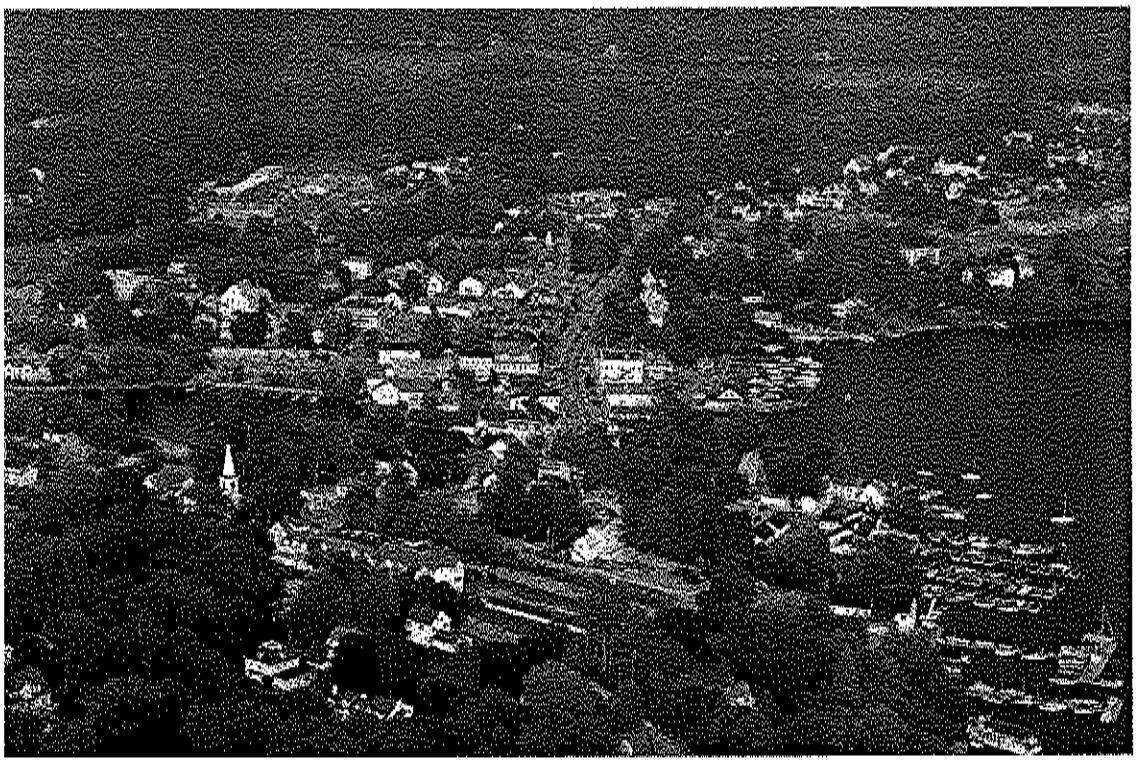

The Changing Face of Wolfeboro

Town of Wolfeboro
2007 Master Plan Summary

Adopted April 3, 2007

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INTRODUCTION

Welcome to the 2007 Wolfeboro Master Plan. This comprehensive planning effort is a testament to the tremendous ***people resources*** which exist in our community. The pages that follow present an eclectic and vibrant vision for the future of our community. As you read and digest the plan and supporting information, we hope that you will feel the excitement and enthusiasm which was a constant thread throughout its development, and will join in the implementation of the recommendations.

WHAT IS A MASTER PLAN?

All New Hampshire communities are required by state law, RSA 674:1 and 2, to develop a Master Plan which is the foundation of municipal land use planning. It provides the policy framework for justifying land use regulations as well as the basis for evaluating development proposals. The master plan also offers an opportunity for forging community consensus on growth and development issues. However, public attitudes about the development and use of land will change over time. Therefore, a master plan must be periodically reviewed and updated in order to address new land use issues and problems.

In addition, it is important to point out that a master plan is not a land use regulation, nor is it an ordinance of law. The Master Plan cannot be legally enforced. However, because the Master Plan serves as a policy guide for the Town, any ordinance or land use appeal pertaining to the use of land or the growth and development of the municipality should conform to the goals and policies of the plan. In short, "a carefully designed community land use plan is the basis for land use control" (Beck v. Town of Raymond 118 NH 793,800, 1978)

Wolfeboro's Master Plan is unique in that it goes well beyond serving as the foundation of land use regulations. This master plan includes "Bricks and Mortar" projects that are inextricably linked to the land use recommendations put forth in this plan.

The 2007 Master Plan represents a full update of the Wolfeboro Master Plan adopted in 1996. The Planning Board felt that the 1996 Master Plan continues to reflect the views of the community. With this in mind the new Master Plan update used the 1996 Master Plan as its foundation and uses information from previous studies and engineering reports for this update and contains a wider variety of information and analysis of existing conditions in Wolfeboro. The Master Plan Effort started in November of 2005 with a Public Forum on "*Growth and the Changing Face of Wolfeboro*" and in January 2006 a Master Plan forum was held as a recruitment tool for committee members. Two additional public forums and 11 Public Hearings were held on the Master Plan Update. The Planning Board also created and implemented 3 community-wide citizen surveys. The Master Plan contains the data, analysis, and research findings of several different consultants, planning board members, and various volunteers.

WHAT IS A MASTER PLAN SUMMARY?

The **MASTER PLAN SUMMARY** is a document that represents the articulated Town vision for the future, as presented in the complete Master Plan. The **MASTER PLAN SUMMARY** highlights the recommendations and actions that are required to implement the Master Plan. Included at the end of this document is an Implementation Section which identifies specific actions/recommendations, primary responsibility, and schedules which support each of the Goals which are set forth in the chapters of this Master Plan Summary.

The Town of Wolfeboro's **MASTER PLAN** identifies the Town's greatest growth opportunities and challenges in the years to come, and offers recommendations on how the Town can achieve sensible growth without compromising local quality of life.

WOLFEBORO MASTER PLAN VISION

The Planning Board, as it began this Master Plan update, felt that the 1996 Master Plan's vision statement and each chapter's Statement of Purpose and the basic goals were still valid and current. This approach was validated by the results of the public opinion surveys.

MASTER PLAN VISION STATEMENT

"In the future, Wolfeboro is a community that is the premier quality destination in the Lakes Region as a place to live and visit. It is a community that is sensitive to, and protective of, the environment, particularly its abundant water resources; is visually appealing; preserves the qualities of its village and rural character; is safe; and provides quality, year-round economic and recreational opportunities for people of all ages.

In the future, Wolfeboro is a regional center for tourism, recreation, culture, retirement living, specialized health care, education, and also a desirable, year-round location for retirees, families, and households of varying income levels."

COMMUNITY GOALS - *"Establishing a Direction for the Future"*

Wolfeboro's **MASTER PLAN** is reinforced by a series of general community goals. The following goals establish a basic direction for the Master Plan's implementation and reflect the community's values, as confirmed by the public opinion surveys and participation in the public forums and hearings, in areas of land use planning and development, resource protection, and economic growth.

Goal 1: To achieve widespread recognition by town government, business owners, and residents that the retention of Wolfeboro's unique advantages as a place to live and work requires the acceptance of limits if the following assets are to be protected:

1. The pristine water quality of our lakes and ponds
2. Scenic views
3. Unique village scale business districts
4. Cultural and social diversity
5. Traditional New England architecture and neighborhoods
6. Rural style road system
7. Intermodal transportation network

8. Regional center for educational, medical, recreational, and professional services
9. Quality municipal services at a comparatively modest tax rate

Goal 2: To accurately identify the environmental characteristics of both our land and water resources; then implement the best management practices that will provide future residents a continuation of our current natural environment.

Goal 3: To design and effectively administer land use regulations and municipal policies that encourage:

1. Preservation of rural character, scenic views, and open space in areas served by on-site septic
2. Preservation of village character in areas served by municipal sewer
3. Adequate and diverse housing options for all income levels
4. Protection of unique characteristics of our individual neighborhoods and mixed-use village centers
5. Maintain the downtown as the retail center of the community.

Goal 4: To manage our recreation resources so that they equitably serve our permanent/seasonal/transient population and stimulate year-round economic opportunities.

Goal 5: To establish appropriate locations for business districts that will accommodate the needs of non-retail service and small office based businesses.

Goal 6: To support programs and policies designed to upgrade employment opportunities for Wolfeboro residents.

Goal 7: To provide leadership in appearance standards for the maintenance and improvements of all town buildings and public spaces.

Goal 8: To achieve continuity between our Master Plan goals and our capital improvement appropriations.

Goal 9: To develop a connected system of roads, sidewalks, trails, water access, and public transportation that fosters both socialization and preservation of our small rural resort character.

Goal 10: To complete an assessment of improvement priorities for the public utilities that support our current built environment and to develop utility expansion plans that are compatible with Master Plan goals.

Goal 11: To expand the use of public/private partnerships for the provision of human services, recreation, land protection, economic development and other typical municipal services.

Goal 12: To establish an effective method that will attract and properly place Wolfeboro's rich volunteer resources in service to the Town.

PURPOSE OF THE MASTER PLAN SUMMARY

The Wolfeboro Master Plan is designed to meet two major objectives. One, it is intended to be a vision for the community. Two, it is intended to be a blueprint and catalyst for collective action to enhance the community. The sections that follow outline the visions for the community, as represented in the complete Master Plan, and put forth goals, objectives, and actions for making those visions a reality. To the best extent possible, this Plan attempts to put the recommended actions within a timing and cost context. These are very rough indicators of the level of effort, and planning required to complete these actions. Where possible, implementation responsibility has also been suggested to ensure that actions are taken by those organizations or individuals best suited to initiate or carry them out.

IMPLEMENTING THE MASTER PLAN

A plan is not complete without a strategy for implementation. In fact, it can be argued that a plan is only as good as its ability to be implemented. The Wolfeboro Master Plan is intended to be a dynamic document that is focused on implementation. Therefore, the **MASTER PLAN SUMMARY** has been broken down into several key sections including: (1) Population, (2) Housing, (3)Health and Human Services (4 Economic Base, (5) Greater Downtown, (6) Transportation, (7) Public Infrastructure and Utilities, (8) Community Facilities, (9) Recreation, (10)Arts and Culture, (11) Future Land Use, and (12) Implementation Program. Each goal will be achieved through the implementation of various strategic actions, some of which will be undertaken by the private sector and public sector, and others through private/public partnerships.

Ultimately implementation comes down to several key factors: leadership, commitment, and the allocation of resources.

1. Leadership - Leadership is a key factor to implementation because it helps the community establish its planning and development priorities for the future. Wolfeboro's leaders will ultimately determine what goals and actions are most important to accomplish and how local resources will be dedicated to achieve these priorities. Leadership may take the form of political leadership, hired staff, civic or business leadership, or inspired volunteerism, but in any case, local leaders will be expected to balance the Town's diverse needs and to encourage participation from all segments of the community.

2. Commitment - The commitment to take action is quite often the difference between implementation and inactivity. Commitment requires tough decisions and perseverance in

the face of adversity or conflicting interests. Implementing a grand vision for Wolfeboro will require a strong commitment to the future and a common understanding of the sacrifices necessary to attain that vision.

3. Resources - Human resources, infrastructure, and financial resources are needed to implement the Town's Master Plan. How these limited resources are allocated will be determined through informed public debate, and Wolfeboro's leaders will be expected to assist the public in prioritizing the community's goals. Where possible, local leaders should consult with Town residents, either formally or informally, to obtain their input on goal implementation. The allocation of financial resources should also reflect the Town's capital facilities planning. The Capital Improvements Plan should continue to be updated annually and should continue to incorporate the recommendations of the Wolfeboro Master Plan.

In closing, it must be strongly emphasized that the implementation of the **MASTER PLAN** *is not* the sole responsibility of the town government. In many instances, a wide variety of public and private organizations will have to be involved in actions required to achieve specific goals and objectives. In some instances, private sector or volunteer initiatives will be the needed or desired implementation approach, with only minimal support and assistance from the public sector.

Adoption Date

Guided by a crafted vision statement, community goals, and chapter mission statements, with goals and objectives, the Planning Board has made a series of detailed recommendations. The MASTER PLAN and the following summary is the culmination of the community's tireless effort and it is with great pleasure that the Wolfeboro Planning Board respectfully submits this plan to the citizens of Wolfeboro on this, the _____ day of _____, 2007:

Wolfeboro Planning Board

David Booth, Chair _____

Judy Breuninger _____

Dwight Devork _____

Vaune Dugan _____

Richard Hamilton _____

Charlene Seibel _____

Chuck Storm _____

Planning Board Alternates

Dave Alessandroni _____

Steve Buck _____

Christine Franson _____

Stacie Jo Pope _____

ACKNOWLEDGMENTS

The Town of Wolfeboro and the Wolfeboro Planning Board would like to acknowledge the dedication and hard work of the many people who contributed their time and expertise to the 2007 Wolfeboro Master Plan Update. The Planning Board would especially like to thank the many citizens of Wolfeboro who participated in planning for the Town's future. Their time and efforts on the various committees, participation in the public forums and hearings and responses to the community surveys are the Town's assurance that the Wolfeboro Master Plan represents the broadest possible consensus of what Wolfeboro wants to become.

Special thanks go to the Planning Board and chapter committee members who gave up a great deal of their personal time over the past year to attend countless public meetings and work sessions on this project. Also, thanks to Planning Board Chairman David Booth for his tireless efforts and direction during the all stages of this project.

The following people are acknowledged for their efforts on this project:

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Steve Buck - Alternate
Christine Franson - Alternate
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David Alessandroni - Alternate

THANK YOU!

POPULATION

Statement of Purpose

The analysis of a town's population is one of the fundamental aspects of community planning. Changes in the total and seasonal population of Wolfeboro will affect land use, consumption, population density, demands on the town's community facilities and service, and traffic patterns. Changes in the composition of the population by age have impact on the type of housing demand exerted on the community, the type of specialized services needed by an aging population, and relative demand for school facilities. The local and regional population growth also expands the availability of a labor force as well as the potential customer base which may support the expansion of local and area commercial development.

Summary of Major Findings

Overview

Over the past 25 years, Wolfeboro has experienced rates of population growth which, in percentage terms, have exceeded the growth rates in the state of New Hampshire and the Lakes Region. Since 1990 Wolfeboro has also exceeded the growth rate of Carroll County. Growth in the form of second homes and seasonal populations has resulted in a significant addition to Wolfeboro's overall seasonal population placing substantial demands on the Town's services and facilities.

The principal distinguishing trends of the Wolfeboro population from 1990 to 2000 are:

1. a relatively high and increasing percentage of population in the age 55+ and 65+ category;
2. a student age group (5-17) that has increased 40%;
3. a seasonal population which is more than double year-round population; and
4. a population that would be declining without net in-migration – growth beyond natural births and deaths in Wolfeboro.

Population Summary

A summary of the major findings of Wolfeboro's population based on the 2000 US Census and other supporting sources noted at the end of this summary is as follows:.

- According to the US Census, the 2000 population of Wolfeboro was 6083. The estimated seasonal population in 2000 is estimated at 14,000. The 2005 population estimated by the NH Office of Energy and Planning is 6480. The seasonal population in 2005 is estimated to be 15,000.

- By 2010 the total population of Wolfeboro is projected to be 6980. In 2025, population is projected to be between 8000 and 9000. Build-out analysis data shows that there is more

than adequate land/lots (with current zoning) to support this projected population level.

- During the past two decades (1980-2000), the total population growth in Wolfeboro was 2715. This is just about equal to the net gain in the population of the Town during the entire preceding 170 years (1810 - 1980) when the net gain was 2971.

- During the 1990-2000 period, the Wolfeboro population grew by 26.5%, higher than the towns surrounding Lake Winnipesaukee (15.8%) and higher than the State of New Hampshire (11.4%). Carroll County grew at a rate of 23.2% -- also slower than Wolfeboro.

- Population growth and change in Wolfeboro is dominated by net in-migration. In the absence of strong in-migration the town's population would be declining. In the period 1990 through 2006 the Town experienced 1426 births and 2260 deaths.

- Between 1990 and 2000, there were major changes in the age group migration. There was significant population loss in the age group 25-34 that was more than offset by a dramatic increase in the 45-64 age group. The 65+ age group continued to grow.

- Compared to Lakeside towns, Carroll County and the State, Wolfeboro has a comparatively large, and growing, proportion of its total population of retirement age indicating that the town's environment and services are attractive and supportive to a retirement-oriented population.

- Wolfeboro's median age of 45.3 yrs is among the highest in NH.

- As baby boomers retire (the first turned 60 in January of this year) much, probably most, of the population growth will be of retirement age

- A compound annual growth rate of 2% per year will result in a doubling of Wolfeboro's population within the next 30 years. Our compound annual growth rate over the past 30 years was 2.3%.

NOTE: Based on recent, revised populations projection data received from the NH OEP, the projected compound annual growth (CAG) rate is likely to be adjusted downward from a CAG of 2% to a CAG closer to 1.5% to 1.75%. Until these OEP projections are finalized the CAG rate of 2% per year remains valid for long range planning purposes.

Data for this chapter comes from many sources including:

US Census Data	www.factfinder.census.gov
New Hampshire Office of Energy and Planning	www.nh.gov/oep
Lakes Region Planning Commission	www.lakesrpc.org
Other local sources	

HOUSING

Statement of Purpose

To provide opportunities for safe, affordable quality housing for all residents while maintaining the existing character of the Town's neighborhoods. Housing in Wolfeboro takes many forms from modern upscale shorefront homes, traditional and historic homes, manufactured homes, condominiums, rural single family homes and housing for the elderly. In order to address present and future needs, a more reasonable balance within this diversity must be provided to meet the housing needs of all who live or desire to live in our community.

Summary of Major Findings

- As of 2000, Wolfeboro had 3,903 housing units compared to 3,631 in 1990—an increase of 372 units or 7%. Of these 3,092 were single-family units with the remainder being multi-family and mobile homes. Of the total number of units 2,574 are occupied--1,987 owner occupied and 587 are renter occupied. While the home ownership ratio in the Town declined from 1980 to 1990 it increased from 1990 to 2000.

- Single-family residential growth in Wolfeboro has been dispersed throughout the town, some in remote locations. New subdivisions and the many single-family lots developed in the past decade often lack neighborhood characteristics. There has been little diversity in such single-family development.

- The number of vacant seasonal units has declined as more of these units become year round housing. In 1990 there were 1,345 seasonal units (37% of the total units) and in 2000 this number dropped to 1,194 or 31% of the total a decrease of 11% since 1990.

- The Wolfeboro housing market continues to attract retirees and others who make substantial investments in primary and secondary homes. Tax revenue generated from these properties is a significant portion of the Town's tax base and proportionately places almost no burden on the school system and less demand for Town services than do year-round residents. Expendable income from second home owners is a vital element of Wolfeboro's economy. In 2006, the tax bills that represent 42% of the Town's valuations were sent to zip codes outside of Wolfeboro.

- Recent multiple unit residential development in Wolfeboro has been market rate retirement, assisted living housing and planned residential developments for single-family units or attached condominiums.

- Older residential neighborhoods near the downtown have remained stable and highly attractive to buyers, given their proximity to schools, business and employment and their appealing character.

- Since 1990 there have been an increasing proportion of owner-occupied units (an increase of over 500 units or an increase of 34%). Rental occupied units have seen a decrease as a percent of the overall housing stock (27% in 1990 to 23% in 2000) and only a 52 unit increase in between 1990 and 2000. Local renters are likely to pay more for rent and utilities in single family forms of construction than they would pay in multifamily family units.

- The cost of housing is greater in Wolfeboro than surrounding communities. The median purchase prices of homes in the fall of 2005 were $259,900 in Wolfeboro compared with a median in the Carroll County of $210,000.

- Wolfeboro family income levels have increased at rates commensurate with the rises in housing costs; however, it is likely that these income increases are not those of the long time residents, rather they represent new families who have moved to Wolfeboro because they can afford to.

- Development of future affordable housing resources in Wolfeboro is possible through state and local programs and local non-profit housing entities. With the presence of public water and sewer utilities, Wolfeboro has the potential for addressing its workforce housing needs through density bonuses and other land use planning incentives.

The challenge for Wolfeboro planners is threefold:

1. Protect and enhance the stability and character of existing neighborhoods.
2. Encourage new housing development adjacent to sidewalks and within water and sewer service areas.
3. Increase housing diversity as well as the opportunity for mixed-use development (commercial/residential) that has a significant residential component.

Goals and Actions

- Balance residential growth such that the population across the Town has a proportion of 25% in the rural area and 75% within 5 minutes of the Greater Downtown Area.

- Enhance the quality and character of existing neighborhoods by adopting zoning changes, which reflect their existing density, scale and character.

- Work closely with the large employers to develop housing projects that are logically integrated with existing development and provide or are accessible to recreation or open space areas.

- Encourage the Town to participate in programs that increase the supply of affordable housing.

- Minimize living costs through high quality design, energy efficient construction, and proximity to employment.

Housing Goal 1: Continue to create opportunities to diversify Wolfeboro's housing stock, which includes homeownership and rentals for people of all ages and all income levels.

Rationale:

- According to the Lakes Region Housing Needs Assessment dated September 27, 2004 there are 164 renter occupied housing units with a high cost housing burden (35% or more of their income).
- 114 of the renter occupied housing units are occupied by renters under the age of 65.
- There are 299 owner occupied housing units with high cost burden (35% or more of their income). 162 of these single family homeowners are under the age of 65.

