.

Lincoln and its neighbor, the Town of Woodstock, have a vital and mutually beneficial relationship. Many services and resources are shared by the two towns. The Lin-Wood Cooperative public schools which serve children from Lincoln and Woodstock, are located in Lincoln in the village district. Both the elementary and middle/high schools are located on the same campus on Main Street. Approximately 320 students are enrolled in the district. The two communities also share recreation and social services as well as the Lin-Wood Ambulance service.

To remain a vacation destination, as well as a vibrant town in the region, Lincoln needs a clear vision that supports and builds on the Town's advantages, and prepares the community for a long and sustainable future. Of critical importance is protecting the natural resources that attract residents and visitors alike, continuing to grow businesses that employ local residents and draw in workers and young families, and encourage housing diversity and more workforce housing.

Master Plan Vision, Goals & Strategies

INTRODUCTION



The Master Plan is based on a vision for Lincoln that ensures that we remain a small, attractive New England town that welcomes a diversity of visitors to our beautiful and unique White Mountain setting while providing a high quality of life for all citizens. Where the local government cultivates a vibrant economic climate that achieves sustainable economic growth; works to promote availability of housing for existing and new residents of all ages; ensures public access to the many recreational and natural resources; and promotes safety, equality, and a strong sense of place.

Goals & Strategies

Growth, in the way of new development, in Lincoln's business, industry and residential communities should occur with forethought and at a rate that is reasonably accommodated by existing and planned services and facilities. Growth should not occur at the expense of the natural environment. Lincoln should continue to promote and support growth in appropriate locations that respects the community's unique, scenic, small town character, and the surrounding natural resources.



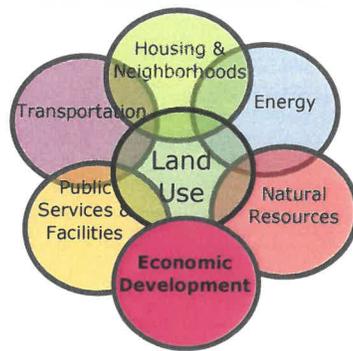
LAND USE

1LU. Prioritize new infill and/or redevelopment that is of appropriate use and scale, within the Village Center, and along Route 112, Kancamagus Highway.

- Shape and manage new development and redevelopment in the Village Center to complement the village character.
- Review and revise as necessary development regulations and standards for the Village Center to guide the form of structures and streetscape that complement the character and vision for the Village Center.
- Develop pedestrian and bicycle connections to and from the Village Center.

2LU. Study all zoning districts to allow for workforce housing and greater density in order to accommodate mixed use and compact neighborhoods at appropriate locations.

- Review zoning and Land Use Ordinances in order to consider the addition of language related to density credits for Workforce Housing Development.
- Improve streetscape and pedestrian friendliness of the Route 3 corridor for improved access to Village Area.
- Promote development that enhances connections between neighborhoods and existing trails and bike/walkways.



ECONOMIC DEVELOPMENT

1ED. Enhance the village center as a tourist and local resident destination, while maintaining small-town feel.

- Create program for improvements to streetscape aesthetics and pedestrian amenities.
- Promotion of infill development and redevelopment in the village center.
- Encourage business opportunities in empty storefronts.
- Encourage new retail, restaurant and mixed use businesses.
- Strengthen streetscape character on south side of Main Street to reflect a scale similar to that of the north side.

2ED. Encourage other non-tourist related businesses in the Route 3 Corridor area that provide services and jobs to residents of Lincoln.

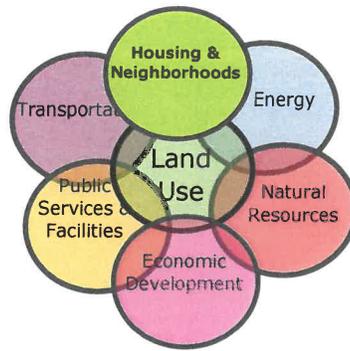
- Review zoning regulations along the Route 3 corridor to allow for greater density of housing and business and light industrial land use.
- Improve internet infrastructure to accommodate new business needs.
- Assess existing utility and other infrastructure amenities and create an improvement plan for future development.

Goals & Strategies

Lincoln shall continue to support a recreation and tourism based economy that continues to attract visitors from far and wide, while preserving its small-town character. The town shall work to maintain and encourage a local economy that also welcomes a range of business types and sizes, and supplies a diversity of jobs at livable wages.

Goals & Strategies

Lincoln shall promote access to housing quality and equality for residents and visitors alike. While single family housing should remain the dominant type of home within the town, more workforce and affordable housing and multi-family units shall be encouraged.



HOUSING & NEIGHBORHOODS

1HN. Continue to promote vacation homes and multi-unit developments that are in keeping with the scale and character of the town.

- Do not encourage developments, such as gated communities, that restrict public access to natural resources areas like river swimming holes, boat launching and mountain trails.

2HN. Provide more diverse housing opportunities for resident families and individuals of different income levels, including those who work in Lincoln, retirees and the aging population, and young adults.

- Encourage workforce housing development through incentives.
- Encourage higher density in the Route 3 corridor area through zoning regulation revisions.
- Allow mixed use and 2nd story apartments in village center area through zoning review and revisions.
- Encourage single family cluster development to preserve open space and protect habitat.
- Study infrastructure capacity for higher density areas and create a plan for improvements where necessary.



TRANSPORTATION

1T. Increase transportation routes in and around Lincoln that accommodate four-season, multi-modal options including, walking, biking, cross-country skiing, snowshoeing, and snowmobiling.

- Expand system of trails for non-vehicular traffic that link Loon Mountain to the Village Center.
- Improve pedestrian and bicycle routes in the Village Center and connections to trails.
- Improve pedestrian and bicycle routes along the Route 3 Corridor.

2T. Reduce traffic congestion in the village during busy seasons and events.

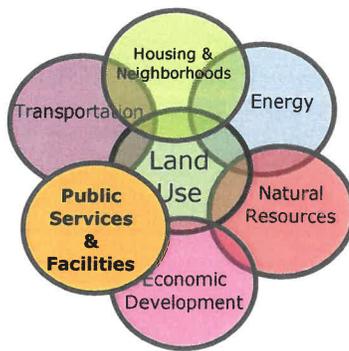
- Provide public bus/shuttles along Main Street and Route 3 to ski areas and other attractions in order to encourage remote parking and reduce car traffic in these areas during busy seasons and events.
- Provide location for seasonal and winter events (such as the Ice Castle) that can better manage traffic and parking.

Goals & Strategies

Manage vehicular traffic patterns and events to encourage easy traffic flow and access, and provide a multi-modal transportation system that promotes Lincoln as the four-season hub for White Mountain activities.

Goals & Strategies

Continue to provide community residents and businesses with affordable and quality municipal services: fire protection, highways, parks and recreation, police, solid waste disposal, education, water and sewer, to meet future growth and community needs.



PUBLIC SERVICES & FACILITIES

1PSF. Ensure public infrastructure meets the needs of the town's future growth needs and goals.

- Review water and/or sewer services and create a plan for improvements where needed.
- Continue to investigate alternate sources of non-surface potable water.
- Promote installation of underground utility conduits, cables and wires.
- Continue to protect the quality of surface and ground water to insure the public health of the community and the natural resource areas.

2PSF. Coordinate future municipal facilities and services with federal, state and local financial resources.

- Integrate the Town's annual budget process with long-range operational planning and the capital improvement program.
- Maintain the level of coordination and cooperation between the Town of Lincoln and other public service authorities.



Goals & Strategies

PUBLIC SERVICES & FACILITIES (CONT.)

3PSF. Ensure Governing organization is fair and open to all

- Encourage public participation and volunteerism.
- Maintain strong working relationships between various boards, committees and town representatives.

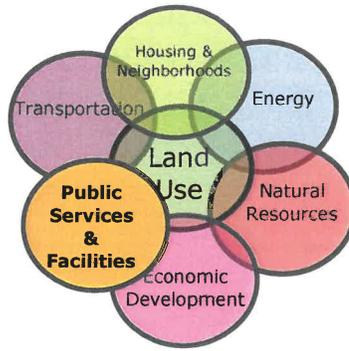
4PSF. Ensure community facilities are accessible to all residents.

- Encourage and promote use of library, community center, and school resources.
- Ensure a high-quality education is available to Lincoln children.
- Promote and encourage community involvement and service opportunities to the youth population.

5PSF. Continue to provide a variety of recreational opportunities to residents and visitors of all ages and abilities. Promote and preserve Lincoln's unique White Mountain setting and support efforts to enhance the recreational opportunities through increased access to White Mountain and Pemigewasset River sporting and leisure outdoor activities.

- Ensure the availability of adequate recreational opportunities and facilities for residents and tourists of all ages and all income levels.

Goals & Strategies



PUBLIC SERVICES & FACILITIES (CONT.)

5PSF. (cont.)

- Utilize existing town-owned recreation/conservation lands.
- Preserve and expand the network of public trails for hiking, biking and walking.
- Assure that the town owns suitable land to allow for the expansion of recreational facilities.
- Insist that all state road enhancement projects accommodate bicycle lanes.
- Develop a multi-purpose path and riverfront park with links to Main Street for the enjoyment of residents as well as tourists.
- Maintain open public access to riverfront, trails and natural resource areas.
- Discourage gates and/or other obstructions that restrict access to recreational opportunities.



NATURAL RESOURCES

1NCR. Identify, preserve and protect the natural environment of Lincoln, providing access where feasible.

- Continue to prevent the introduction of toxic waste into the environment.
- Continue to protect the Town's present water supply and potential future supply areas.
- Review development regulations in order to identify and protect floodplains, steep slopes and areas with fragile soils from potentially destructive and improper use.
- Identify and protect the aquifer in the town.
- Protect the shoreline of all rivers and streams.
- Preserve scenic views.
- Protect important wildlife habitats.

2NCR. Protect and preserve important historical resources and assets, and promote community cultural events and education.

- Work with government entities to perform a survey of historic properties that could potentially be protected.
- Work with government entities to preserve historic sites through grant monies or available funds.

Goals & Strategies

Continue to work with the White Mountain National Forest and other state, federal and local agencies to ensure the protection and preservation of the forests, rivers, and natural landscapes for the enjoyment of present and future residents and visitors of Lincoln. Protect important historical resources and assets, and promote community cultural events and education.

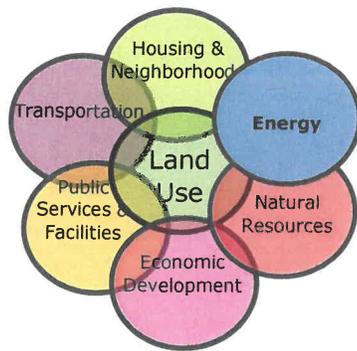
Goals & Strategies



NATURAL RESOURCES (CONT.)

2NCR. (cont.)

- Enhance historic education within schools and the community.
- Promote historic preservation within the community.
- Place historic markers and information on identified historic sites.
- Explore options to provide public space to encourage cultural events and gatherings.



ENERGY

1E. Support the outreach and education of community members, across all sectors, regarding awareness on energy related issues; energy consumption and conservation, renewable energy prospects, climate change and sustainability issues.

- Encourage the formation of an Energy Committee to assist with outreach, research, and future recommendations.
- Review development regulations as they relate to energy and recommend revisions that promote sustainable development.

2E. Assist municipal entities in implementing changes to improve the energy efficiency of municipal, residential, school and commercial buildings.

- Implement an energy audit of municipal facilities and create an implementation plan for recommendations.
- Establish recommendations for best energy management practices for building and site design, future construction, renovation and maintenance of both public and private buildings and facilities.

Goals & Strategies

Energy use, sources and consumption has increasingly become a concern throughout the state and region. Lincoln shall establish recommendations for best energy management practices as they relate to land use policy and development, encouraging more efficiency, fewer carbon emissions, and exploration of renewable energy sources.

LAND USE

3

Land Use

INTRODUCTION

Growth, in the way of new development, in Lincoln’s business, industry and residential communities should occur with forethought and at a rate that is reasonably accommodated by existing and planned services and facilities. Growth should not occur at the expense of the natural environment. Lincoln should continue to promote and support growth in appropriate locations that respects the community’s unique scenic, small town character, and the surrounding natural resources.



Introduction

The Land Use Chapter is a core component of the Master Plan, and is one of two chapters (the other being the Vision Chapter) required by New Hampshire Statute to be included in any Master Plan. All other chapters in the Master Plan relate to and inform the goals of the Land Use Chapter. This chapter will address existing land use and future land use. The Existing Land Use section provides a summary of existing land uses and development patterns. This sets the context for the way land in the community is currently being used, and sets the foundation for future development. The Future Land Use section serves to coordinate public and private decisions that affect the physical development of the Town. By establishing a master plan for the future, this chapter strives to create a desirable pattern of future development to guide present activities toward reaching the goals laid out in the Vision.

Overall, the Land Use Plan is intended to promote a healthy, well-organized, cohesive community that functions efficiently. In designating areas as suitable for various types of land uses, consideration is given to natural features, existing land uses, existing and proposed public improvements, and the transportation system. The purpose of this chapter, is to provide a framework for growth that reinforces and enhances the desired development pattern of Lincoln. Although the National Forest and other state-owned conservation lands occupies over 93% of the total land area in Town, for the purposes of this chapter it is considered undevelopable area. Therefore this chapter will focus on areas that are not within the boundaries of the WMNF.

The pattern of land uses that exist in a community

has a direct effect on decisions concerning its future development. The location and extent of residences, open space, forests, businesses and industries, and their relationship to each other are important community features comprising not only the present “sense of place”, but also serve as a model from which future development can be projected. The range of the road network and the location of various public facilities, cultural, and natural resources will be presented in their respective chapters. An analysis of land use within Lincoln serves to unite all of the varied components previously examined into a workable

What We Heard...

Lincoln residents and property owners highly value the natural environment of the surrounding forests and rivers, and support efforts to protect it for future enjoyment.

Many folks want to maintain public access to resources such as the 'Pemi' River and trails and do not want private developments restricting access.

Single Family housing is the most desirable housing type for future development

Commercial development should be concentrated in the Village Center area.

mechanism from which to make informed planning decisions.

■ Development Patterns

The history of Lincoln's land use patterns began with the logging industry and paper mill companies that constructed mill buildings and associated structures, including housing, in the present-day village area. Over the past 100 years Lincoln has survived many misfortunes; a fire in 1907 that destroyed 19 houses and several J.E. Henry Co. buildings, two depressions, a paper mill strike, the 1927 flood, the 2011 Hurricane Irene disaster, and the final closing of the paper mill in 1979. The closing of the paper mill in 1979 left the town's economy primarily dependent on the tourist industry.

Tourism-oriented development in Lincoln grew rapidly during the 1980's. This led Lincoln to take a more active role in regulating land use in town. In 1985, Lincoln formed its first Planning Board and drafted the Town of Lincoln Master Plan. Subdivision Regulations and Site Plan Review Regulations followed in 1986 and 1987, respectively. Other regulatory documents Lincoln has adopted include Driveway Regulations (2005), Water and Wastewater System Connection Fee Ordinance (1987), and the Bedroom Impact Fee (2004).

The Lincoln of today is a tapestry woven by the interaction of human settlers on a landscape replete with natural resources. The present community character is reflective of the traditional New England town settlement pattern where villages were established near important natural resources and/or transportation Routes. The village pattern of development has changed and is still changing. Originally evolving during an era when most families required land for their subsistence and livelihood, the advent of the

railroad led to the development of more concentrated residential development as residents were engaged in commercial and industrial pursuits other than agriculture. The railroad was also a harbinger of the growth of seasonal recreational development, enabling more tourists to access the natural surroundings from distant areas of New England.

The widespread use of the automobile caused further departures from the traditional village pattern, resulting in strip development along existing roads, sprawl in a random pattern in outlying areas, and suburban development resulting in rings of development around the village. Due to the conservation constraints of the White Mountain National Forest much of the original development pattern, with a distinct village center, remains in Lincoln. This constraint has been the major factor in sprawl prevention.

However, development has spread along major roads. The strong economic climate of the 1980's allowed for a period of rapid growth. The constructions of more than 1000 condominiums units and vacation homes as well as the development of several shopping centers, created a boomtown atmosphere during that period. In addition to increased regulation of land use, Lincoln began to take an active role in long-term planning of its infrastructure needs as well as the needs of specific areas in town. These initiatives include:

- Land Use Plan and Sign Ordinance adopted 1986
- Capital Improvements Program 1998
- Downtown Plan 1993
- Lincoln Village Center Community Attitudes Survey 1998
- Flood Insurance Study 2000
- Housing & Community Development Plan 2001

- Village Center Plan 2002
- Town-wide Transportation Study 2003
- Riverfront Park and Trail System 2008
- Multi-Hazard Mitigation Plan 2010
- Stormwater Management Ordinance 2014

Existing Land Use

Since the 2003 Master Plan, growth has slowed dramatically in Lincoln due to the Great Recession. The pre-recession development surge came to an abrupt end during 2005-2010. Now in economic recovery, Lincoln is experiencing more development pressures. The recent 85 unit luxury resort development on the site of the old paper mill in the center of the village district, The RiverWalk at Loon, is a sign of both need for economic activity and increased confidence in the economy. The Town is also seeing the increased development of lots previously subdivided but not built upon within private residential developments.

Undeveloped

The Town of Lincoln's total land area is approximately 83,844 acres. Of that total, 78,041 acres are conservation land (White Mountain National Forest: 74,553 and Franconia State Park: 3,332) leaving about 5,803 acres (7% of total land area) of town and privately owned land. Approximately 2,059 acres of that land is currently undeveloped. (Map 3.2) However, this also includes land that has been slated for development but not yet built upon or as part of planned open space in private residential developments.

According to soil and geologic mapping approximately 1,513 acres of the undeveloped land are classified as "highly erodible soils" The USDA Natural Resources Conservation Service

(NRCS) has rated soils for erosion potential as part of a national program to identify highly erodible soils requiring special management. These soils are known to erode rapidly and extensively if disturbed, due to their physical properties and slope conditions. Highly erodible soils are of great importance to water quality as they may cause adverse impacts from sediment and nutrient loading in lakes, ponds, and streams. Approximately 35%, or 738 acres, of these areas of highly erodible soils have slopes over 15%, which are particularly fragile. With regard to development, these soils are generally considered unsuitable for septic systems and present concerns around stormwater management.

Residential

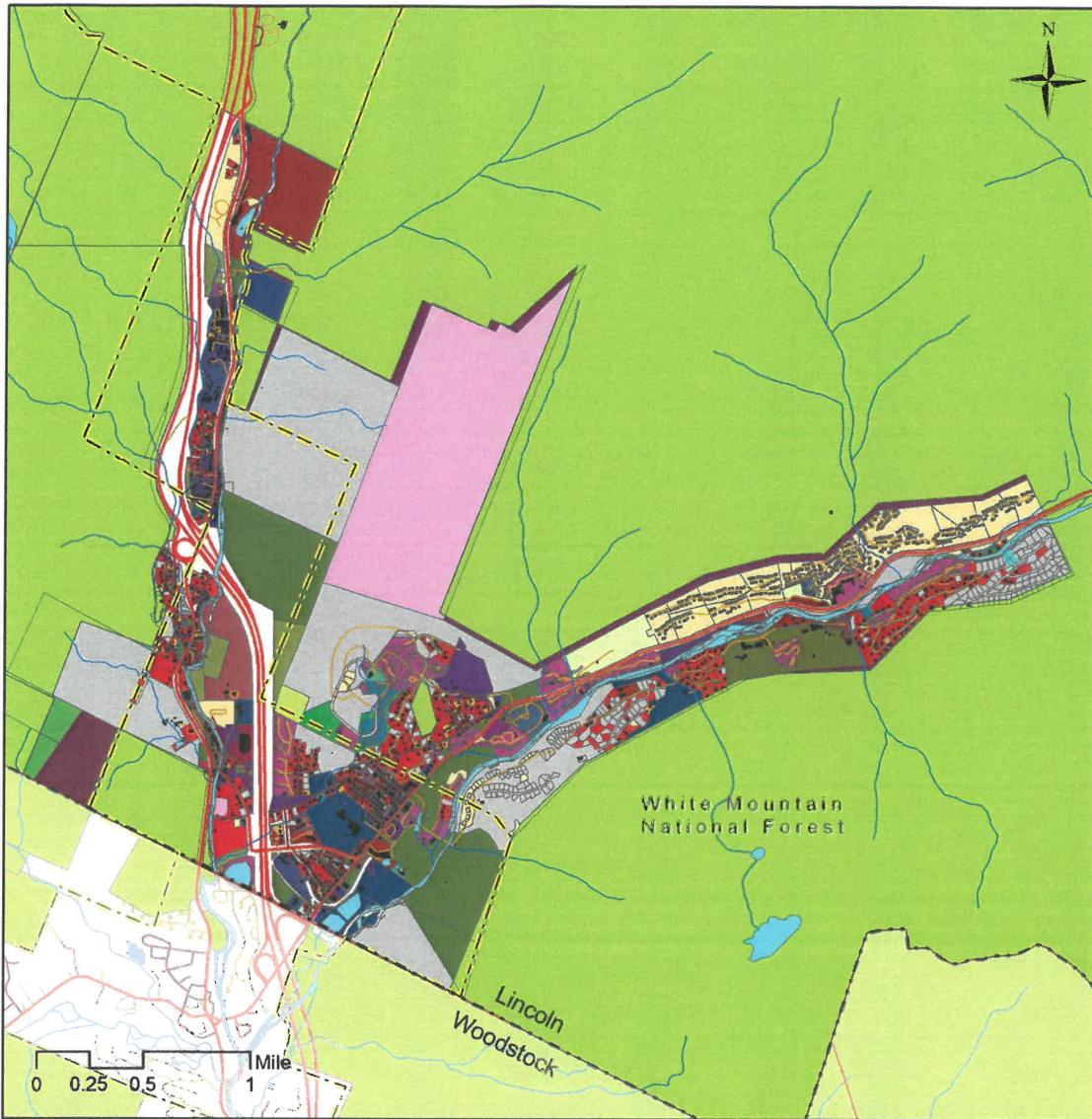
As with most towns, the majority of the land area is occupied by residential use. The Land Use Plan Ordinance outlines four residential districts with varying degrees of density allowed, however certain residential development is allowed in all zoning districts with the exception of the Small Business District. Most of the residential units in Lincoln are within private developments along both sides of Route 112, northwest of the village area with some pockets along Route 3, and within the village area. (MAP 3.1)

As discussed in the Housing & Neighborhoods Chapter about 75% of the housing units are used for seasonal vacation homes and recreation rentals. Most of these units, condominiums and single family houses, are located close to Loon Mountain along Route 112, the Kancamagus Highway. There are 18 private homeowners and condominium associations located along Route 112. (MAP 3.1)