Objective H.1: Evaluate the planning regulations to amend the regulatory process, where appropriate, to provide greater opportunity for the private sector to create a more diversified housing stock.

H.1 Evaluate existing planning regulations to determine which sections can be amended to reduce the complexity, eliminate confusion and reduce the cost of development and time of boards and committees.

H.2: Evaluate planning procedures to streamline the approval process for developers that meet established goals and standards of the Planning Board and land use regulations.

H.3: Encourage clustered housing with associated protected open space within the municipal water and sewer areas.

Objective H.2: Consider ways to encourage private development of quality affordable housing in existing residential areas by providing more opportunities for the development of higher density housing with appropriate yearly phasing or annual development cap requirements.

H.4: Consider zoning amendments to provide for additional density bonuses based on the number of affordable units, to housing developers willing to deed restrict a certain percent of their dwelling units as workforce affordable housing units.

H.5: Provide opportunities for the construction of permanent affordable rental and homeowner housing in Wolfeboro through cooperative dialog of the Planning Board and Selectmen with nonprofit housing corporations, community land banks and private housing developers.

Objective H.3: Review zoning and overlay districts to identify existing and new areas suitable for higher density development to improve opportunities to develop quality affordable single and multifamily housing.

H.6: Once the capacity issues of the infrastructure are addressed, consider zoning ordinance amendments to allow higher density residential development in areas that can be served by Town water and sewer or are served by on site community or individual systems for septic and water and are consistent with the Future Land Use Chapter of this Master Plan.

H.7: Consider additional density bonuses to multifamily workforce housing developers to participate in a public-private partnership with the Town or are willing to contribute to the cost of extending the municipal sewer and water or provide on site septic and water in areas where the soil can support such systems.

H.8: Consider increasing the density of multi-family units provided the proposals meet specific of open space required per unit. Consider modification of density requirements, once the capacity issues of the infrastructure are addressed in the Central Business District (CBD), the Lehner Street Area (LSA) and the Commercial District C2, Wolfeboro Falls (WF). Such development should still be compliant with parking, setback, height and open space requirements.

H.9: Evaluate regulatory changes that would permit "walkable" neighborhood scale developments with smaller lot sizes and front setbacks to encourage the construction of smaller, more moderate single family homes within the Greater Downtown Area.

H.10: Evaluate the adoption of a Workforce Housing Overlay District to help generate housing that will remain affordable.

Objective H.4: Consider the development of a policy for the sequential and incremental extension of the public infrastructure in order to meet the demand for residential development and to further protect water resources.

H.11: Establish guidelines for the planned extension of public infrastructure to support higher density housing.

H.12: The repair and extension of the public sewer and water should be based on:

a. Support of residential and economic development in areas designated as preferred for growth, and

b. For new and existing workforce and elderly housing projects.

Housing Goal 2: Encourage mixed use, residential and commercial development in new and existing commercial areas.

Rationale:

- Mixed use developments improve the financial feasibility of commercial development projects, promotes an increased sense of community, provides security, and offers an alternative to strip development.

Objective H. 5: Consider changes to the regulatory process that would add flexibility for development to encourage residential development in existing and future mixed-use districts.

H.13: Consider the creation of a nodal development (perhaps near the intersection of Routes 109 and 28) which could include a mix of commercial cultural, governmental and a broad range of housing types.

H.14: Consider regulatory changes that would encourage rental housing in the upper stories of structures within appropriate commercial districts, in owner-occupied single-family homes and within accessory buildings throughout Town.

H.15: Encourage the redevelopment of Greater Downtown Area properties with mixed high-density residential and commercial uses, including a wide diversity of housing types and costs, consistent with the income spectrum of the downtown workers.

HEALTH & HUMAN SERVICES

Statement of Purpose

The provision of quality human services to the residents of the Town and region are essential to protecting the quality of life of the region's most vulnerable population; the disadvantaged, elderly and disabled.

Summary of Major Findings

- It is estimated the residents of Wolfeboro are serviced by over 50 agencies, nonprofit and charitable organizations providing heath and human services. Presently, each health and human services agency and organization offers specific services. Given there is no formal structure to insure continuity in the services provided, there can be duplication or gaps in service. Determining human service needs can be challenging, because this limited, decentralized and often confidential.

- At present, there are public programs for acute and chronic medical care, education, counseling, income and fuel assistance, employment and environmental concerns.

- Wolfeboro's major medical facility is Huggins Hospital. Huggins is critical to the Health and Human Services of the community and the overall economy. In addition, the existence of the Hospital, in its current location, has shaped the development of the community, and is an important component to the greater downtown area. Many of the current retired residents chose to move to Wolfeboro in part due because the Town has an excellent hospital.

- The Health and Wellness Council was formed in 1998 following a recommendation in the 1990's Master Plan update. The council published the 2002 Community Health Assessment Survey. The data collected through the assessment survey identified and ranked ten issues and problems the respondents felt represented the most serious health problems in the community. These issues included adolescent substance abuse, alcohol, tobacco and drug abuse, low-income housing and the lack of public transportation.

- There is a short fall in satisfactory housing available to first time buyers, retirement buyers of modest means, our workforce and those who choose or need to rent. As the economy has continued to expand, the inventory of affordable housing has diminished.

- Low population densities coupled with high operational costs of public transit services have discouraged the implementation of public transportation throughout much of the region. There are currently no active or scheduled public bus, train or air services provided in Wolfeboro. The lack of public transportation limits accessibility of human services, health services and employment opportunities for the elderly, disabled, the low-income and residents of the Town and region.

- Only a small portion of the funds needed to provide social services and to operate human service agencies is provided by local tax dollars. Most of the funding comes from federal sources through the NH Dept. of Health and Human Services. The following table lists the appropriations for human services in the 2006 budget for the Town of Wolfeboro. Please note that the cost for ambulance services is not included in the following table.

APPROPRIATIONS FOR HUMAN SERVICES - 2006

Welfare Department	$58,019.00
Kingswood Youth Center	$5,000.00
Visiting Nurse Association /Hospice	$20,318.00
Appalachian Teen Project	$2,400.00
Meals on Wheels	$6,500.00
Wolfeboro Area Children Center	$20,000.00
Medication Bridge	$1,560.00
Life Ministries	$6,000.00
Starting Point	$2,400.00
Northern Human Services	$1,400.00
Mental Health Center	$9,320.00
Dinner Bell Program / CAP	$12,000.00
TOTAL	**$144,965.00**

SOURCE: 2006 TOWN REPORT

- Wolfeboro is fortunate to have had a number of citizens who set aside funds in trust for the benefit of Wolfeboro residents. There are approximately ten existing trusts providing almost $225,000 annually to assisting needy Wolfeboro citizens.

- Given dwindling funding, increased demand for services, and the need for a coordinated effort in providing human services, the Town of Wolfeboro has sponsored a coordinating council. The council is comprised of service clubs, clergy and lay representatives from church groups, County and State human services agencies, child and adult daycare providers, Huggins Hospital representation, personal physicians, representatives from schools, Town representative and transportation providers.

Goal and Actions

Health & Human Services Goal: Improve the health and well-being of Wolfeboro citizens through supporting citizens / families and strengthening the community by providing a network of education, prevention, treatment and support services.

Objective HHS.1: Reduce level of alcohol and substance abuse.

HHS.1: Advocate for and increase access to programs and opportunities that will help youths and families make healthy choices.

HHS.2: Learn more about CONTACT (Substance Abuse Awareness Taskforce).

HHS.3: Promote awareness of the problem and helping with the solutions.

HHS.4 Ensure community as a whole provides support to at risk youth.

Objective HHS.2: Increase the opportunities for workforce housing in Wolfeboro.

For specific actions related to work force and affordable housing see both the Housing and Land Use Sections of this Master Plan Executive Summary.

Objective HHS.3: Encourage transportation resource sharing between local social service providers.

HHS.5: Develop, explore and advocate the extension and expansion of regional and local bus service with existing human service provider agencies.

HHS.6: Establish a network of social service agencies to create a single transportation carrier for special or high needs groups.

HHS.7: Establish a central base "dispatch" center for all social service agency transportation providers.

HHS.8: Conduct public outreach and awareness campaigns to collect and disseminate information on the needs of the transportation-disadvantaged and to solicit volunteer programs.

HHS.9: Establish a regional public transportation steering committee to coordinate regional transportation needs for disadvantaged populations.

HHS.10: Maintain continuous and convenient sidewalks and crosswalks along public roadways, especially those that connect the medical, civic, cultural, commercial, academic, and recreational centers of the community. Improve lighting at crosswalks, especially at the Carpenter School and the crosswalk at Pickering Corner.

Objective HHS.4: Work toward the development of a network of accessible cost effective services designed to promote and enhance the health and well being of residents.

HHS.11: Re-establish the Community Health and Welfare Council to evaluate the health of its community and determine priority health and human service needs.

HHS.12: Inform our citizens of all the many social services and how to access them.

HHS.13: Develop and maintain educational resources about the availability of the community health and human services and the agencies with brochures placed in well-traveled places i.e. library, grocery stores, Laundromat, etc.

HHS.14: Use continual media promotion about the availability of the community services through radio, local TV and newspapers.

ECONOMIC BASE

Statement Purpose

To promote economic stability and improve Wolfeboro's general condition through the diversification of its economic base, the enhancement of year-round tourism/recreation trade, business and technologies through the active support, expansion, and promotion of existing businesses (including home-based businesses). Underlying the Town's economic mission is the realization that the area's natural, physical, cultural, and historic features are the source of its quality of life and economic future. As such, these special features should be protected.

Summary of Major Findings

Planned economic growth provides a fundamental means of ensuring the vitality of a community by creating jobs, providing goods and services, contributing to the municipal tax revenue and contributing to a quality of life through prosperity. Wolfeboro offers a variety of strengths to maintain a thriving economy as well as economic weaknesses that should be addressed to further enhance the community's economic base. Wolfeboro's fundamental economic strength is the complementary mix of recreational opportunities, small businesses, educational institutions, medical services and cultural activity enhanced by its natural resources.

Strengths of the Wolfeboro Economy

- Recreation - Tourism - Entertainment - The combination of historical (oldest summer resort in America), cultural (museums, functions, etc.), and natural (the lakes, the land and our location near mountains) resources and community character make Wolfeboro an attractive destination for tourists.

- Second Home Owners and Self-Sufficient Retirees - Wolfeboro attracts retirees and others who continue to make substantial investments in primary and secondary homes. Tax revenue generated from these properties is a significant portion of the Town's tax base. In 2006, the tax bills that represent 42% of the Town's valuations were sent to zip codes outside of Wolfeboro. It should be noted 29% of Town of Wolfeboro properties yield 55% of our tax revenue and of these properties, 61% of the value is billed to zip codes outside Wolfeboro.

- Health Services - Health services and related businesses are strengths in Wolfeboro's economy. Huggins Hospital, Visiting Nurses Association, Hospice, elderly care centers, doctors' offices, medical suppliers and other offshoots of the health care industry currently offer diverse and significant employment. The potential exists for continued growth in the future.

- Educational Assets - Wolfeboro has educational assets in both the public and private sector. Brewster Academy is a private secondary school in downtown Wolfeboro which has multi-

million dollar a year business that is largely an import industry in terms of revenues. The Governor Wentworth Regional School District is another major source of employment for the area. Brewster Academy and the School District combine to make education the largest employment sector in the local economy.

- Professional Services - Professional services such as those provided by banks, lawyers, accountants, financial services and real estate agencies also support the Wolfeboro economy by offering a wide range of professional services in the community.

- Building Trades, Craftspeople, and Artisans - These entrepreneurs and their employees are the element that is interrelated to all of the other businesses due to the nature of their activities. When combined as a group, they are one of the major employment industries in Wolfeboro's economy and play an important role in producing and retaining local dollars. These are the types of businesses for which Wolfeboro is ideally suited.

Weaknesses of the Wolfeboro Economy

- Physical Constraints - Much of the Town's undeveloped land is hilly, rocky and wet, making commercial or industrial development difficult. The condition of the road system in addition to the moratoria on water and sewer service further limits our opportunities for economic growth and expansion. At present, the municipal electrical system has capacity for additional growth.

- Lodging - Current lodging accommodations have become a limitation to the expansion of tourism activities and related professional activities (e.g. conferences). There are very few cottage colonies to accommodate transient tourists – only two with 19 total units. Bed and Breakfast lodging has not expanded at an acceptable rate. Below is existing stock of accommodations.

Unit Type	Summer Season	Year Round	Total
B & B	5	22	27
Motel	45	165	210
Cottage	19		19
	69	187	256

- Seasonal employment - Lack of full time year round employment precludes many working age families from settling or staying in Wolfeboro unless they are in a position to be self employed. This is a product of a seasonal economy that doesn't provide benefits.

Goals and Actions

ECONOMIC GOAL: Strengthen Wolfeboro's economy through diversification, serving the needs of existing businesses, encouraging and

retaining small businesses and implementing initiatives to attract appropriate economic development.

Rationale:

- There is a need for greater diversification of our local economy. Specifically, attracting employers in commercial, professional services, restaurants and entertainment is as important as is attracting sole proprietors, artist, artisans and individual professionals who can operate from a Wolfeboro base regardless of their market area.

- Successful economic development is a full-time effort that requires a professional expertise with the ability to build momentum and support for strategic initiatives.

- The Economic Development Committee alone does not possess the organizational capacity to implement complex programs without day-to-day assistance and professional direction.

- Wolfeboro's predominant employment industries (trade and services) produce lower average wages for local workers and a chronic condition of seasonal employment without benefits. The Town also needs to create higher quality employment opportunities for the Town's young people.

- Suitable development opportunities do not exist for modern technology and information-based businesses in Wolfeboro.

Objective EB.1: To support a local economic development committee that plans, coordinates, and implements economic development projects in Wolfeboro.

EB.1: Create an Economic Development Director position within local government which will enhance the organizational structure and authority of the Economic Development Committee in carrying out the Town's economic development agenda or at a minimum assign these responsibilities to the Town Manager.

EB.2: Adopt a strategic economic development plan for Wolfeboro as developed by the Economic Development Director and Economic Development Committee and approved by the Selectmen.

EB.3: Maintain up-to-date information about real estate and business development opportunities in Wolfeboro.

EB.4: Strengthen the mix of professional businesses by instituting a business clustering strategy that encourages businesses with similar customers, product lines, and business missions to cluster near each other to create a concentration of commercial activity. **Example: Professional Business Park**

A.5: Continue to support the efforts of the Wentworth Economic Development Corporation (WEDCO) to recruit targeted businesses or work with existing businesses that wish to expand.

Objective EB.2: Establish suitable locations for the development of business park(s).

EB.6: Consider designating commercial growth areas at the Ossipee-Wolfeboro Town line off Route 28 and in the Pine Hill-Beech Pond Road area for a variety of professional office, contractor services, or retail uses.

EB.7: Develop the necessary incentives to attract businesses to proposed business park areas by: 1) developing the zoning districts and site plan standards for development within newly designated commercial districts, and 2) have the Public Works Department complete preliminary cost estimates for providing public water, sewer or septic, and road access to these locations.

Objective EB.3: To pursue private and federal grant funds in order to finance a portion or all public infrastructure improvements.

EB.8: Apply for Community Development Block Grant or Rural Development Administration funds to finance the construction of public infrastructure for a new business park. To leverage these funds, public/private Investment Capital Partnerships should be created to assist businesses in financing the expansion or extension of municipal infrastructure.

EB.9: Establish a Tax Increment Financing (TIF) program under RSA 162-K that would include identification of potential locations for TIF districts. (A tax increment finance district or TIF is designed to fund improvements/development use new tax revenues created by the improvements/developments.)

Objective EB.4: To develop Wolfeboro's year-round economy and grow new and existing businesses that contribute and add value to the Wolfeboro experience.

Rationale:

- It is important to promote the Town's image as being supportive responsible quality growth and of local businesses.
- It is important to promote and expand the winter economy by growing the winter activities and sports, including the cross country and downhill skiing and skating.
- The community needs to encourage the creation of new businesses and the growth of existing businesses that will result in the expansion of the local tax base.
- The Town is dependent on a seasonal, tourism-based economy and needs to diversify and strengthen the Town's year-round economy.

- The seasonal economy marginalizes many local businesses and employees during the off-season.

- Wolfeboro has a strong foundation in health and education services that can be built upon.

EB.10: Continue to streamline the process of opening new businesses and expanding existing ones by:

- Establishing advisory and regulatory procedures that provide for predictability in the development review process.

- Identifying a single point of contact for business owners to contact when local permits are required for new or expanding businesses.

EB.11: Strengthen the year-round market position of existing businesses through review of all the elements of the Wolfeboro's land use regulations to facilitate business growth and development.

EB.12: Provide technical assistance to existing businesses that may require additional capital or wish to expand.

Objective EB.5: Market Wolfeboro as a desirable location for tourism/recreation, second homeowners, retirees, and selected professional businesses.

Rationale:

- The Town can be more proactive in its economic development efforts.

- The Town can encourage strategic economic development and shape its own future.

- Wolfeboro is better known as a tourism/recreation/second home location rather than a location for business and professionals.

EB. 13: Undertake a market study to:

- identify which target businesses are most desirable to Wolfeboro and possess strong growth potential and

- better understand Wolfeboro's competitive position as a location for business.

EB.14: Establish a marketing campaign to communicate Wolfeboro's special attributes and opportunities for persons outside the community who are interested in such things as: water-based recreation, hiking, biking, the New England lifestyle, and similar interests.

GREATER DOWNTOWN AREA

Statement of Purpose

The unique character of Wolfeboro's Greater Downtown Area plays a critical role in defining the town's vibrant, lakefront community image. It is the center for economic, civic, cultural, and tourism activities, and thus it is important for the community to support this area through revitalization efforts. The Greater Downtown Area's potential has not been fully realized, and opportunities exist to expand and interconnect this area through creative new development, increased market diversification, streetscape improvements, signage, and improved public facilities. The Town's vision places a high value on the pedestrian nature of the Downtown. It also reflects an understanding that a balance must be found between pedestrians and motorists in order to preserve the Downtown's attractiveness and tourist appeal.

Summary of Major Findings

As described in the 1980 Master Plan, the Downtown is the economic, cultural, and historical heart of Wolfeboro. The Greater Downtown Area includes four commercial subareas: Main Street, Upper Center Street, Wolfeboro Falls, and Back Bay.

Wolfeboro's Greater Downtown Area covers approximately 263 acres and contains roughly 2 million square feet of building space. The Main Street area is densely developed and growth in the recent past has been outside the Main Street area. Appropriate redevelopment/reuse in the Main Street area should be encouraged and will significantly contribute to the continuing vitality and unique character of the town. Proper development of the other subareas will complement the Greater Downtown Area.

The regional retail market is very competitive, and the trend will continue given the recent development of the Hannaford Supermarket in Alton and planned "box stores" in Ossipee. Retailers need to continue presenting themselves in a friendly, congenial, and unique manner to attract both residents and visitors to shop their stores. Property owners should be encouraged to evaluate the prospective use of their property to assure a vibrant Downtown retail community.

Much work has been done by volunteer organizations to enhance the Greater Downtown Area, as witnessed by the creation of the Great Waters Music Festival, the Bandstand at Cate Park, and the renovations being done to the Village Players Theater. The development of The Nick and the fundraising for Sewall Woods are also indicative of the community's generosity to satisfy various community wants and needs. These volunteer efforts should be encouraged by the Town.

Goals and Actions

Greater Downtown Goal: **Maintain and enhance the Greater Downtown's role as Wolfeboro's commercial, social, civic, and cultural center.**

Objective GD.1: Enhance the Greater Downtown Area by providing a functional center for year round civic and commercial activity. The Town should discourage outward expansion of the Greater Downtown Area into established residential neighborhoods.

Action Plan

GD.1 Expedite immediate implementation of actions to address the current deficiencies in the municipal water and sewer systems. (*See Infrastructure Chapter, Water & Sewer Sections, Actions S.1, S.2 and W.1-W.4*)

GD.2 Preserve the mixed-use character of the Greater Downtown Area by undertaking the following:

- Lobby when necessary to keep the current Main Street location of the Post Office.
- Maintain and renovate the Town Hall to accommodate office and civic, cultural, and recreational activities for all ages.
- Encourage and preserve the presence of churches and the Carpenter Elementary School.
- Encourage civic, cultural, and recreational activities for all ages.

GD.3 Encourage continued improvement to the Dockside area and the Railroad Station by:

- Incorporating consistent and attractive lighting, and trash containers.
- Planting flowers in green spaces or create planters.
- Constructing an attractive kiosk or information booth near the Town Docks informing tourists and visitors what attractions and shopping opportunities are available to them. The kiosk might also inform people when upcoming band concerts and community events are scheduled and similar type information.

GD.4 Encourage new development, redevelopment or infill projects that will enhance the Greater Downtown Area's tourism appeal.

GD.5 Change zoning to require that first floor space be used for commercial purposes only in the Downtown area.

Objective GD.2 Improve management of the Greater Downtown Area's public parking supply.

Action Plan

GD.6 Create additional public parking in off-site locations that are convenient for people to walk to their destinations or that will work well with people movers (shuttle bus, trolley, etc). Use the soccer field abutting the municipal parking lot or other viable location for summer long-term parking and overflow use.