Commercial

The Village area remains the heart of commercial

LAND USE

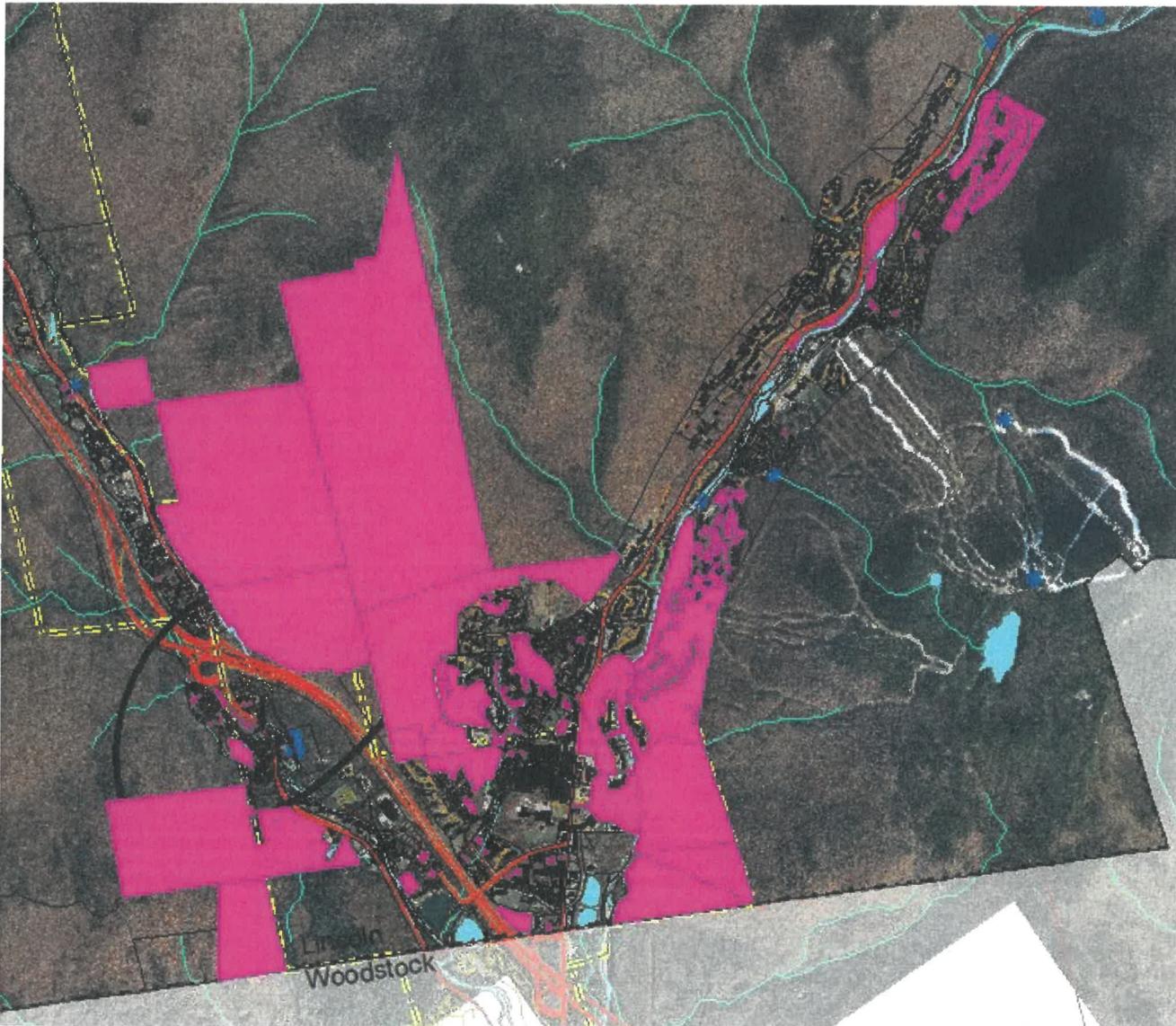


- nullvalues
 - building-poly
 - Conservation & Public Lands
 - <all other values>
- Use_Descri**
- Amuse Park
 - Apartment - 4-8
 - Auto Repair - Com
 - Bank
 - Car Wash
 - Comm Exempt
 - Commercial
 - Commercial Bldg
 - Common Land
 - Condo
 - Condo - No Land
 - Condo - Q Share
 - Condo - Vac
 - Devel Land
 - Electric Plant
 - Factory
 - Gas St Srv
 - Hotels
 - Hrdwd-Unmng
 - Inns
 - Mobile Home
 - Mobile Home NL
 - Motels
 - Office Bld
 - Office Condo
 - Other Unmng
 - P/Hos Char
 - Prof Bldg
 - REC HW
 - REC OTHER
 - Religious
 - Res PUD
 - Rest/Clubs
 - Rtl Gas St
 - Shopping Mall
 - Single Family
 - State - Comm
 - State - Vac
 - Store/Shop
 - Three Family
 - Town - Cemetery
 - Town - Comm
 - Town - Vac
 - Town - Vacant
 - Two Family
 - US Gov - Comm
 - US Gov - Vac
 - Undev Land
 - Vac w/ OB
 - Vacant
 - Vacant - Pot Dev
 - Vacant - Unbuild
 - Vacant Land
 - Tax Parcels

- Boundaries**
- Municipal Boundary
 - WMNF Proclamation Boundary
 - Tax Parcels
- Roads & Highways**
- State
 - Local
 - Private
 - Not Maintained
- Water Features**
- Streams
 - Surface Water Features

Existing Land Use Town of Lincoln, NH Master Plan Update

MAP 3.1



Undeveloped Land In Lincoln

Undeveloped Land In Lincoln shown above in pink combines three land use codes in the parcel data: Vacant, Current Use, and Developed Land on which there is no current development. Some of this area includes tracts with undeveloped but small parcels on the east side of Route 3. The total of this undeveloped land (pink in the map) is 2,058.8 acres.

Within this area approximately 1,513.4 acres are classified as highly erodible soils, or 73.5% of the undeveloped land area based on a calculation using NRCS and Town of Lincoln data.

In addition, approximately 737.8 acres are less than 15% slope, or about 35% of the total area.

MAP 3.2

activity. It has a mix of uses including residential, retail, restaurants, entertainment, and public offices and services from the I-93 exit to Pollard Road. Historical development patterns in the village have resulted in differences in architectural character from one side of main street to the other. The northwest side of the street contains small scale buildings, many remaining from the mill era, that are close to the sidewalk, lending a comfortable pedestrian scale. The tight-knit residential neighborhoods located behind the Main Street businesses on this side are also organized in a compact layout. Many of these houses are some of the oldest buildings in town. On the southeast side of Main Street, newer large-scale shopping plazas fill the area of the former paper mill buildings which were situated on the Pemigewasset River. The structures are set back from the edge of the sidewalk behind large parking lots. The new RiverWalk development located along the Pemi River is very prominent in this area and dominates the view.

Other commercial activity is located along Route 3, and east of the I-93 elevated highway. These establishments are principally resorts, hotels and amusement related businesses. In an effort to broaden the commercial base of Lincoln, the Board of Selectmen voted in 2012 to designate the Route 3 Corridor and the Industrial Park and Economic Revitalization Zone (ER-Z). This allows businesses to receive tax credits for investment in certain improvements and new infrastructure. To date this allowance has not been utilized or had any effect on development in that zone.

Industrial

An estimated 8 acres of land are developed for industrial use in Lincoln, accounting for less than 0.1% of the total non-conservation land area in Town. Lincoln's unique industrial development,

Burndy, LLC. manufactures electrical connector components and employs 160 people. The enterprise is located off of Bern-Dibner Road, between Route 3 and I-93.

Town Services/Utilities

Most town services and utilities are situated within or close to the village center. The town offices, police station, fire station, schools, library, sewer treatment plant, transfer station are located along Main Street in the Village Center area. The Lincoln-Woodstock Recreation Department and Community Center are located just north of Main Street on Pollard Road.

Current Zoning Districts

The Lincoln Land Use Ordinance is considered to be an example of "cumulative" zoning whereby, in general, uses permitted in more restrictive, or higher districts are permitted in the less restrictive or lower districts. For example, residential uses are permitted in the Village Center and General Use districts. This allows more flexibility and the provision of mixed uses such as retail or office building with apartments on the second floor. The seven Zoning Districts are: Small Business District (S.B.D.), General Use (G.U.), Village Center (V.C.), Village Residential (V.R.), General Residential (G.R.), Mountain Residential (M.R.), and Rural Residential (R.R.).

Commercial/Business Districts

The Town of Lincoln provides three districts in which uses other than residential are generally permitted.

I. General Use (GU)

The General Use district is the largest, after Rural Residential (RR), with over 500 acres zoned throughout town. Generally, properties along

Route 3 and along Route 112 after the Village Center are zoned General Use allowing for a variety of uses: residential development, hotels, motels, restaurants, businesses, etc.

II. Village Center (VC)

The Village Center district is located on each side of Route 112 from Railroad Street to the Town Office Building. Most residential and commercial uses are permitted within this district. A minimum front setback of 5 feet allow for businesses and residences to be built close to the street to maintain the density and village center feeling.

III. Small Business District (SBD)

The Small Business Development district is a limited area encompassing approximately 7 acres. It constitutes the tract of land where Burndy, LLC. is located between Route 3 and I-93, just off of Bern-Dibner Road. This district does not allow residential uses, but only more intensive commercial and business uses such as Motor Vehicle Sales & Services, Gasoline/Fuel/Oil Sale & Storage, and Manufacturing.

Residential Districts

The Town of Lincoln provides four residential districts allowing different types of dwellings, public uses and certain types of commercial uses.

I. Village Residential (VR)

The Village Residential district is located north of Main Street, but south of Pollard Road and encompasses lots on the east side of Maple Street all the way to the west side of the Lin-Wood School property. This district allows for lots as small as 8,000 sq. feet to maintain the village character of the area. Churches and other public uses are also found within this area. Multi-family housing, manufactured homes, and cluster types of residential development are prohibited in this

district.

II. General Residential (GR)

General Residential zoning can be found in the Connector Road area as well as further north along Maltais Farm Road just off of Route 3. Minimum lot sizes are slightly larger (10,000 sq. feet) than for the Village Residential district, and again multi-family residential is not allowed.

III. Rural Residential (RR)

The Rural Residential district is the largest of all districts. It allows all types of residential development, except multi-family, as well as public uses and tourists attractions.

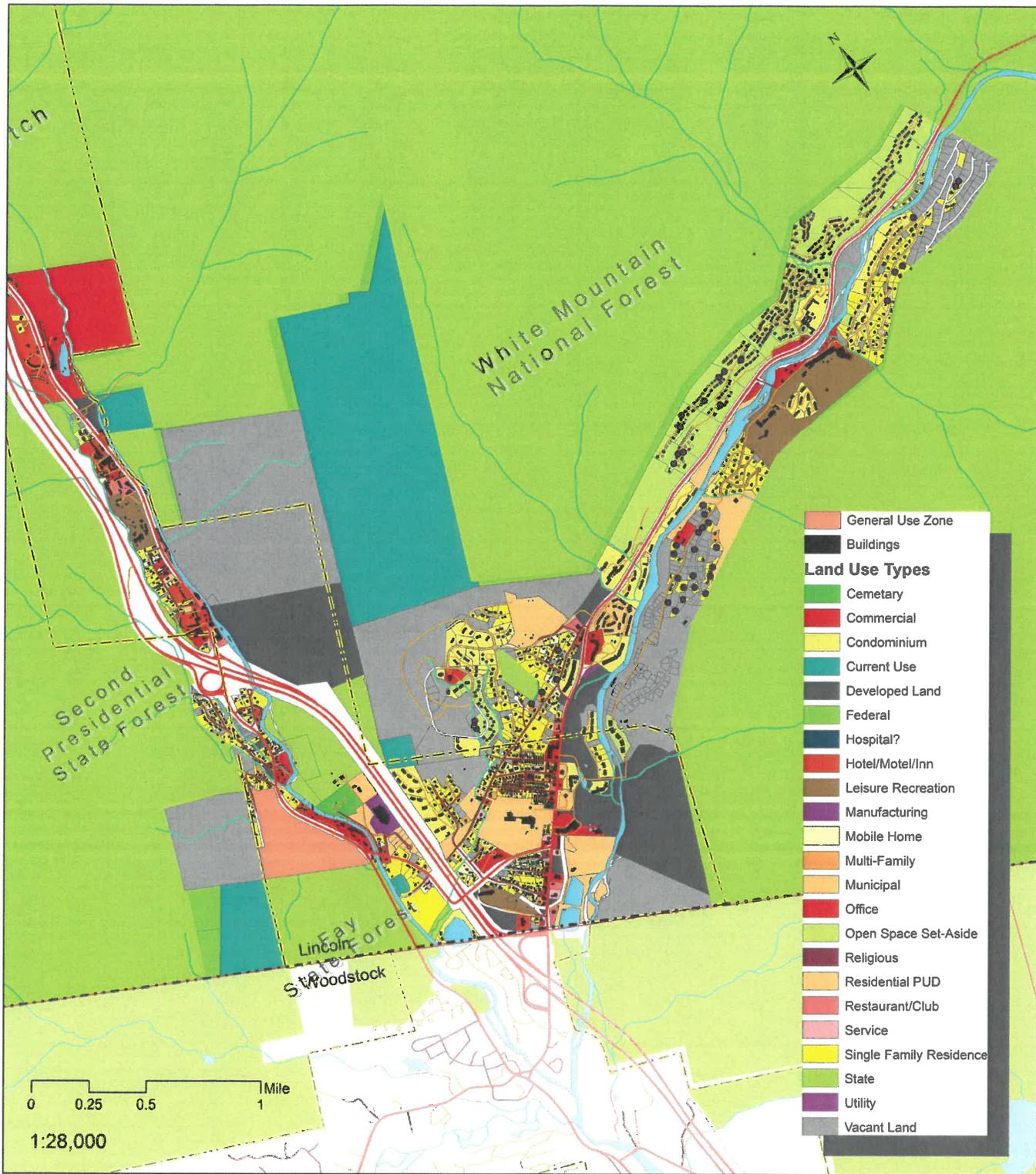
IV. Mountain Residential (MR)

Two residential developments in town have been zoned Mountain Residential, Beechwood Acres and Loonwood Village. Multi-family uses are allowed within this district, but only for five or more units. Most public and commercial uses are not permitted.

Looking Forward

Future Land Use

The central concept of the Future Land Use Plan is that Lincoln should grow in a way that retains the small town character, can be adequately served by the public utilities, and protects its natural assets and surroundings. Topography, wetlands, soils and infrastructure capacity limit the viability of many currently undeveloped areas for new development. This Plan seeks to direct development and redevelopment opportunities to areas where growth will minimize the burden on infrastructure, revitalize areas, provide additional housing options, and help manage the cost of services for town residents.



- Boundaries**
- - - Municipal Boundary
 - - - WMNF Proclamation Boundary
 - Tax Parcels
- Roads & Highways**
- State
 - Local
 - Private
 - - - Not Maintained
- Water Features**
- Streams
 - Surface Water Features

Future Land Use
Town of Lincoln, NH
Master Plan Update

MAP 3.3

This Plan focuses on encouraging new development, and/or redevelopment, along the two main corridors where existing infrastructure can accommodate increased use. A central idea of the future Land Use Plan is to increase the Village Center District to allow for greater flexibility in redevelopment of properties in that area. Map 3.3 shows the proposed new boundary of the Village Center District. This district allows for greater variety of uses, less restrictive setbacks, greater building heights, and more flexibility in other dimensional requirements than other surrounding districts.

Future Residential Land Use

Future residential development can be expected to increase in areas where residential uses are presently predominant. Undeveloped, but planned and approved, housing units are expected to be constructed within the next 5-10 years. In response to the need for more housing that is affordable to Lincoln's workforce, this Plan proposes to implement a workforce housing clause in all districts described in the Land Use Ordinance. This ordinance clause would allow for greater densities and flexibility where these housing developments are proposed. Accessory dwelling units and mixed residential/commercial use in the Village Center and along Route 3 corridor should be encouraged.

Future Commercial Land Use

Future commercial uses are expected to intensify within the Village Center and along Route 3 where hotels, restaurants, tourist attractions and shops are already established. As mentioned in the Village Center Plan (2002), "a strong and healthy Village Center area will benefit all citizens of Lincoln." A well-established commercial and business base within the Village Center, where people can access a variety of shops, restaurants,

and services would benefit the Town as a whole by providing goods and services as well as employment opportunities. Zoning should continue to allow for greater density of commercial development in the Village Center.

Future Mixed-Use and Planned Phased Developments

Two large undeveloped areas have been identified as future mixed-use development: land on either side of the East Branch of the Pemigewasset River where the new RiverWalk South Peak Resort is underway, and a large area north of the Village Center and east of I-93 where Forest Ridge is currently located.

Allowing for a mix of uses to provide a variety of housing, employment, shopping, services and social opportunities for all members of the community is an efficient way to plan for development. Enabling people to walk to shops, work places or services has been recognized as an important aspect of a vital commercial core, and enhances the quality of life for residents of the town.

Future Industrial Land Use

A small industrial area has been identified by the Planning Board for potential future development of small businesses. This area is located off of Connector Road, just west of I-93 and already includes Burndy, LLC. As mentioned in the Economic Development Chapter, diversification of Lincoln's economic base is a goal of this Master Plan. The identification of industrial land use areas in Lincoln associated with an effort to attract new types of business would certainly help. The Economic Revitalization Zone Tax Credit includes the Town Industrial Park and provides businesses with an added incentive to locate in Lincoln and create jobs.

Steep Slope and Highly Erodible Soils

As mentioned in the Natural Resources Chapter, the NRCS (Natural Resource Conservation Service) has rated soils for erosion potential as part of a national program to identify highly erodible soils requiring special management. These soils are known to erode rapidly and extensively if disturbed, due to their physical properties and slope conditions. Highly erodible soils are of great importance to water quality as they may cause adverse impacts from sediment and nutrient loading in lakes, ponds, and streams. Undeveloped land where these conditions exist

equal approximately 73.5% or 1,513 acres of the 2,059 acres of undeveloped land in Lincoln. Controlling erosion and sediment flowing into surface water is vitally important to the Town, as Lincoln gets its drinking water from the Pemigewasset River. When looking at development on a steep slope with highly erodible soil, all measures should be considered to stabilize soil and to not adversely affect the land and buildings below the area being developed. Extra consideration should be given to stormwater management, soil erosion potential, and effects on nearby fragile habitats.

Economic Development

INTRODUCTION

Remain a recreation tourism based economy that continues to attract visitors from far and wide, while preserving a small town character. Maintain and encourage a local economy that also welcomes a range of business types and sizes; and supplies a diversity of jobs at livable wages.



Introduction

This chapter focuses on how Lincoln can make the most out of the present and future economic development opportunities. The purpose of economic development is to ensure the resiliency of a thriving community capable of supporting high quality public services, programs and infrastructure. The community quality of life is dependent on finding the right balance between economic development and retaining community identity and character. Overly aggressive economic development can lead to loss of community character, housing and labor shortages, and other social problems. At the same time, not diversifying the employment base of the community in support of needed job opportunities can lead to weakening of the tax base, population loss and higher vulnerability during economic downturns.

Economic growth in a community typically occurs as a result of external forces, such as expansion of the regional, state and national economy, that are typically beyond the control of the community. By contrast, local economic development including the creation of new jobs, the attraction of private investment and the expansion of existing businesses, can be directly affected by community goals and policies. In order to encourage and direct local economic development, community officials and residents must have a clear understanding of state, regional and local economic trends and conditions.

Economy of Place

Measurements of standard of living have traditionally relied on pure economic measurements such as Gross Domestic Product. These measurements are severely limited and have

recently come into question by many planners and community leaders. Measuring the quality of life requires a deeper look into factors not measured by these standards such as income distribution, volunteerism, and general happiness. Research is finding that creating and offering great places where people want to live, and designing communities around the notion of quality of life, is a successful economic development strategy.

New Hampshire as a whole is aging, and is now one of the “oldest” states in the nation. The Town of Lincoln has one of the oldest populations in the region and the State. The question of how Lincoln will maintain a sustainable economy and viable community given this trend is at the heart of the economic development outlook. How to attract

What We Heard...

The working profile of the residents show that the largest group is retired, and most non retired workers work out of town.

Economic development should be concentrated in the Village Center, with the goals of attracting new retail and restaurant/café establishments.

Arts and Theater establishments are highly desired.

Over 80 % of the survey respondents say that they would not support a Gambling industry.

more young people and families is the subject of many economic development discussions throughout New Hampshire. Furthermore, the workplace has changed dramatically in the last few decades with technology affording workers greater flexibility in choosing their living situations. Those factors, coupled with the economic recession of the preceding years, spawned a growth in entrepreneurship, giving many young people in the workforce unprecedented mobility and live/work choices.

Community developers are now seeing the jobs following the workforce, instead of the workforce following the jobs. Young people are choosing where they want to live based on quality of life, then finding jobs. Understanding what this population sector of 25 to 40-year-olds is looking for in a great place to live, and finding ways to make Lincoln more attractive to this younger population, should be central to Lincoln's economic development goals.

Lincoln has many place-based assets that contribute to its quality of life making it an attractive place to live, work and play. These assets include: plentiful outdoor recreation opportunities, a compact village district, striking scenic environment, easy highway access. Ensuring that Lincoln can grow and attract new businesses and households will require a commitment to improving the quality of life, providing adequate housing, walkable neighborhoods, and infrastructure.

■ Current Conditions

The State and local economy is showing steady and strong recovery after the Great Recession. Although the Recession officially ended in 2009, employment and other economic figures do not show improvements in Lincoln and Grafton County until the time period between 2010 and

2011. Recent reports from New Hampshire Employment Security indicate unemployment rates have returned to pre-recession levels. New Hampshire and Grafton County have very low unemployment rates which are currently at 2.6% and 2.5% respectively, compared to the overall U.S. unemployment currently at 5%. Since January of 2010 the number of employed persons (non-farm labor) has steadily increased each quarter exceeding 2008 employment numbers.

The median household income in Lincoln has risen from approximately \$28,194 in the period between 2005-2009, to \$41,548 for the 2010-2014 period. The change is dramatic when comparing household income levels. For the 2005 to 2009 period the yearly income level with the largest number of households (31%) was within the \$15,000 to \$25,000 range, however for the 2010 to 2014 period the yearly income level with the largest number of households (26%) was between \$50,000 and \$75,000 per year.

At the same time the number of individuals living below the poverty level threshold in Lincoln has increased from 8% in 2009 to 12.1% in 2014. Most of this increase has been in the 55 to 64-year old age bracket. Lincoln's yearly median household income, \$41,548, is much lower than in the rest of Grafton County which is \$55,045, and in the State which is \$65,986. Although the Town's unemployment rate of 3.7% is below the national average, 41% of jobs are part-time or seasonal or part-year. Recent facts show that 20% of individuals in Lincoln live below the poverty threshold. High housing and energy costs may account for much of this increase. This upward poverty trend is also seen at the County and State levels.

Labor force is another important indication of economic development conditions. Given the apparent recovery in unemployment, it is interesting to note that since 2010 the labor force

participation rate, which measures the share of residents age 16 and older who are working or looking for work, has declined statewide. This decline, which has dropped from 71.4% in 2005 to 68.4% in 2015, is attributed to the overall demographic profile factors of New Hampshire, specifically an overall low population increase of younger age groups and an overall high increase in the older population. These factors include:

- The largest working age group, those who are 24-64 years of age, dropped by 2%
- The group of workers who are 16-24 years of age increased slightly by just over 1%
- The number of workers who are 65 years of age or older increased by 4%

The labor force statistics indicate a trend in an increased number of older workers since 2005. The traditional retirement age of 65 is changing. This trend reflects the aging population and is also due to a relative decline in benefits and the loss of retirement savings funds due to the economic downturn in recent years. Currently there is a large percentage of baby boomers in the workforce who are age 65-70 who choose to continue to work past age 65. Employed persons in the civilian labor force in this age bracket increased from 2.2% in 2005 to 4.6% in 2015.

Projections for New Hampshire job growth over the ten-year period between 2012 and 2022 is expected to be 10.3%, just over 1% per year. This

Figure 4-1: Employment Type Breakdown - Lincoln, NH - 2010 U.S. Census

INDUSTRY	No. jobs	%total
Total Civilian Employed Population	515	100%
Agriculture, forestry, fishing and hunting, and mining	0	0.00%
Construction	70	13.60%
Manufacturing	24	4.70%
Wholesale trade	0	0.00%
Retail trade	23	4.50%
Transportation and warehousing, and utilities	16	3.10%
Information	11	2.10%
Finance and insurance, and real estate and rental and leasing	16	3.10%
Professional, scientific, and management, and administrative and waste management services	31	6.00%
Educational services, and health care and social assistance	49	9.50%
Arts, entertainment, and recreation, and accommodation and food services	236	45.80%
Other services, except public administration	16	3.10%
Public administration	23	4.50%

is in line with projected growth for the U.S as a whole which is 10.8%. The demographic profile for Lincoln shows very little population growth over the last decade and the population growth is estimated to stay low throughout Grafton County through 2040. Consistent with trends observed across northern New England and rural areas of the state, Lincoln's population base has aged, and young people are choosing to find opportunities in more populous areas out of state. Employment opportunities combined with high housing costs in Lincoln contribute to these statistics.

As shown in the figure 4-1 approximately 45.8% of resident workers in Lincoln are employed in the arts, entertainment, recreation and hospitality industry. Lincoln residents account for approximately 23% of all workers employed in Lincoln businesses. As discussed in more detail in the Transportation Chapter, many of these workers commute to Lincoln from other communities.

Lincoln's economic future is tied to trends occurring in the world economy. As with the rest of the U.S., New Hampshire is experiencing larger numbers of people choosing to live in urban areas, and leaving rural towns. Technological innovations and regulatory changes have created a 'global economy' where supply chains for goods and services are frequently being outsourced to off-shore companies. This trend is reflected in the proportion of 'Goods Producing' jobs versus 'Service Providing' jobs in Lincoln, as well as the County and State. Over the ten-year period from 2004 to 2014 the 'Goods Producing' employment figures have dropped 11.2% in Grafton County and 17.5% in Lincoln. Whereas 'Service Providing' employment figures have increased and now make up the majority of jobs.

The housing market and affordability is an important gauge of overall economic health. The housing market has seen a dramatic change in the

home ownership versus home rental statistics. As a result of the housing market crash, housing mobility has been negatively impacted by homeowners who have negative equity in their homes and by the lending institutions that have tightened mortgage lending qualifications. Renting has become a more viable option for many families. Income level is the predominant factor in predicting home ownership. Data indicates that the majority of households with yearly earnings less than \$25,000 rent instead of own. The majority of households with income levels in the \$25,000 to \$50,000 range are owner-occupied but only by a small margin over rentals. It is not until the \$50,000 to \$75,000 income bracket (above the median income) is there a dramatic increases in owner-occupied housing over renter-occupied housing.

There is a large discrepancy between housing prices and income levels in Lincoln leaving many residents and workers unable and, or struggling to afford the cost of living in town. Only about 20% of the Town's single-family units were affordable to households earning the median income for the region or less. This data confirms that the need for affordable housing is not being met. There is a growing mismatch between the available housing stock and contemporary needs for housing. Provision of adequate workforce housing is a necessary prerequisite for business growth.

■ Education

Educational levels in Lincoln are low when compared with the rest of Grafton County and Statewide. Approximately 84% of Lincoln residents attain a high school education or better, compared to 91% in Grafton County and 92% in the State. Only 16% of residents in Lincoln have received a bachelor degree or higher whereas the County rate is 37.5% and the State rate is 34.4%. This data for Lincoln has not changed over the

last ten years, however the County and State numbers have increased in that time period. Opportunities for advancement in education and training are important factors in retaining an educated work force. The education centers closest to Lincoln include White Mountain Community College in Berlin and Lakes Region Community College in Laconia; both colleges are at least 1-1.5 hours drive. Plymouth State University in Plymouth, is approximately a 30-minute drive. However, advancement in distance learning and on-line courses has opened up many opportunities and access to training, learning and advanced degree programs.

■ Labor Market Area

Lincoln is the northernmost town within the Plymouth NH Labor Market Area (LMA). and is home to 13 of the top 50 largest employers in the Plymouth NH LMA. With the exception of the Burndy Corporation (8th largest employer in the Plymouth NH LMA) all of these business establishments are in the tourist based entertainment, hospitality and recreation industries. Loon Mountain Recreation Corporation is the third largest employer in the Plymouth NH LMA and the largest employer in Lincoln. As discussed in the Transportation chapter, most of the employees working in Lincoln-based businesses live in other communities in the area. Conversely, the majority of the employed residents of Lincoln travel to work in other communities. Of the 1,465 employees working in Lincoln, only 6.7% are living and working in Lincoln. This trend has increased since the recession, as unemployment forced people to seek work further from their homes in larger, more diverse economic centers.

The growth and reliance of Lincoln's economy on the tourist-based service and trade sector creates a situation where it may be beneficial for the Town

to investigate economic development incentives which encourage business diversification. Without economic diversification across a range of sectors, the town may be susceptible to larger than average job losses and business closings during economic downturns.

■ Economic Development and Land Use

Effective land use planning is the most persuasive contribution this Plan can make to economic development: by seeking to provide adequate space for growth, by ensuring development and infrastructure are compatible and sustainable, and by ensuring that future development meets community expectations. Enhancing the small town character of Lincoln, and fostering a growth initiative that ensures a vibrant, livable town will be the most effective way forward. Attracting new businesses that support the development goals and vision for the future of Lincoln will ensure sustainability and resilience. Providing adequate workforce housing is a major part of the future land use strategy that will have particular influence on economic development in Lincoln.

■ Community Development

Community development is an important strategy of economic development. There is a direct relationship between the economic conditions in a community and other community elements such as housing, education, and poverty. Through capacity building, learning and engagement, community development seeks to strengthen communities and improve economic opportunity and social conditions. Because Lincoln has an aging population and certain levels of hardship in the community, it is important to pursue strategies that will increase the population of younger households. By increasing this

population and the level of economic activity, the property tax burden can be broadened to support the Town's services and facilities, and still meet commitments to support social service agencies.

Looking Forward

The economic strengths that exist in Lincoln that will provide a solid base for the future economic development strategies include:

- **Transportation Connections:** Lincoln has excellent highway connections to the rest of the state and New England. This infrastructure enables access to major metropolitan areas such as Boston, Montreal, Concord, Portsmouth and Manchester New Hampshire and Burlington, Vermont within a two-hour drive.
- **Economic Infrastructure:** Rooms, restaurants, retail and services are in place that can capture tourist dollars.
- **Clean Water Source:** A supply of fresh water is readily available and will become increasingly important in the future as this resource increases in value.
- **Quality of Life:** Low crime, clean environment, natural beauty, community amenities and sense of place all contribute to this valuable aspect of Lincoln.
- **White Mountain National Forest:** Although this resource limits development to a compact area, it is also the Town's greatest economic asset.
- **Retired Population:** People are working longer, later in life, or starting new ventures in later years. This is a valuable human resource, particularly in the face of a shrinking workforce.

The economic challenges standing in the way of achieving the Town's economic development goals include:

- **Lack of Economic Diversification:** Lincoln's economic health is almost completely dependent on one industry: hospitality & tourism. Tourism dominates the business and job sectors. Tourism offers low quality jobs in terms of low wages, no benefits and less than year-round employment. This lack of choice in employment options also discourages a wider range of skilled employees and more balanced socioeconomic population. Diversification of New Hampshire's economy in the southern part of the state has helped the state "weather the storm" during economic downturns, conditions that have crippled other states relying on a select few employment sectors. As Lincoln's economy is narrowly focused on tourism, it will be beneficial for the Town to investigate how to develop incentives to encourage economic development by encouraging diversification of Lincoln's local employment pool and Lincoln's business establishment base.
- **Limited Knowledge-based Jobs:** Jobs in high-end services and high tech are limited. This lack of good paying jobs inhibits the Town's ability to attract younger families and encourages migration of the Town's young people to other regions of the State and beyond. The commuting pattern discussed here is a prime symptom of the lack of jobs in Lincoln that can support the cost of living and lifestyle.
- **Village Center Appeal:** Improving the walkability and pedestrian comfort and appeal of the village area could improve local businesses. The auto-dominated village center

detracts from the sense of place and general appeal of the Town as a destination.

- **Aging Workforce:** Trends towards an aging population is especially acute in Lincoln and the rest of the northern New Hampshire region. While this older population sector can contribute to the economy, this trend should be reversed in order to support a more vital community.
- **Attracting Young People:** Although many young people flock to Lincoln for recreation and entertainment, the resident population and workforce in the younger age categories is very low. The outmigration of 25-34 year-olds, coupled with an aging population, is reducing the vitality of the labor force, which is already hampered by shortages.

Future opportunities that could help Lincoln overcome some of the challenges and reach the economic development goals include:

- **Encourage and Promote Local Small Businesses:** In this age of global economy the small business has unprecedented opportunities to thrive, both by offering unique and specialized products and services not found elsewhere, and by the ability to distribute to other markets. The “Buy Local” movement is gaining enormous momentum

with the promise of better customer service, higher quality and healthier products, higher local economic multipliers and reduced energy consumption. Small businesses need business planning, counseling, and financial support and assistance.

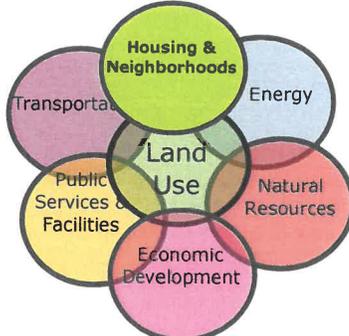
- **Encourage Niche Industries and Start-ups:** Markets specialization is an excellent strategy for small companies located in rural areas. Industries such as “green building” and alternative energy are particularly promising, as is specialized high tech and data solutions.
- **Encourage and Support Entrepreneurship and Creative Skills:** Self-employed artists and specialists in health and education are in greater numbers in the northern New Hampshire region. Supporting this sector would bring diversity and fuel the local economy.
- **Support and Expand Workforce Training in High School:** Encourage partnerships with the High School and local businesses and education and training programs. Increasing internships, mentoring and job-shadowing programs would strengthen community ties and develop skills in young people who live in Lincoln.

5

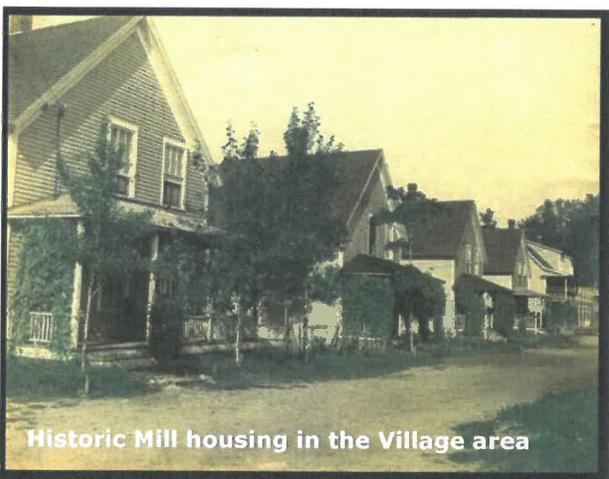
Housing & Neighborhoods

INTRODUCTION

Promote access to housing quality and equality for residents and visitors alike. While single family housing should remain the dominant type of home within the town, more workforce and affordable housing and multi-family units should be encouraged.



Housing and neighborhoods are the core of any society. Beyond providing shelter, they also provide places to live a fulfilled life; a community in which to work, socialize, shop and raise a family. During the 1800's timber boom, Lincoln provided a very traditional housing and neighborhood pat-



Historic Mill housing in the Village area

tern. Houses were arranged along interconnected streets, close to work places, commercial activity and services. Some of these dwellings exist today in the village district. With the condominium boom of the last 40 years, the dominant neighborhood pattern has become disconnected clusters of residential units, separated from the commercial core.

The White Mountain National Forest boundary has molded the development pattern in Lincoln, restricting it to a small area of the total town acreage along the two primary transportation corridors. In a sense, this restriction has prevented sprawl in Lincoln, forcing the primarily residential development into a compact area. However, traditional neighborhood development has not occurred. Instead most of the housing units in Lincoln are part of enclosed complexes and are purchased as vacation homes, not occupied by the owners, leaving them vacant for part of the year. In fact, according

to the data, of the 2,969 housing units, which include all types of housing, only 794 are owner-occupied.

The comparatively high prices of housing in Lincoln, driven by the vacation home market, keep young families and employees of many of the businesses in town from being able to purchase homes in Lincoln. And, although the population is aging, there are very few housing choices or services for elderly residents who require additional care.

What We Heard...

28% of the 584 seasonal and part-time resident property owners who responded to the community survey plan to make Lincoln their primary home within the next ten years.

The community would like to see primarily single family homes encouraged as new housing development, and cite the need for more affordable and workforce housing.

However, new housing was ranked as a low to moderate development priority by the community.

Population Trends

Population growth and projections are essential in order to understand the future housing needs and issues in Lincoln. Population growth numbers are comprised of two primary components: natural increase (number of births less the number of deaths) and the net migration of people moving into or out of a community.

During the past fifty-five years, from 1960 to 2015 the overall population of Lincoln increased by 477 people. The decade between 2000 and 2010 saw a historically high increase of 31% from 1271 to 1662 residents, according to the 2010 U.S. Census. Prior to this jump in population, the growth trend since 1960 has fluctuated up and down, ranging from a low of 1228 people in 1960 to a high of 1313 in 1970. During the last census decade (2000-2010) Lincoln's population grew by 391 people. According to the NH Office of Energy and Planning the population estimate for 2015 is 1705 residents.

This growth rates can be attributed to the economic boom and housing bubble of the early 2000's. Recent 2015 estimates indicates a 2.5% population increase of since 2010. The increase in population between 2010 and 2015 is due to the economic recovery since the Great Recession and

Data Indications:

- The population is aging in Lincoln and Grafton County
- Over 38% of Lincoln's population is over 55
- Lincoln's median age is higher than other averages: Grafton County median age 41.2, NH State 41.1
- There is a large gap in residents ages 20-34
- Population rate of growth projected at 1% for Lincoln and Grafton County, compared to over 8% for the state of New Hampshire
- By 2020 people over 55 will make up about 44% of the population in Grafton County

Projected Population Growth

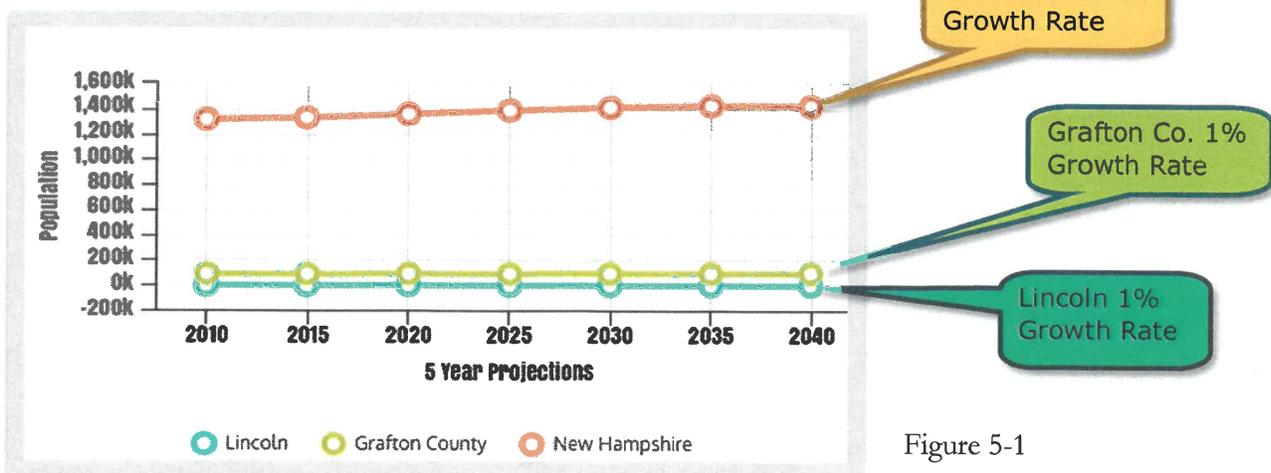


Figure 5-1

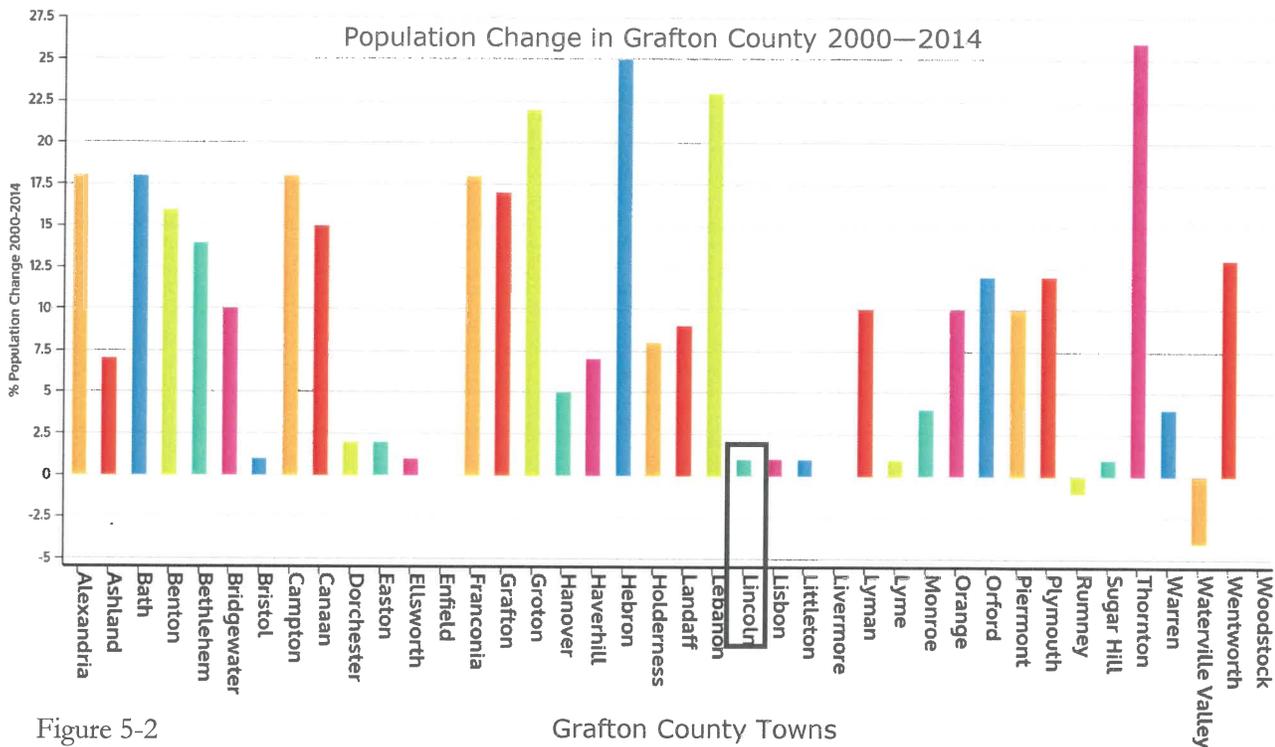


Figure 5-2 Grafton County Towns

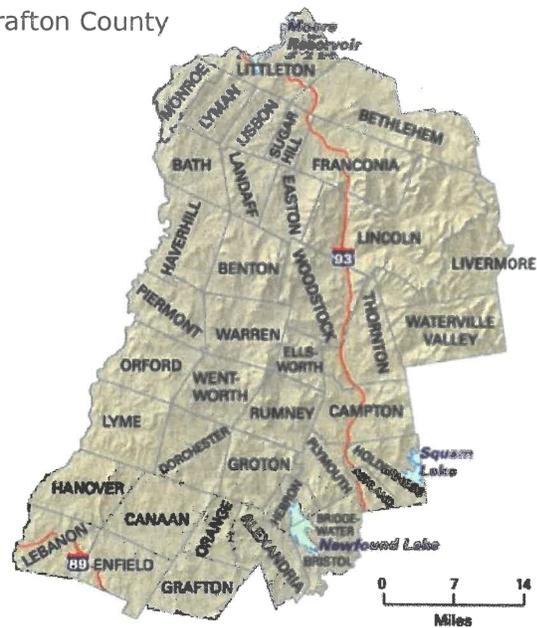
people migrating into Lincoln, rather than a dramatic change in natural causes. Projections for growth suggest that Lincoln will see very modest growth in population in the next decade.

Comparatively, Grafton County has experienced constant growth during the same period of time, averaging approximately 10,000 people per decade. Between 1960 and 2010, Grafton County’s population increased by 40,261 residents, representing an increase of 182%, nearly doubling the population in the past 50 years. This doubling in population mirrors the trend for the state of New Hampshire: over the last 50 plus years the population of the state has grown from 663,000 in 1960 to 1,330,608 in 2015.

Figure 5.2 above illustrates Lincoln’s population growth, as well as distribution of people throughout Grafton County, over the last 15 years. Shown by percent change in population, the graph presents a summary of population change for all towns in Grafton County between the

years 2000 and 2014. The County grew at an overall rate of just over 9% between 2000 and 2014. However most of that growth happened between 2000 and 2010 with an increase of 9%, and with only a 0.6% increase from 2010 to 2014.