GD.7 Strictly enforce parking regulations while being considerate to tourists.

GD.8 Explore the use of people movers to transport people around the Downtown area and to and from satellite parking areas.

GD.9 Examine a shared parking arrangement with the business condominium association off Mill Street in the Back Bay, churches, schools, and other businesses which underutilize their parking.

GD.10 Encourage creation and use of long term parking for those needing to park for more than two hours—i.e., Mt. Washington customers, employees, and for those who like to spend additional time shopping or wandering through the town.

GD.11 Evaluate the number and placement of handicapped parking spaces, and adjust as necessary.

Objective GD.3: Make the Downtown Area more user friendly.

Action Plan

GD.12 Implement a program of planned maintenance and upgrades for Wolfeboro's downtown sidewalks and other paved areas for pedestrian circulation. The following activities should be considered (*See Infrastructure Chapter Road Section Actions and SW.4 and SW.5*):

- Improve sidewalks and paved areas with stamped pavement of uniform color or pavers of uniform color.
- Expand and maintain the network of sidewalks, for example, along Bay Street, and improve and maintain existing sidewalks.
- Create bump-outs at crosswalks.
- Construct a sidewalk from the Town Hall to the Post Office
- Improve the design of crosswalks to control jaywalking.

- Create a pathway from the Bridge Falls Path and Glendon Street lot to Center Street.

GD.13 Provide attractive, well-maintained public restrooms, including handicapped accessibility and baby changing stations.

GD.14 Provide consistent, accurate, attractive, easy to read signage to direct walkers and drivers throughout the town.

GD.15 Review, update and enforce the Town's sign ordinance.

GD.16 Follow the recommendations for Parking Wayfinding, Signage, and other Transportation items as outlined in the "2006 Update to the Transportation Master Plan".

Objective GD.4 Improve the visual appearance and function of the Greater Downtown Area while being careful to maintain the small town character. Maintain the architectural character and integrity of the Downtown commercial district.

Action Plan

GD.17 Participate in New Hampshire's Main Street USA program.

GD.18 Promote adherence to the design guidelines adopted by the Town.

GD.19 Enhance the visual appeal and safety of the Downtown through targeted public improvements and pedestrian amenities. (*See Transportation Chapter, Objectives T.1, T.3, and T.8)*

GD.20 Expand on the Chamber sponsored "Wolfeboro Our Town" project and continue to investigate the cost of placing underground all overhead utility lines along Main Street, Railroad Avenue, Central Avenue and Dockside. (*See Infrastructure Chapter, Action E.5*)

GD.21 Create additional green space. For example, consider the creation of a small pocket park at the junction of Central and Railroad Avenues in front of the Chamber of Commerce to make this area more visually appealing and pedestrian friendly.

GD.22 Where feasible, parking should be located to the rear of buildings.

Objective GD.5: Strengthen the abilities of retailers by better understanding the Greater Downtown Area's market position and opportunities for expansion and diversity.

Action Plan

GD.23 Maintain the pedestrian character of the Greater Downtown Area. *(See Action GD.11.)*

GD.24 Expand shopping opportunities for year round residents by encouraging new quality development, redevelopment, and infill projects which have the potential to recapture retail sales leakage.

GD.25 Support infill development of retail and office uses, and overnight accommodations within the Back Bay.

GD.26 Encourage friendly implementation of regulations, which control business use in the Greater Downtown area. For example, designate one individual to facilitate the process of establishing new businesses or change of use of existing businesses.

GD.27 Enhance the working relationship between the Greater Downtown merchants, Town government, charitable organizations, and Brewster Academy to maximize economic initiatives through Fall, Winter and Spring events that bring people to the area.

GD.28 The Chamber of Commerce should become more proactive on issues which affect the business community.

GD.29 Promote businesses directed at teens.

Objective GD.6 Obtain taxpayer approval to fund improvements to the Greater Downtown.

Action Plan

GD 30 Lobby for taxpayer approval for proposed finance improvements to the Greater Downtown, such as sidewalk, pocket parks and parking improvements.

GD.31 Consider a Tax Increment Finance District (TIF) to fund improvements.

TRANSPORTATION

Statement of Purpose

Safety, efficiency, and level of service are critical elements of the Town's transportation vision. Given the realities of modern society, people may continue to rely on vehicles as the primary means of transportation. However, it is the Town's objective to encourage people to use alternative means of transportation, particularly in higher volume traffic corridors. The maintenance of roadways and pathways will remain a top priority, with consideration given to expanded facilities in areas where they substantially improve the service level and safety of the local transportation system. Wolfeboro's transportation mission is to provide and maintain quality transportation, while considering safety, costs, and potential effects upon land and natural resources.

Introduction

The transportation network is intimately connected to the character and quality of life of Wolfeboro. Billed as "the oldest summer resort in America," residents and visitors place tremendous value on the village-like quality of the town and its traditional look and feel. This New England resort character is one of Wolfeboro's greatest economic assets and points of pride for Wolfeboro's residents.

The Town recognizes that the transportation network can contribute to this village resort character as well as the economic vitality, and the quality of life of Wolfeboro. Accordingly, the recommendations presented below have been developed with the following principles in mind:

- The transportation infrastructure should allow safe and efficient movement of people and goods into, out of, and through the Town of Wolfeboro.
- Transportation enhancements should contribute to the village character of downtown Wolfeboro, including accommodations for pedestrians, bicyclists, and transit.
- The transportation system should cater to the mobility needs of all of Wolfeboro's residents, including those who cannot or choose not to rely on automobile transportation.
- The transportation system should balance the needs and interests of Wolfeboro's residents, businesses, and visitors.
- Enhancements to Wolfeboro's main thoroughfares, Main Street (NH 109/NH 28) and Center Street (NH 109/28) should balance their functions as regional throughways as well as access to the primary commercial districts and "front doors" to the village center.
- Improvements to the transportation system should be implemented in concert with land use, zoning, and design guidelines that promote mixed-use, pedestrian-

oriented development in the village center and promote transportation accessibility at all locations within the town.

Summary of Major Findings

Road Network

There are approximately 68.9 road miles within Wolfeboro (not including Class VI roads) maintained roads. The major arteries of the road network are the primary state highways: NH Route 28, which provides access to Ossipee and Alton; NH Route 109 which provides access to Brookfield and Tuftonboro; and NH Route 109A which provides an alternative access to Tuftonboro.

Class VI Roads

The Town owns and controls the Class VI road rights-of-way, but it is relieved of any obligation to maintain the road surface, culverts, or bridges and of the liability for damages. In addition, a Class VI road does not meet the requirement of a public street. A landowner cannot obtain a building permit for development if the only lot frontage is on a Class VI highway, unless the landowner receives a Special Exception.

Scenic Roads

RSA 253, Sections 17 and 18, allows towns to designate by town meeting vote any road (other than Class I or Class II state highways) as a scenic road. The main purpose of a scenic road designation is to help protect the scenic qualities of that road. The designation of a road as "scenic" is a declaration by the Town that the road has important visual qualities which must be recognized and treated with care. Routine maintenance and repairs of the road are not affected by this law.

The Town of Wolfeboro has 14 designated Scenic Roads.

Avery Road	***Bickford Road***	***Chick Road***	***Cowper Road***
Cotton Mountain Rd	***Cotton Valley Rd***	***Haines Hill Road***	***North Wolfeboro Rd***
Pleasant Valley Rd	***Pork Hill Road***	***Sewall Road***	***Stoneham Road***
Trask Mountain Rd	***Dallas Road***		

Access to Roads and Highways

An important piece of State Legislation pertinent to roads in Wolfeboro is Access to Highways (RSA 236:13). In accordance with this State law, the Wolfeboro Planning Board has the power to regulate access to any Town maintained road. The Town adopted driveway standards, which ensure safe and controlled driveways access to all town-maintained roads in all seasons of the year.

Commuter and Tourist Traffic Demand

The most commonly traveled commuter/tourist routes show moderate Annual Average Daily Trips (AADT) at the Wolfeboro Town lines. For example, NH Route 28 at the Alton Town line has an AADT of 7,700 vehicles per day (VPD), and NH Route 109 at the Tuftonboro Town line has an AADT of 2,800 VPD and an AADT of 1,700 VPD at the Brookfield Town line. These figures demonstrate that the most popular traffic routes entering and exiting Wolfeboro are Center Street and Route 28 (South Main Street). These two corridors are critical to daily commuter traffic to and from Wolfeboro for schools, employment and are popular routes for visitors.

Bicycling

Interest in bicycling has been high in recent years due to an increase in the public's interest in promotion of both human and environmental health, and the availability of new technology that makes bicycling easier. It has become a transportation alternative for a growing segment of the population. One way to encourage bicycling is to design and construct roads and intersections with consideration given to how the intersections will accommodate bicycling. Bicycle parking should also be considered. It can be effectively installed at shopping and business areas, recreational spaces, and other centers that generate bicycle travel. Bike parking can be located at business and institutional destinations, which are served by good bike routes.

Regional Transportation Issues

Regardless of the rate of growth that occurs in Wolfeboro, the region will continue to grow and this regional growth will impact the Town's road use. To manage and minimize the adverse impacts of commuter and through traffic on the community, the Town must actively foster and support regional solutions to transportation issues. Strategies to be considered include:

- facilitating demand management to reduce congestion,
- improving the capacity of the regional highway network in a way that does not impact any community negatively, and
- increasing the use of rideshare.

Land use considerations also affect traffic management. Locating more housing near employment or adjacent to it in mixed-use developments could reduce the need for expanded transportation capacity as a requisite to expanded employment.

Transportation and the Economic Vitality of the Community

To preserve and enhance economic vitality the Town must provide residents, customers, visitors, and employees with efficient and convenient access to local businesses and institutions. The Town's transportation infrastructure plays a central role in preserving and enhancing these institutions and businesses.

The historic pattern of growth in which community services, commercial uses and residences have been largely isolated from one another needs to be re-examined. When land uses are mixed, fewer demands are placed on the Town's transportation system. One of the defining characteristics of suburban sprawl is the separation and segregation of different uses and its resulting impact on traffic. Conversely, the traditional New England village gained its vitality and charm by the diversity of activities brought together in one place.

Transportation Needs

The Town must move in the direction of more efficient, lower impact transportation systems to preserve and enhance neighborhoods and community atmosphere while providing improved access to community services. Factors to be considered include zoning, roadway design, walkways, bikeways, and an explicit consideration of the impacts rural housing has on the quality of the Town's life.

The 2000 Census reports that the mean travel time to work for Wolfeboro residents was 26.8 minutes, higher than both the county at 26 minutes and the state (25 minutes). This means that Wolfeboro residents need to drive to work resulting in more vehicles on the road. Of particular concern are the unintended consequences of managing rural development through minimum acreage and frontage requirements.

While the lack of connectivity between adjacent subdivisions minimizes traffic within the subdivision, it adds to the traffic on the connecting highways by further separating us from our neighbors and services, and increasing our dependence on the automobile. Going to the store requires an additional trip in the car. The result is an increase in the congestion and traffic. A population dispersed along a large road network renders public transportation, which could help to reduce some of this congestion, less practical.

Downtown

The greater downtown area represents the focus of the Town's economy. It serves as a recreational/vacation, entertainment and shopping destination for visitors. Several thousand people per day are drawn to Wolfeboro by the businesses, institutions and events in this area as employees or customers, and in so doing help maintain the economic vitality of the Town. The downtown also serves as a major traffic corridor for employees and visitors passing through Town. The current highway system provides few alternatives for traffic from Alton, Ossipee, and Tuftonboro other than to travel through the downtown.

The Town must work to reduce traffic congestion and increase the accessibility of the downtown to residents, employees, and visitors to maintain the attractiveness of the vitality of the greater downtown area. The level of traffic can be addressed through such techniques as the introduction of shuttle service and fostering pedestrian and bicycle travel. Physical measures to minimize the impact of vehicular traffic such as traffic calming techniques can also be employed.

The primary roadways in the downtown area include North & South Main Streets, Center Street, Central Avenue, Railroad Avenue, and Mill Street. Lehner Street runs parallel to South Main Street and provides a secondary access function to the neighborhoods in the downtown area. Glendon Street provides access to the Municipal parking and recreation areas along the Back Bay.

The one-way pair of Central and Railroad provides a complementary function to serve parking and to minimize vehicular conflicts at their intersections with South Main Street. The same is true for the access to the Dockside area. South Main Street is fairly wide and provides for a single lane of travel in each direction, with no dedicated turn lanes in the central downtown area. This configuration is adequate to handle traffic volumes, except in the summer season, when the combination of turning traffic, parking vehicles and crossing pedestrians result in congested operations. However, from a safety perspective, the reduced operating speeds and lack of turn lanes reduce the chances for both vehicular and pedestrian collisions.

Parking System

Providing access to convenient and adequate parking in the downtown for residents, visitors, and employees has been a subject of considerable discussion for the past several decades. Ideally, the Downtown would have a mix of parking resources supplemented by frequent shuttle service and easy pedestrian and bicycle access.

Pedestrian Circulation

The pedestrian friendly nature of Wolfeboro is a strongly supported feature of the downtown. This friendliness can be improved upon. By enhancing this experience, there would be greater incentive to spend more time in the downtown on foot, rather than in a car.

The sidewalks in the downtown area are generally in poor condition. As part of the Mill Street Reconstruction the Town added sidewalks. These sidewalks provide a key linkage between the Back Bay area of the greater downtown and the village core. Another element of connectivity between the downtown area and outlying parking and recreation areas is the Bridge Falls Path. At present, the path is discontinuous through the Railroad Depot area and is not easily found.

The locations of the Main Street crosswalks do not provide for continuous connections and also can be in conflict with vehicles backing out of parking spaces. There are no visual clues as to the best route in or out of the Dockside area, or a designated path through the Dockside parking.

This Master Plan does not propose significant added infrastructure. Congestion may be a necessary condition at certain periods of the year to motivate people to use a shuttle service if available, carpool, travel at a different time, etc. Where appropriate, new roads should promote connectivity in the road network, in lieu of cul-de-sacs. In general, gravel roads should not be paved and roads should be paved only where use levels or maintenance

issues require it. The Town should adopt highway design standards that provide flexibility based on the character of the area and traffic volume. National highway design standards may not be appropriate for all of Wolfeboro's roadways.

Road Design Considerations

Traffic calming should be implemented to improve conditions for non-motorized users of streets. Some of these techniques are noted below.

- Re-route through traffic from local and neighborhood roads to arterial and regional roads. Traffic calming strategies should take precedence over policies to expedite traffic flow via infrastructure improvements.
- Promote connectivity in new road design even though cul-de-sacs are thought to be safer than through routes.
- Maintain a road system that allows multiple choices on route selection to disperse traffic impacts.
- Evaluate all new street projects and reconstruction projects for potential application of traffic calming devices and techniques.
- Where it helps retain and enhance neighborhood character, adopt a policy such that unpaved roads remain unpaved.
- Incorporate reduced specifications and flexible designs (such as Vermont Agency of Transportation standards) into Wolfeboro's road design guidelines to reduce the impacts on the community and environmentally sensitive and culturally significant areas and to be more appropriate to surrounding land uses.

Alternatives to Automobile Transportation

- Reduce traffic congestion, seek opportunities to provide a safe, comprehensive system of non-motorized travel options such as bikeways, sidewalks and pedestrian and mountain bike trails throughout the town and especially between adjacent neighborhoods and schools.
- Continue Town ownership of Class VI roads and encourage their use as recreational corridors.
- Develop a Bicycle Plan including specifics on the bikeway system in Wolfeboro, outreach and education for motorists and cyclist safety.
- Add investments in bike paths, bikeways and bicycle parking facilities to the capital budget.
- Create a Greater Downtown Area neighborhood pathway and sidewalk plan.
- Improve the town-wide trail plan to provide off-road options for hikers, skiers, mountain bikers, snowmobilers, ATV users and horse back riders.
- Connect the Bridge Falls Path snowmobile corridor to Lake Winnipesaukee via the Boat Ramp at Dock Side.

Parking Considerations

- Parking lots should be attractive, with protected walkways for pedestrians.
- Parking lots should be generously landscaped to make the lot more attractive, to define pedestrian passageways, and to serve the important functional purpose of helping to slow runoff, filter pollutants, and recharge groundwater. Town boards should give serious attention to filter strips and vegetated retention areas as requirements in site plan design for all paved areas. These low-tech measures for storm water detention have the potential to make a more attractive parking lot, as well as serving important environmental functions, such as moderating temperature of storm water runoff.
- The Town parking system should give parking preference to vehicles used in car pools. To reduce demand, carpooling and alternative forms of transportation should be encouraged.

Pedestrian Travel

- Devise an overall plan for people circulating in the downtown using sidewalks and bikeways as well as trail connections with outlying areas and trails. Landscape elements are an important component to shelter the walker from traffic and provide a pleasant escape from traffic.
- Pedestrian walkways should have landscape features that have some continuity in design, and fit into the overall pedestrian flow for the town (downtown and beyond).

Scenic considerations

- Encourage the designation of existing roads as scenic roads to preserve existing rural environments.
- Continue to implement the State's scenic road law and the Town's scenic road policy.
- Consider strengthening standards used in the Planning Board review of scenic roads to assist in the preservation of existing rural environments.
- Preserve trees and other scenic features, which make Wolfeboro particularly attractive, avoid widening existing Town highways and avoid the construction of new roads.

In addition to the broad guidelines and recommendation noted above, this chapter makes the following specific recommendations:

Goals and Actions

Transportation Goal 1: Provide a safe, balanced and efficient transportation system that recognizes Wolfeboro's village and rural character.

Rationale:

- The intersections at Route 28/109 and 28/109A are heavily used and pose difficult turning movements and sight conditions for vehicles.

- The pedestrian qualities of the Greater Downtown Area could be enhanced if better access was provided.
- Several commercial sub areas (Back Bay, Wolfeboro Falls, and Center Street) lack pedestrian traffic flows; an important factor for most retail businesses.
- The impacts of new development should not overburden the existing transportation system.
- The tour bus industry is a growing industry and it is likely that Wolfeboro will become a more popular destination in the future.

Objective T.1: Address highway/roadway transportation needs including intersection deficiencies at key locations.

T.1: Work with NHDOT to investigate safety and design alternatives for problem intersections and other local highway/roadway transportation needs, as recommended in the 2004 Transportation Plan update.

T.2: Work closely with the Lakes Region Planning Commission to make known the Town's highway/roadway transportation needs, particularly those that deal with highways and roadways maintained by the State of New Hampshire.

T.3: Improve the intersections at NH Route 28/109, 28/109A (Elm Street) and NH Route 28 and Middleton Road.

Objective T.2: Provide a safe and comfortable network for pedestrian and bicycle travel.

T.4 Develop a bicycle and pedestrian plan to supplement the Master Plan. The plan should:

(1) inventory all existing pedestrian and bicycle facilities,
(2) inventory activity centers or neighborhoods that ought to be connected,
(3) identify specific areas where networks can be expanded or improved,
(4) identify needed support facilities (i.e., restrooms, drinking water, bike racks, benches, parking areas, etc.),
(5) include an education and awareness component to encourage greater utilization and to reduce the exposure to the risks associated with these forms of travel. The plan should be considered in the scoping of all public and private development projects.

T.5 Consider paths, lanes, shoulders, trails, and sidewalks as part of new construction.

T.6 Incorporate bicycle and pedestrian access into land use regulatory processes.

T.7 Establish a committee to review all proposed construction, re-surfacing, and other alterations that focuses on bicycle and recreational paths.

T.8 Consider pilot projects to demonstrate traffic calming measures to reduce vehicle speeds, improve safety, and improve the quality of travel for pedestrians and cyclists.

Objective T.3: To improve pedestrian connections among the four commercial sub areas which comprise the Greater Downtown Area and expand public access to waterfront areas.

T.9: Encourage development of a Circular Back Bay Pedestrian Pathway System, connecting three of the four commercial sub areas (Back Bay, Main Street, and Wolfeboro Falls). Completion of a circular pathway would create a unique recreational opportunity for downtown tourists, possibly tying into the Town's cross-country trail system.

T.10: Establish a North side Back Bay Pathway as the first segment of the Back Bay circular pathway with completion of the Mill Street – Bay Street pathway. This segment would link the existing Back Bay businesses with the pedestrian traffic on Main Street.

Objective T.4: Minimize the traffic impacts of new or expanded development.

T.11: Impose traffic mitigation requirements on new or expanded developments which may have an impact on transportation safety, capacity, and existing service levels.

T.12: Require developers to conduct traffic impact studies that project and evaluate the traffic impacts and that include mitigation strategies for large development projects.

Objective T.5: Encourage transportation alternatives to reduce the reliance on cars and trucks.

T.13: Recognize that technological advances in communication systems such as cable TV, fiber optic telephone lines, wireless telecommunications, video conferencing, and the internet are all forms of "transporting" information and as such can reduce the need for conventional motorized travel.

T.14: Promote access to Wolfeboro Village by boat.

T.15: Inform tour bus operators of the appropriate location of bus drop off and parking with proper signage and with a direct mailing.

GOAL T. 2: Improve transportation opportunities for disadvantaged, elderly, and disabled persons.

Rationale:

- Some special needs groups may not have access to regular, dependable transportation to meet daily living needs.

Objective T.6: To encourage transportation resource sharing between local social service providers.