Grafton County



Demographics

Demographics, primarily age, sex, and race, are important statistics in order to understand the characteristics of a community and potential issues it faces. When looking at populations of municipalities in New Hampshire the male/female split is typically even, however there are greater differences when considering age groups and diversity of races. According to 2010 census data, the population is aging across the country, state and throughout the New England region. The median age in the United States is now 38.1, and has been steadily increasing over the past 50 years. In 1960 the median age in the U.S. was 30 years old, projections for 2020 set the median at 39. New Hampshire's race demographics are distinctly homogeneous, with approximately 94% of residents classified as "white". This lack of diversity is echoed throughout Grafton County, including the Town of Lincoln.

For the first time New Hampshire recorded a higher median age than Florida, and ranks as the fourth oldest state in the nation. Grafton County data shows a median age of 41.2, roughly in line with the State median of 41.1. The median age in Lincoln, however, is now at 48.5, one of the oldest community populations in the state. This trend can be attributed to a number of factors including low fertility rates, citizens living longer, and fewer young people choosing to make Lincoln their home.

The largest portion of Lincoln's population is the

Lincoln's Age Breakdown

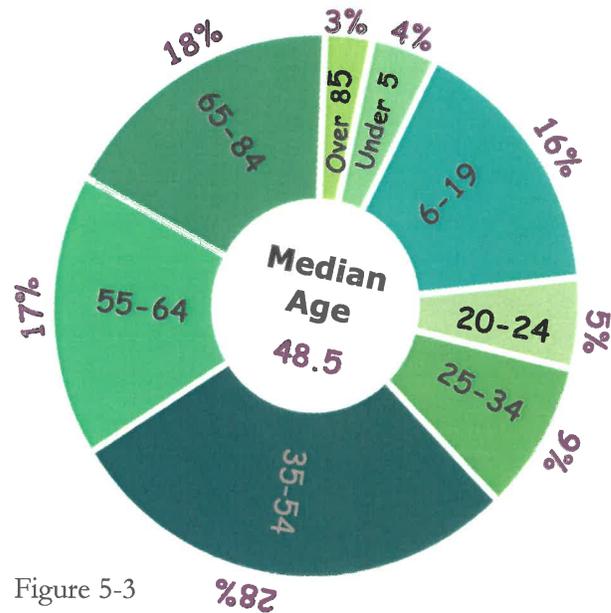


Figure 5-3

65 and older group, which currently makes up 35% of the total population, while the sector representing people aged 20-35, presumably the next generation of community leaders, makes up only around 14% of the population. Racial diversity in Lincoln, and throughout the county and state, is very low. White, non-Latinos, make up approximately 94.5% of the population. This skew towards an older population and lack of population diversity presents future challenges for Lincoln in maintaining a well-rounded and vital community.

36%

Of households in Lincoln have children under 18

38%

Of Lincoln's Population is over the age of 55

14%

Of Lincoln's population is between the ages of 20-34

■ Housing Trends

Facts

The current housing stock in Lincoln is primarily single family structures with 2,028 of the 2,969 total units classified as single family. During the 1980's and 90's Lincoln experienced a boom in housing development primarily resulting in the construction of many planned unit developments and condominium complexes that make up the seasonal housing stock. The number of housing units in Lincoln has grown at a slower pace in recent years due to the economic downturn beginning in 2007. According to the 2010 U.S. Census Bureau data there were 2,988 total units, however only 794 of those were classified as 'occupied'. This anomaly is due to the large number of seasonal residences in town, which total 2,083 units or approximately 73% of all housing in Lincoln. New Hampshire is the third ranked state in number of seasonal or occasional use housing units, behind Maine and Vermont respectively.

The age of a community's housing stock can provide an indication about the condition, quality and safety of the housing units. Standards for residential construction have changed and improved over the last 50 years, especially with regard to multi-family units. Approximately 85% of Lincoln's housing stock could be considered relatively new, having been built since 1960. Approximately 5% of the housing stock was constructed between 1940 and 1959, with the remaining 10% being constructed before 1940. Approximately three out of five housing units in Lincoln were constructed during the 1980s, which coincides with the large increase in recreational/seasonal units. The building boom of the 1980s brought about the development of large subdivisions, especially along Route 112. Residential growth in the 1990s continued with the build-out of existing subdivisions as well as sporadic small subdivision

developments.

The number of new units built between 2010 and 2014 averaged about 6.75 per year, with a substantial jump in 2014 of 91 new units added, 85 of which were permitted for the RiverWalk Resort development. Of the occupied 794 housing units, 520 were owner-occupied (65.5%), housing 1,165 residents, and averaging 2.24 persons per housing unit. Renter-occupied units totaled 274, housing 497 residents, and averaging 1.81 persons per unit. Comparatively, Grafton County has a 69% homeownership rate and New Hampshire as a whole shows a home ownership rate of 71.4%.

The household characteristics are particularly interesting and reflect the aging population. Family households make up 439 (55.3%) of the 794 units, while non-family households (residents living alone, or non-related residents) equaled 355 units, 44.7%. Of the 439 family households, approximately 20% of them include children under 18. Households with individuals 65 years or older outnumber those with children under 18.

Home sales prices are rising in Lincoln and across the state as part of the economic recovery. The median sales price in Lincoln for the last quarter of 2015 was \$220,766, a 47.7% increase from the same period in the previous year. Median sales on homes in Lincoln have been hovering in the range of \$150,000 to \$200,000 for the past 5 years, with steady fluctuating increases over the \$200,000 price point since the middle of 2013. Currently Lincoln ranks in the top 10 highest median sales prices in Grafton County. This trend is predicted to continue.

The economic data shows the median per capita earnings in Lincoln to be \$25,528, the smallest earnings of all other communities in the area, and median family income is \$48,594. By comparison, Grafton County's per capita earning is \$31,221 with a median family income of \$55,048. With a median home sale price in Lincoln of \$220,000,

and average market listing price of \$310,000, many residents cannot afford to purchase homes.

Rental Housing

The rental market has seen huge increases in the last decade. While rental prices were steady for most of the 1990's they increased dramatically in the early 2000's. In the last ten years the rental prices in Grafton county have risen from approximately \$750 per month for a two-bedroom unit to nearly \$1,100 per month, an increase of over 34%. This trend is due to several factors, including supply and demand, affordability and tightened qualifications for home mortgages, and the trend among young people to wait longer to purchase property, therefore renting more often. The home rental prices for Lincoln are the highest in the county, primarily due to the vacation rental industry. An examination of the data from New Hampshire Housing Finance shows that the median gross rent (including rent plus utilities) in Grafton County is \$985 for a two-bedroom unit. That totals to \$11,820 per year, and approximately 32% of median income of renters in Grafton County.

Lincoln is home to several companies that employ hundreds of people, full and part-time, many of whom serve the resorts and vacation business establishments. Most of these employees do not live in Lincoln. Many of the workers who support these businesses cannot afford to buy or rent a home in Lincoln. As a result, these employees must live in surrounding towns with lower housing costs and commute to Lincoln for work. This is also a problem for the employers who have a more difficult time attracting the workforce they require.

Affordable Housing

The issue of affordable housing has become one

of the more contentious problems facing the state and local communities. The booming economic growth experienced throughout the state during the late 1990s and into 2000 fostered employment growth that resulted in an influx of workers into New Hampshire to fill newly created positions, skyrocketing home sale prices and rental rates, and plummeting vacancy rates. Since the recession and housing bust, home sales and prices have fallen across the state. However financial loss and unemployment has kept many mid to lower income families from affording to purchase and/or rent a home.

The lack of affordable housing is a significant problem for New Hampshire communities and resort towns. The U.S. Department of Housing and Urban Development (HUD) defines affordable housing as that which does not exceed 30% of annual household income and which includes all expenses related to housing, including utilities and taxes. Any household spending more than 30% of its income on housing is considered cost-burdened. The standard does oversimplify reality in that some families find it harder to pay 30% of their income for housing than others, depending on total family income: low-income families are hit hardest. Thus, this oversimplification actually understates the housing problems of low-income families.

For some of those priced out of the expensive home purchase market, the only viable option is manufactured housing ("manufactured housing" includes both single-family mobile homes and prefabricated homes set on permanent foundations, either of which having been transported to the home site in one or more sections.) Manufactured housing can be organized in three types of locations: individually owned lots, investor-owned parks and cooperatively owned parks. According to the 2010 U.S. Census, there are 149 manufactured homes in Lincoln. There is one park (called

Larue's) located on Route 3 between Maltais Farm Road and Old Route 3, and the other manufactured homes are scattered throughout town.

NH RSA 674:32 stipulates that all communities that have adopted land use regulations shall allow manufactured housing as an allowed use. Of the total land area zoned for residential use, manufactured housing must be permitted on a majority of that land area. The State has provided communities with two options for the development of manufactured housing. First, communities may permit the development of manufactured housing on individual lots. No special exception requirement is allowed for this type of development pattern, unless a special exception is required for the construction of traditional dwelling units on individual lots, or traditional subdivisions. Secondly, communities may encourage the development of manufactured housing in a park configuration. The law requires that reasonable densities and expansion potential must be permitted to these types of development. Communities need to ensure that no undue barriers to the development of affordable housing have been created by special requirements for manufactured housing.

Like many other small towns in New Hampshire, Lincoln has a growing number of senior citizens. Housing for seniors is crucial for those who cannot take care of themselves, afford taxes, or have the resources to upkeep their homes. Seniors now comprise 17.5% of the total population of the Town. Within the next ten years, that number is expecting to increase considerably as baby boomers will move into the senior age category. Currently, Lincoln has one elderly housing com-

plex (Lincoln Green) with 35 units, located on Lincoln Green Rd., off of East Spur Rd. in the heart of the village center. Lincoln should consider alternatives to accommodate its seniors within the next decade.

■ Looking Forward

While the vacation home market indicates a strong recovery from the 2007 Recession, the challenge for Lincoln in coming years is to provide housing opportunities for residents who are being priced out of the market by rising housing costs. As Lincoln strives to maintain a sense of community and small town character it will be important to find ways to diversify the housing options.

According to the Lincoln Community Survey conducted as part of this Master Plan public outreach, 63% of respondents would like to see single family development in town over other types of housing, with 'affordable/workforce housing' as the second most popular category.

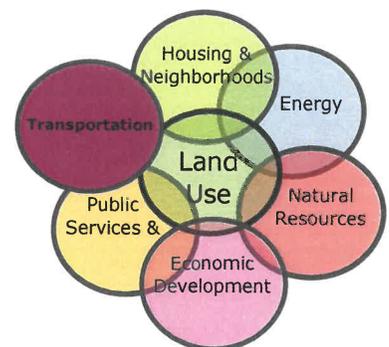
Keeping and attracting young families to Lincoln would require providing neighborhoods with easy access to services, commercial and retail centers and schools.

The Town's zoning ordinance should provide for some flexibility of design and layout for residential units and mixed-use in established commercial areas, particularly in the Village district.

Transportation

INTRODUCTION

Manage vehicular traffic patterns and events to encourage easy traffic flow and access, and provide a multi-modal transportation system that promotes Lincoln as the four-season hub for White Mountain activities.



Introduction

The primary focus of this chapter is to identify local and regional transportation issues as well as provide guidance and recommendations to enhance and diversify the transportation network in Lincoln. The areas of transportation addressed in this chapter include:

- Existing transportation network in Lincoln,
- Lincoln's transportation patterns within the commuting-pattern based travelshed,
- Local traffic circulation and capacity issues, and
- Future transportation needs and opportunities.

Transportation cannot be examined without assessing the regional system that influences the community. Like many northern New Hampshire communities Lincoln has become dependent on, and is shaped by, the automobile. With the absence of a public transportation system in this area, cars and trucks become the principle means by which people and goods move in and around these communities. The North Country Council Regional Planning and Economic Development District has identified six (6) travelsheds in the planning district based on the Labor Market Areas (LMAs). Lincoln is part of the Plymouth Labor Market Area Travelshed. These studies focus on resident populations and employment destinations.

While the travelshed data presents important information in assessing transportation issues, commuter traffic accounts for a minor number in the overall traffic volume traveling in and out of Lincoln. Most of the vehicles on the roads and highways in Lincoln are due to tourism traffic. Enormous fluctuations in traffic volumes can be seen in Lincoln during seasonal events, school vacations, weekends and other times that attract visitors. While this traf-

fic is a welcome sight to businesses in Town, it is a safety and management challenge for Town services.

Existing Network

The vehicular transportation system within the Town of Lincoln includes a network of federal and state highways and local streets served by these highways. Pedestrian, bicycle and non-vehicular transportation Routes include sidewalks and a multi-purpose path which connects the village center with neighborhoods north and west of the village, and several recreational trails that connect in Lincoln providing access to the hiking trail network throughout the area.

The state road and highway network forms the backbone for Lincoln's transportation system and land use patterns. Lincoln's road network comprises five (5) of the seven different classes of roadways defined by New Hampshire Department of

What We Heard...

Providing better traffic flow in the Village Center is a high priority. Finding a permanent location for large events is highly desired, which may help with traffic control and flow.

Many would like a more extensive and connected system of trails for pedestrian, biking, and winter sports use, and support the idea of establishing Lincoln as the Hub for year-round trail access in the area.

Transportation (NHDOT):

- **Class I — 23.4 miles:** Major statewide corridors such as Interstate Route 93.
- **Class II — 14.26 miles** Existing or proposed highways on the secondary state highway system, excepting all portions of such highways within the compact sections of the cities and towns listed in RSA 229:5, V, like US Route 3 also known as the “Daniel Webster Highway”.
- **Class III —** Recreational roads leading to, and within, state reservations designated by the General Court. NH Route 112 also known as the “Kancamagus Highway” is a Class III highway.
- **Class V — 7.6 miles** All other traveled highways which a town has the duty to maintain regularly and shall be known as town roads. These are the roads the Town of Lincoln refers to as “Town roads”.
- **Class VII — 1.0 miles** Federal Access

Not included in this classification system are the privately owned roads, such as those within private housing developments in Lincoln. There are 23.23 miles of private roads in Lincoln.

One major interstate highway and two major state highways make up the principle transportation Routes in Lincoln; Interstate Route 93 and US Route 3 (the Daniel Webster Highway) which both run north/south, and NH Route 112 (the Kancamagus Highway), which provides access east/west through the White Mountains. Located at the intersection of these primary transportation Routes, Lincoln is a popular destination for many of the seasonal visitors to the White Mountain National Forest. The traffic volume generated by the thousands of visitors to the area is the predominant transportation issue facing Lincoln’s fulltime and seasonal residents. Town maintained

roads comprise only about 20% of Lincoln’s road system. Many residential neighborhood roadways are private, owned by homeowners associations, and are maintained as private roads.

State Highways

Interstate Route 93, US Route 3 and NH Route 112 are all maintained by the New Hampshire Department of Transportation (NHDOT) as part of the federal-aid primary system. With direct access from these corridors, Lincoln is the primary gateway community to the White Mountain National Forest. This location presents unique economic development opportunities, as well as a regional responsibility to maintain these connections. It is vital to Lincoln’s long-term growth that these important transportation links to other parts of the State, and New England, be properly managed and kept in good condition.



Interstate Route 93 (I-93)

Interstate Route 93 (I-93) is the major north-south corridor through the state of New Hampshire extending from Massachusetts to northeastern Vermont. It is a limited access highway and provides easy access to the area for trucking and visitors. There are three (3) exits along I-93 that provide access to Lincoln:

- Exit 32 provides access to and from NH Route 112 at the southern part of the village and Lincoln/Woodstock town line
- Exit 33 provides access to US Route 3 near the midpoint of Lincoln between Eagle Cliff Lane and Drummer Lane
- Exit 34A north-bound lane provides access to US Route 3 at the northern end of Lincoln near the Indian Head Resort

The ease of access that I-93 allows for tourists has been, and will continue to be, a major factor in Lincoln's growth. According to NHDOT 2014 data, approximately 9,000 vehicles traveled on I-93 through Lincoln during that year. A pattern of steady modest increase of a couple hundred vehicles per year has been recorded over the last few years. This is reflective of the typically moderate economic growth of the area.



US Route 3

US Route 3, also known as “The Daniel Webster Highway” (“DW Highway”), follows the Pemigewasset River valley and was the original north/south Route before I-93 was extended northward in the 1970’s and 80’s. US Route 3 is a full to partial access roadway that extends the entire length of the state of New Hampshire, from Massachusetts to the Canadian border. In Lincoln this two-lane roadway follows essentially the same route as I-93, crossing under the interstate at Exit 33 from the west to the east side of the highway. US Route 3 is primarily a two-lane roadway with one travel lane in each direction, with exclusive left-turn lanes where the I-93 Exit 33 entrance/exit ramps intersect. All intersections along US Route 3 are controlled with stop signs, with US Route 3 having a free-through movement. This corridor accommodates bike lanes on both shoulders along the entire length within Lincoln, which are signed and painted with sharrows (bike lane symbols).

Serving a mix of residential and commercial uses from the Connector Road intersection north toward Franconia State Park, the US Route 3 corridor is home to popular tourist destinations such as Clark’s Trading Post, Whales Tale Water Park, Indianhead Resort and Franconia Notch State Park. From the Woodstock town line at Lincoln’s southern border to Connector Road, the land-

scape along US Route 3 is wooded and undeveloped.



NH Route 112

NH Route 112 is a Class II roadway. It is 56.387 miles long, extending from the intersection of US Route 302/NH Route 10 to the west in Bath, traveling through Lincoln, and ending in Conway at the intersection of NH Route 16 and NH Route 113. The easternmost 34.5 mile portion of Route 112 is also known as “The Kancamagus Highway”. The Kancamagus Highway is a scenic byway that cuts through the middle of the White Mountain National Forest and is known worldwide for its exquisite fall foliage.

Extending just over 14 miles through the Town, the Kancamagus Highway is Lincoln’s major transportation corridor. It serves as Main Street in the village district, provides access to and from I-93, links to North Woodstock village to the west and provides access to Loon Mountain Ski Resort to the east.

This roadway traverses the White Mountains providing an east/west link to another major vacation hub which also happens to be a popular tax-free retail outlet hub, Conway and North Conway New Hampshire, attracting visitors from as far away as Boston. The Kancamagus Highway is one of the most scenic byways in all of New England and the United States providing year round access for vacation travel.

Route 112 is a two-way, two lane roadway. Within the Lincoln village area there are left turning lanes at major intersections and a center turning lane. The traffic volume on NH Route 112 is low to medium on most days, however there are several times during the year when the volume is extremely heavy causing vehicles to be backed up

for miles. Traffic also gets backed up on I-93, its exit ramps and US Route 3. These traffic ‘events’ are due to thousands of visitors traveling to Lincoln to enjoy seasonal happenings and celebrations. Mitigating this traffic issue has become a top concern of the Lincoln administration and public services.

Town Owned Roads

The Town of Lincoln enjoys the economic benefit of the State retaining sole responsibility for the maintenance of the major roadway corridors throughout the Town. With the state-maintained roads constituting the majority of the transportation network, and the many privately owned and maintained roads within residential developments, locally maintained roads comprise only about 20% of the Town's roadway system. The Town maintained roads include several minor residential streets and two arterials that connect neighborhoods to Main Street.

Route 3-A - Connector Road

Connector Road joins NH Route 112 in the village area, continues west under I-93, and intersects with US Route 3 at the southern end of Town. A pedestrian walkway runs along the north side of Connector Road from Main Street to Spur Road, on the eastern side of the I-93 overpass. From this point to US Route 3 the Connector Road shoulder is marked for a bike lane. This enables a convenient non-vehicular connection from one side of town to the other.

The roadway edge is primarily undeveloped east of the I-93 overpass, accommodating only a few access points to commercial properties and residential neighborhoods. West of the I-93 overpass, Connector Road has a denser residential development pattern as it turns north and continues between I-93 to the east and the Pemigewasset River to the west. At the intersection of Connect-

or Road and US Route 3 is Clark's Trading Post, a popular tourist destination.

Pollard Road

Pollard Road is a residential corridor that links NH Route 112/Main Street to mostly single family residential neighborhoods. Pollard Road is a two lane roadway with one travel lane in each direction. Sidewalks are present in some locations, primarily from the Church Street intersection west. New sidewalks are planned along Pollard Road to extend to Forest Ridge Rd. No shoulders are delineated on the pavement. At the western terminus, Pollard Road dead-ends at the I-93 embankment, which prevents it from connecting to Connector Road, as it once did prior to the highway construction. Several streets in the village district connect Pollard Road and Main Street, creating a pleasant residential scale walkable neighborhood character.

Other Town Owned Roads

Other local roads owned by the Town include a network of local residential roads between Main Street and Pollard Road, residential roads west of Connector Road and Main Street intersection, along with other minor roads off of the Route 3 corridor. As of 2016, as part of a legal settlement approved by the March 2016 Annual Town Meeting, Lincoln with Loon Mountain Recreation Corporation will fix the roads and then assume responsibility for maintenance of the formerly private roads associated with the Beachwood I Acres development.

Privately Owned Roads

Many of the roads that provide access to the residential developments in Lincoln are privately owned by developers or homeowner associations. There are approximately 28.4 miles of private roads in Lincoln, which together constitute over

one-third of the roadways in Lincoln. While the Town benefits from the fact that it is not responsible for the construction or maintenance of this infrastructure, these private roads pose a potential dilemma in that it is still incumbent upon the Town to ensure that emergency access is maintained on these private roads, and that these private roads are built to regulatory standards to ensure that emergency vehicles have adequate access.

Bicycle Routes and Pedestrian Access

Getting around Lincoln on bike is quick, easy and relatively safe. Bicycling is a popular recreation activity throughout the White Mountain region. There are several recommended biking Routes promoted by NHDOT that include US Route 3 and NH Route 112/Kancamagus Highway in Lincoln. The Town of Lincoln also maintains a multi-use bike/pedestrian path, separated from the road, that follows the East Branch Pemigewasset River along the south side of Route 112. This path starts opposite the Loon Village Road entrance just past the Loon Mountain Road bridge, and continues west toward the village area along the river. Just east of Penstock Road the path crosses NH Route 112 and continues along the north side of NH Route 112 toward the Village. Where the multi-use path ends at (south end of the Nordic Inn property), cyclists must share the road with vehicles to reach the heart of the Village area.

At Connector Road the path picks up again and turns to follow Connector Road to US Route 3. There are marked bike lanes in the shoulders on both sides of the roadway along US Route 3 from Connector Road north.

The protected lands of the White Mountain National Forest and the Franconia State Park have limited commercial and residential development in Lincoln to a relatively small, compact area. This

land use pattern has limited sprawl and concentrated development along the major roadways. Presumably this development pattern would encourage easy pedestrian access around town. However, the second home and vacation home centered development has also produced many isolated private development clusters that do not connect to each other via secondary roadways or pedestrian pathways.