T.16: Encourage the Lakes Region Planning Commission to establish a regional public transportation steering committee to coordinate regional transportation needs for disadvantaged populations.

T.17: Assess the number, and improve the location of, handicapped parking spaces within the Greater Downtown Area.

T.18: Assess the number and location of curb cuts and access ramps for the handicapped in the Greater Downtown Area.

T.19: Maintain continuous and convenient sidewalks and crosswalks along public roadways, especially those that connect the medical, civic, cultural, commercial, and recreational centers of the community.

Goal 3: Develop a long-range transportation plan for the Town of Wolfeboro that considers land use, enhanced quality of travel and public awareness of transportation issues affecting Wolfeboro.

Rationale:

- Clean attractive roadways will have a positive impact on Wolfeboro's self image and may bolster targeted economic development.
- Selected roadway connections could facilitate improved traffic flow within Town.

Objective T.7: Examine the feasibility of making new connections between existing roadways.

T.20: Appoint a subcommittee to work with the Town Planner to layout a future road network that would interconnect the Town's dead end roads.

Objective T.8: Improve the quality of travel in Wolfeboro by enhancing the quality of the area traveled.

T.21: Ensure improvements to the state highway network are context sensitive (i.e. that they are of a scale and design that complement the character of the community, not detract from it). *(See related actions T.1 and T.3)*

T.22: Ensure improvements to the state highway network result from a highly participatory, interdisciplinary approach to project development. *(See related action T.1)*

T.23: Revisit land use regulations to ensure that economic and conservation objectives are carefully balanced, including considerations for hillside and ridgeline development.

T.24: Seek funding for transportation enhancements such as scenic easements, water quality improvements, pedestrian facilities, etc.

T.25: Adopt local road standards that encourage context sensitivity.

T.26: Establish an "ADOPT-A-ROAD" program to assist the Town and the state in keeping the roadsides clean.

Objective T.9 Encourage land use practices that prevent sprawl, conserve highway capacity, and protect the visual qualities of the community.

T.27: If public centers, such as the town office building or post office, are under consideration for relocation, identify the benefits of such facilities remaining in the village core. Such benefits may include maintaining the traditional character of the village, encouraging a mix of activities within walking distance of each other, and helping to promote an active and viable downtown environment.

T.28: Continue to encourage higher densities, mixed uses, and redevelopment in and around the village core. *(See related Future Land Use actions FLU.3)*

T.29: Consider nodes or breaks to the linear zoning district boundaries to avoid commercial strip patterns of development.

T.30: Incorporate access management techniques as part of subdivision and site plan review regulations. Use shared driveways where possible to reduce curb cuts and highway access points.

Objective T.10: Improve awareness of, and participation in, transportation issues affecting Wolfeboro.

T. 31: Continue participation on the Lakes Region Planning Commission Transportation Technical Advisory Committee (TAC) and Town's representation on the Commission.

T.32: Initiate communications to keep the general public, Boards, and Commissions informed on the status of proposed or pending transportation projects including both print and electronic media.

T.33: Maintain an effective working relationship with NH DOT District 3 regarding highway maintenance, driveway permitting, and district-level projects. *(See related action T.1)*

T.34: Encourage public participation in the Lakes Region Transportation Improvement Program (TIP) and the Wolfeboro Capital Improvement Program (CIP) processes. *(See related action T.2)*

T.35: Build working relationships with neighboring communities and encourage the involvement of other communities in regional transportation planning.

RELATIONSHIPS TO OTHER CHAPTERS

TRANSPORTATION AND POPULATION. *The transportation system should be designed to meet the varied needs of the community. Citizen participation should be encouraged at all levels of the decision-making process.*

TRANSPORTATION AND NATURAL RESOURCES. *The transportation system exists within the context of the natural environment. Transportation-related decisions need to reflect sensitivity towards Wolfeboro's conservation priorities.*

TRANSPORTATION AND RECREATION. *The transportation system can provide access to, and opportunities for, recreation. Recreation and leisure opportunities can be enhanced through transportation improvements and policies. One key element that needs to be addressed is non-motorized access to the Nick.*

TRANSPORTATION AND ECONOMIC BASE.
Community economic opportunities are in part dependent on a safe and accessible transportation system. Improvements to the transportation system can facilitate additional economic opportunity.

TRANSPORTATION AND LAND USE. *A transportation network connects people to their needs. Improvements to the network may result in additional development pressure that may or may not be intended. Decisions affecting our transportation facilities need to consider the consequences they have on influencing the nature and location of future land use and the preservation of community character.*

PUBLIC UTILITIES & INFRASTRUCTURE

Statement of Purpose

To provide quality municipal utilities to as many Wolfeboro residences and businesses as possible, within the confines of the Town's fiscal capabilities and its ability to add and service new customers. To strive to provide outstanding Public Works services, to emphasize cost effective results, to maintain efficient operations, and to have accountability.

Summary of Major Findings

Public utilities are referred to as the infrastructure of a community. Along with community facilities and municipal services such as education, fire, police, etc., public utilities contribute to the general quality of life of local residents and sustain the community's residential and economic base. The Public Utilities Chapter of the Wolfeboro Master Plan examined a number of Wolfeboro's critical utilities such as: water, sewer, electric, and telecommunications. A summary of those findings are as follows:

Wolfeboro's most critical infrastructure needs are for significant repairs to the sewer and water systems. Both are under Administrative Orders from the New Hampshire DES to upgrade these systems.

It should be noted that the Town has a current Capital Improvements Program that is designed to identify deficiencies and recommended upgrades to public utilities and community facilities. The CIP is a vital physical and financial planning tool. While there are no guarantees on funding of projects outlined in the CIP, the entire program is designed to provide priorities for the long-term maintenance and improvement of public utilities, facilities and services which the town provides for its citizens. The current Capital Improvements Plan for 2007-2016 calls for over $61,000,000 in expenditures to repair, replace, upgrade and expand infrastructure and community facilities.

Sewer System

Wolfeboro's Waste Water Treatment facility was constructed in the early 1970s and has a design capacity of 0.6 million gallons per day (MG/D). It is an activated sludge treatment facility consisting of extended aeration tanks with clarification. Effluent is pumped to the Effluent Storage Pond and from there to New Hampshire's largest spray irrigation wastewater disposal system from May through October. The plant was initially constructed to provide temporary waste water treatment until a regional facility was constructed to provide waste water treatment for Wolfeboro and surrounding towns. Such a system has never come on line.

Wolfeboro's NH DES Discharge Permit limits use of the effluent spray area to a maximum rate of 2 inches a week, including precipitation, from May 1st to October 31st. In general the plant has operated within its treatment limits but has been unable on many occasions to comply with the spray rate limits. The DES has approved many temporary exceptions

raising the limit in order for the Town to have sufficient capacity at the end of October to store six months of effluent.

Needs: Wolfeboro is currently under a State of New Hampshire Administrative Order forbidding further hookups to the sewer system or receipt of septage beyond 2004 limits until the sewage treatment plant and the effluent disposal system are upgraded. The Town is required to implement all physical improvements to the facility to bring the sewer system into compliance with all State and Federal regulations and permits. As part of the Order Wolfeboro will need to provide a scope and schedule of work to address long-term wastewater facility needs by May 1st, 2007.

Water System

Wolfeboro's water system provides water to approximately 42% of the Town households (2300 taxable properties), primarily in the central, downtown area. Demand varies from a minimum of 0.6 million gallons per day (MGD) in winter to a maximum of about 0.82 MGD in summer. The system gets its water through a treatment plant near its Upper Beach Pond supply. In 1996 major upgrades were performed at the Upper Beach Pond facility to improve its storage by installing a one million gallon (MG) storage tank and treatment capabilities (2 MGD). At present, the plant is capable of producing 1.8 MGD. The water is distributed through approximately 45 miles of mains plus a booster pumping station on Middleton Rd. and a 0.5MG standpipe near Kingswood High School as shown on the water service area map. The distribution system has significant leakage contributing to the lack of water capacity. In 1996 over 50% of the town's water was unaccounted for. Even with some improvements, today the unaccounted for water is still about 40%.

Needs: The water supply's safe yield per day from Upper Beech Pond is 650,000 gallons per day, but summer peak demand is approaching 1.0 million gallons per day. As a result of this supply shortfall, the State of New Hampshire has imposed a moratorium on new water users and the town has imposed water use restrictions on all users until the problem is corrected. The Town must first identify and solve the unaccounted for water problem in the distribution system that amounts to almost 40% of the water produced—a range of 5-20% is typical of other municipal systems.

Roadway System

Wolfeboro is comprised of 48 square miles of land and it has a road network of 93.7 miles of which 24.8 are state-owned and maintained roads. The Town is responsible for maintaining the 68.9 miles of Class V roads of which 10.9 miles are unpaved. Road classifications affect the municipal budget, eligibility for Federal and State grant funds and funding assistance. Classification is also a part of the building permit process. RSA 674:40 and 674:41 place stringent guidelines on permitting for construction along Class VI ways and these restrictions must be considered through all phases of the planning process.

Needs: One of the largest items in any annual municipal budget is the Public Works roadway budget, which consists not only of regular day-to-day winter and summer

maintenance, but often includes major rework and new construction projects on an annual basis. Wolfeboro has a computer program called Road Surface Management System (RSMS) which allows the director of DPW to classify the condition of each town road on an annual basis, schedule maintenance or reconstruction accordingly, and critically evaluate various projects so that the optimum combination of projects are accomplished each year that best fit the budget. This process can provide accurate information for creating and coordinating work programs and accurately predicting annual funding.

Sidewalk System

The sidewalk layout for Wolfeboro is primarily in the Downtown core. Main Street sidewalks run North-South from Old Lakeview Drive to the NH Route 28 corner at the Weston Auto Body shop. Another sidewalk runs east-west from Pickering Corner along Route 28 to the First Baptist Church. There are many branch sidewalks running off of these two arteries. This coverage allows foot traffic through the Business District and to schools, the town hall, the police and fire stations, the library and to our churches.

Needs: While expansion is desirable, upgrade and repair work must be addressed first through a sidewalk action plan that develops a phased repair and improvement program to cover the current backlog. Expansion, increasing the area to which sidewalks are to be added, should be based on a Downtown Plan that incorporates design standards to assure durability, pedestrian safety, ADA compliance and that the sidewalks blend into the quaint character of downtown.

Municipal Communications

The rapid and accurate sharing of voice and written communications among town employees and between town employees and the public is essential for an efficient and cost effective municipal operation. Electronic communication and telecommunications have transformed the office and the manner in which it functions. Wolfeboro is working toward the use of high speed and efficient electronic methods for departments to communicate with each other and to interface with the public. It is therefore vital that town government stay abreast of, educate their staff in regard to, and show willingness for this technology enhancement to better serve the public while remaining mindful of the importance of the openness town public records

Electric Power System

The Wolfeboro Electric Department (WED) provides all electricity to the town's residents. Wolfeboro's electrical distribution system starts with a 34.5 kilovolt feed owned by Public Service of New Hampshire that ends at the town line at which point WED owns the feed lines. Two main transformers and a separate diesel generator plant previously provided intermediate voltage distribution (4.3KV) throughout the town area with final step down to 120v/240v house levels at local power pole transformers. A study was conducted by PLM electric power engineers in 2002 to solve a problem of overloading on the main step-down transformer located near the generating plant and to review the entire town electrical

system. The town upgraded voltage to more common and efficient voltage of 12KV. A new transformer substation was installed with capacity for expected growth over the next 20 years. Within the next year most of the 4.3KV distribution will be converted to 12KV.

Needs: The electrical system needs to continue to improve its efficiency by decommissioning the generating plant, adding capacitors to the 12KV system at appropriate locations to reduce line currents, changing the second town step-down transformer to a 12KV output and, finally, upgrading the 34.5 KV feed lines in synchrony with NH Public Service upgrades that are expected in 2011. In addition the Town should consider reducing the power and communication overhead line clutter in the town center by *installing* the utilities under-ground, particularly in the U-shaped segment off of Route 109 at Railroad Avenue and continuing around to the post office. This need has also been addressed in the Greater Downtown Chapter.

Protection of Infrastructure from Emergencies and Hazards

The safety of the citizens of Wolfeboro is the most important service the town can provide. It is important for the town to be prepared to protect its citizens in case of a disaster or emergency. The Town's critical infrastructures are vital in providing emergency response, providing community services, evacuation routes and shelters. These critical infrastructures include: Water Plant and System, Sewer Plant and System, Electric Power Transmission System, Telecommunication System, Major Bridges, Gas and Oil supplies, Dams (WWTS Dam, Crescent Lake Dam and Rust Pond Dam), Town Hall, Public Safety Building, Emergency Center. At present, Wolfeboro is developing a Hazard Mitigation Plan. In the near future the Town will be updating the 1991 Emergency Management Plan. Both of these plans must be kept current at all times. The Town should also investigate the possibility of establishing a separate Emergency Center.

Goals and Actions

SEWER GOAL 5.1: To provide a cost effective sewage system that operates within permit conditions with the potential to handle increased flow rates. To develop equitable funding methods for sewer system construction and its operating costs.

Rationale:

- Wolfeboro is operating under State Administrative Orders both forbidding any additional hook ups to the sewer system until State and Federal discharge limits can be met and mandating changes in sludge collection and holding.

- Uncontrolled rain runoff infiltration into the sewer collection system is over-taxing the primary and secondary treatment systems which are now operating beyond their design life.

- Present funding of the system has not been self-sustaining.

Objective S.1: To upgrade/replace sections of the wastewater collection system and processing plant to correct deficiencies identified by State of New Hampshire and Town engineering consultants. (Capital Improvement)

S.1: Develop a comprehensive replacement/refurbishment plan for the sewer collection and processing systems in accordance with the schedule given in the State of New Hampshire Administrative Orders. This plan and schedule *should* be completed in time for 2007 budget cycle. Plan and schedule to define work necessary to handle present sewer loading and have options for future expansion of the system.

S.2: Complete all engineering/construction activities for present sewage collection grid and processing plant in order to remove the Administrative Orders from the Town sewer system in the most timely and cost effective methods possible.

Objective S.2 Establish an overall Sewer Program that will evaluate, regulate and operate sewer collection and processing on an ongoing basis. (Administrative)

S.3: Establish a sewer rate schedule that ensures annual operating costs are recouped from users and that charges for future hookups generate sufficient revenue from applicants to fund expansion. Increased revenue from new users should be used to cover any incremental operating costs and used in conjunction with hook up fees to amortize installation costs.

S.4: Establish a Sewer Capital Reserve Fund for long-term infrastructure refurbishment needs.

S.5: Establish a management plan for long-term preventive maintenance, ongoing Infiltration and Inflow detection, deficiency tracking from May through October and performance monitoring. This plan should be integrated with the Capital Improvements Plan and the Road Maintenance Plan in order to coordinate with overall infrastructure maintenance efforts. This management plan should also require an annual report to the Board of Selectmen during the annual budget cycle.

S.6: Investigate the feasibility of creating a Wolfeboro Sewer Board.

S.7: Develop a policy to ensure the Town acquires easements for future Town sewer installations encroaching on private property and a policy that deals with jurisdiction over and maintenance of private sewer systems that tie into Town sewer mains.

S.8: Identify any application that has an impact on Treatment Plant loading or on the scope of the current service grid. The Director of Public Works should be required to verify adequate capacity in the system.

WATER GOAL 5.2 Upgrade the water treatment and distribution system to provide sufficient water efficiently while meeting all state and federal environmental regulations.

Rationale:

- Reliable municipal water service is essential to sustain the residential and economic viability of Wolfeboro.

- At recent levels of consumption, and during periods of dry weather, the water level in the Upper Beech Pond reservoir has been drawn down to critically low levels. The town is able to continue operations only through imposition of a State imposed moratorium on new water connections and water use restrictions. A new supply of water, to supplement the present Upper Beech Pond, is necessary to meet growth needs of the town.

- Maintenance of the water distribution system has been seriously deficient. Many areas of town suffer low water pressure, poor water quality, and insufficient water quantity. Unaccounted-for water losses and water bleeds in the present distribution system are excessive. The condition and physical integrity of "private" water distribution systems, that use water supplied by the town, is unknown.

- The town distribution system suffers from insufficient storage capacity.

- The town occasionally fails to meet Federal Water Quality Standards in its processed water.

- Published policies are lacking that will assure a sound, self-sustaining financial foundation for annual operations, major repairs, and expansions of the water system.

Objective W.1: Carry out repairs and improvements to reduce "unaccounted for" water losses from over 40 percent to 15 to 20 percent of demand. (Capital Improvement)

W.1: Contract for the design and implementation of measures to reduce "unaccounted for" water losses to acceptable levels within two years so as to satisfy State prerequisites for issuing a construction permit for a supplemental water supply. During this process, investigate the feasibility of loop networks on some long dead-end mains to improve water quality, water flow and reduce the need for bleeds.

W.2: Develop a program to encourage sound water conservation practices by all users.

Objective W.2: Set deadline for reduction of leakage to 20% within one year. At that time determine if 20% leakage provides an adequate and reliable supply or if a new water supply is necessary to meet the present and future needs of the town. (Capital Improvement)

W.3 Complete initial planning, including the construction schedule, testing, acquisition of land and preparation of State applications for new water source as soon as possible.

W.4: When the "unaccounted for" water losses are corrected and a decision is made that a supplemental supply should be created and State approval for a new plant is received, construction of a new supplemental plant should proceed. Phased construction should be considered.

Objective W.3: Assure that the town water distribution system includes sufficient storage capacity for current and ten year projected needs. (Capital Improvement)

W.5: Take steps to assure that the South Main Street water tank (the Kingswood tank) can be used to its full capability.

W.6: Construct an additional storage tank in reasonable proximity to the north side of downtown.

Objective W.4: Provide clean safe drinking water that complies with all state and federal regulations. (Administrative)

W.7: Identify and implement all measures that may be necessary to assure the long-term watershed protection of the Beech Pond reservoir.

W.8: Assure that water treatment programs are in full compliance with all state and federal standards for water quality.

Objective W.5: Assure that water system maintenance, including "private" distribution systems supplied with town water, is adequate to guarantee safe, reliable operations to all users. (Administrative)

W.9: Implement a program that will assure proper preventive maintenance of important public system components such as valves and pumps, and including flushing of lines and hydrant periodic flow testing, with status reports to the selectmen as part of the annual budget review process.

W.10: Develop a policy for jurisdiction and maintenance of private water systems that tie into Town water systems.

Objective W.6: Maintain town-financing policies for water systems that clearly define, and fairly allocate, how costs between installed users and others in the town who benefit from the system, in regard to annual operating costs, major repairs, and expansion of the system, are assessed. (Administrative)

W.11: Maintain a value oriented funding method for the Town water system.

This funding should consider:

a. A water rate schedule that ensures annual operating costs are recouped from users and charges for future hookups generate sufficient revenue from applicants to fund expansion.
b. A rationale to prorate the costs of incremental capacity between hook up charges for new users and the existing customer base rates.
c. Prorating the cost of owning the system, its operating and maintenance costs, between the users of the service for the value they receive and the Town for the value it receives.
d. Increased revenue from new users should be used to cover any incremental operating costs and used in conjunction with hook up fees to amortize installation costs.
e. The value of an efficient and reliable Town water system lies both in the service it provides to its users and in its contribution to other Town services such as the hydrant system.

W.12: Establish a capital reserve program for long term needs of the water system, understanding that some future capital needs of the system will need to be recouped from general taxation.

ROAD GOAL 5.3: To provide a safe, drivable town road system whose maintenance is based on timely inspections and annual project programming that is coordinated with other infrastructure improvement projects.

Rationale:

- Roads are a major component of Wolfeboro's infrastructure and annual budget.
- Safe transportation of school children, citizens, delivery goods and services, emergency response, commuting to employment and tourism are dependent on adequately maintained roads, culverts and bridges.
- Inadequately maintained and repaired roads may lead to municipal liabilities.
- Current E-911 system has continuing issues with identification due to overlapping road names and lot numbers.
- The Town has a rural character that enhances our economic viability and quality of life that should be maintained by designating additional Town roads as scenic roads.
- Town infrastructure should be protected from degradation caused by commercial, subdivision or private construction activities.

Objective R.1: Inventory town roads, culverts, bridges and prioritize their reconstruction and maintenance. (Administrative)

R.1 Implement annual road inventory via Road Surface Management System (RSMS) software, assess relative importance and amount of traffic for each road, and comprehensively log pavement changes.

R.2 Utilize RSMS results to prepare a plan for short and long term road repair, coordinated with water, sewer and sidewalk maintenance and upgrades, electric and cable installations. Information flow from RSMS will also go to Capital Improvement projections and Emergency Planning needs.

R.3 RSMS results to provide a basis for establishing revised minimum road standards for town and subdivision roads, road limits, and spring weight projections.

R.4 Compile accurate deed information for road rights-of-ways and easements as a data base to be used in conjunction with RSMS.

R.5 Compile a list of public safety requirements that provide guidance to the Planning Board and DPW. These are to include American Association of State Highways & Transportation Officials (AASHTO), FHWA Standards, ADA compliance and National Highway Safety Council.

R.6 Create an accurate inventory of road names and lot and unit numbers to facilitate E-911 system accuracy and effectiveness.