For residents who live in the Lincoln Village area where the development patterns reflect traditional, pedestrian scale and orientation, safe pedestrian routes and sidewalks exist. The village offers opportunities for shopping and services within walking distance of residential neighborhoods. Some private development residents east of the Village area along NH Route 112 can also take advantage of the multi-use path for pedestrian access to the village area. Additional, new sidewalks are to be constructed along Pollard Road, continuing a pedestrian link from Forest Ridge Drive to Pollard Road and Maple Street in the village center.

Providing more trails and bike routes in Lincoln was considered “Moderately Important” to “Most Important” for approximately 50% of the survey participants when asked about transportation goals. There is a desire for improved bike and pedestrian access in the Village area, as well as to other points in town. Establishing Lincoln as an area hub for biking and hiking by expanding the current system of trails received overwhelming support by the survey participants.

Public Transportation

Lincoln is not served by a general public transportation system. There are some transportation services that attempt to connect with other transportation systems, however daily routines rely principally on personal transportation. It is estimated that 14% of Lincoln households do not have a

vehicle available based on 2010 census data.

Alternative transportation options for Lincoln residents include:

Concord Coach Lines is a private transportation company with bus service route from Boston Massachusetts to Littleton, New Hampshire. This line makes scheduled stops in Lincoln twice daily for both northbound and southbound Routes. This line provides intercity scheduled bus service 7 days per week, to and from communities in New Hampshire to Boston South Station and Logan Airport.

Tri-County CAP (TCCAP) service is a door-to-door service primarily for use by seniors, persons with disabilities, and low income persons. TCCAP operates in three (3) major areas in the northern New Hampshire's Coos, Carroll and North Grafton counties.

NH Rideshare is a program established by the NHDOT in an effort to reduce traffic, energy usage, and air pollution as well as transportation costs. NH Rideshare provides a ride-matching service for drivers and riders and information about carpools, vanpools, buses and trains and will help members to match travel Routes with potential ride options.

Appalachian Mountain Club Shuttle is a seasonal shuttle bus that runs between designated stops connected with trailheads and AMC destinations around the White Mountain National Forest. The shuttles run every day June through October. (See attached map.)

From early December through March, **Loon Mountain Resort** runs a free shuttle bus from many of the private condominiums, hotels and inns to the Loon Mountain ski area. This service is intended for customers of the Loon Mountain Ski Resort.

There are two taxi and van service companies op-

erating in the Lincoln/Woodstock area, **Lin-Wood Express** and **The Shuttle Connection**. This is a fee per-ride based service for local and airport transportation.

Rail

The rail system in the North Country was once a vital part of the transportation system originally built for the commercial logging businesses. After the logging industry dwindled in the late 1800's, the railways became a popular mode of travel for visitors to the region. Today the rail system is a fraction of the size it was in early 1900's and no longer provides passenger rail service. The Concord-Lincoln Line runs 73 miles between the City of Concord and Lincoln and is owned by the state. This is primarily used to provide a tourist excursion service, the Hobo Rail Road in Lincoln, and the Winnepesaukee Scenic Railroad in Meredith. A freight service also operates on this line between Concord and Tilton.

Air Travel

Aviation travel is growing in popularity as a means of transportation. Lincoln does not have a public airport, however there are several small airports located in nearby towns including Franklin Airport, Twin Mountain Airport, Mount Washington Regional Airport, Dean Memorial Airport and Plymouth Municipal Airport. (See attached map.) Most of these airports are used for recreational purposes, no major shippers, such as Federal Express and UPS, use these airports for the transporting of goods to customers.

■ Transportation Patterns

Commuting

Available transportation Routes and services can be an important factor in the economic vitality of

a community. For residents of Lincoln, as well as workers employed in Lincoln, I-93, US Route 3 and NH Route 112 provide dependable access to and from the Town. 2014 census data analysis suggests that most of the commuting traffic generated from Lincoln to places of employment is toward southern communities such as Plymouth and the Lakes Region, with 28% of commuters traveling over 50 miles to jobs outside of Lincoln.

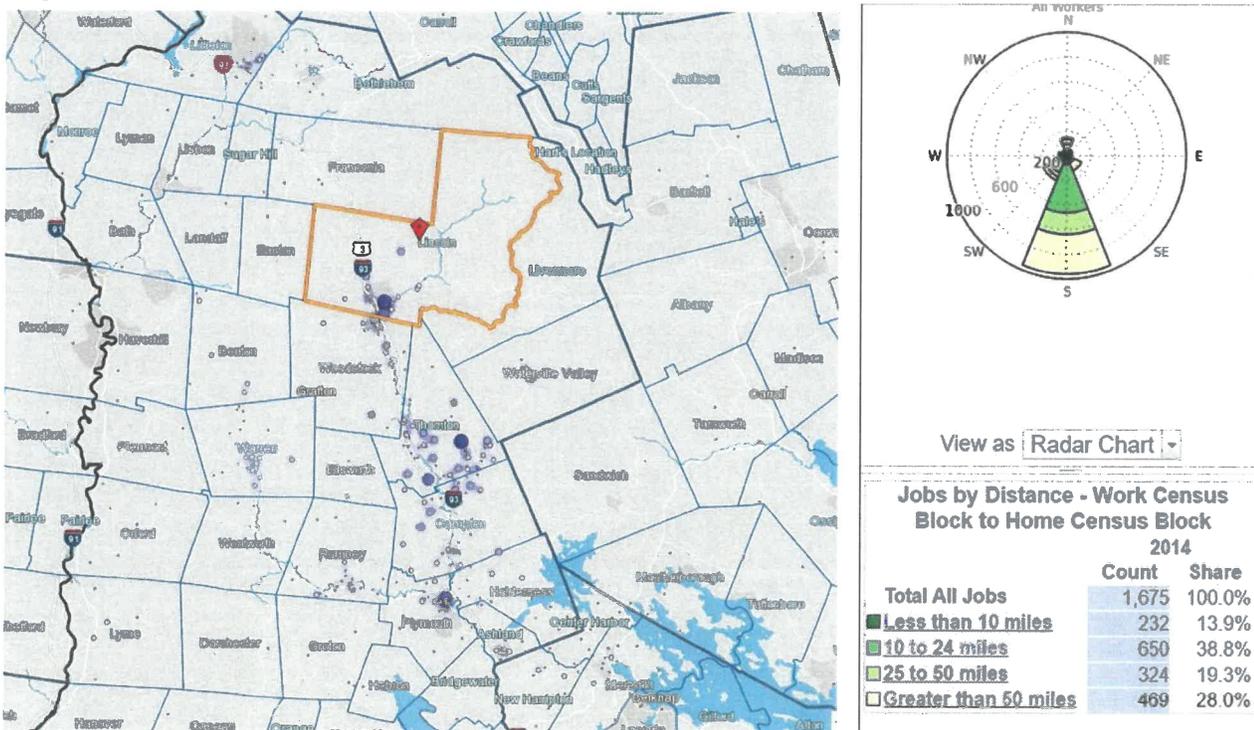
On the other hand, most of the workers who are employed by Lincoln-based businesses travel to Lincoln from other communities where they live. According to 2014 data, of the 1,675 jobs fulfilled in Lincoln, 1,558, or 93%, are held by persons living outside of the Town, and only 117 people live and work in Lincoln. This data also shows that 82% of the employed residents of Lincoln travel to other communities for employment. The commute inflow/outflow pattern is heavily slanted towards the inflow of workers from other communities and outflow of Lincoln residents to their places of employment in other communities.

Tourism Traffic

The I-93 and US Route 3 corridor is vital to the regional tourism economy. These are the primary Routes to the White Mountain recreation areas for thousands of visitors who enjoy the many outdoor activities offered such as skiing, hiking, camping and sightseeing. NHDOT records average daily traffic counts per year for Main Street in Lincoln (NH Route 112/Kancamagus Highway) at approximately 4,000 cars per day. However, this number does not accurately portray the traffic patterns in the village area.

While most days of the year traffic is light on Main Street, on certain weekends and holidays during the winter, summer and fall, traffic volumes exceed the capacity of the roadway. Most of these vehicles are entering and exiting from I-93 at exits 32 and 33, causing major traffic back-ups. Given the existing roadway layout there is no viable alternate route to mitigate these high traffic volumes. This high volume traffic fluctuation is an area of concern for the leaders of Lincoln.

Figure 6-1



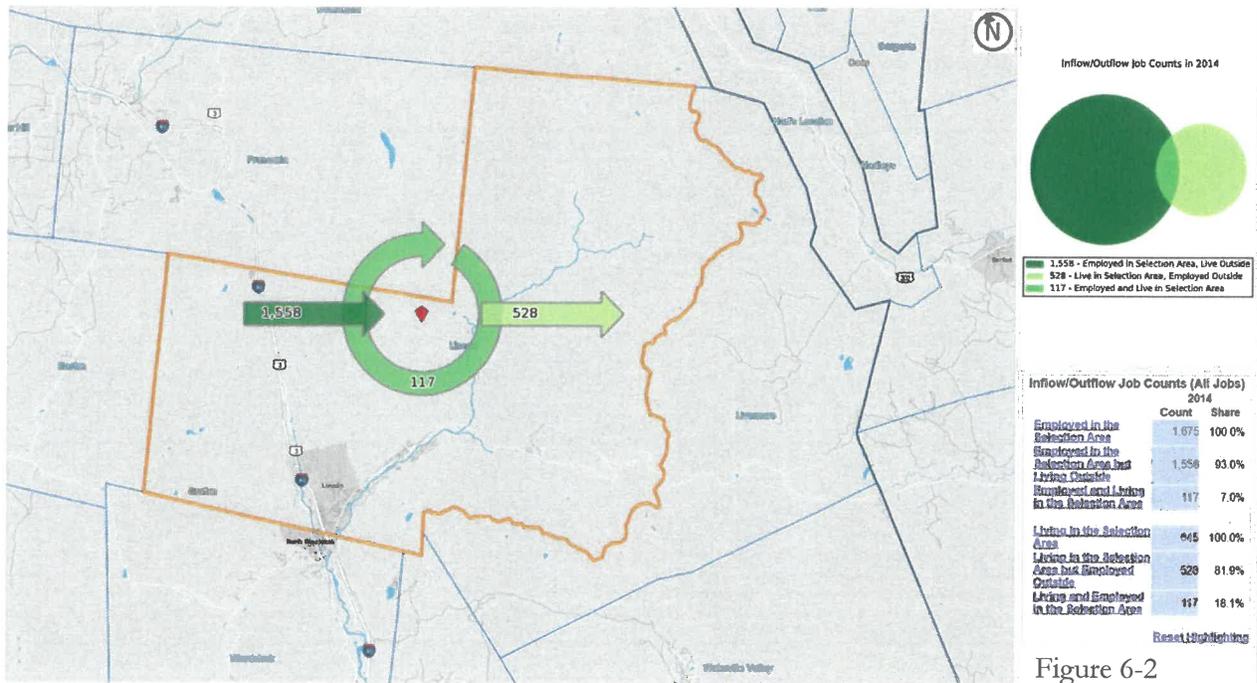


Figure 6-2

Providing a remote parking area and shuttle service during large events has been proposed to mitigate occasional vehicle surges. Providing better traffic flow during busy weekends and a dedicated place for parking for large events was marked as ‘Most Important’ by 45% of the 2015 community survey participants.

Looking Forward

The excellent north-south highway access to and from Lincoln provided by I-93 is vital to the economy and quality of life in Town. This system will be in place for the foreseeable future to support Lincoln and surrounding communities.

Lincoln may need to consider reexamining its authority over the private roads within private developments. These roads make up the majority of access Routes to residential areas and public safety must be guaranteed. Many of these roads were built during a period when inspections and enforcement of road construction standards were lax. Providing fire and emergency access to these residences is a top priority for the Town and

roadway engineering must be up to standards.

The secondary state-maintained and Town-maintained roads are located in the denser developed areas in the village and the US Route 3 corridor. These roadways not only play a major role in the transportation network, but also greatly influence the aesthetics and character of the neighborhoods and commercial areas they serve. Improving the aesthetic character and quality of life for Lincoln residents could include improvements to these roadways.

Complete Streets

Recent planning and transportation policies in many communities in New Hampshire are now focusing on the design of roads to safely and efficiently move all users, accommodating both motorized and non-motorized users. Known as “Complete Streets”, this approach provides citizens with choices as to how they travel. It is a sustainable approach to transportation planning, as it will increase capacity of the road network, reduce traffic congestion by promoting mobility options,

limit greenhouse gas emissions, and promote healthy living. The ability for people of all abilities and in various modes to move safely throughout the community is heavily influenced by land use and transportation planning, design, and policies.

Several New Hampshire communities have adopted Complete Street policies and have worked with NHDOT to improve their roadways, particularly in the central commercial core of the community. With the underlying notion that streets are a public space, for people, a Complete Street is designed to safely accommodate all modes of traffic, increase aesthetic value and en-

courage a more lively environment. This approach can be used to improve the traffic in the Village Center area along Main Street as well as the US Route 3 corridor. These design recommendations also focus on the aesthetic value of the street as a community space and can improve the overall character of these areas of Lincoln, making them more pedestrian friendly and beautifying the neighborhoods.



Figure 6.3

7

Public Services & Facilities

INTRODUCTION

Continue to provide community residents and businesses with affordable and quality municipal services: fire protection, highways, parks and recreation, police, solid waste disposal, education, water and sewer, to meet future growth and community needs.



Introduction

Population and housing growth often result in a corresponding increase in the demand on municipal services and infrastructure systems. Planning for this growth from a municipal services standpoint is important in order to spread the cost of capital expenditures over a period of time and ensure that an adequate level of service is maintained for residents and businesses. Additionally, as Lincoln is a tourist destination, municipal services and infrastructure capacity and fiscal planning must take into account the increased demand for services created by the influx of seasonal residents and tourists.

This chapter examines Lincoln's municipal services from the perspective of facility and equipment needs of the various town departments to support existing and projected demand. Additionally, staffing levels are also discussed for each respective department. The facilities include the Town Hall, police and emergency services, fire and emergency services, library, public works, recreation department and the school district.

Providing public service is an important element in protecting the health, safety and welfare of the community. Lincoln's community facilities are physical manifestations of services for local residents. The need for community facilities is determined largely by existing and future population growth, land use patterns and the need for replacing outdated facilities.

Community Services

Town Office Building

The Lincoln Town Office Building, rebuilt in 1998,

What We Heard...

Lincoln residents are satisfied with the service provided by the Town. 80% of respondents agree that historic preservation should be encouraged in town, in particular buildings such as the church, library, and millworker housing in the Village Center.

Most desired additional cultural opportunities include more music, particularly outdoor events and art galleries and outlets for artisans.

Recreational programs and services offered by the town are adequate. Recreational opportunities ranked most important include walking and biking trails, swimming in the Pemi River, XC skiing trails.

Access to the river for swimming is important, and maintaining open public access to traditional swimming holes is a priority.

Many folks would like to see more winter trails for XC skiing and snowshoeing.

is located at 148 Main Street across from Church Street in the village center. Most of the Town services have their office in the Town Building. The first floor houses the Town Clerk/Tax Collector's office, the Town Manager's office, the Finance Department, Planning Department, Assessing Office, Town Welfare Office. The Police Department and Emergency Management Office are located on the lower level. In addition to office space, the town building has storage space, a large conference and meeting room, a vault, kitchen and public restrooms.

Although the available office space is currently adequate for the current number of employees, the Town Offices need more document and map storage space. The Town needs a larger and more accessible filing system to accommodate the large numbers of condominium developments with a separate file for each dwelling unit. Each development in town has Site Plan Review documents including plans, and then each unit also has permits and plans and other forms of documentation that needs to be filed.

The stairway to the attic was completed in 2015. The files formerly stored in the "back room" were moved up to the attic. The "back room" was made into another office. However, Town Hall still needs additional filing cabinets and substantially more dedicated map storage to be accessible to the main offices. All documents impacting specific lots should be filed in map and lot order, with separate files for each of the "mother lots" filed in front of each development also in map and lot order. Currently, there are half as many filing cabinets as are needed for Planning and Zoning and half as many map storage boxes as are needed. Currently, the condominium developments are being stored in boxes in the Planning Office in no particular order.

As either the population increases or the number of dwelling units increases, the demand for Town

services housed at Town Hall will increase and the Town Hall will require more office and storage space.

Police Services

The Lincoln Police Department maintains four administrative offices and three cells for temporary detainment. The Department employs 8 full-time officers and 1 part-time officer, 5 full-time and 3 part-time civilian employees. The department owns and maintains 6 cruisers and 2 sign trailers.

The number of calls for police service decreased in 2015, when compared to the previous 2 years. Figure 7-1 below shows the changes in the distribution of the number of offenses and arrests for the last three consecutive years.

The police department annual appropriated budget for 2016 is \$1,008,011. This represents an increase of \$67,968.00 over the 2015 appropriated budget of \$940,043. The budget in 2015 saw a decrease of \$16,656 from the 2014 Budget of \$956,702 which forced the department to cut back on programs.

The Lincoln Police Department has mutual aid contracts with many towns in the region: Franconia, Thornton, Campton, Woodstock, Waterville Valley and Plymouth. However, it has been pointed out that better communication between the different police departments in the region is necessary and would greatly improve the quality of service, as well as helping officers in their investigation.

In the beginning of 2016 all police officers have been equipped with Body Worn Cameras (BWC), and training in their use. They have also launched a new app called myPD that replaces an older app. This allows citizens to get updates from the department as well as relay information. The Police Department would like to see a full upgrade

of the Dispatch system and incorporate e-ticketing technology. Staffing needs continue to increase as the town grows. The department will continue to maintain high standards and will continue to work on community issues that are important to the citizens of the town.

Year	2013	2014	2015
Service	27055	27332	21150
Total Offenses	333	317	327
Felonies	33	32	35
Arrests	107	103	99
Juveniles	15	7	6
PC	22	9	12
Tickets	1323	787	931
Parking	119	144	119
Accidents	68	90	101

Figure 7-1

The dispatch center was completely rehabilitated and modernized in 2015. Dispatchers now have the computer access they need for the radio system and the Federal NCIC system in order to more efficiently monitor agencies.

The fire, police, and ambulance services will have engaged in a mock emergency exercise in 2016. This will be the first collaborative exercise between departments in over 10 years. The department has improved our emergency notification capabilities which provides all residents who have provided their contact information to the Department with emergency alerts.

Fire and Emergency Services

Lincoln's Fire Station is located on Church Street

and contains four truck bays, office space and a training room. The Lincoln Fire Department responded to 162 calls in 2015. These calls listed below consisted of fires, auto fires, motor vehicle accidents, rescue, and many alarm activations.

- 58 alarm activations
- 28 motor vehicle accidents
- 5 Burnt food
- 2 motor vehicle fire
- 9 special details
- 5 building fires
- 3 chimney fires
- 7 CO alarm
- 12 propane leak
- 6 DHART Helicopter landings
- 3 smoke in the building
- 7 service calls
- 4 elevator rescues
- 4 brush fires
- 2 dumpster fires
- 4 hiker rescues
- 3 water rescues

The equipment and apparatus currently owned by the fire department consists of:

- E1 International Pumper
- T1 Hahn Tower Truck
- E2 International 4900 Pumper
- R4 Rescue Vehicle

This equipment is in good working order and is expected to be in use for the next 5 to 10 years and beyond. A new 105' Tower Truck is planned for future purchase in order to handle the increased building heights of new development in town.

Lincoln has 20 volunteer Firefighters as of 2015. These members are taking Fire Level 1 and Fire

Level 2 training specializing in extrication, utilizing fire academy props and focusing on high-rise firefighting techniques. The Lincoln Fire Department has mutual aid contracts with the town of Waterville Valley and Woodstock.

The fire department annual appropriated budget for 2016 is \$113,825. This represents an increase of \$11,075 over the 2015 appropriated budget of \$102,750. The budget in 2015 saw an \$8,828 decrease from the 2014 budget of \$111,578.

Future needs of the department include equipment that can reach the tallest building recently constructed in the village area. Training on the latest technology being used in current building construction is important to the department's ability to handle new hazards and response to emergencies. Other issues that could affect operations are lack of adequate water pressure throughout town, non-functioning fire hydrants in private developments, private roads not built to adequately accommodate fire and safety vehicles and equipment.

Health Care

A full scope of health and welfare facilities is available to residents on a local and regional basis. Following is a summary of these services:

On the local level, the combined populations of Lincoln and Woodstock are sufficient to support a full-time physician, physician assistant and 2 dentists. The office is open weekdays and sees up to 50 patients per day. The clinic serves Lincoln and Woodstock residents mainly, as well as some Thornton residents, second homeowners, tourists and skiers.

The Linwood Ambulance Service is a not-for-profit 501(c)3 organization made up of volunteers who provide emergency medical services to the towns of Lincoln and Woodstock. Both towns have been recognized as HeartSafe Communities.

This status is granted to towns that have adequate equipment and trained personnel, based on population size, who can respond to cardiac emergencies.

North Country Home Health & Hospice operate a satellite office from the clinic building for local clients. This agency provides services that include visiting nurses, physical therapists and other health services to people unable to handle daily tasks following surgery, illness or injury. The present facility is adequate to meet current needs. All of the professionals occupying the building are tenants of the center and pay rent.

The center is also home to a satellite office of the White Mountain Mental Health Services.

On a regional basis, Lincoln is equidistant from Littleton and Plymouth, both communities with hospitals. The Ambulance service is associated with the Plymouth Hospital.

Grafton County Senior Citizens Council, Inc. is a private nonprofit organization that provides programs and services to support the health and well-being of our older citizens. The Council's programs enable elderly individuals to remain independent in their own homes and communities for as long as possible.

The Council operates eight senior centers in Plymouth, Littleton, Canaan, Lebanon, Bristol, Orford, Haverhill and Lincoln and also sponsors the Retired and Senior Volunteer Program of the Upper Valley and White Mountains (RSVP). Through the centers and RSVP, older adults and their families take part in a range of community-based long-term services including home delivered meals, congregate dining programs, transportation, adult day care, chore/home repair services, recreational and educational programs, and volunteer opportunities.

During 2002, one or more of the Council's programs offered through the Linwood Area Senior

Services served 126 older residents of Lincoln located in the Lin-Wood Community Center on Pollard Rd. Services include:

- Community Luncheons on Mondays and Wednesdays
- Home Delivered Meals
- Van Services
- Blood Pressure and Blood sugar testing Clinics through North Country Home Health and Lin-Wood Ambulance Services
- Monthly events

The cost to provide Council services for Lincoln’s residents in 2002 was \$59,053. Services were funded by: Federal and State programs 51%, Municipalities, Grants & Contracts, County and United Way 14.3%, Contributions 10.9%, In-Kind donations 16.2%, Other 2%, Friends of GCSCC 5.6%).

Welfare Department

The Welfare Department assists Lincoln residents unable to provide for their own documented shelter, food, medication, utility, or other emergency

needs. It provides assistance to qualified individuals, and promotes independence through guidance and referrals. In addition, the Department actively participates in local social service networks.