Objective R.2: Ensure the Town's investment in its infrastructure is not adversely damaged or degraded by private development. (Administrative)

R.7 Implement a new development road bond program on all new developments. The road bond program should be designed to protect the quality of the current Town infrastructure.

R.8 Implement a road trenching regulation that includes cutting, ditching, and patching standards that ensure that the road cuts meet engineering standards.

R.9 Re-implement a road posting and offsite bonding policy to prevent the degradation of the Town roads during major construction activities using Town roads and during weather related situations such as spring thaw.

R.10 Implement a "no-through-trucks" policy on designated roads with weight limits to prevent damage and in congested residential areas to limit unnecessary traffic.

Objective R.3: Prepare and plan for road and sidewalk expansion in a manner to reinforce and encourage the future land use pattern designated consistent with the goals and objectives of this Master Plan Update. (Administrative)

R.11 Use future projections of road expansion in a logical form (overlay map) to be used with RSMS and sidewalk planning to ensure continuity. This expansion will affect the rate and distribution of development.

R.12 Identify and make plans to designate Master Plan identified roads as scenic roads.

SIDEWALK GOAL 5.4: To provide a safe, well-maintained system of sidewalks that enhances the quality of pedestrian travel in Wolfeboro.

Rationale:

- Safe, convenient foot traffic of school children, citizens and tourists is essential.
- A comprehensive phased maintenance plan with repairs and upgrades will prevent further deterioration of sidewalks.
- Poorly maintained sidewalks may lead to municipal liabilities.

Objective SW.1: To update design standards and requirements for sidewalks

SW. 1 Ensure design standards result in durable, ADA compliant sidewalks that conform to federal standards and Safe Routes to School Program (SRTS).

SW.2 Ensure that all crosswalks comply with Federal Standards including sight distance from sidewalk to nearest parked vehicle.

SW.3 Require that all new development or conversion projects accommodate pedestrian traffic through the provision of paved sidewalks, and where necessary, offsite improvements.

Objective SW.2:Create a maintenance and improvement plan that will be started upon completion of the design standards but no later than 2008.

SW.4 Develop a comprehensive plan for town sidewalk maintenance and expansion with due consideration for phased interconnection. Begin plan with an inventory of sidewalks and their condition in order to prioritize maintenance vs. expansion.

SW.5 Develop an annual management program that prioritizes sidewalk repair, and replacement followed by potential expansion

COMMUNICATION GOAL 5.5: Continue to improve and support the "electronic community communication option" by linking the public sector to town government, as well as linking Town departments to each other and to county and state government.

Rationale:

- The Internet and telecommunications in general have revolutionized how people communicate, exchange information, and do business.
- The internet has one advantage over the telephone in that it allows exchange of images and documents in real time.
- Intra-town communication is also enhanced by internet solutions.
- Improve town government speed and efficiency through the use of electronic networking.

Objective C.1: To ensure all Town employees have the training and tools to fully utilize electronic technology. (Administrative)

C.1: Train Town personnel in order to keep them conversant with the tools necessary for their job classification and to keep them up to date as those computer tools evolve.

C.2: Continue to update Town software and electronic equipment in a coordinated fashion to maintain an efficient communications network.

Objective C.2: To provide a community intranet and communication system whose connectivity ensures confidential communications between Town departments and continues the system for public access to non-sensitive information. (Administrative/Capital)

C.3 Continue to maintain, update and expand www.wolfeboronh.us to provide a cost effective service for public information.

C.4 Work to provide internet accessibility of public records.

C.5 Provide and budget for adequate emergency communication integration between (NIMS), critical infrastructure of Public Works, police, fire and emergency workers (See also Goal 5.7).

ELECTRIC GOAL 5.6: Provide reliable and affordable electric power to all businesses and homes in Wolfeboro.

Rationale:

- Electricity is vital to every home and commercial enterprise in the area. It must be reliable and adequate with anticipated growth.
- Rates should be competitive with Lakes Region communities and the State of New Hampshire.

- Reliability in winter is critical to all customers and should be placed at the highest priority when projects are selected.
- Electric Department should continue to be customer funded.
- There have been two multi-hour outages over the 2005, 2006 time-frame which a redundant 34.5 KV feed would have eliminated or shortened.

Objective E.1: To maintain and extend the town's electrification within budget, moving it toward greater reliability and more efficient energy use via the use of higher distribution voltages and localized power factor compensation. (Capital Improvement)

E.1 Create a plan to use the presently decommissioned Lehner Street Generating Station.

E.2 Develop a plan and schedule for the upgrade of existing 4KV transformers.

E.3 Explore the feasibility for an alternate 34.5KV feeder source from Wakefield.

E.4 Where practical, establish looped feeds in Town to diversify power supply and create redundancy.

E.4 Coordinate the replacement of the Town-owned 34.5 KV supply line within the existing right-of-way with Public Service of New Hampshire's replacement of the Tuftonboro feed replacement planned for 2011.

E.5 Establish a program to reduce overhead electric line clutter in the Railroad Avenue portion of downtown.

INFRASTRUCTURE PROTECTION GOAL 5.7: Insure the protection of the Town's critical infrastructure a Hazard Mitigation Plan and Emergency Management Plan should be developed.

Rationale:

- In an emergency the critical infrastructures are essential units in keeping Wolfeboro residents safe.
- A Hazard Mitigation Plan identifies potential natural or man-made disasters and suggest ways to lesson the impact on the community such as restricting or limiting development in a flood zone.
- A Emergency Management Plan is key in preparing the town to handle emergencies.

Objective IP.1: Develop a Hazard Mitigation Plan.

IP.1 Support the development of the Hazard Mitigation Plan by developing a timeline for completion and a time frame for updates.

Objective IP.2: Update and expand the Town's Emergency Management Plan and Facilities.

IP.2 Support the update and expansion of an Emergency Management Plan by adding funds to the budget for annual updates and practice drills.

IP.3 Support the Establishment of an Emergency Center for the town.

IP.4 Support a working relationship between the Town, County, State, Federal Governments along with hospitals, and agencies to plan for emergencies.

COMMUNITY FACILTIES

Statement of Purpose

The purpose of the Community Facilities and Services chapter of the Master Plan is to: (a) review the current level of community facilities in Wolfeboro in order to determine whether or not the existing level of facilities and services are adequate and (b) project the future needs of the community and the facilities which will be required. Making these determinations requires reference to projected population growth and the future demographic makeup of the Town.

Summary of Major Findings

- During the period from 1990 to 2000, Wolfeboro's population grew by 26.5% reaching 6,083. By the year 2010 Wolfeboro's population is expected to reach 7,240, a projected 19% increase in population. The senior citizen segment of the Town's population has grown rapidly over the past ten years and it is anticipated that that segment will continue to do so. The over 65 population was 22.8% of the town's population in 1990 and 24.6% in 2000. It will be necessary provide the appropriate level of services to accommodate this growth.

- Since 1996, the number of calls answered by the Town's Fire/Rescue Service has increased by 52%, from a total of 764 in 1996 to a total of 1,164 in 2005.

- The volume of police work continues to increase at a rapid rate. The number of calls for 2004 and 2005 was 26,144 and 31, 469, respectively, an increase of 20% in just one year.

- At present, the police department's needs appear to include: (a) increased space for offices, record retention, garage bays, impound area; (b) expanded and updated wiring for electronics and communications; and (c) air conditioning.

- The fire department's needs appear to include: (a) increased space for offices, record retention, garage bays; (b) expanded and updated wiring for electronics and communications; and (c) air conditioning.

- Wolfeboro transports its mixed solid waste to the Casella Transfer Station in Allenstown, New Hampshire. In 2001, the Town recycled 15% of its waste tonnage and had income from recycled materials of $ 15, 800; by 2005 those figures had risen to 46% and $102,000, respectively.

- The library continues to be a busy place, with annual visits now exceeding 60,000. Circulation has risen 23% in the last four years. The Board of Trustees recently commissioned a professional facility and engineering study of the existing library building. Based in part upon those studies, the Library Director and board of trustees estimate that a major addition or new facility will be needed within eight to ten years.

- There is need for greater emphasis and expansion of Wolfeboro's reputation for arts, culture and educational opportunity. Such emphasis, among other things, could strengthen the Town's reputation as a cultural and educational center and thereby enable it to compete more effectively with other tourist communities and towns with significant educational facilities.

Goal, Objectives and Actions

Community Service Goal: **Provide a sufficient level of community facilities and services to meet the needs Wolfeboro's residents in an efficient and cost-effective manner.**

Objective CF.1: **Plan for community services and facilities based on the sizes, needs and compositions of the year-round and seasonal populations and on the requirements of state and federal programs.**

CF.1: Monitor the Town's population and facility needs on an ongoing basis in order to provide for present and future services.

CF.2: Prepare estimates of the population biennially and track geographic shifts in population by reference to residential building and demolition permits.

CF.3: Analyze changes in public service demand by compiling data received from Town departments, including police, fire/rescue, public works, water, sewer, electric, and prepare a report documenting the findings.

CF.4: Prepare a Ten-Year Capital Improvements Plan (CIP) incorporating the following procedures and guidelines.

- Maintain the CIP committee, under the auspices of the Planning Board and working with the Town Manager with guidance from the Selectmen, to annually update the Town's Capital Improvement Plan to adequately plan for procuring equipment, facilities and services having a per project cost greater than $100,000 over the ensuing ten years.
- The Committee should consist of members of the Planning Board, Budget Committee, Board of Selectmen and citizens at large and should be assisted by members of the Town staff, as appropriate.
- Prioritize the projected needs of the community, based upon: (a) projects required to comply with laws and regulations; (b) projects required to avert public safety emergencies; (c) projects required to protect the integrity of existing assets; (d) projects designed to improve the quality of life of the citizens of Wolfeboro; and (e) giving heed to this Master Plan and the political reality of avoiding to the extent possible significant spikes in the tax rate.
- Prepare annually a well-written summary describing the Town's status in relation to its capital needs and distribute to the Town's voters prior to each March election.

CF.5: Adopt a policy of acquiring parcels of land, which could be used for future community facilities as those parcels become available.

Objective CF.2: Provide the Town's citizenry and property owners with adequate police and fire/rescue services and facilities in the context of local space needs as well as state and national homeland security considerations.

CF.6: Make greater use of the existing fire/rescue substation off Governor Wentworth Highway.

CF.7: Consider upgrading the police and fire/rescue facilities now housed in the Public Safety Building, either by expanding that building, or by remodeling that building for use by one of those departments and constructing a new building for the other department.

CF.8: Consider the question of whether or not the fire/rescue department should operate the Town's ambulance service.

CF.9: Develop fire/rescue apparatus and equipment replacement programs.

CF.10: Upgrade the Town's public safety communication facilities.

Objective CF.3: Continue to improve the Town's management of waste materials, including mixed solid waste, recyclable materials and hazardous waste and expand waste reduction efforts.

CF.11: Consider adopting a "pay as you throw" policy, using standard bags and a fee per bag, as a means of redistributing costs to users and reducing the amount of material discarded as solid waste.

CF.12: Purchase (a) new and larger trailers and the associated compactors; and (b) improve working conditions at the disposal site by installing new heating.

Objective CF.4: Continue to maintain and upgrade the Town's public library with the realization that it is a valuable community asset.

CF.13: Form a building committee to determine the needs and elements of a new or expanded library facility considering the following guidelines.

- This committee will have representation from the Library Director and staff, the Library Board of Trustees, the Friends of the Wolfeboro Public Library and citizens at large.

- Any addition or new facility will be required to comply with all provisions of the Americans with Disabilities Act, including those relating to aisle widths and turn-around space in the library stacks.

- The new space should provide for a separate children's reading area, a reading room , cabling upgrades, increased meeting room space, a small meeting room, which would also house the archival collection, adequate office space, increased storage, enhanced display areas and adequate event parking.

Objective CF.5: Support the continued development of the fine arts and the performing arts in Wolfeboro as a means of enhancing the lives of the Town's citizens and stimulating economic activity.

CF.14: Design and construct a first-rate, multi-purpose building to function as a large, year-round performing and visual arts center. The center could be used by a large number of local amateur groups and school groups (including Brewster Academy) and by professional performers.

Objective CF.6: Improve the Town's position as a center for museums in order to improve the quality of life of its citizens and increase its attractiveness to tourists.

CF.15: Support a joint effort by the existing local museums (Clark House, the Libby Museum, the Boat Museum and the Wright Museum) to undertake growth plans that would promote increased opportunities and visitation for Wolfeboro citizens and visitors to existing local museums.

Objective CF.7: Provide additional activities and an activity center to serve both the teenage and senior populations of the Town.

CF.16: Design and construct a joint facility providing space for both teenagers and senior citizens. The remaining space in the building could be used by either the teenagers or the senior citizens, on a scheduled basis. The building could also supply meeting space for various community groups.

CF.17: Consider the creation of a "Senior College," which would use the performing and visual arts center and the youth and senior citizens' center for non-credit college level courses taught primarily by retired college instructors residing in the area.

CF.18: Consider the feasibility of building an indoor/outdoor swimming pool for use by the entire community, including Brewster Academy.

Objective CF.8: Renovate the town office building to provide modern office space for use by employees of the Town of Wolfeboro to enable town government to function more efficiently.

CF 19: Determine the office space needs of the Town over the next 25 years and create more efficient office space by restoring and renovating Town Hall. The space

should be equipped with current technology, should be fully compliant with the Americans with Disabilities Act and should be large enough to meet the projected needs of the Town through at least 2030.

RECREATION

Statement of Purpose

Recreation in Wolfeboro includes a wide array of leisure type of activities for all age groups. Recreation provides the Town and participating communities with a sense of community and an appreciation for the environment. Recreation contributes significantly to the quality of life and is a principal factor in the local and regional economy. This Chapter builds upon previous information by including specific action steps.

Summary of Major Findings

Wolfeboro has a wealth of recreational amenities and resources including three town-operated public beaches and one State-owned beach and picnic area, a year-round trail network, a town-operated ski area, two private golf courses, conservation lands, wetland areas, an indoor skating arena, a miniature golf course, a 35-acre non-profit recreational park, boat launches and docking facilities and many arts and cultural activities. Significant population growth will occur in the age group 65 and over and the Town needs to plan for an expansion of programs to meet the needs of these individuals in this age category. With the addition of the "Nick", Wolfeboro has an adequate supply of fields and facilities.

The Parks and Recreation Department is comprised of the following nine divisions: administration, maintenance, beaches, programs, skiing, skating, historic house, community center and patriotic. Programs and program management are the principal strength of the Department. At present, program expansion is not feasible as the Department is operating at its staff capacity. During the five-year period of 2000 to 2005, the operating budget experienced a $98,307, or 22% increase and general fund revenues produced by the Department increased by $23,128 or 73%. Participation in recreation programs experienced a 45% increase during the same five-year period.

Wolfeboro, the country's oldest summer resort, has and will continue to attract seasonal residents because of the Town's year-round recreational opportunities and special events. During the summer peak season, about 56% of all residents are seasonal. The parks and recreation program continues to provide recreational opportunities to seasonal residents. This same residential growth contributes significantly to the tax base. Shore land properties account for 55% of the Town's valuation.

Many existing recreational programs emanated from a private or non-profit effort and in some cases have been assumed by the Parks and Recreation Department. These private/non-profit programs consist of youth hockey, baseball, basketball, lacrosse, soccer, football, skiing, Summer Theater and the community bandstand. The most successful public/private partnership was the construction of the Nick, a full-service sports recreation park, with fields for sports activities, walking pathway, playgrounds and a seasonal park building. The Wolfeboro Area Recreation Association (WARA) initiated this project and will continue to own and operate it into the future. At the time

of its eventual completion, the total project cost for the Nick will be $3.6 million, all of which will have been raised privately.

Recognizing the multi-seasonal and multi-generational recreational pedestrian opportunities that trails provide, in the early 1990s, the Town established a Pathways Committee to catalog the entire sidewalk and trail system and to make recommendations. From this group, the Trails Rails Action Committee (TRAC) evolved with the purpose to construct a multi-use pathway on the Old Wolfeboro Railroad right-of-way. TRAC continues to function and the path will double in length during the 2006-07 construction season. The ultimate goal is to extend the path to Turn Table Park in Sanbornville. However this long-range plan will require the cooperation of the neighboring towns and a continuing source of funding.

As mentioned above, the Pathway Committee made progress in working to connect the various trails and pathways in Town, but unfortunately was disbanded in 2001. The Town needs to reactivate the Pathways and Trails Committee in order to continue the planning for connecting existing and proposed trails with sidewalks, Sewall Woods, the Back Bay area, The Nick, existing neighborhood and proposed residential developments. Expansion of the Town's trail network will involve close coordination with user groups and the Town as a whole.

At present, the Town owns 680 acres of open space, parks and recreational facilities which need to be maintained and improved. The fields at the Nick will reduce pressure on the over scheduled fields.

Goal, Objectives and Actions

Recreation Goal: **Maintain and enhance the community's existing quality public and private recreational programs by recognizing their important contribution for physical fitness, recreational opportunities for all age groups, their promotion of the sense of community and also limitations caused by financial constraints.**

Objective R. 1: **Ensure that the Parks and Recreation Department has the proper direction, required resources and staffing support necessary to implement its assigned duties.**

R.1: Meet with all the recreational providers in Wolfeboro to prepare a comprehensive inventory of existing and proposed recreational programs and to identify the responsible organization to deliver specific programs.

R.2: Evaluate the existing Town-provided recreational programs and determine what additional programs should be added based on projected demographic trends.

R.3: Be sensitive to health-related issues such as the increase in obesity, the rise in juvenile diabetes and the need to encourage physical fitness for all persons by designing programs to meet those needs.

R.4: Review with the Town of Tuftonboro its use of Wolfeboro's recreational facilities with the intent of increasing the Tuftonboro contribution for such usage.

R.5: Consider the additional staff personnel based on the outcome of Actions R.1 and R.2 above.

R.6: Prepare a six-year budget and program plan in cooperation with the Town Manager. This document will be the basis for the recreation component of the Town's CIP.

Objective 2: Work with the Wolfeboro Area Recreation Association (WARA) on cooperative recreational programs.

R.7: Assist WARA with the designing and programming of activities at the Nick.

R.8: Encourage and support the completion of the Nick.

R.9: Cooperate with the WARA in planning and delivering complimentary recreational programs.

Objective 3: Work with all appropriate organizations to maintain and extend the Town's sidewalks, pathways and trail system so there is a connection for multi-seasonal and multi-generational activities.

R.10: Work to have Wolfeboro become a more walkable community by:

- preparing an accurate inventory, description and map of existing and proposed sidewalks, pathways and trails along with a description of their current condition,
- providing trail and walking maps,
- extending sidewalks to schools, parks and
- encouraging the work of the TRAC.

(See Related Transportation Actions T.4, T.5, T.6 and T.9 and Future Land Use Action FLU.10)

R.11: Request the Board of Selectmen to reorganize the Pathways Committee and appoint interested citizens to serve on the reorganized Committee.

R.12: Prepare a plan for the completion of the proposed sidewalk / pathway / trail system network including funding sources.

R.13: Among other items, include in the plan the following:

- Completion of the Bay Street sidewalk for connection to the Taylor Retirement Community and expanding businesses on the Bay;
- Connection of Bridge Falls path to the Wolfeboro shopping center;
- Opening of the Sewall Woods Trail to biking if permitted by the Lakes Region Conservation Trust since this area is deed restricted. Such a project will need to use proper trail development methods to prevent damage to the current cross country ski trail system because much of the area is very wet).
- Opening of the spray field area for walking, running and biking in the summer if the spray fields are no longer needed for effluent disposal;
- Construction of a spur trail from the Cotton Valley trail to the Nick
- Potential connections of existing neighborhoods with the downtown area and playing fields.

(See related Greater Downtown Action GD.11)

R.14: When possible, Town conservation areas should be available for non-motorized activities such as walking, hiking, cycling and snowshoeing.

R.15: Require proposed new subdivisions to provide off-road walkways, trails and pathways so that these new neighborhoods can be connected to others sections of Town.
(See related Future Land Use Action FLU.10)

Objective 4: **Work to improve and protect existing recreational, natural and cultural resources and develop new facilities and programs to meet the needs of the current and future Town residents.**

R.16: Support the maintenance of existing facilities such as the ice arena and the Foss field building.

R.17: Based on future demographic trends for the next ten years, evaluate the need for future facilities and establish partnerships with user groups to develop these facilities.

R.18: Seek the support of the Board of Selectmen in maintaining facilities determined to be important for maintaining the quality of the Town's recreation program.

Objective 5: **Work to enhance and expand winter season recreational facilities for alpine and cross-country skiing and ice skating and to foster year round use of the facilities when appropriate.**

R.19: Work to acquire additional abutting land for parking and to construct a new community center / lodge at the Abenaki ski area.

R.20: Work with the Friends of Abenaki to explore the possibility for expanded snowmaking and increased use of Abenaki for mountain biking.

R.21: Create a user fee system for winter recreation and sports programs.

R.22: Explore the feasibility of converting the Pop Whalen ice arena into a 12 month facility by conducting an audit of the building's current condition and by determining the need for such an expanded facility along with a tiered financial plan.

R.23: After the completion of R. 22, make necessary facility improvements based on the projected intensity of future usage.

R.24: Investigate the most appropriate ways to finance improvements at the arena given its status as an enterprise fund.