The Town provides emergency general assistance to individuals and families who “are poor and unable to support themselves” (NH RSA:165). By law, any Lincoln resident expressing a need for help may file an application for assistance.

In Fiscal Year 2015, the Welfare Department took applications from 67 individuals and families, 11 of whom were filing for assistance for the first time. Extra pressure has been put on the department with the recent closing of five of eight branches of the Tri-County Community Action Program walk-in offices in an effort to save administrative costs. Tri-County CAP is a social service agency that provides heating fuel assistance and other funding for North Country residents. The Plymouth Tri-County CAP office is now the only office that is now serving the Grafton County population. Lincoln households received fuel assistance relief, as well as enrolled in NHEC Electrical Assistance Program.

The FY15 total General Assistance expenditure was \$1687.54, almost \$7,766. below FY2014.

Figure 7-2

Welfare Expenditures			
Item	FY14	FY15	* % Left
Food	\$338.10	\$114.30	92.38
Shelter	\$7,173.35	\$1,365.00	94.07
Utilities	\$1,281.05	\$0.00	100
Fuel Assistance	\$660.65	\$208.24	93.06
Welfare Direct Assistance	\$9,454.00	\$1,687.54	94.47
Balance Remaining	\$21,046.85	\$2,812.46	

Percentage Left **69.11%** **94.47%**

*%Left of budgeted line item

Cemeteries

The Riverside Cemetery is located on Riverside Drive and it is well maintained and managed by a Board of Trustees. In 1990, the cemetery was expanded by two acres, with which the expansion should meet the Town’s needs for the next twenty years. The Cemetery employs one fulltime caretaker who maintains the grounds and stones. Basic mainte-

nance activities, such as steam cleaning of headstones and cement footings so stones won't fall, are and will be required in the future.

■ Utilities and Public Services

Solid Waste

The Towns of Lincoln and Woodstock have formed a cooperative that runs a joint facility to dispose of the solid waste generated by the two Towns. The Lincoln-Woodstock Solid Waste Facility is located behind McDonald's on Recycle Road in Lincoln. The Facility collects recyclables, household waste, construction waste, yard waste and brush and contaminants such as used oil, batteries, and florescent lamps.

The facility operates a Dual Stream Recycling program, requiring the consumer to separate recyclables. In 2015 the recyclables were recorded as:

- 241.79 ton of metal, plastic and glass 3.486 ton of metal cans
- 24.42 ton of electronics
- 152.01 ton of cardboard
- 21 ton of paper and 131.28 to of scrap metal.

The remaining waste that is not recyclable at the Lincoln-Woodstock transfer station is handled by Waste Management, Inc. on a contractual basis. The facility employs three full-time people and runs with an annual budget of \$298,900.

Public Works

Lincoln's Department of Public Works' highway garage is located off Cemetery Road. The building is able to store indoors at least four large trucks or loaders, and also contains an office and workspace. The Department also stores salt and sand in a shed located next to the highway garage. The Department consists of a supervisor and a

three-man crew. An additional part-time crew-member joins the team during the summer months mostly for grass mowing.

Major equipment maintained by the department includes:

- 2004 Caterpillar 924 G IT Loader
- 2012 Ford ¾ Ton 2wd pick up
- 2004 tractor (Holder snow blower and mower)
- 2009 2 ½ ton International dump truck
- 2013 Chevy ¾ ton pick up
- 2004 Ford F550
- 2010 Ford F550
- 2008 Chevy ¾ ton pick up
- 2014 Caterpillar 420 F IT Backhoe

The Department is responsible for maintenance, repairs and construction of local roads, sidewalks, Town buildings, and Town property as well as maintenance of the cemetery and burials. The department also devotes the services of one crew-member daily to operate the sewer plant and water facilities.

The Department of Public Works operates on an annual budget of approximately \$328,700.

Public Water and Wastewater Distribution and Treatment Systems

Water Supply

According to the Water System Assessment completed in 2016 by Hoyle Tanner & Associates, the Lincoln potable water system currently includes three supply sources, a Water Treatment Plant, three distribution storage tanks, and five pressure zones. The East Branch of the Pemigewasset River, and Loon Pond reservoir supplies are conveyed to the Water Treatment Plant (WTP), water from the river intake is pumped to the WPT and

gravity fed to the WTP from Loon Pond. The supply is treated at the WTP which filters the water and pumps it to a 250,000 gallon clear well. This clear well storage tank pumps the water into the distribution system throughout the town. The WTP provides 93.5% of water production. The Cold Spring Well a series of six gravel wells adjacent to the Pemigewasset River is used to increase capacity and is in service about 1/3 of the time and supplies 6.5% of total production.

Capacity

Constructed in 1993, the water treatment plant is designed to house four filter units, three of which have been installed to date. The total current filtration capacity of the WTP is 1.5 million gallons per day (mgd). Plans to install a fourth filter in the future would bring the capacity to 2.0 mgd. There is some loss of capacity (approximately 3%) due to the system backwashing function.

The well system at Cold Springs has a capacity of approximately 400,000 gallons per day (gpd), however it generally supplies less than 200,000 gpd. The central well vertical turbine pump and 40 HP drive were overhauled in 1996. The pump in Well #4 was replaced and surging in 1999 rehabilitated all wells. Water quality from the wells has historically been good.

Together it is estimated that the WTP and the Cold Spring Well systems are capable of producing 1.75 million gallons per day.

Pressure Zones, Storage and Pump Stations

The Lincoln distribution contains five pressure zones: Main Pressure Zone, Indianhead, The Landing, Loon Village and South Peak. Most of the system is located in the Main Pressure Zone which includes the Water Treatment Plant and the Forest Ridge Tank which has a storage capacity of 1,000,000 gallons, and the Cold Spring Well.

Several booster pumps are used to pump water to higher elevations and storage tanks. Two additional storage tanks are located within the pressure zones, a 146,000 gallon tank at Indian Head, a 500,000 gallon tank at Loon Mountain, while other areas are fed by booster pump stations.

Water System Ownership

The Lincoln water system is owned by both the Town and by private associations. The Town-owned system is a public regulated water system which must comply with all State and Federal regulations. This system includes all of the production of water consumed throughout the town, treatment and storage facilities as well as two pump stations, (Boyce Brook and Loon Village), in addition to the distribution system throughout the Village area, along Main Street to Lincoln Station, Pollard Rd, and all infrastructure along Route 3.

There are 19 privately owned water systems contained within homeowners associations. These systems consist only of piping and appurtenances, and two booster pump stations. The regulatory status of these systems is undetermined under the definition of a “public water system” per the NH DES. This presents issues as to the oversight, quality testing and proper maintenance of these systems, and significant responsibility and liability issues for the Town.

Usage and Demand

Lincoln’s water usage data are unreliable, given that consumers do not pay a water bill, and hence actual water use is not recorded. Thus demand can only be supposed in terms of water production. This does not allow for the separate analysis of any water loss or “non-revenue” water usage and hinders any demand management or water conservation efforts.

For the 5-year period from 2011 through 2015 the water production ranged between 400,000 gallons per day (gpd) and 1,000,000 gpd. Records show seasonal spikes during winter and summer, with lowest usage in spring and fall months. Maximum daily water production shows an increasing trend over the past 5 years of about 4.4%. Based on this trend the Town will need to install the fourth filter at the WTP around the year 2024 to keep up with demand. However, if economic conditions continue to improve, and development increases at a more rapid rate than seen over the last 5 years, water demand will increase at a higher rate, necessitating the fourth filter much sooner.

Management measures such as the promotion of water consumption awareness and public education on how to conserve this finite natural resource, along with accurate source and customer metering to record usage, could greatly impact the future of Lincoln's water supply.

Sewer

The majority of the Town is served by a public sewer system which connects directly to the Lincoln Waste Water Treatment Facility. The Lincoln Waste Water Treatment facility was originally constructed in 1967 and has been upgraded as needed in the past. The most recent plant expansion was designed and permitted in 1988 for a capacity of 1.5 million gallons per day. This system can be expanded to a capacity of 1.8 million gallons per day as long as certain water quality criteria are met in the discharge. The 1988 upgrade included deepening the lagoons by adding height to the dikes. The bottom of the lagoons was disturbed to adjust the pipes to reduce short-circuiting in the system. The 1988 upgrade also included adding additional baffling to increase treatment efficiency as well as adding a dechlorination plant to the system.

The Lincoln sewerage lagoons do experience a significant amount of exfiltration. Exfiltration has been occurring at the lagoons for many years, however the amount of exfiltration increased after the 1988 upgrade. Most lagoon systems experience some exfiltration when they are first constructed, but tend to self-seal as sludge builds up on the bottom. Lincoln's lagoons experienced above average exfiltration rates and sealing of the bottoms has been slow. Testing of exfiltration has indicated that its water quality is as good if not better than the discharge from the outflow pipe.

Schools

Lin-Wood Public School

The Town of Lincoln is a member of the Lincoln-Woodstock Cooperative School District. The 2015-2016 student population for the school district is 319. The 2014-2015 District Expenditures were \$6,615,643. Lincoln's net appropriation for education was \$2,305,267 for FY 2015 representing 21% of the tax rate. Lincoln's portion of the combined budget is based on a formula, which uses the equalized valuation of the Town and the average daily membership.

The Lincoln-Woodstock Cooperative School District now has two buildings on Main Street in Lincoln called the Lin-Wood Public Schools. The school is located on a 40 acre site with room for expansion, outdoor recreation and parking. One half of the middle/high school building is thirty-eight years old, the other half opened in 1984. The elementary school building opened in 1991.

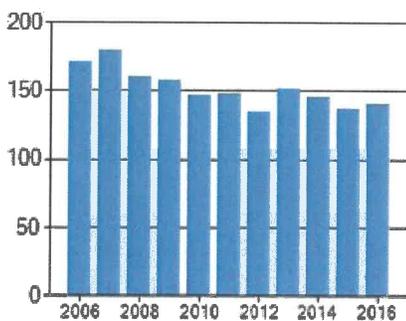
Personnel for the 2015-2016 school year include 40 teachers, 8 instructional support staff 7 Specialists, 3 administrative and other support, 3 administrators, 2 guidance counselors and 1 speech

pathologist, 1 librarian. Also available are a behavioral consultant and an occupational and physical therapist.

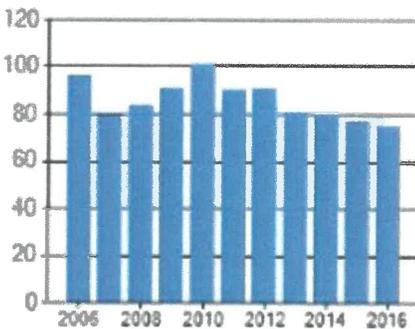
The district has a 95.8% high school graduation rate. Cost per pupil for the 2014-2015 school year was \$19,091, much higher than the state average of \$14,375. Enrollment overall has been declining for the past 10 years. Figure 7-3 below shows the

Figure 7-3

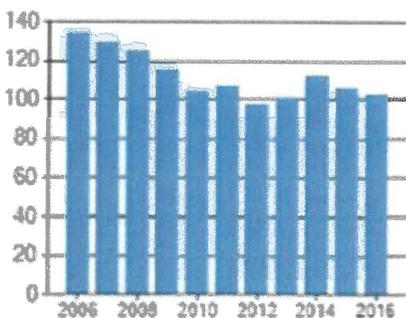
Lin-Wood Public School (Elem) Enrollment Trend



Lin-Wood Public School (Middle) Enrollment Trend



Lin-Wood Public School (High) Enrollment Trend



enrollment trends in the Lincoln-Woodstock Co-operative District from 2006 to 2016.

As enrollment has remained fairly stable over the past five years, enrollment is not expected to increase significantly during the next five years. School facilities should be adequate for at least the next ten years.

Culture and Recreation

Library

The Lincoln Public Library is located on Church Street. It serves the Town of Lincoln and works closely with the Moosilauke Public Library in Woodstock. It is a well-maintained facility within an approximately ninety-year-old building. The building was renovated and expanded in 1996, tripling its size. The Lincoln Public Library remains a vital and well-utilized department of the Town of Lincoln, one that many of the citizens and visitors to the area use on a daily basis. The Lincoln Public Library has received a 5-star rating from Library Journal for the past 7 years and is considered one of the best public libraries in the state.

The Library has 2,389 members and a total collection of approximately 12,672 volumes, including movies and magazines. It also offers inter-library loan services and free wireless internet access and free use of 6 computers and copy/fax services. It also has a meeting room that is available for use free of charge to any local non-profit group. Online browsing for titles and downloadable books are also available through the web site. The library offers children's programming, book clubs, author events and Humanities Council programming.

The Friends of Lincoln Library is a supportive organization adding extras like 5 museums passes

to be used by Library patrons, Newspaper subscriptions, movie licensing subscription, and sponsoring many events. Their membership consists of over 189 members. In 2015, the circulation of items checked out was 10,985.

Recreation Department

The Lincoln-Woodstock Recreation Department operates and manages the Kancamagus Recreation Area at 64 Forest Ridge Road, the Father Roger Bilodeau Community Center at 194 Pollard Road, and the Community Ball Field at 72 Lincoln Drive. All of these facilities are owned by the Town of Lincoln, and are available for use by all Town residents of Lincoln and Woodstock.

The Town of Lincoln Recreation Department serves both the towns of Lincoln and Woodstock. The 2016 operating budget was \$307,544. Lincoln is responsible for 100% of this budget but receives 50% as revenue from the Town of Woodstock. The Department employs a Recreation Director and Program Coordinator, the only full-time employees, as well as about 42 seasonal staff members; 21 for the ski area during winter, 13 for summer camp, 4 afterschool program staff, and 4 part-time seasonal program staff.

Lincoln-Woodstock Friends of Recreation conducts annual fundraisers, which help fund a scholarship program for graduating high school Seniors, afterschool programs, summer programs, Kanc Ski area passes, and other services.

The Kanc Recreation Building contains about 1,300 sq. ft. of usable space. It contains a small activity room upstairs, and a large room on the ground floor. The first floor is used as a base lodge/warming hut in the winter when the ski slope is open, and the “Kanc Camp” is run out of this facility in the summer. The Kancamagus

Recreation Area also consists of a small rope tow ski slope, little league baseball field, basketball courts, ice-skating rink, picnic area, playground, and a two-story building.

The Father Roger Bilodeau Community Center is where the Recreation Department is located, as well as a non-profit child care center that leases space, and the Grafton County Senior Citizens Council that leases space. It also serves as a meeting room for the boy scouts, girl scouts, AA, and other community groups. The facilities also include a community garden, which is now in its second season. The Lincoln-Woodstock Food Pantry is located at the facility, is run by the Recreation Department and a non-profit board of directors, and is supported by community members, organizations and business members.

The Community Ball Field consists of a soccer and softball field, dugouts, and a concession stand/storage/bathroom building. In the summer, the Recreation Department’s adventure camp program is run out of the concession stand facility.

The Recreation Department offers many programs and events for all ages. Programs include youth sports, afterschool and vacation programs, summer camps and activities, Senior Citizen activities and programs, Open Gym programs, organized sports for adults and special events. The Recreation Center Program use percentages for 2015 were: Lincoln 53% and Woodstock 47%.

Current projects include the Riverfront Park project which will include a skate park, energy upgrades to the community center facility, a pavilion for the community garden, and improvements to an existing garage on the community center property.

■ Looking Forward

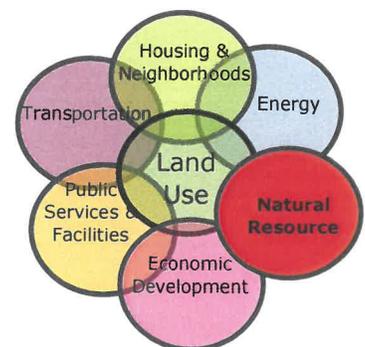
The community services and utilities future needs will depend upon the future growth of the Town and influx of seasonal residents and visitors. Much of the demand on the utilities and services is due to the transient populations. Forecasting and management is the most useful way to plan for future needs. Based on the information presented in this chapter several action items should be considered.

- Consider instituting water meter reading and installation program in order to better analyze usage, demand and future needs.
- Ensure that emergency services are capable of handling new building technologies, materials and sizes.
- Fund alternative transportation improvements such as sidewalks, multi-use trails, and bike lanes.

Natural Resources

INTRODUCTION

Continue to work with the White Mountain National Forest and other state, federal and local agencies to ensure the protection and preservation of the forests, rivers, and natural landscapes for the enjoyment of present and future residents and visitors of Lincoln.



Introduction

Lincoln's natural resources are considered a community asset and essential to the health and quality of life of the Town's citizens and visitors. Surrounded by the natural beauty of White Mountain National Forest (WMNF), the Town of Lincoln is fortunate in its abundance of natural features, expansive wilderness habitat, beautiful clean rivers streams and other natural resources. Year-round and seasonal residents, as well as thousands of tourists visiting Lincoln, enjoy the recreational opportunities and general quality of life afforded by this environment. Maintaining the health and beauty of the mountain forest ecosystem is essential to economic development in Lincoln. Many of the Town's planning and development decisions are motivated by the desire to conserve and protect the Town's natural resources.

Natural resources play a very large role in the character, development patterns and overall functioning of Lincoln. Over 90% of the Town's land area is protected by the Forest Service and the Franconia State Park. The balance of town land, not within the WMNF boundary, is mostly developed as commercial and residential areas along the Route 112 and Route 3 corridors. These two corridors were developed following two major waterways that run through the Town: The Pemigewasset River along Route 3, and the East Branch of the Pemigewasset River along Route 112. Due to geologic character and conservation and protection policies, development along these waterways is further restricted by setbacks and buffer zones.



Facts about Lincoln's Natural Resources

- Approximately 78,500 acres of protected forest land.
- A total of 6 major water bodies, including rivers, streams and ponds, make up approximately 128 acres of surface water area.
- The majority of Lincoln's soils fall within the glacial till group.
- Two major rivers and many contributory streams and brooks run through the town.
- Lincoln lies within the Pemigewasset Basin watershed, a subwatershed of the Merrimack River Watershed.
- Most areas are highly ranked Habitat landscapes by the NH Wildlife Action Plan.
- Approximately 73% of undeveloped land outside of the WMNF boundary contains highly erodible soils.

■ Topography

Lincoln lies within the White Mountain ecoregion of New Hampshire. Elevations range from 811 feet at the center of the village to 4,682 feet at the top of Mt. Carrigain in the White Mountain National Forest. The town center is situated in a river valley surrounded by mountainous terrain. There are several significant peaks in Lincoln including: Mt. Carrigain, Mt. Hancock, Mt. Osceola, Mt. Liberty, and Mt. Flume.

■ Climate

The climate of northern New Hampshire, which brings beautiful fall colors, winter snow recreation, and comfortable summer temperatures, is the backbone of Lincoln's economy and quality of life. This aspect of natural resources is critical to understand when planning for the future.

Lincoln's climate is created largely as a result of its latitude, topography and geographic location on the east coast of North America. Continental air masses that affect Lincoln's climate originate over Canada bringing cold, dry air from the north, and over the Gulf Coast bringing warm, moist air from the south. Although the Canadian air mass dominates in winter and the maritime air mass rules the summer months, the boundary between air masses shifts as storms pass through the region creating typical New England fluctuating weather.

The nearby Woodstock weather station temperature and precipitation data were used to develop estimates. The average daily temperature in Lincoln is 44.75 degrees Fahrenheit with January consistently has the coldest temperatures and July is the warmest month. Annual precipitation totals 44 inches. The average annual snowfall is 97 inches. The least precipitation occurs during the winter months of January, February and March;

July, November and December have consistently been wettest.

Scientific data indicates that the climate is changing, bringing warmer temperatures and more frequent severe weather events. Over the last century, the average annual temperature has increased by 1.8°F in the northeast United States, and in New England the average winter (December to February) temperature has increased 4.4°F over the last 30 years. Northern New Hampshire has been getting warmer and wetter over the last four decades, this trend is expected to continue for the foreseeable future.

This forecast has significant implications for northern New Hampshire forest environments, including hotter summers and warmer winters, less snow cover, more invasive pests and weeds, and an increase in precipitation in the form of rain, and the frequency of extreme precipitation events. Climate change is affecting the region's plants, animals and forest environment. This region may see a decrease in native species of trees and other plants that thrive in colder climates such as Sugar Maples and White Pines. Climate models project a substantial northward shift in habitat for these species.

The temperature models indicate greater increases in the winter temperatures than in the summer. The number of snow covered days (more than an inch of snow on the ground) has been decreasing steadily since 1970, which could have a significant impact on Lincoln's winter recreation economy. While ski mountains now rely on manmade snow to cover over 90% of trails, snowmaking also requires low temperatures. Other winter recreational activities such as snowmobiling, snow shoeing and Nordic skiing that rely on natural snow cover will be most significantly impacted.

Water Resources

The ponds, rivers, brooks and streams of Lincoln are one of the most visually dominant features of the Town's landscape. Their scenic beauty and recreational appeal contribute both to the Town's quality of life and economic health. The East Branch of the Pemigewasset River, the Loon Pond and the Cold Spring wells are the primary source of potable water for the Town of Lincoln. In addition to surface water, groundwater is an important water resource as it is the secondary water source for Lincoln residents who rely on wells. With these many competing uses for the Town's water resources, a balance must be maintained between the use and protection of the resource. With proper management, plentiful clean water will always be available for domestic and commercial consumption, as well as for recreational enjoyment in Lincoln.

Surface Water

Surface water is precipitation that does not soak into the ground, but runs off forming rivers, ponds, and lakes. On average, one-third of the annual precipitation runs off the land directly into surface water bodies.

The majority of surface water in Lincoln ends up in the two main rivers that run through the valley: The Pemigewasset, running parallel to Route 3 from north to south, and the East Branch of the Pemigewasset that flows from the northeast into the southerly flowing "Pemi." Lincoln does not have an abundance of contained surface water such as ponds and lakes. There are three ponds (Bog, Loon and Black) and one lake (Lonesome) within the Town. All three water bodies are within the protected lands of the White Mountain National Forest and Franconia State Park.

Most of Lincoln's surface water is of exceptionally good quality. According to the Legislative Clas-

sification of Surface Waters, most surface waters are Class B waters, except Boyce Pond Brook, Gordon Pond Brook and Loon Pond which are Class A waters. The quality of the water can be attributed to the undeveloped, natural environment of most of the watershed contributing to the rivers streams and ponds. However, run-off from developed lands can have a significant adverse impact on the water quality, particularly in the two major rivers that run through the developed areas. Protecting the riverbanks and controlling runoff must be a priority for the Town if the high quality of these water bodies is to be maintained.