R.25: Enhance the Town's cross country ski program by additional grooming and snowmaking at the Abenaki ski area, widening of trails and continued collaboration with the Wolfeboro Cross Country Association.

R.26: Work to permanently protect the existing cross country ski trail system through the acquisition of trail easements and other conservation land protections.

ARTS AND CULTURE

Statement of Purpose

Arts and culture includes all forms of creative expression, from individual to collective, from grassroots to professional and institutional. These forms of expression frequently draw inspiration from the existing natural and artificial landforms, built environments, belief systems and values that shape who we are - our local, regional and national identities. By building on these foundations, arts and culture evolve, develop and enhance our community's identity. The overall purpose of this Arts & Culture Master Plan is to define the role of the town of Wolfeboro in supporting arts and culture, and the role of arts and culture in accomplishing the town's broader goals.

The Arts and Culture Chapter is a new addition to the Master Plan in an effort to recognize the important social, educational, cultural and economic impacts that the arts have on the Town of Wolfeboro. The overall purpose of the Arts & Culture Chapter of the Master Plan is to **define the role of the town of Wolfeboro in supporting arts and culture, and the role of arts and culture in accomplishing the town's broader goals.**

The dramatic growth of arts and culture in Wolfeboro in the past decade, due largely to the efforts of private citizens and small businesses, has occurred without an overall plan. Because arts and cultural activities have such a profound impact on the economic vitality of a community, it is critical that a strategic plan be developed that guides the growth, addresses needs and facilitates the synergistic relationship of cultural organizations, businesses and town government.

Summary of Major Findings

- Since the completion of Wolfeboro's Master Plan in 1996, there has been major growth in the number of arts and cultural organizations within the community. At that time, it is estimated that there were fewer than 10 organizations whose predominant role was in the creation and presentation of artistic endeavor. By 2006, that number had grown to over 60. A few of the major artistic programs include:

    - Heifetz International Music Institute relocates to Brewster Academy Campus for 6-week summer sessions, bringing 100 students and faculty. Students perform free concerts in local venues including restaurants and churches.

    - Great Waters Music Festival, now in its 12th season, attracts patrons from across New England.

    - "Artists in the Park" attracts statewide visitors who patronize local businesses.

- New Years Eve – Wolfeboro's First Night is one of only two First Night Celebrations in New Hampshire. It was the winner of 'Best New Year's Eve Celebration' in *New Hampshire Magazine's* Annual Best of NH 2003 contest. Visitors patronize local businesses.

- Expenditures by arts and culture non-profits in Wolfeboro are now estimated to be over $2.5 million. If for-profit arts and culture businesses are included, the total well exceeds $3 million, having a significant impact on the local economy.

- Cumulative attendance at local arts events approaching 30,000 individuals annually.
- Several local arts organizations, including Wolfeboro Friends of Music, the Governor Wentworth Arts Council and Great Waters Music Festival, sponsor artist residencies and/or provide music scholarships in the local schools. As helpful as this support is, there is little in the way of a universal advocacy from the community.

Goal, Objectives and Actions

Arts and Culture Goal: **To create an enhanced and well-managed environment within the community enabling Arts and Culture to flourish and to maximize its economic and life quality benefits for the community.**

Objective AC.1. Integrate arts and culture with economic activity.

AC.1 Establish an Arts and Culture Commission comprised of representatives of town government, arts and culture organizations, businesses and private citizens. Such a commission could:

- act as liaison between the business and the arts and culture communities guiding each in providing mutually beneficial support to achieve economic development objectives.
- participate with business leaders in solving related problems including the coordination of events planning to avoid scheduling conflicts and to maximize benefit for all organizations.

Objective AC.2: Maximize use of public and private space for arts/culture and construct new physical space as necessary.

AC.2: Establish a dialog with local businesses and community arts groups to identify needs for public and private space for arts and culture activities.

AC.3: Prepare a 10-year Arts and Culture Strategic Plan that identifies community group needs and evaluates of the use of private and publicly owned facilities for such activities as:

- Display of art in banks, restaurants, doctors' offices.
- Display of art in public buildings such as the library, town offices and schools.
- Expansion of outdoor art (statues, sculpture, etc.) in parks, greens and on sidewalks.
- Evaluation of the 2nd floor space in the Town Hall for artistic events
- Influence renovation of the Kingswood Auditorium as part of the GWRSD 20-year plan
- Evaluate feasibility of a new performing arts center to serve the lakes region.
- Cooperation with Brewster Academy's long range plans for building an arts facility.

Objective AC.3: Strengthen the arts within the local school curriculum.

AC.4: Establish and maintain ongoing communication with the Governor Wentworth Regional School District as a means to advocate for enhanced arts programs within the school curriculum.

AC.5 Determine the public's interests and support for specific areas of strengthening the arts curriculum and presenting the results as justification to school officials for improvements in specific curriculum areas including musical instruments, voice, studio arts, performing arts and music/art appreciation.

Objective AC.4: Advocate the growth of cultural assets and the support of town government.

AC.6: Establish the Wolfeboro Arts and Culture Commission comprised of town officials, residents, arts and cultural organization representatives, educators and business persons. *(See also AC.1)*

AC.7: Create and maintain a comprehensive inventory of arts and culture assets for preservation purposes.

AC.8: Through Town leadership publicly recognize and advocate for arts and culture as a major influence on life enrichment and economic development.

AC.9 Develop a detailed 10-year strategic plan for arts and culture. When implemented such a plan would be expected to:

- Leverage human capital and cultural resources to generate economic vitality through tourism, crafts, and cultural attractions;
- Create vibrant public spaces integrated with natural amenities, resulting in improved urban quality of life, expanded business and tax revenue base, and positive regional and community image; and
- Contribute to the region's 'innovation habitat' by developing arts and culture simultaneously improving regional quality of life—making communities more attractive to highly desirable, knowledge-based employees—and permitting new forms of knowledge intensive production to flourish.

FUTURE LAND USE AND RESOURCE PROTECTION

Statement of Purpose

Our lakes and ponds, wetlands, woodlands, hillsides, open fields, stone walls, scenic views and historic village character are defining characteristics of the quality of life in Wolfeboro. These are also the very qualities that make Wolfeboro a highly desirable location for new development and growth. It is recognized that the quality of life in Wolfeboro rests on the preservation of these assets. It is imperative that as future development and redevelopment occur, the Town's guiding principle must be the protection of Wolfeboro's natural resources and the aesthetics of our built environment. This can occur while accommodating the realities of residential and commercial growth and enhancing the economic health of the town.

Land Use Changes Since the 1996 Master Plan

Over the past ten years there have been several distinct trends in residential and commercial development in Wolfeboro. Much of the residential growth has been scattered throughout the town while commercial growth has occurred along the major highway corridors. *See Existing Land Use Map, Map 1.* Another trend has also been occurring—permanent protection of open space either through acquisition or as part of residential subdivisions.

Residential Development Patterns

Land use changes in Wolfeboro reflect sustained, scattered residential development over the past decade. This varied activity includes:

- Substantial shorefront development and redevelopment highlighted by the appearance of large waterfront homes, often replacing much smaller cottages.
- Increased subdivision activity including 38 lots at the former Wolfeboro Airport, 24 lots off North Main Street, a 40-unit development off Waumbec Road and 20 lots off Northline Road all took place during the period 2004 -2005.
- Two retirement communities, Sugar Hill off Pine Hill Road and the Taylor Homes near Downtown.
- Conversion of numerous vacant lots in scattered subdivisions from South Wolfeboro to the Ossipee town line.

This trend of scattered development has implications for community services. For example, emergency services such as police and fire located in Wolfeboro Center may need to travel significant distances to reach specific emergency situations. Roads to service outlying subdivisions will need to be maintained to a greater degree since there will be additional daily trips than if these areas were of lower intensity uses.

Commercial Development Patterns

Most commercial development occurred along major roadways such as the Route 28 corridor and Pine Hill Road. The continued expansion of business along major roadways is a trend that could have a negative impact on the roadway's carrying capacity as well as the aesthetics of the corridor. Modest development has taken place in the Back Bay village area.

Open Space/Protected Lands

A number of projects resulted in the permanent protection of lands for a variety of uses. Some examples of conservation action include: Four parcels, collectively known as Sewall Woods, were the focus of a land protection initiative conducted by the Lakes Region Conservation Trust (LRCT). Ultimately, 176 acres of land less than a mile from downtown will be dedicated to open space and recreation uses. *This area is noted on the Protected Lands Map, Map 2.*

A 92- acre conservation easement restricting development was granted to the LRCT on a parcel in North Wolfeboro. The former Albee sandpit off Route 28 has been converted to a 32-acre sports and recreation park through the efforts of Wolfeboro Area Recreation Association (WARA). These examples highlight the importance of the work of area nonprofit organizations in achieving the Town's land protection goals.

Community Attitudes Toward Development

The 2006 Wolfeboro Planning Survey results indicate strong community support for protection of natural resources and aesthetics. When asked how the Town could best manage development 75% of respondents say preserving scenic views and controlling shorefront development are very important, followed by preserving historic buildings (68%), preserving open space (66%), preserving historic neighborhoods and protecting agricultural land (59%). The majority (54%) of respondents said the town should grow slightly, followed by 34% who said it should stay the same. These results indicate that most of the community would like to maintain the village-rural character of the town and that protection of the community's natural assets is a high priority.

Challenges

Although residents and visitors have said they want Wolfeboro to retain the character of the scenic, rural small town they now know, there are a number of challenges ahead. This Master Plan will be the guiding force for growth management over the next decade.

Foremost among the challenges is the lack of adequate planning tools to determine where development should occur and where it should not. This Future Land Use Chapter supports the model of planning practiced in Lincoln, Massachusetts. That community's concept of *"save what needs to be saved and build what needs to be built"* is a simple expression of an important planning approach. To protect threatened natural and historic resources while providing land needed for development, several steps must be taken. They include the creation of a base map and an inventory of undeveloped lands. At present, the town does not possess maps that accurately detail this information in a user-friendly manner, on consistent scale. This inventory and

mapping should become the foundation for the development of a natural resource management plan. The Town and the development community would benefit from knowing what parcels with high resource value should be preserved, and which parcels can support development.

The existing sewer and water moratorium and the failure of the infrastructure to "keep up" with demands are also prime factors in determining the size, scope and placement of any future development. Improvements in infrastructure can provide opportunity for higher density development in certain areas of town, including infill in more densely settled neighborhoods. Such development will result in compact development including an opportunity for a mix of uses.

Preservation of water quality is a primary concern for Wolfeboro. The desirability of visiting or living in the Town of Wolfeboro is related to the quality of water that currently exists in our lakes, ponds and streams. However, water quality, recreation and aesthetics are threatened by several factors, including:

- inadequate shoreland and wetlands protections (regulations and enforcement);
- increased land development and associated runoff of nutrients and sediment during and after construction; and
- introduction of invasive species such as milfoil.

Although many residents prefer limited growth or no growth, the key to a livable community with a high quality of life is planned and guided growth. A Residential Build-Out Analysis conducted for the Planning Department in 2005 suggests that under current zoning approximately 9650 new dwellings could be sited in Wolfeboro. This would bring the population to approximately 25,000, slightly more than the current population of Keene, NH. Given the current rate of growth, this scenario could happen by 2067.

The good news is that there are many planning tools available today to help a community achieve its land use vision. These include the natural resource inventory mentioned above as well as digital mapping systems that can be put in place. Many groups throughout the country have been working around the same growth challenges as Wolfeboro. The principles of "Smart Growth" that encourage walkable neighborhoods, mixed land uses, preservation of open space, transportation choices, development standards, and community collaboration are gaining ground in both cities and rural areas. Using the development process to achieve a network of open space is the foundation for the concept of "conservation subdivisions," a term coined by landscape planner Randall Arendt and the subject of a November 2006 workshop held in Wolfeboro.

> *Conservation Subdivision is* a planning concept that promotes sound land development patterns that: provides land conservation; protects and provides sound management of the natural resource base; protects and enhances the ecological integrity of the town's diverse natural communities and wildlife habitats; sustains the scenic quality and visual character of the town; maintains and expand landscape-based recreational and educational opportunities; protects the town's historic sites and cultural landscapes; and protect in-town open spaces

There is a growing sense in Wolfeboro, in New Hampshire, and in the country that we can have both economic growth and sustained quality of life, conservation of open space along with more affordable housing opportunities. This can be achieved through strong local planning efforts and collaboration among all the stakeholders in the community.

Environmental Resources

Wolfeboro is rich in natural resources. Residents and visitors place a high value on its forests, fields, lakes, ponds, streams and scenic views. Wolfeboro comprises 37,405.5 acres or approximately 58.4 square miles. Water acreage accounts for 6,708.8 acres. Total land acres equal 30,696.7. As of 2001, there were 24,146 forested acres in Wolfeboro. This figure represents a 4.3% loss of forested land since 1993. As of 2003, 45.7% of the land area was enrolled in Current Use. Use of land for agriculture is on the rise in Carroll County. The 2002 Census of Agriculture showed 229 farms in the county in comparison with 136 farms in the 1996 Master Plan. Though it is undocumented as to how much acreage is devoted to farming or agriculture in Wolfeboro, anecdotal evidence and the appearance of a farmers' market suggest it may be on the rise. It is clear that a majority of survey respondents (59%) favor the protection of agricultural lands. These open lands contribute to the scenic and rural character of the Town that residents and visitors wish to maintain.

In addition to its forests, farms, and fields, Wolfeboro enjoys an abundance of water resources with numerous lakes and ponds, streams, wetlands and groundwater resources. Water is the cornerstone of our tourist-based economy. In part, the desirability of visiting or living in the Town of Wolfeboro is related to the superior surface water quality of the lakes, ponds and streams within Wolfeboro's environs. High quality groundwater supplies many of our residents with drinking water and will remain a significant water supply source for the foreseeable future. Water of high quality and aesthetic in appearance must be preserved for future generations. The 2006 Wolfeboro Master Plan Survey results clearly indicate the importance placed on our lakes and streams. Responses to specific questions regarding these resources indicate that 80% of the survey respondents view the high quality water resources as an important reason for visiting or living in Wolfeboro. *See the Water Resources Map, Map 3.*

Wetlands form a major part of Wolfeboro's surface water resources. Wetland types include shallow ponds, marshes, swamps, bogs, floodplains, and seasonally saturated areas. Wetlands possess a number of major resource values including wildlife habitat, finfish habitat, flood control, erosion control, groundwater recharge, sediment trapping, pollutant filtration, species diversity, aesthetics qualities and recreation. These resource areas have been identified on *Water Resources Map.* A second map, *Wetlands and Watersheds, Map 4,* identifies twenty (20) wetlands of relatively high value as identified in a report prepared for the Conservation Commission in 1996, *Wetland Evaluation, Wolfeboro New Hampshire.*

The Town has an obligation to protect water quality for recreation, aesthetics, aquatic life, drinking water, fish and wildlife. Water resources are a critical element of other sections of the Master Plan including recreation, economic development, infrastructure and downtown.

Goals and Actions

LAND USE GOAL 1: To preserve and protect Wolfeboro's sensitive and critical land and water resources including: surface waters, watersheds, shorelines, wetlands, floodplains, aquifers, agricultural lands, forests, hills and ridgetops, wildlife corridors and habitat, scenic viewsheds, and the night sky.

Objective LU.1: Identify lands that should be protected and those best suited for development.

RP.1: Prepare a town-wide natural resource management plan that includes an inventory and maps of natural resource areas. The planning process should include the following activities:

- Creation of a task force to collect existing maps, obtain grant money and ensure that all aspects of the natural resource management plan are implemented.
- Compilation of critical natural resource maps adopted by the town to help create the basis of regulations that protect the lands that provide the town's essential character.
- Preparation of maps at a usable scale that can be regularly available for use by the public and by town officials.
- Assurance that maps will be available electronically and in hard copies at all Planning and Zoning meetings and available to citizens in Town Hall.

RP.2: Establish a Committee to Create a Natural Resources Chapter and update the Future Land Use Chapter.

RP.3: Ensure that the most accurate maps available are used for decision making by Town Staff and Town Boards.

RP.4: Acquire a single Geographic Information System (GIS) for use by Town Boards and Departments that will satisfy the needs of the Planning & Zoning Boards, Conservation Commission, Assessor, etc.

RP.5: Add staff to support the Planning Department to implement and maintain the GIS system. This individual could be a shared resource to other departments such as the Assessor's Office and the Department of Public Works.

RP.6: Develop a town-wide water resource inventory and management plan.

RP.7: Implement enforcement of RSA 155E and identify suitable locations for sand and gravel excavation that is compatible with other uses and protective of the natural resources of the town.

RP.8: Encourage the Board of Selectmen, working with community groups such as GALA, to establish a Sustainability Initiative for the Town of Wolfeboro.

Objective LU. 2: To secure permanent protection of critical natural resource parcels.

RP.9: Encourage acquisition of land for preservation.

RP.10: Encourage cooperation among the Town, Conservation Commission, landowners, independent land protection agencies and others to protect identified parcels through purchase, conservation easements, donations and other mechanisms.

RP.11: Dedicate 100% of Land Use Change Tax (LUCT) to Wolfeboro's Conservation Commission's Land Acquisition Fund

Objective LU.3: Insure that new development and redevelopment promote protection of land and water resources.

RP.12: Provide sufficient enforcement capabilities to monitor compliance with state and town regulations involving land and water use management, particularly the state Comprehensive Shoreland Protection Act, RSA 483-B.

RP.13 Insure that septic systems inside the Shorefront Residential District are updated at time of property transfer. The Town of Wolfeboro, working with NHDES and local real estate companies, should establish a monitoring system to ensure that the relevant RSA and DES Admin rule are followed and enforced. Relevant Law: RSA 4:40-a, 485-A:2, 485-A:39. Relevant Adm. Rule: Env-Ws 1025

RP.14: The Planning Board should require and provide incentive for Conservation Subdivisions in designated areas, such as the current AG-5, AG-10, GR1 and GR2 Districts.

RP.15: Advocate innovative land use techniques that promote protection of natural and marine resources.

RP.16: Implement stormwater management regulations that incorporate best management practices for Low Impact Development and minimize the amount of impervious surfaces for the protection of water quality for any land use activity that disturbs more than one acre of land.

RP.17: Retrofit existing stormwater infrastructure to encourage treatment and/or infiltration where possible.

RP.18: Establish land use regulations that require new development be sited in ways that minimize the impact on open space and viewsheds.

RP.19: Do not issue building permits for development on Class VI roads.

RP.20: Incorporate "No-cut" or "No touch" riparian buffers into Wolfeboro's zoning ordinances to protect rivers and streams, similar to the protection offered to New Hampshire's lakes by the Shoreland Protection Act.

RP.21: Mail a summary of the provisions on the State of NH Shoreland Protection Act to all citizens - attached to a utility bill.

Objective LU.4 Protect and preserve Wolfeboro's surface water resources to achieve state water quality standards.

RP.22: Appoint the Wolfeboro Conservation Commission as single point of responsibility for the conservation and preservation of our valuable marine/water resources.

RP.23: Establish a testing program for septic systems by town personnel within the Shore Front Residential District, to assure proper function with no measurable 'leakage' into nearby town waters.

RP.24: Discourage the 'opening' of new congregate mooring fields in Wolfeboro Bay and to limit the size of existing fields in the Wolfeboro Bay area (Sewall Point around to, and including, Clark Point).

RP.25: Continue to support Wolfeboro's Milfoil Control Committee to undertake the following:

- Prepare a milfoil control program for 2007 for Back Bay. Control of milfoil in and around the Wolfeboro Bay town docks must be implemented in 2007 as well
- Annually review and survey the status of milfoil or other exotic aquatic weeds in Wolfeboro's environs, and
- Prepare a long range Invasive Weed Management Program that would encourage each lake and pond association to participate in the NHDES Weed Watchers Program to monitor waters for invasive aquatic plants.

RP.26: Include Sargents Pond, Upper Beech Pond and Back Bay in either the Volunteer Lake Assessment Program (VLAP) or the UNH Lakes Lay Monitoring Program (LLMP) sampling programs to complete the set of significant ponds and bays within Wolfeboro's boundaries under this program (Recommendation from the NHDES VLAP coordinator.)

RP.27: Consider the entire Wolfeboro Winnipesaukee shorefront, including islands, for inclusion in one or more of these programs.

RP.28: Protect headwater areas of streams that originate in adjacent communities through multi-town cooperative efforts, particularly Brookfield, New Durham and Alton.

Objective LU.5 Anticipate future municipal and school district land and building needs.

RP.29: Identify specific properties to acquire for municipal and school district use.

RP.30: Have a funding mechanism in place to acquire land and buildings for future needs in a timely, cost-effective manner.

Historic, Cultural and Scenic Resources

As noted above, the 2006 Community Survey showed strong support for the preservation of the historic properties and scenic vistas that help define Wolfeboro. The list of properties with historical significance is long, as is the list of scenic views. Citizens and visitors take pride in Wolfeboro's unique slogan, *"The Oldest Summer Resort in America."* Development and redevelopment have been responsible for the erosion of some of this history. Lakefront cottages have been demolished; new lakefront construction hasn't always blended with the old. Nearly every scenic view enjoyed today remains unprotected.

LAND USE GOAL 2: Preserve Wolfeboro's lakeside rural village character.

Objective HCS 1: New development and redevelopment should be compatible with Wolfeboro's existing character.