Groundwater

The precipitation that does not runoff or evaporate infiltrates the soil and bedrock to recharge the groundwater supply. The water table is commonly 5 to 25 feet below the surface. Groundwater is usually of better quality than surface water because it is purified as it percolates through the soil and rock materials. However, it is more susceptible to contamination by human activity through septic systems, landfill sites and leakage from underground tanks, and surface contaminates infiltrating the soil. Because water moves through the ground very slowly, groundwater contamination is a serious, long-term problem. Once it occurs, it is difficult to clean it up. Therefore, it is important to protect Lincoln's groundwater aquifers.

According to the USGS there is a major aquifer underlying the Pemigewasset River Basin approximately 4.3 square miles in size. This aquifer is recharged by precipitation and ground water. This aquifer is a valuable resource for the Town, supplying many residents with drinking water from drilled wells. It is critical that the town protect the water quality of this aquifer by controlling non-point pollution sources. Land uses associated with

ground water contamination should be discouraged in the area of the aquifer including: landfills, septic systems, junkyards, and roads that are salted in the winter.

■ Floodplains

The majority of the flood prone areas, as shown on Map 8.1, are located along the East Branch of the Pemigewasset Rivers in the Village Districts. Pockets of flood prone areas are also seen along the Pemigewasset River and northeast of the village along the East Branch.

Although flooding has not been a frequent problem in Lincoln and has occurred rarely in the past, as recently as 2014 the town experienced flooding due to a significant rain event. If more severe storm events occur as predicted, the probability of flooding will increase.

■ Geology

Bedrock

Lincoln's underlying bedrock, frequently called "ledge", was formed along with the rest of the Appalachian Mountain chain hundreds of millions of years ago. Strong forces within the earth caused thick layers of ocean sediments to form sedimentary rocks, which were further squeezed and folded (metamorphosed) and pushed upward to form the mountains. These layers of schists and quartzites are named the Littleton Formation. Into these layers, rocks moved magma from deep underground chambers. This magma cooled and hardened into two different types of granite, the Kinsman Quartz Monzonite and the Concord Granite. The rocks of the Littleton Formation, generally harder than the granites and more resistant to erosion, form most of Lincoln's mountains.

Surficial Geology

The last period of glaciations ended almost ten thousand years ago. While some of the effects of glaciations may be significant, the basic topography of a mountainous area like Lincoln looks much the same as it did before the Ice Age. The most substantial change to the landscape occurred in the river valleys where melted water enlarged the river channels, and where sand and gravel brought down from areas to the North were deposited. The very extensive deposition of till by the glacier itself tended to smooth out the rough features of the landscape.

The sand and gravel deposits are valuable for three reasons: 1) as an economic resource for the local construction industry; 2) as a groundwater resource for municipal water supplies; and 3) for maintenance of the river flow and quality.

■ Soils

Understanding the characteristics and capabilities of the soils is very useful for planning the type, locations and intensities of future land use activities. Geology, climate, vegetation, relief, and time interact in varying ways to create many types of soils. Thus, soils and their ability to serve different functions can vary greatly from place to place. The many different functions characteristic of Lincoln have all contributed in some way to the development of nearly sixty different soil types in Town.

Soils differ because of different topography, even though they are formed from the same kind of parent material. A soil's parent material is the disintegrated and partially weathered rock from which the soil has formed. Parent materials for soils are grouped under four categories:

- **Alluvial** – Parent material such as sand, silt, gravel or clay that has been deposited on land

by recent rivers and streams.

- **Outwash** – Parent material is stratified material (chiefly sand and gravel) removed or “washed out” from a glacier by melt-water streams and deposited in front of or beyond the end moraine or the margin of an active glacier. The coarse material is deposited nearer to the ice.
- **Glacial Till** – Parent material is dominantly unsorted and unstratified drift, generally unconsolidated deposited directly by and underneath a glacier without subsequent reworking by melt-water and consisting of a heterogeneous mixture of clay, silt, sand, gravel, stones, and boulders.
- **Anthropogenic** – Parent material is human influenced.

The majority of Lincoln’s soils fall within the glacial till group. Soils within the glacial till group consist of either loose till (soils with a loose or granular consistency) or hardpan (a dense subsurface stratified soil layer). Outwash represents the second largest parent material category with outwash soils being typically described with a high sand content. Alluvial deposits are found within scattered pockets along the rivers. The smallest percentage of soils within the Town fall within the anthropogenic parent material category which are essentially human influenced.

Soils are defined in more narrow classes than parent materials to provide more detailed identification that provides a better understanding of their characteristics. These characteristics are applicable for proper soil management and/or for development or construction purposes. The classification of soils, referred to as the soil survey, is prepared on a county-wide basis by the U.S. Department of Agriculture (USDA) Soil Conservation Service (SCS). Field work for the last soil survey in Grafton County was completed in the late 1990’s. As the survey covers the entire county,

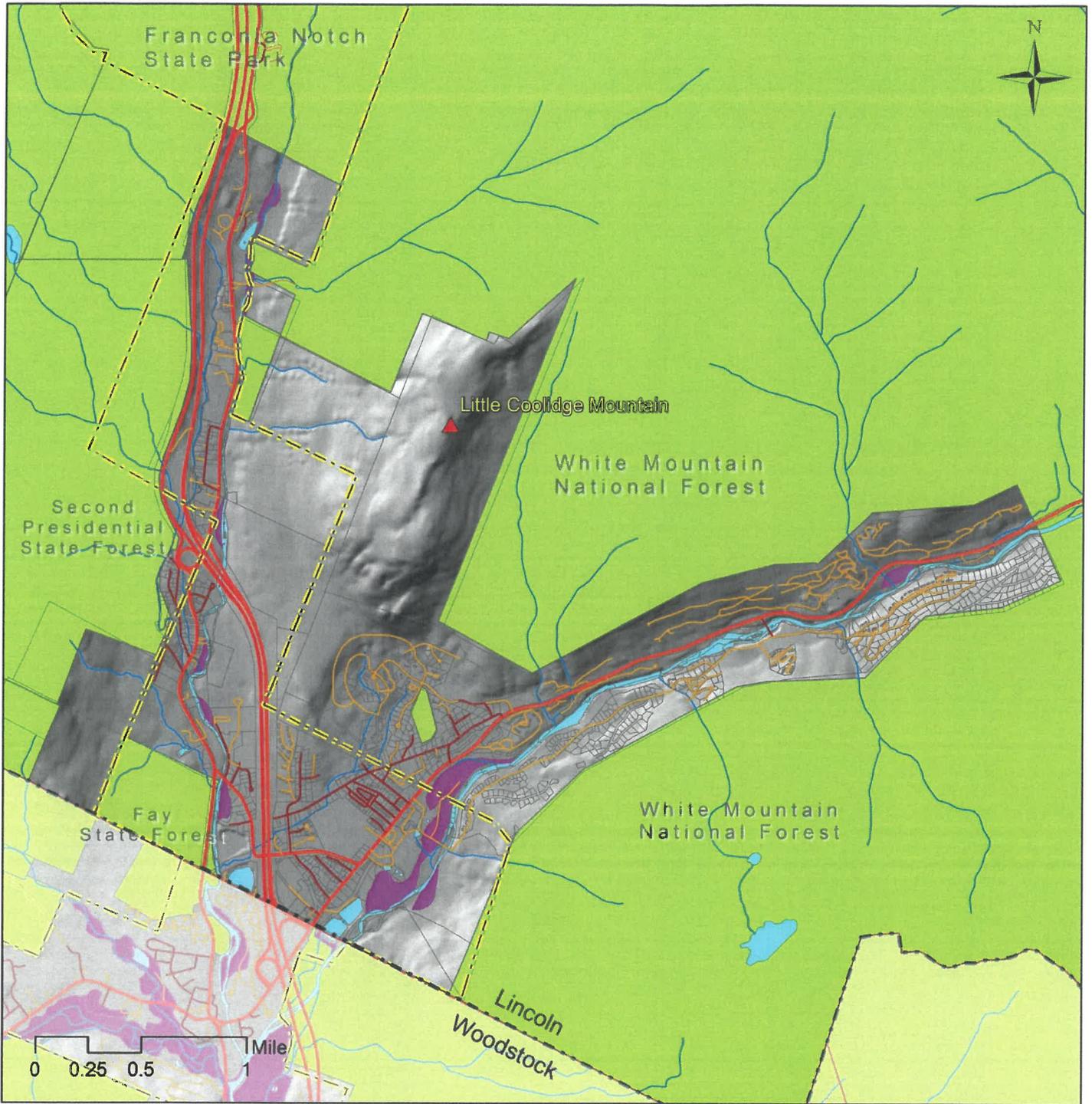
soil surveys are generally considered a “broad brush” type of analysis suitable only for large scale and municipal planning purposes, and therefore may not be an accurate representation of soils at small scales (development parcels) at the neighborhood or village level.

As shown on Map 8.2 a large portion of land, approximately 73%, that has not been developed in Lincoln (outside of the WMNF boundary) is made up of highly erodible soils. The NRCS has rated soils for erosion potential as part of a national program to identify highly erodible soils requiring special management. These soils are known to erode rapidly and extensively if disturbed, due to their physical properties and slope conditions. Highly erodible soils are of great importance to water quality as they may cause adverse impacts from sediment and nutrient loading in lakes, ponds, and streams. Steep slopes cover most of this area, leaving approximately 35% of potentially developable land with slopes under 15%.

Drainage

Natural soil drainage refers to the rapidity and extent of the removal of water from the soil, in relation to incoming water, especially of water removal by flow through the soil to underground spaces. Soil drainage, as a condition of the soil, refers to the frequency and duration of periods when the soil is free of saturation or partial saturation.

The majority of land in Lincoln is classified as excessively drained, somewhat excessively drained or well drained. In fact, most of the developed land in Lincoln is located in very well or well drained areas; only small scattered portions of land are moderately well or poorly drained.



Boundaries

- Municipal Boundary
- WMNF Proclamation Boundary
- Tax Parcels

■ Flood-prone Soils

Roads & Highways

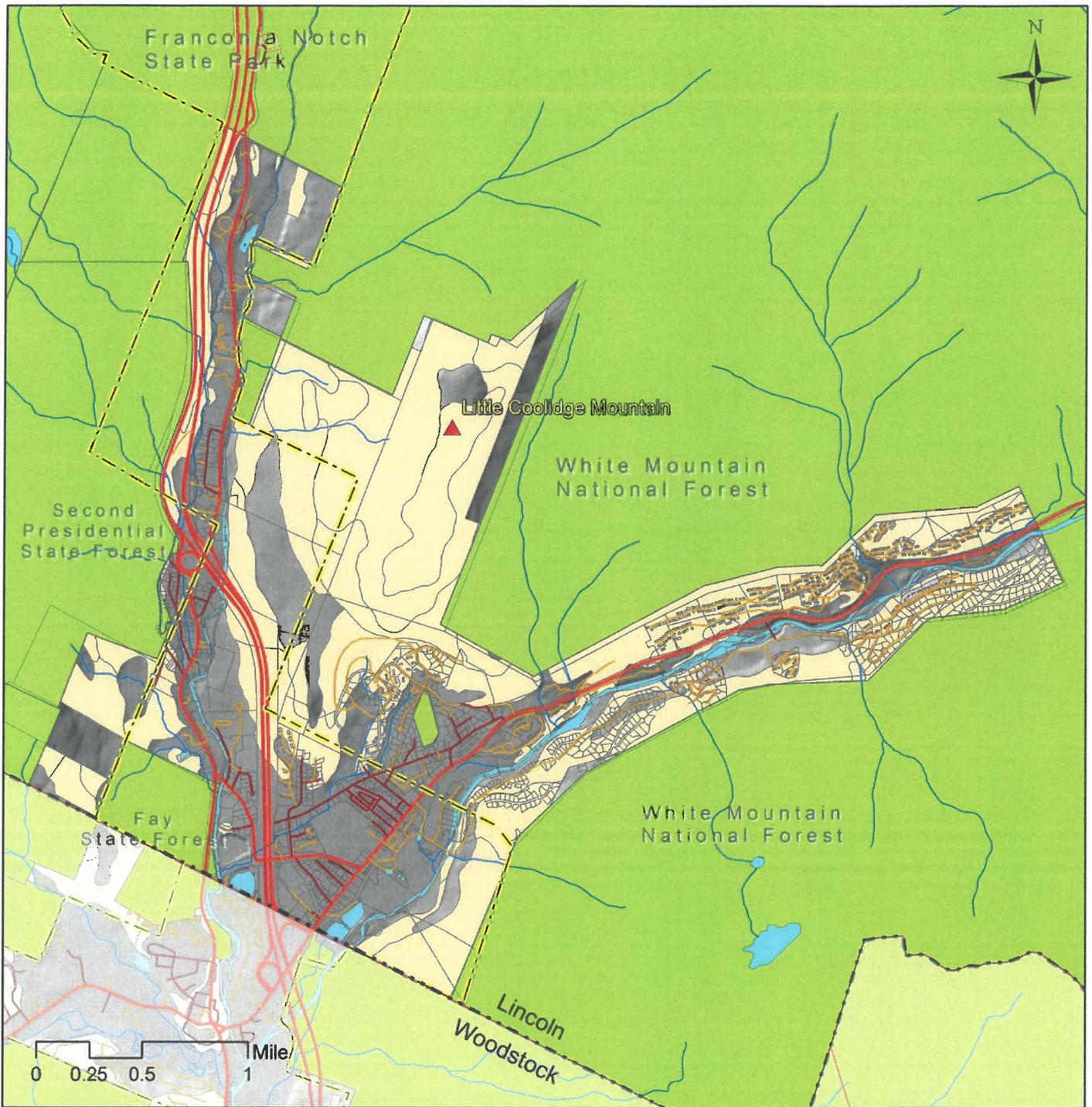
- State
- Local
- Private
- Not Maintained

Water Features

- Streams
- Surface Water Features

Flood-Prone Areas
Town of Lincoln, NH
Master Plan Update

MAP 8.1



Boundaries

- - - Municipal Boundary
- WMNF Proclamation Boundary
- Tax Parcels

□ Highly Erodible Soils

Roads & Highways

- State
- Local
- Private
- - - Not Maintained

Water Features

- Streams
- Surface Water Features

Highly Erodible Soils
Town of Lincoln, NH
Master Plan Update

MAP 8.2

Land Development Suitability

In order to assist users in determining the relative suitability of soils for a given use, the State Conservation Committee in cooperation with Grafton County Conservation District have developed soil potential ratings. These ratings have been adopted as a means of providing a common set of terms, applicable to all kinds of land use, for rating the quality of soil for a particular use relative to other soils in the area.

The kind of soils present within a community can greatly influence the types of activities that can take place in specific areas. Some areas, such as wetlands and steep slopes, have inherent limitations to development as well as soils limitations. The potential for development based on soil conditions are defined as follows:

- **Very High Potential** – Site conditions and soil properties are favorable for development with few or no soil limitations.
- **High Potential** – Site conditions and soil properties are not as favorable for development. Costs of measures for overcoming soil limitations are slightly higher than those soils with very high potential.
- **Moderate** – Site conditions and soil properties are below the reference soil (a soil with properties that have the most favorable characteristics for that particular use).
- **Low** – Site conditions and soil properties are significantly below the reference soil condition.
- **Very Low Potential** – There are severe soil limitations. Measures to overcome limitations are extremely high or cost prohibitive.

More specifically, development potential is high for soil that:

- Does not flood
- Is not wet (good drainage)
- Has adequate permeability

- Has suitable texture
- Has relatively deep water table
- Has adequate depth to bedrock
- Has a mild slope

Development potential is low for soil that:

- Floods
- Is wet (poor drainage)
- Is not very permeable
- Has fine texture
- Has high water table
- Has shallow depth to bedrock
- Has a steep slope

In combination with soil types, the topography, in particular the slope, is a condition that is typically factored into the development potential of a respective area. Depending on the region of the county and the type of development, site development regulations generally put limitations on development on slopes over 10% to 15%. As shown in Map 8.4, the majority of the undeveloped land in Lincoln contains slopes that are more than 15%, and therefore present some limitations to development.

Protected and Conservation Lands

Lincoln has about 78,000 acres of land protected for conservation purposes, representing more than 93% of the Town's total land area. Most of the conservation land within Lincoln is part of the White Mountain National Forest (74,553 acres) and the Franconia State Park (3,708 acres).

Federal legislation mandates that the National Forests be managed for multiple uses, including timber harvesting, wildlife management and recreation, and that land and resource management plans be prepared to guide this multi-purpose

management.

The attraction of Lincoln for residents, seasonal residents and tourists is the beauty of the White Mountain National Forest and the Franconia State Park. This land has been protected from possible future development and conserved through federal and state protection mechanisms. This protection has molded the character of Lincoln and is the basis for the Town's hospitality economy. Lincoln will continue to support and work with federal and state conservation efforts to ensure this valuable asset is maintained.

Forest Resources

As Lincoln has become more developed, increasing pressure has been exerted to convert undeveloped areas of the Town into a variety of man-made land uses. Forested land is one of the resources that is continually being transformed into the developed land areas of the Town.

Aside from its economic benefit as a scenic resource for seasonal residents and tourists and recreational activities, forestland provides a host of environmental benefits such as:

- Stabilizes soil, especially on hillsides where deforestation diminishes soils ability to absorb and hold water and results in erosion of slopes sedimentation in streams and lakes, and more frequent and severe flooding;
- Supplies wood for fuel, building and other wood products;
- Absorbs carbon dioxide and provides oxygen to the air;
- Stabilizes the water table which protects watersheds and drinking water supplies;
- Provides habitat and protection for numerous wildlife species;
- Provides shade in summer and wind protec-

tion in winter, and;

- Screens or buffers sights, sounds and wind

Forest vegetation extends from sub-ground level to shrubs and trees encompassing countless species. Because of Lincoln's generally steep slopes and good drainage of upland area, northern hardwoods (sugar maples, beech, paper birch and associated species) dominate. Where the soil and drainage conditions are different, there are stands of mixed white pine, hemlock and spruce. Fortunately, most of the forested lands in Lincoln are state and federally protected.

The forest cover in the Town of Lincoln is mostly hardwood (beech, oak, birch, aspen). Mixed forest and softwood (pine, spruce, fir, hemlock) are found in areas farther away from the village center, mostly on mountain tops.

The variety of plant life in Lincoln is quite extensive; examples include plants struggling to gain hold on mountain ledges, grasses and sedges common in what fields remain, and the various water-related species near river banks.

Wildlife Habitat

In 2015 the New Hampshire Fish and Game Department completed a state-wide Wildlife Action Plan (WAP) update based on the first ten-year Action Plan completed in 2005. The purpose of the WAP is to provide a tool to identify the species and habitats that are at the greatest risks and in need of conservation and lays out action strategies for each species and habitat. The WAP presents habitat information through an extensive database and series of GIS maps. The information contained in the WAP also serves as a benchmark for tracking implementation strategies and assessing the state of habitats across New Hampshire.

The Plan identified twenty-seven key habitat types

throughout the state. Six of the wildlife habitat land cover categories were identified in Lincoln:

- Cliff or Talus Slope
- High-elevation Spruce-Fir
- Low-elevation Spruce-Fir
- Northern Hardwood Conifer
- Hemlock-hardwood Pine
- Open Water

In addition to identifying the wildlife habitat cover, the WAP then analyzed the condition of the habitats and scored areas and established a ranking system in three (3) tiers as follows:

- Tier 1: Top Ranked Habitat in the State
- Tier 2: Top Ranked Habitat the in Biological Region
- Tier 3: Supporting Landscapes

As shown on Map 8.4, Lincoln contains significant amount of Tier 2 and Tier 3 Habitat, with a small amount of Tier 1 Habitat. The majority of the Tier 2 Habitat is within the White Mountain National Forest, while the Tier 1 and Tier 3 Supporting Landscapes are outside of that boundary on undeveloped lands. Tier 1 landscapes in Lincoln are found along the two major rivers, and a small area along Harvard Brook between the northbound and southbound lanes of I-93. As explained in the WAP, a 100-meter buffer is shown around the highest ranked aquatic habitat of highest ranked rivers and streams.

The Tier 3 Habitat is concentrated in an area west of the Pemigewasset River, around Little Coolidge Mountain, a habitat area comprising approximately 1215 acres. The Supporting Landscapes ranking is used for landscapes that were not Tier 1 or 2, but considered in the top 50% of each

habitat and very large intact forest blocks that were not otherwise top ranked. Some of these areas also coincide with highly erodible soils as shown on Map 8.4. Serious consideration for conservation should be considered in these locations.

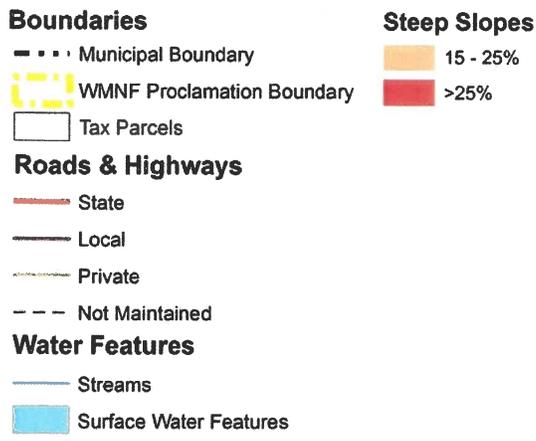
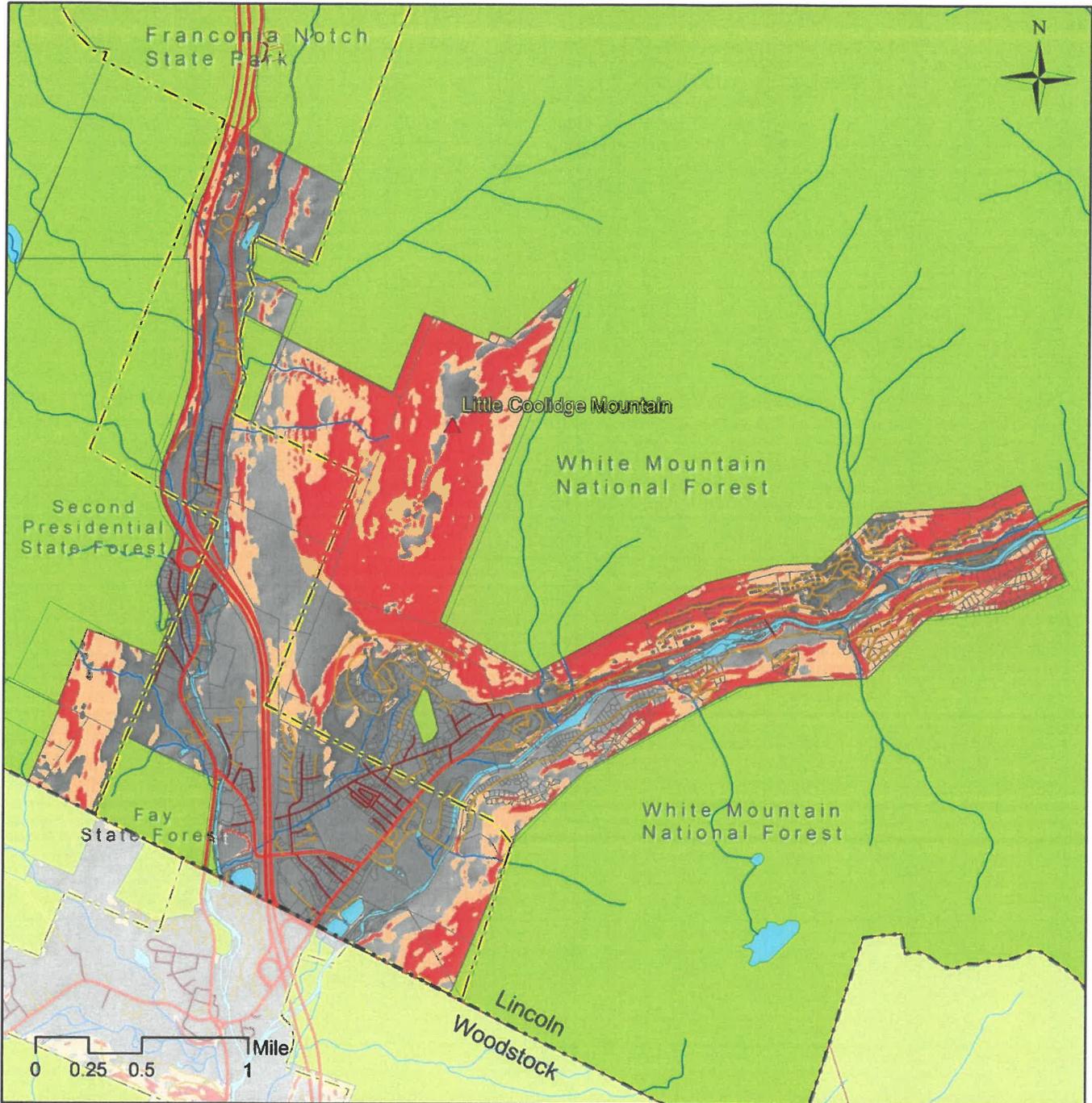
Looking Forward

Lincoln has a rich diversity of natural resources, many under the protection of the National Forest. Mountains, rivers and rich wildlife resources make it a desirable community to live in and visit. The challenge for the town will be how to ensure sustainable growth that protects these resources.