HCS.1: Compile and adopt updated maps of critical scenic views, farm lands and historical or culturally significant sites to help create regulations to protect the lands that provide the town's essential character.

HCS.2: Identify and encourage desirable land use patterns reflective of rural village character such as those found in traditional neighborhoods like Clark Road, Green Street and Pleasant Street.

HCS.3: Adopt standards to require larger buffers and fewer curb cuts in rural gateway areas, such as NH Route 28.

HCS.4: Begin a discussion of how to implement mandatory design review.

HCS.5: Review and update Wolfeboro's Open Space Development Option.

HCS.6: Promote innovative zoning techniques such as *Traditional Neighborhood Development.*

> *Traditional Neighborhood Development is* a planning concept that encourages compact mixed use neighborhoods where residential, commercial and civic buildings are within close proximity to each other. Residents have options for walking, biking or driving through their neighborhood.

HCS.7: Maintain the integrity of existing historic districts.

HCS.8: Maintain the character of the South Main Street gateway. Extra care should be taken by large institutions when developing along the gateway.

HCS.9: Insure that future retail development is of a scale compatible with existing retail structures.

HCS.10: Adopt parking standards that encourage locating retail parking in the rear of buildings.

HCS.11: Review the titles of zoning districts and consolidate similar districts. Consider changing the names of districts to better reflect actual uses. For example: Rural Residential or Forest & Agricultural District.

HCS.12: Recommend Scenic Road designation for additional roads, such as:

- Beech Pond Rd. from the intersection with Northline to the Ossipee line
- Northline Road
- Rt. 109 A from Waumbec to the Tuftonboro line

HCS.13: Properties found on the list of *"Properties of Historic Importance"* should be protected, whenever possible, from demolition, deterioration and/or major incompatable alteration.

HCS.13: Review list of the *"Properties of Historic Importance"* and expand the information to include current owner's name, street number, tax map & lot number, most appropriate historic name, architectural style and estimated construction date.

HCS.14: Update the map of *"Historical & Cultural Features in Wolfeboro"* to ensure that *"Properties of Historical Importance"* are included as well as other appropriate locations.

HCS.15: Encourage locating such utilities as electrical, telephone and cable underground. *(See Infrastructure Action E.5 and Greater Downtown Action GD.25.)*

Future Land Development

Any large-scale development decisions will be based on information contained in the natural resource inventory and be implemented as part of an overall resource management plan. The current deficiencies in the water and sewer infrastructure must be corrected before addressing the question of higher-density development areas.

LAND USE GOAL 3: Promote mixed use development including diversified housing opportunities to meet varying residential needs

Objective FLD.1: Where water and sewer are available, higher density housing should be encouraged.

Objective FLD. 2: Mixed-use neighborhoods should be encouraged in appropriate areas of town.

FLD.1: Endorse the principles of *Smart Growth* and adopt regulations and policies that will encourage such growth. These include:

- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster distinctive, attractive communities with a strong sense of place
- Make development decisions predictable, fair and cost effective
- Encourage a mix of land uses
- Preserve open space, farmland, natural beauty and critical environmental areas
- Provide a variety of transportation choices
- Strengthen and direct development towards existing communities
- Take advantage of compact building design.

FLD.2: Identify areas suitable for higher density and mixed use housing using resource-based analysis.

FLD.3: Promote moderate density residential use in the areas between Varney and Trotting Track Roads. Higher density housing in this area will require adequate on-site water and sewer systems, although municipal water and sewer is preferred.

LAND USE GOAL 4: Provide opportunities for the Town's diversified economic base to prosper.

Objective FLD.3: Strengthen the Greater Downtown Area as the village core.

Objective FLD. 4: Encourage consolidated commercial development in suitable areas.

FLD.4: Repair and expand town water and sewer to allow for growth.

FLD.5: Promote the proposed business park off Pine Hill Road.

FLD.6: Consider the Route 109A (Pine Hill Road) area for single curb cut, clustered professional offices and services.

Objective FLD.5: Future commercial development should be located in areas that are: accessible to major transportation routes, either served or could be served by municipal utilities, and be clustered to preserve valuable open space and to avoid strip development.

Objective FLD.6: Maintain the integrity of the Town's limited transportation corridors.

FLD.7: Create non-motorized networks by connecting trails, pathways and sidewalks and Class VI roads.

FLD.8 Consider extending Filter Bed Road to Rte 109A to provide for a new access corridor between the downtown and Rte 109A and to provide for the opportunity for a new village (mixed use) style node of development within waking distance to the Greater Downtown Area.

FLD.9 Require all new commercial or residential development to provide for pedestrian pathways.

FLD 10: Require new commercial development to have substantial vegetative buffering and minimal curb cuts.

LAND USE GOAL 5: Develop a town-wide awareness of land use and conservation issues

Objective FLD 7: Foster an appreciation of the land and water resources of Wolfeboro by government, the development community, residents and visitors.

FLD.11: Promote knowledge of, and compliance with, the *Comprehensive Shoreland Protection Act.*

FLD.12 Sponsor regular workshops on relevant topics and use the internet and local cable outlets to promote awareness of land use issues.

FLD.13: Encourage zoning to permit the use of alternative energy sources.

FLD.14: Create a Conservation and Natural Resources Chapter for the next Master Plan.

APPENDICES

A. Water Resources – Land Use Committee Report

B. Forest Lands and Agriculture – Land Use Committee Report

C. Historic Resources – Land Use Committee Report

D. Scenic Views – See 1996 Master Plan

E. Residential Build Out Analysis – See Chris Davis Report – Separate Report

F. Wolfeboro Hazardous Mitigation Plan, 2006 - Separate Report

G. Inventory Properties of Historical Significance

IMPLEMENTATION PROGRAM

The MASTER PLAN and this SUMMARY sets forth a vision for Wolfeboro and offers goals and objectives to implement that vision. Additionally, this SUMMARY provides an Implementation Matrix to assist in its implementation. While the Implementation Matrix is itself an implementation tool, the Matrix cannot be used as a stand alone document. The Master Plan needs to be seen as a collective whole greater than the sum of its parts. While each and every recommendation is important, the big picture needs to be recognized and focused upon.

MASTER PLAN IMPLEMENTATION

The Implementation and Action Plan includes an implementation matrix that contains a schedule of municipal projects, policies and actions necessary to achieve the goals and objectives of each of the Master Plan chapter elements.

ACTION PLAN OVERSIGHT

It is recommended that a subcommittee be established by the Board of Selectmen to develop an Action Plan to oversee the implementation progress and incorporation of the plan into other town policies such as, but not limited to, the capital improvement plan, the municipal budget, planning and zoning regulations. To this end, an annual work program relating to Master Plan implementation should be developed and carried out by the subcommittee with the assistance of various town departments.

SUBCOMMITTEE

The Action Plan subcommittee will consist of seven members:

-- Two members, including the chairperson, appointed by Board of Selectmen
-- Three members appointed by the Planning Board - including one member of the Capital Improvement Plan Committee
-- Two members appointed by the Budget Committee

-- Town Manager, Staff to the committee
-- Town Planner, Staff to the committee

PROGRESS REPORTS

Progress reports and action plans would be presented/reviewed at least annually to the Board of Selectmen, Budget Committee, the Planning Board and the general public at a time consistent with Wolfeboro's budgeting process.

CHANGES

As conditions change, so may priorities. Modifications to the Action Plan would be reviewed/decided annually as part of the Progress Reports process and reported to the Public on a regular basis.

Implementation Matrix

The Implementation Matrix contains a tabular summary of each Master Plan goal and recommendation. The matrix is a useful reference tool to the MASTER PLAN and this SUMMARY as it helps guide the community as it faces tough decisions regarding which recommendations will be implemented and which organization(s) or person(s) will spearhead these efforts. The recommendations contained in the Implementation Matrix are not directed only at local government. Successful implementation will occur as a result of a cooperative effort between the public and private sectors and will require additional support from Wolfeboro's volunteer community.

The Implementation Matrix contains the timing associated with each action and the identification of groups responsible for initiating future actions. A description of the matrix headings are contained below:

1. **Suggested Lead Group** - Suggested Lead Group refers to those organizations that might be responsible for initiating the action. The initiator of the action may or may not assume full responsibility for implementing the recommendation. In some cases, implementation will require a cooperative effort from various segments of the community. As implementation occurs, the Town may decide to appoint other organizations or parties to initiate actions.

2. **Land Use Ordinance Change** - Some actions will require official action from the Planning Board and/or the Board of Selectmen to adopt new or revised land use ordinances. However, these regulatory changes are often tied to public infrastructure improvements.

3. **Implementation Timing** - This column represents an estimate of when the action could be initiated. The actual timing of implementation will depend on how the community establishes its implementation priorities. Actions that are recommended after year one may require some internal project planning or preparation before implementation can be initiated. For example, the initiation of a study will require the development of a RFP for competitive proposals and an interview and selection process before work can begin.

Implementation Matrix

The following program has been prepared to assist the Town in the process of implementing the master plan recommendations. The implementation program organizes the recommendations by each of the chapter or topic areas in the plan. The program also identifies a time period for implementation and the party responsible for implementing the strategy. While the time periods for implementation are based on highest need and a systematic sequence of actions, it is understood that project priorities and scheduling may change depending on changing conditions in the town, available capital funding, and grant and funding availability.

The following are the time periods for implementation:

Ongoing:	Actions which are continuous or are already being carried out
Immediate:	Actions which should be undertaken in 1-2 years
Short:	Actions which should be undertaken within 3-5 years
Long:	Actions which will take more than 5 years to be initiated or completed.

Housing

Housing Goal 1: **Continue to create opportunities to diversify Wolfeboro's housing stock, which includes homeownership and rentals for people of all ages and all income levels.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
H.1: Evaluate existing planning regulations to determine which sections can be amended to reduce the complexity.	PB				X	
H.2: Evaluate planning procedures to streamline the approval process for developers.	PB				X	
H.3: Encourage clustered housing with associated protected open space within the municipal water and sewer areas.	PB					
H.4: Consider zoning amendments to provide for additional density bonuses based on the number of affordable units	PB				X	
H.5: Provide opportunities for the construction of permanent affordable rental and homeownership housing	PB, BS					

H.6: Consider zoning ordinance amendments to allow higher density residential development in areas served by Town water & sewer or are served by on site community or individual systems for septic and water.	PB		X	
H.7: Consider additional density bonuses to multifamily workforce housing developers to participate in a public-private partnership with the Town	PB		X	
H.8: Consider an increased number of units per acre for multi-family units.	PB		X	
H.9: Evaluate regulatory changes that would permit "walkable" neighborhood scale developments	PB			
H.10: Evaluate the adoption of a Workforce Housing Overlay District to help generate some housing that will remain affordable.	PB			
H.11: Establish guidelines for the planned extension of public infrastructure to support higher density housing.	BS			
H.12: Base repair/extension of the public sewer and water on support of residential and economic development areas designated as preferred for growth.	BS, PB			
H.13: Consider the creation of a mixed use nodal development.	PB		X	
H.14: Consider regulatory changes that would encourage rental housing in the upper stories of structures.	PB		X	
H.15: Encourage the redevelopment of Greater Downtown Area properties with mixed high-density residential and commercial uses.	PB, EDC			

Health & Human Services

Health & Human Services Goal: **Improve the health and well being of Wolfeboro citizens through supporting citizens / families and strengthening the community by providing a network of education, prevention, treatment and support services.**

Strategy	Responsible Party	Priority			Regulatory Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
HHS.1: Advocate for and increase access to programs and opportunities that will help youths and families make healthy choices.						
HHS.2: Learn more about CONTACT (Substance Abuse Awareness Taskforce).						
HHS.3: Promote awareness of the problem and helping with the solutions.						
HHS.4 Ensure community as a whole provides support to at risk youth.						
HHS.5: Develop, explore and advocate the extension & expansion of bus service with existing human service provider agencies.						
HHS.6: Establish a network of social service agencies to create a single transportation carrier for special or high needs groups.						
HHS.7: Establish a central base "dispatch" center for all social service agency transportation providers.						
HHS.8: Conduct public outreach and awareness campaigns to collect and disseminate information on the needs of the transportation-disadvantaged.						
HHS.9: Establish a regional public transportation steering committee to coordinate regional transportation needs for disadvantaged populations.						
HHS.10: Maintain sidewalks and crosswalks along public roadways and improve lighting at crosswalks.	BS, PW					
HHS.11: Re-establish the Community Health and Welfare Council to evaluate health of the community & determine priority health & human service needs.	BS					
HHS.12: Inform citizens of the many social services & how to access them.						
HHS.13: Develop and maintain educational resources about the availability of the community health and human services.						
HHS.14: Use continual media promotion about the availability of the community services through radio, local TV and newspapers.						

Economic Base

Economic Base Goal : **Strengthen Wolfeboro's economy through diversification, serving the needs of existing businesses, encouraging and retaining small businesses and implementing initiatives to attract appropriate economic development.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
EB.1: Create an Economic Development Director position, which will enhance the organizational structure and authority of the EDC.	PB, BS					
EB.2: Adopt a strategic economic development plan for Wolfeboro as developed by the Economic Development Director and Economic Development Committee	EDC, PB, BS					
EB.3: Maintain up-to-date information about real estate and business development opportunities in Wolfeboro.	C of C, EDC					
EB.4: Strengthen the mix of professional businesses by instituting a business clustering strategy.	EDC, PB					
EB.5: Continue to support the efforts of the Wentworth Economic Development Corporation.	EDC					
EB.6: Consider designating commercial growth areas at the Ossipee-Wolfeboro Town line off Route 28 and in the Pine Hill-Beech Pond Road area.	PB				X	
EB.7: Develop the necessary incentives to attract businesses to proposed business park areas.	EDC, PB, C of C					
EB.8: Apply for Community Development Block Grant or Rural Development Administration funds to finance the construction of public infrastructure for a new business park.	TP, EDC					
EB.9: Establish a Tax Increment Financing (TIF) program that would include identification of potential locations for TIF districts.	BS					
EB.10: Continue to streamline the process of opening new businesses and expanding existing ones.	C of C, EDC					
EB.11: Strengthen the year-round market position of existing businesses through review of Wolfeboro's land use regulations to facilitate business growth and development.	EDC, PB					
EB.12: Provide technical assistance to existing businesses that may require additional capital or wish to expand.	C of C, EDC					
EB. 13: Undertake a market study to target businesses most desirable to Wolfeboro & better understand Wolfeboro's competitive position	EDC					
EB.14: Establish a marketing campaign to communicate Wolfeboro's special attributes and opportunities	C of C, EDC					

Greater Downtown

Greater Downtown Goal: **Maintain and enhance the Greater Downtown's role as Wolfeboro's commercial, social, civic and cultural center**

Strategy	Responsible Party	Priority			Regulatory Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
GD.1: Expedite immediate implementation of actions to address the current deficiencies in the municipal water and sewer systems.	BS, PW					X
GD.2: Preserve the mixed-use character of the Greater Downtown Area.	PB, C of C					
GD.3: Encourage continued improvement to the Dockside area and the Railroad Station.	BS, C of CC					
GD.4: Encourage new development, redevelopment or infill projects that will enhance the Greater Downtown Area's tourism appeal.	PB, EDC, C of C					
GD.5: Change zoning to require that first floor space be used for commercial purposes only in the Downtown area.	PB				X	
GD.6: Create additional public parking in off-site locations that are convenient for people.	BS					
GD.7: Strictly enforce parking regulations while being considerate to tourists.	PD					
GD.8: Explore the use of people movers to transport people around the Downtown area and to and from satellite parking areas.	BS, TM					
GD.9: Examine a shared parking arrangement with the business condominium associate off Mill Street in the Back Bay.	TP					
GD.10: Encourage creation and use of long term parking for those needing to park for more than two hours.	BS, PW, C of C					
GD.11: Evaluate the number and placement of handicapped parking spaces, and adjust as necessary.	BS					
GD.12: Implement a program of planned maintenance and upgrades for Wolfeboro's downtown sidewalks and other paved areas.	PW					X
GD.13: Provide attractive, well-maintained public restrooms.	BS, PW					
GD.14: Provide consistent, accurate, attractive, easy to read signage throughout the town.	PW					
GD.15: Review, update and enforce the Town's sign ordinance.	PB				X	
GD.16: Follow the recommendations for Parking, Wayfinding, Signage, etc. as outlined in the "2006 Update to the Transportation Master Plan".	BS, PB					
GD.17: Participate in New Hampshire's Main Street USA program.	BS, C of C					
GD.18: Promote adherence to the design guidelines adopted by the Town.	PB					
GD.19: Enhance the visual appeal and safety of the Downtown through targeted public improvements and pedestrian amenities.	BS, PW					X

GD.20: Investigate the cost of placing underground all overhead utility lines along Main Street, Railroad Avenue, Central Avenue and Dockside.	TP, PW			
GD.21: Create additional green space.	BS, PW			
GD.22: Where feasible, parking should be located to the rear the buildings.	PB			X
GD.23: Maintain the pedestrian character of the Greater Downtown Area.	PB			
GD.24: Expand shopping opportunities for year round residents.	C of C			
GD.25: Support infill development of retail and office uses.	PB, BS			
GD.26: Encourage friendly implementation of regulations.	PB			
GD.27: Enhance the working relationship between the Greater Downtown merchants, Town government, charitable organizations, and Brewster Academy.	C of C, BS			
GD.28: The Chamber of Commerce should become more proactive on issues which affect the business community.	C of C			
GD.29: Promote businesses directed at teens.	C of C			
GD.30: Lobby for taxpayer approval for proposed finance improvements to the Greater Downtown.	BS, C of C			
GD.31: Consider a Tax Increment Finance District (TIF) to fund improvements.	BS			

Transportation

Transportation Goal 1: **Provide a safe, balanced and efficient transportation system that recognizes Wolfeboro's village and rural character.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
T.1: Work with NHDOT to investigate safety and design alternatives for problem intersections and other local highway/roadway transportation needs.	BS, PB, PW					
T.2: Work closely with the Lakes Region Planning Commission to make known the Town's highway/roadway transportation needs.	PB					
T.3: Improve the intersections at NH Route 28/109, 28/109A (Elm Street) and NH Route 28 and Middleton Road.	PW					
T.4: Develop a bicycle and pedestrian plan to supplement the Master Plan.	PB					
T.5: Consider paths, lanes, shoulders, trails, and sidewalks as part of new construction.	PB, PW				X	
T.6: Incorporate bicycle & pedestrian access into land use regulatory processes.	PB				X	
T.7: Establish a committee to review all proposed construction, re-surfacing, and other alterations that focuses on bicycle and recreational paths.	TM, BS					
T.8: Consider pilot projects to demonstrate traffic calming measures to reduce vehicle speeds, improve safety, & improve quality of travel for pedestrians & cyclists.	BS, PB, PW					
T.9: Encourage development of a Circular Back Bay Pedestrian Pathway System, connecting three of the four commercial sub areas (Back Bay, Main Street, and Wolfeboro Falls).	BS, PB					X
T.10: Establish a North side Back Bay Pathway as the first segment of the Back Bay circular pathway with completion of the Mill Street – Bay Street pathway.	BS, PB					
T.11: Impose traffic mitigation requirements on new or expanded developments which may have an impact on transportation safety, capacity, and existing service levels.	PB					
T.12: Require developers to conduct traffic impact studies for large development projects.	PB					
T.13: Recognize that technological advances in communication systems such as cable TV, wireless telecommunications, and the internet are all forms of "transporting" information; reduce the need for conventional motorized travel.	PB, BS					
T.14: Promote access to Wolfeboro Village by boat.	EDC, PB, BS					
T.15: Inform tour bus operators of the appropriate location of bus drop off and parking with proper signage and with a direct mailing.	TP, EDC					

Transportation Goal 2: Improve transportation opportunities for disadvantaged, elderly, and disabled persons.

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
T.16: Establish a regional public transportation steering committee to coordinate regional transportation needs for disadvantaged populations.	BS, PB					
T.17: Assess the number, and improve the location of, handicapped parking spaces within the Greater Downtown Area.	PB, PW					
T.18: Assess the number and location of curb cuts and access ramps for the handicapped in the Greater Downtown Area.	PW					
T.19: Maintain continuous and convenient sidewalks and crosswalks along public roadways, especially those that connect the medical, civic, cultural, commercial, and recreational centers of the community.	PB, PW					

Transportation Goal 3: Develop a long-range transportation plan for the Town of Wolfeboro that considers land use, enhanced quality of travel and public awareness of transportation issues affecting Wolfeboro.