Available land for new development is limited. Mapping data shows that much of that undeveloped land contains steep slopes, fragile soils and valuable wildlife habitat. Development regulations should be reviewed to ensure that best practices are in place for any development in these areas. Soils and slope should be an important consideration for any new development. Low impact development standards that aim to control erosion, stormwater run-off, water filtration, and habitat restoration should be considered for any development in such areas.

Water is a critical resource for the Town and the condition of the waterways will directly affect the Town's ability to deliver clean drinking water, promote recreational activities, and protect valuable wildlife habitat. Protection of this natural resource must be a priority for Lincoln and be reflected in development regulations and standards. Flood potential and effects of climate change should be considered for future land use. Lincoln should continue to develop land use standards that protect both surface waters and groundwater.

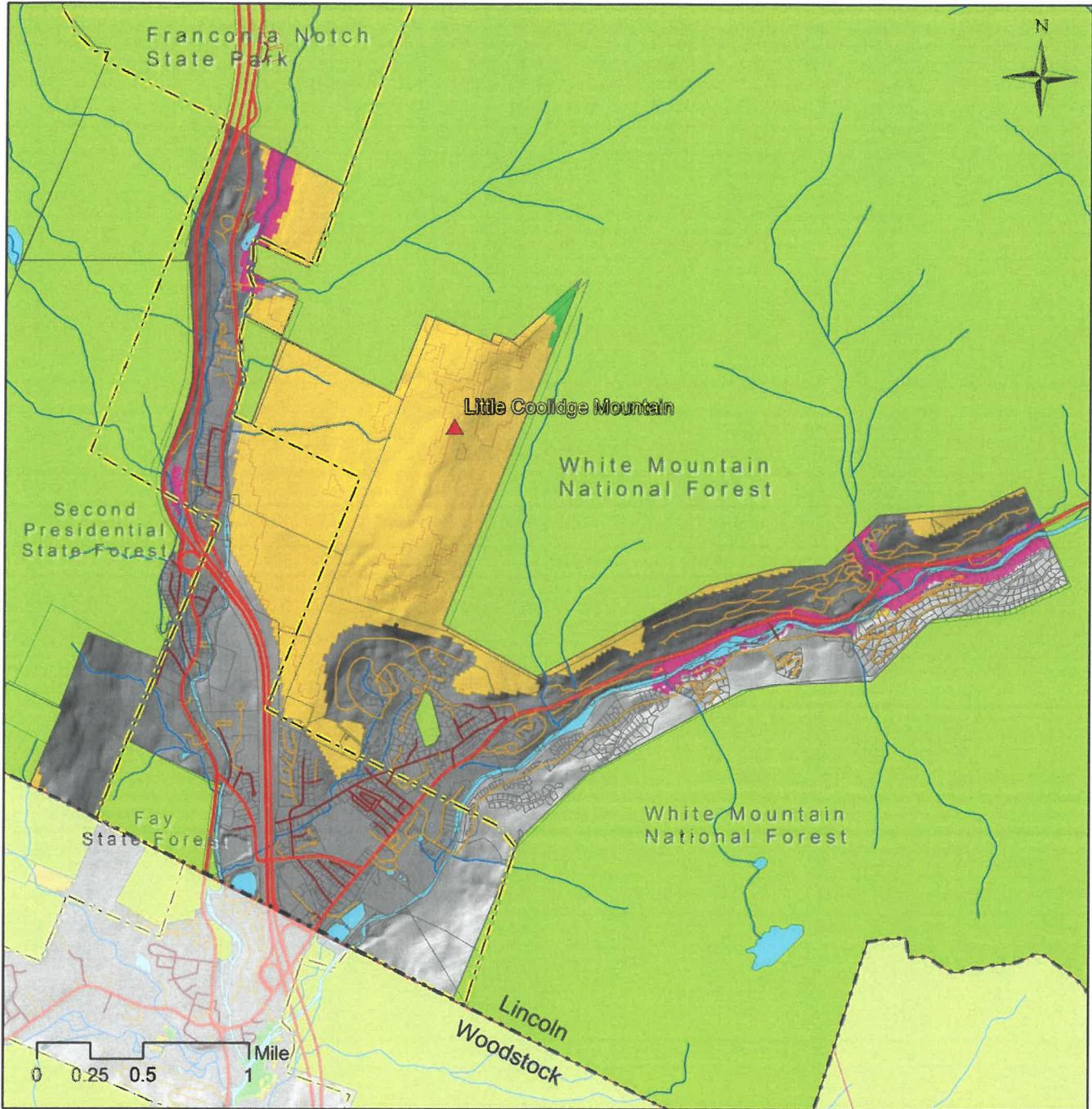
NATURAL & CULTURAL RESOURCES



Steep Slope Areas
Town of Lincoln, NH
Master Plan Update

MAP 8.3

NATURAL & CULTURAL RESOURCES



Boundaries

- Municipal Boundary
- WMNF Proclamation Boundary
- Tax Parcels

Roads & Highways

- State
- Local
- Private
- Not Maintained

Water Features

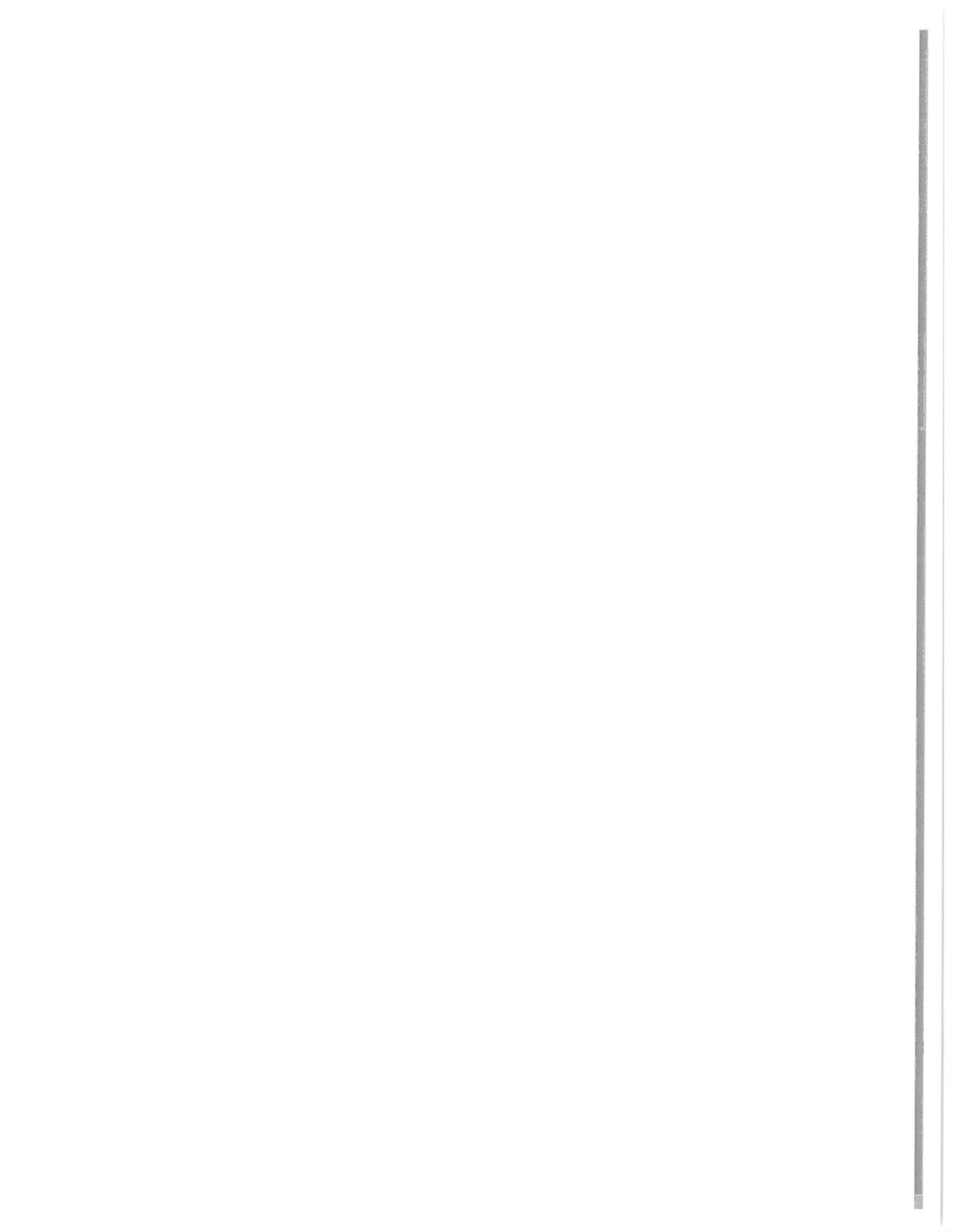
- Streams
- Surface Water Features

NHWAP Habitat Quality

- Tier 1: Highest Ranked in NH
- Tier 2: Highest Ranked in Bio-Region
- Tier 3: Supporting Landscapes

Habitat Quality Town of Lincoln, NH Master Plan Update

MAP 8.4



Introduction

The purpose of this chapter is to discuss energy efficiency, usage and conservation in Lincoln, and to encourage the reduction of energy consumption and costs. Establishing best management practices and adoption of new energy related technologies in future construction, renovations and maintenance of buildings and facilities is important to the economic sustainability of Lincoln. Land use policy can address issues regarding how Lincoln meets its energy needs, reduces greenhouse gas emissions, and faces the impacts that climate change may bring. This can be achieved through land use regulation (zoning), transportation policies (public transit, pedestrian and bicycling safety, and traffic flow), building design standards, and the efficient provision of public services.

New Hampshire State Statute RSA 672:1 addresses land use and planning, in particular the following two sections address energy and the environment:

I. Planning, zoning and related regulations have been and should continue to be the responsibility of municipal government;

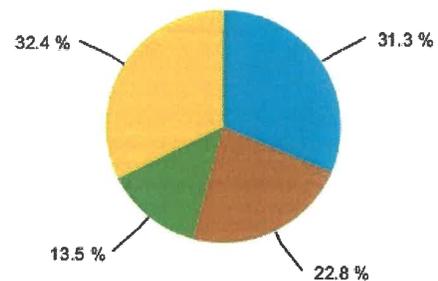
III-a. Proper regulations encourage energy efficient patterns of development, the use of solar energy, including adequate access to direct sunlight for solar energy uses, and the use of other renewable forms of energy, and energy conservation. Therefore, the installation of solar, wind, or other renewable energy systems or the building of structures that facilitate the collection of renewable energy shall not be unreasonably limited by use of municipal zoning powers or by the unreasonable interpretation of such powers except where necessary to protect the public health, safety, and welfare;

In New Hampshire energy costs consume ten to fifty percent (10-50%) of household incomes, and total statewide expenditures on energy consume

eight percent (8%) of the State GDP. As New Hampshire imports nearly all of its energy from outside sources, most of this money leaves the state, paid to out-of-state companies. The statewide break down of energy expenditures by category is as follows:

- Transportation 44%
- Residential Buildings 27%
- Commercial Buildings 18%
- Industrial Buildings 9%

New Hampshire Energy Consumption by End-Use Sector, 2014



 Source: Energy Information Administration, State Energy Data System

Figure 9-1

Most of New Hampshire's consumption of electricity, as estimated by the Energy Information Administration, is powered by nuclear energy sources, approximately fifty-one percent (51%), with coal and natural gas at fifteen percent (15%) and eighteen percent (18%) respectively, biofuels, hydroelectric and "other" make up the balance.

In 2012 the NH Office of Energy and Planning (NHOEP) received funding from the U.S. Depart-

ment of Energy to identify new policies that would increase energy efficiency in buildings and develop a plan for implementing Energy Efficiency Resource Standards (EERS). The NHOEP has determined New Hampshire could realize more than ten (10) times the amount of energy savings that are being achieved through current programs with the adoption of EERS. Approximately thirty (30) states across the country have EERS in place or in development, including all other New England States.

An investment in energy efficiency and reduction in usage is an investment in the future. Potential cost savings of efficiency and reduced energy expenditures amount to billions of dollars state wide. In addition, the environmental and health impacts of reduced fuel usage are a major cost and quality of life factor that has yet to be adequately quantified.

■ New Hampshire Climate Action Plan and Lincoln

The New Hampshire Climate Action Plan (CAP) created in 2009 by the Department of Environmental Services (DES) and the New Hampshire Climate Change Policy Task Force calls for a reduction in greenhouse gas emissions to eighty percent (80%) below 1990 levels by 2050 with an interim goal of reducing these emissions to twenty percent (20%) below 1990 levels by 2025. Recognizing that the economic and environmental benefits of these reductions are mutually beneficial the CAP states:

"...a response to climate change and our economic future are inextricably tied to how we produce our energy and how much energy we use. Future economic growth in New Hampshire as well as mitigation of, and adaptation to, a changing climate will depend on how quickly we transition to a new way of living that is based on a far more diversified energy mix, more efficient

use of energy, and development of our communities in ways that strengthen neighborhoods and urban centers, preserve rural areas, and retain New Hampshire's quality of life."

Several of the CAP recommendations and strategies have direct relevance for Lincoln and its approach to energy in the future. The CAP specifically recognizes the need to preserve the forests for their many important economic and environmental benefits. Preserving this resource for working and recreational uses is critical to the economic future of Lincoln as well as the success of the Climate Action Plan. This goal has implications for land use policy and preventing incompatible and consumptive uses on forested land.

Maximizing energy efficiency in buildings is the most important overarching strategy in the CAP. Lincoln's lighting audit, office space renovation and insulation and window upgrades in the Community Center, and replacement with a more efficient heating system are all excellent examples of energy efficiency measures that will save energy and lower costs. These measures can be implemented in all town-owned buildings and encouraged in new construction and renovations of privately owned structures through education and the adoption of amended zoning ordinances and performance standards. Examples of energy efficient building measures that reduce heating, cooling and lighting loads include:

- State of the art weatherization of buildings and homes, including insulation and windows.
- Installing programmable thermostats and control systems to reduce energy loads when buildings and homes are not in use.
- Purchasing Energy Star equipment.
- Use of low energy usage lighting such as LED.
- Take advantage of ambient energy sources such as passive solar design and landscape attributes such as shade trees.

- Integrate water saving technologies.
- Integrate renewables and low CO₂ sources.
- Refurbishing buildings rather than destroying them to build new ones.
- Creating local requirements or incentives that exceed the State Energy Code to facilitate the building of units that use less energy and are cheaper for the users to operate annually for no additional construction costs.

Transportation patterns and use have a substantial impact on the energy use within the community. The consumption of fossil fuels can be dramatically reduced by changing the transportation options and mindset. Land use policy has a huge impact on the transportation patterns in a community; by allowing mixed uses and encouraging more compact development the use of vehicles will be reduced. Other ways in which transportation goals can have an effect on energy efficiency include:

- Providing safe alternative transportation Routes throughout town and linking with other communities where possible.
- Adopting a no-idling policy for appropriate municipal vehicles.
- Promote ride-sharing and trip reduction.
- Facilitating the establishment of home businesses to reduce commuting through upgrading zoning ordinances and increasing the availability of high speed Internet service through-

out the town.

Looking Forward

Overall, energy efficiency is achievable by a combination of all the conservation and efficiency measures. The first step towards realizing the benefits of energy efficiency will be to recognize the need and adopt goals and strategies to promote future best practices. Initial steps towards implementing energy efficiency measures and policies include:

- Conduct an energy audit and assessment for all municipal buildings, operations and vehicles.
- Adopt energy efficiency plan for all municipal property and operations.
- Research funding sources for energy efficiency projects.
- Analyze and reduce barriers to the implementation of renewable and alternative energy sources in all sectors of the community.
- Develop an education and outreach campaign that assists homeowners and property owners in making efficient energy choices.
- Review zoning and building regulations to encourage the use of energy efficient practices in all sectors of the community.
- Create an Energy Savings Trust Fund to be used in the future for energy saving initiatives.

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Studies

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The Sustainability Institute at UNH, *Climate Change in Northern New Hampshire*, Past Present and Future, 2014.

North Country Council, Inc., *Coordinated Public Transit and Human Service Transportation Plan, Coos, Carroll, and Northern Grafton Counties*, October 2014

North Country Council, Inc., *A Plan for New Hampshire's North Country*, November 2014

North Country Council, Inc. *North Country Region Broadband Report*, October 2014

Websites (Local, State and Federal Government - for data collection)

Natural Resource Conservation Service (NRCS)

The NRCS is an agency of the US Department of Agriculture. They are a technical agency that provides trained soil conservationists, technicians, soil scientists, and other experts to help landowners and land users with conservation.

Website: www.nh.nrcs.usda.gov

New Hampshire Department of Environmental Services (NH DES)

The protection and wise management of the state of New Hampshire's environment are the important goals of the NH Department of Environmental Services. The department's responsibilities include ensuring high levels of water quality for water supplies, ecological balance, and recreational benefits.

Website: www.des.state.nh.us

New Hampshire Employment Security (NHES)

NH Employment Security offers information and data on the unemployment and employment situation for communities around the state.

Website: www.nhes.state.nh.us

New Hampshire Department of Resources and Economic Development (NH DRED)

Division of Forests and Lands

The Division of Forests and Lands protects and promotes the values provided by trees and forests.

Website: www.nhdf.org

Division of Parks and Recreation Bureau of Trails

The Bureau of Trails administer multi-use trails on state, federal and private lands. They assist organizations, municipalities, and trail clubs with the development of trails on both private and public lands. They have also published the guide, Best Management Practices for Erosion Control During Trail Maintenance and Construction, to address wetland and erosion concerns during trail construction.

Website: www.nhparks.state.nh.us/trbureau.html

National Scenic Byways Program

The National Scenic Byways Program is part of the U.S. Department of Transportation, Federal Highway Administration. The program is a grass-roots collaborative effort established to help recognize, preserve and enhance selected roads throughout the United States.

Website: www.byways.org

New Hampshire Division of Historic Resources

The Division of Historic Resources promotes the use, understanding, and conservation of historic, archaeological, architectural, and cultural resources in the state of New Hampshire.

Website: www.state.nh.us/nhdhr

NH Geographically Referenced Analysis Information Transfer (NH GRANIT)

Administered by Complex Systems Research Center at the University of New Hampshire, GRANIT is a GIS information clearinghouse for the State. Information is provided to GRANIT by state and federal agencies for downloading or distribution on request to local and private entities.

Website: www.granit.sr.unh.edu

New Hampshire Office of Energy and Planning (NH OEP)

The Office of Energy and Planning is a data repository for the Towns in the State. It collects and distributes Census data, administers Community Development Block Grants, and provides technical assistance on planning issues.

Website: www.nh.gov/oep/index.htm

US Census Bureau

The Bureau's mission is to be the preeminent collector and provider of timely, relevant and quality data about the people and economy of the United States.

Website: www.census.gov

US Department of Housing and Urban Development (HUD)

The Federal Department of Housing and Urban Development (HUD) has been fostering affordable housing in many of the nation's communities since its inception in 1965. HUD administers numerous programs to provide housing for low to moderate income families.

Website: www.hud.gov

New Hampshire Housing Finance Authority (NH HFA)

Created in 1981 by the State Legislature, the NH Housing Finance Authority (NH HFA) is a non-profit entity committed to developing affordable housing opportunities in New Hampshire. NHHFA is funded through the sale of tax exempt bonds. The authority has created several multi-family housing development programs which provide investors with incentives such as tax credits, deferred mortgage payments, low interest loans, and grants. In recent years, the NHHFA has been involved in the creation of Mobile Home Park Cooperative, as well as construction and rehabilitation of rental housing and single family homes.

Website: www.nhhfa.org

NH Municipal Association (NHMA)

The NHMA assists member municipal governments with issues concerning rights and responsibilities, provides human resources support, and hosts annual training sessions on planning and zoning topics.

Website: www.nhmuni.home.virtualtownhall.net/nhmuni_home

New Hampshire Department of Transportation

NHDOT Provides information on all transportation issues, statistics, and resources throughout the state.

Website: www.nh.gov/dot/

Smart Growth America National Complete Streets Coalition

The National Complete Streets Coalition, a program of Smart Growth America, is a non-profit, non-partisan alliance of public interest organizations and transportation professionals committed to the development and implementation of Complete Streets policies and practices

Website: www.smartgrowthamerica.org/complete-streets

IMPLEMENTATION PLAN

The following Implementation Plan Includes the goals and strategies established by this Master Plan in order to guide the Town in carrying out the Vision. This table is intended as a tool to assist in this process. A regular review and update of these goals will help to keep the Vision for Lincoln moving forward and assist subsequent Town Boards and departments in planning for the future as Lincoln Looks Forward.