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
T.20: Appoint a subcommittee to layout a future road network that would interconnect the Town's dead end roads.	PB, TP					
T.21: Ensure improvements to the state highway network are context sensitive	PB, PW					
T.22: Ensure improvements to the state highway network result from a highly participatory, interdisciplinary approach to project development.	BS, PB, PW					
T.23: Revisit land use regulations to ensure that economic and conservation objectives are carefully balanced.	PB				X	
T.24: Seek funding for transportation enhancements such as scenic easements, water quality improvements, pedestrian facilities, etc.	TP, BS					
T.25: Adopt local road standards that encourage context sensitivity.	PB				X	
T.26: Establish an "ADOPT-A-ROAD" program to assist the Town and the state in keeping the roadsides clean.	BS					
T.27: Ensure that public centers, such as the town office building or post office that may be under consideration for relocation, remain in the village core.	BS, PB, EDC					

T.28: Continue to encourage higher densities, mixed uses, and redevelopment in and around the village core.	PB		X	
T.29: Consider nodes or breaks to the linear zoning district boundaries to avoid commercial strip patterns of development.	PB		X	
T.30: Incorporate access management techniques as part of subdivision and site plan review regulations.	PB		X	
T. 31: Continue participation on the L R P C Transportation Technical Advisory Committee and Town's representation on the Commission.	BS			
T.32: Initiate communications to keep the general public, Boards, and Commissions informed on the status of proposed or pending transportation projects.	BS, PB			
T.33: Maintain an effective working relationship with NH DOT District 3 regarding highway maintenance, driveway permitting, and district-level projects.	BS, PW			
T.34: Encourage public participation in the Lakes Region Transportation Improvement Program (TIP) and the Wolfeboro Capital Improvement Program processes.	BS, PB			
T. 35: Build working relationships with neighboring communities and encourage involvement of other communities in regional transportation planning.	BS			

Public Infrastructure and Utilities

Sewer Goal: **To provide a cost effective sewage system that operates within permit conditions with the potential to handle increased flow rates. To develop equitable funding methods for sewer system construction and it's operating costs.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
S.1: Develop a comprehensive replacement/refurbishment plan for the sewer collection and processing systems in accordance State of NH Administrative Orders.	BS, PW					X
S.2: Complete all engineering/construction activities by the State of New Hampshire completion deadline of May 1, 2007.	BS, PW					X
S.3: Establish a sewer rate schedule.	BS, DPW					
S.4: Establish a Sewer Capital Reserve Fund.	BS					
S.5: Establish a management plan for long-term preventive maintenance, I/ I detection, deficiency tracking and performance monitoring.	PW					
S.6: Investigate the feasibility of creating a Wolfeboro Sewer Board.	BS					
S.7: Develop a policy to ensure the Town acquires easements for future Town sewer installations encroaching on private property.	BS					
S.8: Identify any application that has an impact on Treatment Plant loading or on the scope of the current service grid.	PW, PB					

Water Goal: **Upgrade the water treatment and distribution system to provide sufficient water efficiently while meeting all state and federal environmental regulations.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
W.1: Contract for the design and implementation of measures to reduce "unaccounted for" water losses to acceptable levels.	BS, PW					X
W.2: Develop a program to encourage sound water conservation practices by all users.	BS, PW					
W.3: Complete initial planning, testing, acquisition of land and preparation of State applications for new water source.	BS, PW					X

W.4: When the "unaccounted for" water losses are corrected, a decision is made that supplemental supply should be created and State approval is received, construct new supplemental plant.	BS, PW			X
W.5: Take steps to assure that the South Main Street water tank (the Kingswood tank) can be used to its full capability.	PW			
W.6: Construct an additional storage tank in reasonable proximity to the north side of downtown.	BS			X
W.7: Identify and implement all measures to assure the long-term watershed protection of the Beech Pond reservoir.	BS, PB			
W.8: Assure that water treatment programs are in full compliance with all state and federal standards for water quality.	PW			
W.9: Implement a program that will assure proper preventive maintenance of public water system components with status reports to the selectmen as part of the annual budget review process.	PW			
W.10: Develop a policy for jurisdiction and maintenance of private water systems that tie into Town water systems.	BS			
W.11: Maintain a value oriented funding method for the Town water system.	BS			
W.12: Establish a capital reserve program for long term needs of the water system.	BS			

Road Goal: **To provide a safe, drivable town road system whose maintenance is based on timely inspections and annual project programming that is coordinated with other infrastructure improvement projects.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
R.1: Implement annual road inventory via Road Surface Management System (RSMS) software.	BS, PW					
R.2: Utilize RSMS results to prepare a plan for short and long term road repair.	BS, PW					X
R.3: RSMS results to provide a basis for establishing revised minimum road standards for town and subdivision roads, road limits, and spring weight projections.	BS, PB, PW				X	
R.4: Compile accurate deed information for road rights-of-ways and easements as a database to be used in conjunction with RSMS.	BS					
R.5: Compile a list of public safety requirements that provide guidance to the Planning Board and DPW.	BP, PW				X	
R.6: Create an accurate inventory of road names and lot and unit numbers to facilitate E-911 system accuracy and effectiveness.	BS					

R.7: Implement a new development road bond program on all new developments.	PB		X	
R.8: Implement a road trenching regulation that includes cutting, ditching, and patching standards.	PW, PB		X	
R.9: Re-implement a road posting and offsite bonding policy to prevent the degradation of the Town roads.	BS			
R.10: Implement a "no-through-trucks" policy on designated roads with weight limits and in congested residential.	BS		X	
R.11: Use future projections of road expansion to be used with RSMS and sidewalk planning to ensure continuity.	PW, PB			
R.12: Designate Master Plan identified roads as scenic roads.	PB			

Sidewalk Goal: **To provide a safe, well-maintained system of sidewalks that enhances the quality of pedestrian travel in Wolfeboro.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
SW. 1: Ensure design standards result in durable, ADA compliant sidewalks that conform to federal standards and Safe Routes to School Program (SRTS).	BS, PW					
SW.2: Ensure that all crosswalks comply with Federal standards including sight distance from sidewalk to nearest parked vehicle.	BS, PW					
SW.3: Require that all new development or conversion projects accommodate pedestrian traffic through the provision of paved sidewalks.	BP				X	
SW.4: Develop a comprehensive plan for town sidewalk maintenance and expansion with due consideration for phased interconnection.	BS, PW, PB					
SW.5: Develop an annual management program that prioritizes sidewalk repair and replacement followed by potential expansion.	PW					

Communication Goal: **Continue to improve and support the "electronic community communication option" by linking the public sector to town government, as well as linking Town departments to each other and to county and state government.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
C.1: Train Town personnel in order to keep them up to date as computer tools evolve.	BS	Ongoing				
C.2: Continue to update Town software and electronic equipment in a coordinated fashion to maintain an efficient communications network.	BS	Ongoing				
C.3: Continue to maintain, update and expand www.wolfeboronh.us to provide a cost effective service for public information.	BS					
C.4: Work to provided internet accessability.	BS, TM					
C.5: Provide for adequate emergency communication integration among Public Works, police, fire and emergency workers.	BS, FD, PD, PW					

Electric Goal: **Provide reliable and affordable electric power to all businesses and homes in Wolfeboro.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
E.1: Create a plan to use the presently decommissioned Lehner Street Generating Station.	WED					
E.2: Develop a plan and schedule for the upgrade of existing 4KV transformers.	WED					
E.3: Explore the feasibility for an alternate 34.5KV feeder source from Wakefield.	WED					
E.4: Where practical, establish looped feeds in Town to diversify power supply and create redundancy.	WED					
E.4: Coordinate the replacement of the Town-owned 34.5 KV supply line within the existing right-of-way with PSNH's replacement of the Tuftonboro feed replacement planned for 2011.	WED					
E.5: Establish a program to reduce overhead electric line clutter in the Railroad Avenue portion of downtown.	WED					

Infrastructure Protection

Goal: **To insure the protection of the Town's critical infrastructure, a Hazard Mitigation Plan and Emergency Management Plan should be developed.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
IP.1: Support the development of the Hazard Mitigation Plan by developing a timeline for completion and a time frame for updates.	BS					
IP.2: Support the update and expansion of an Emergency Management Plan by adding funds to the budget for annual updates and practice drills.	BS					
IP.3: Support the Establishment of an Emergency Center for the town.	BS, FD, PD					
IP.4: Support a working relationship between the Town, County, State, Federal Governments along with hospitals, and agencies to plan for emergencies.	BS					

Community Facilities

Community Facility Goal: **Provide a sufficient level of community facilities and services to meet the needs of Wolfeboro's residents in an efficient and cost-effective manner.**

Strategy	Responsible Party	Priority			Regulatory Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
CF.1: Monitor the Town's population and facility needs on an ongoing basis in order to provide for present and future services.	TP					
CF.2: Prepare estimates of the population biennially and track geographic shifts in population by reference to residential building and demolition permits.	TP					
CF.3: Analyze changes in public service demand by compiling data received from Town departments and prepare a report documenting the findings.	BS, PW					
CF.4: Prepare a Ten-Year Capital Improvements Plan (CIP).	TM, BS					X
CF.5: Adopt a policy of acquiring parcels of land, which could be used for future community facilities as those parcels become available.	BS					X
CF.6: Make greater use of the existing fire/rescue substation off Governor Wentworth Highway.	BS, FD					
CF.7: Consider upgrading the police and fire/rescue facilities now housed in the Public Safety Building.	BS					X
CF.8: Consider the question of whether or not the fire/rescue department should operate the Town's ambulance service.	BS					
CF.9: Develop fire/rescue apparatus and equipment replacement programs.	FD					
CF.10: Upgrade the Town's public safety communication facilities.	BS					
CF.11: Consider adopting a "pay as you throw" policy, using standard bags and a fee per bag.	TM, BS					
CF.12: Purchase (a) new and larger trailers and the associated compactors; and (b) improve working conditions at the disposal site by installing new heating.	BS					X
CF.13: Form a building committee to determine the needs and elements of a new or expanded library facility.	BS					
CF.14: Design and construct a first-rate, multi-purpose building to function as a large, year-round performing and visual arts center.	BS					X
CF.15: Support a joint effort by the existing local museums to undertake growth plans that would promote increased opportunities and visitation.	BS, Museum Personnel					
CF.16: Design and construct a joint facility providing space for both teenagers and senior citizens.	BS					X

CF.17: Consider the creation of a "Senior College," which would use the performing and visual arts center and the youth and senior citizens' center	BS			
CF.18: Build an indoor/outdoor swimming pool for use by the entire community, including Brewster Academy.	BS			X
CF 19: Determine the office space needs of the Town over the next 25 years and create more efficient office space by restoring and renovating Town Hall.	BS			X

Recreation

Recreation Goal: **Maintain and enhance the community's existing quality public and private recreational programs by recognizing their important contribution for physical fitness, recreational opportunities for all age groups, their promotion of the sense of community and limitations caused by financial constraints.**

Strategy	Responsible Party	Priority			Regulatory Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
R.1: Meet with all the recreational providers in Wolfeboro to prepare a comprehensive inventory of existing and proposed recreational programs.	BS					
R.2: Evaluate the existing Town-provided recreational programs and determine what additional programs should be added based on projected demographic trends.	RD					
R.3: Be sensitive to health-related issues such as the increase in obesity, the rise in juvenile diabetes and the need to encourage physical fitness for all persons by designing programs to meet those needs.	BS, RD					
R.4: Review with the Town of Tuftonboro its use of Wolfeboro's recreational facilities with the intent of increasing the Tuftonboro contribution for such usage.	BS, RD					
R.5: Consider the additional staff personnel based on the outcome of Actions R.1 and R.2 above.	TM, BS					
R.6: Prepare a six-year budget and program plan in cooperation with the Town Manager.	TM, RD					
R.7: Assist WARA with the designing and programming of activities at the Nick.	RD					
R.8: Encourage and support the completion of the Nick.	RD					
R.9: Cooperate with the WARA in planning and delivering complementary recreational programs.	RD					
R.10: Work to have Wolfeboro become a more walkable community	PB, BS, RD					
R.11: Reorganize the Pathways Committee.	BS					
R.12: Prepare a plan for the completion of the proposed sidewalk / pathway / trail system network including funding sources.	PB, RD					X
R.13: Among other items, include in the plan numerous existing or proposed trail/plan links.	PB, RD					
R.14: Town conservation areas should be available for non-motorized activities such as walking, hiking, cycling and snowshoeing	BS					

R.15: Require proposed new subdivisions to provide off-road walkways, trails and pathways.	PB		X	
R.16: Support the maintenance of existing facilities such as the ice arena and the Foss field building.	BS			
R.17: Evaluate the need for future facilities and establish partnerships with user groups to develop these facilities.	TP, RD			
R.18: Maintain facilities determined to be important for maintaining the quality of the Town's recreation program.	BS, RD, PW			
R.19: Work to acquire additional abutting land for parking and to construct a new community center / lodge at the Abenaki ski area.	BS			
R.20: Explore the possibility for expanded snowmaking and increased use of Abenaki for mountain biking.	BS, RD			
R.21: Create a user fee system for winter recreation and sports programs.	BS			
R.22: Explore the feasibility of converting the Pop Whalen ice arena into a 12-month facility.	BS, TM			
R.23: After the completion of R. 22, make necessary facility improvements based on the projected intensity of future usage.	BS			X
R.24: Investigate the most appropriate ways to finance improvements at the arena given its status as an enterprise fund.	BS, TM			
R.25: Enhance the Town's cross-country ski program.	RD			
R.26: Work to permanently protect the existing cross-country ski trail system through the acquisition of trail easements and other conservation land protections.	BS, RD			X

Arts & Culture

Arts and Culture Goal: **To create an enhanced and well-managed environment within the community enabling Arts and Culture to flourish and to maximize its economic and life quality benefits for the community.**

Strategy	Responsible Party	Priority			Regulatory Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
AC.1: Establish an Arts and Culture Commission that is comprised of representatives of town government, arts and culture organizations, businesses and private citizens.	BS					
AC.2: Establish a dialog with local businesses and community arts groups to identify needs for public and private space for arts and culture activities.	BS					
AC.3: Prepare a 10-year Arts and Culture Strategic Plan that identifies community group needs and evaluates of the use of private and publicly owned facilities	NEW					
AC.4: Establish and maintain ongoing communication with the Governor Wentworth Regional School District as a means to advocate for enhanced arts programs within the school curriculum.	BS					
AC.5: Determine the public's interests and support for specific areas of strengthening the arts.	SS, NEW					
AC.6: Establish the Wolfeboro Arts and Culture Commission. See AC.1 above.	BS					
AC.7: Create and maintain a comprehensive inventory of arts and culture assets for preservation purposes.	NEW					
AC.8: Publicly recognize and advocate for arts and culture as a major influence on life enrichment and economic development.	BS, NEW					
AC.9: Develop a detailed 10-year strategic plan for arts and culture. See AC.3 above.	NEW					

NEW—Arts and Culture Commission

Future Land Use and Resource Protection

Land Use Goal 1: **To preserve and protect Wolfeboro's sensitive and critical land and water resources including: surface waters watersheds, shorelines, wetlands, floodplains, aquifers, agricultural lands, forests, hills and ridge tops, wildlife corridors and habitat, scenic viewsheds, and the night sky.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
RP.1: Prepare a town-wide natural resource management plan.	CC, PB					
RP.2: Establish a Committee to create a Natural Resources Chapter and Update the Future Land Use Chapter of the Master Plan	PB					
RP.3: Ensure that the most accurate maps available are used for decision making.	PB					
RP.4: Acquire a single Geographic Information System (GIS) for use by Town Boards and Departments	TP, TM, Assessor					
RP.5: Add staff to support the Planning Department to implement and maintain the GIS system	TM					
RP.6: Develop a town-wide water resource inventory and management plan.	CC					
RP.7: Enforce RSA 155E	PB TP					
RP.8: Work with community groups, such as GALA, to establish a Sustainability Initiative.	BOS					
RP.9: Encourage acquisition of land for preservation.	CC, BOS, LB					
RP.10: Encourage the protection of identified parcels through purchase, conservation easements, donations and other mechanisms.	CC, BOS, LB					
RP.11: Dedicate 100% of Land Use Change Tax (LUCT) to Wolfeboro's Conservation Commission's Land Acquisition Fund	CC				X	
RP.12:Provide sufficient enforcement capabilities to monitor compliance with state and town regulations involving land and water use management, particularly the state Comprehensive Shoreland Protection Act, RSA 483-B.	CC, PB, TP, CE					

RP.13: Insure that septic systems inside the Shorefront Residential District are updated at time of property transfer.	CE			
RP.14: Require Conservation Subdivisions in designated areas, such as the current AG-5, AG-10, GR1 and GR2 Districts.	CC, PB, TP		X	
RP.15: Advocate innovative land use techniques that promote protection of natural and marine resources.	CC, PB, TP		X	
RP.16: Implement stormwater management regulations that incorporate best management practices for Low Impact Development	CC, PB, TP, PW		X	
RP.17: Retrofit existing stormwater infrastructure to encourage treatment and/or infiltration where possible.	BOS, PW			X
RP.18: Establish land use regulations that require new development be sited in ways that minimize the impact on open space and viewsheds.	CC, PB, TP		X	
RP.19: Do not issue building permits for development on Class VI roads	BOS		X	
RP.20: Incorporate "No-cut" or "No touch" riparian buffers into Wolfeboro's zoning ordinances to protect rivers and streams.	CC, PB		X	
RP.21: Mail a summary of the provisions on the State of NH Shoreland Protection Act to all citizens	CC, PB			
RP.22: Appoint the Wolfeboro Conservation Commission as single point of responsibility for the conservation and preservation of our valuable marine/water resources.	CC			
RP.23: Establish a testing program for septic systems.	CE			
RP.24: Discourage the 'opening' of new congregate mooring fields in Wolfeboro Bay.	BOS			
RP.25: Continue to support Wolfeboro's Milfoil Control Committee	BOS, PB			
RP.26: Include Sargents Pond, Upper Beech Pond and Back Bay in either the Volunteer Lake Assessment Program (VLAP) or the UNH Lakes Lay Monitoring Program (LLMP)	CC, DES			
RP.27: Consider the entire Wolfeboro Winnipesaukee shorefront, for inclusion in one or more of these programs.	CC, DES			
RP.28: Protect headwater areas of streams that originate in adjacent communities through multi-town cooperative.	CC, BOS, DES			
RP.29: Identify properties to acquire for municipal and school district use.	BOS, CC, SD			
RP.30: Have a funding mechanism in place to acquire land and buildings for future needs in a timely, cost-effective manner	BOS, CC, TM			

Land Use Goal 2: Preserve Wolfeboro's lakeside rural village character.

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
HCS.1: Compile and adopt updated maps of critical scenic views, farmlands and historical or culturally significant sites.	TP					
HCS.2: Identify and encourage desirable land use patterns reflective of rural village character.	PB					
HCS.3: Adopt standards to require larger buffers and fewer curb cuts in rural gateway areas.	PB				X	
HCS.4: Begin a discussion of how to implement mandatory design review.	PB				X	
HCS.5: Review and update Wolfeboro's Open Space Development Option.	PB, CC					
HCS.6: Review list of the "*Properties of Historic Importance*" and add information	PB, HS, HDC					
HCS.7: Maintain the integrity of existing historic districts.	PB, HDC					
HCS.8: Maintain character of the South Main Street gateway.	PB, DPW					
HCS.9: Insure that future retail development is of a scale compatible with existing retail structures.	PB					
HCS.10: Adopt parking standards that encourage locating retail parking in the rear of buildings.	PB					
HCS.11: Review the titles of zoning districts and consolidate similar districts.	PB					
HCS.12: Recommend Scenic Road designation for additional roads.	PB					
HCS.13: Properties found on the list of "*Properties of Historic Importance*" should be protected	HDC, PB					
HCS.13: Review list of the "*Properties of Historic Importance*" and expand the information	HDC					
HCS.14: Update the map of "*Historical & Cultural Features in Wolfeboro*" to ensure that "*Properties of Historical Importance*" are included.	HDC					
HCS.15: Encourage locating such utilities as electrical, telephone and cable underground.	PB, BOS					

Land Use Goal 3: **Promote mixed use development including diversified housing opportunities to meet varying residential needs.**

Strategy	Responsible Party	Priority			Regulatory. Change	CIP
		1-2 yr.	3-5 yr.	>5 yr.		
FLU.1: Endorse the principles of *Smart Growth*.	PB					
FLU.2: Identify areas suitable for higher density and mixed use housing using resource-based analysis	PB				X	
FLU.3: Promote moderate density residential use in the areas between Varney and Trotting Track Roads.	PB				X	
FLU.4: Repair and expand town water and sewer to allow for growth.	BS					X
FLU.5: Promote the proposed business park off Pine Hill Road.	BS, EDC				X	
FLU.6: Consider the Route 109A (Pine Hill Road) area for single curb cut, clustered professional offices and services.	PB, EDC					
FLU.7: Create non-motorized networks by connecting trails, pathways and sidewalks and Class VI roads.	CC, RD, PB					
FLU.8: Consider extending Filter Bed Road to Route 109A.	BS					
FLU.9: Require all new commercial or residential development to provide for pedestrian pathways.	PB				X	
FLU 10: Require new commercial development to have substantial vegetative buffering and minimal curb cuts.	PB				X	
FLU.11: Promote knowledge of, and compliance with, the *Comprehensive Shoreland Protection Act*.	CC, PB					
FLU.12: Sponsor regular workshops on relevant topics and use the internet and local cable outlets to promote awareness of land use issues.	CC, PB					
FLU.13: Encourage zoning to permit the use of alternative energy sources.	PB				X	
FLU.14: Create a Conservation and Natural Resources Chapter for the next Master Plan.	TP, PB					

Key to Responsible Parties

BS	Board of Selectmen
CC	Conservation Commission
C of C	Chamber of Commerce
CE	Code Enforcement
EDC	Economic Development Committee
FD	Fire Department
LB	Land Bank
NEW	New committee, board
PB	Planning Board
PD	Police Department
PW	Public Works
RD	Recreation Department
SS	School System
TM	Town Manager
TP	Town Planner
WED	Wolfeboro Electric Department