

TOWN OF WOLFEBORO,
NEW HAMPSHIRE
MASTER PLAN
2019

ACKNOWLEDGEMENTS

The Town of Wolfeboro would like to thank the following groups and individuals for their contributions to the development of this Master Plan. The Town would also like to thank the Planning Department, Town Staff, and Resilience Planning & Design for their support throughout this process.

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VISION

The Planning Board used the public outreach process to review and update the Master Plan’s vision statement. This vision sets the tone and direction of the Master Plan and is reflected in the identified implementation actions that will bring this plan to life. Wolfeboro’s Vision Statement is below:

Wolfeboro is the premier community in the Lakes Region to live, work, 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.

Wolfeboro is a regional center for tourism, recreation, culture, retirement living, specialized health care, education, and a desirable, year-round community for families and households of all ages and income levels.



MASTER PLAN AT A GLANCE

Wolfeboro is America's oldest summer resort and as such, the Town is graced by structures that preserve largely intact their original appearances, in many cases two centuries and more old. The Arts and Heritage chapter places the Town into its historical context, offers an up to date listing of arts and heritage venues and events, and recommends measures that can emphasize Wolfeboro's place as an arts and heritage destination for future vacation and business planners.

Town owned and maintained facilities, Wolfeboro's physical plant, receive a detailed analysis in the Community Facilities chapter. While the general recommendations the chapter writers present point the way forward for the whole Town, each facility listing also recommends specific improvements as needed to maintain the productive life of that particular part of the Town's infrastructure.

Wolfeboro's local economy has improved following increased sustainability of existing and new businesses, improved educational and health care facilities, and more cultural and recreational activities. Members of the chapter-writing committee, many of whom are also members of the Town's Economic Development Committee appointed by the Selectmen, underscore the need to increase and improve Wolfeboro's four-season business opportunities. The Implementation Index section crafted for recommendations by this chapter is detailed and thoughtfully presented.

Energy costs are on everybody's mind as consumption increases. The Energy chapter points out "The related energy issues impacting Wolfeboro include energy production, conservation and distribution, home heating, transportation, and energy use in other sectors of our lives." The chapter underscores that Wolfeboro's position in this matrix of rising costs for traditional energy source is favorable as the Town owns its energy distribution system and has the flexibility to buy power generated outside at the most favorable price. Recommendations made concern studying alternate and emerging power resources generated outside as well as in situ.

The Natural Resources chapter points out that what makes our Town an alluring and pleasant place for its citizens to live is the natural beauty of our forests, lakes, open fields and wetlands and farms. The chapter emphasizes the need for vigilant conservation and preservation measures if we are to maintain our favorable natural environment.

The Population and Housing chapter shows Wolfeboro's population is aging faster than the average for New Hampshire. School enrollment is declining while apartment rents are rising.

The chapter suggests several ways of making Wolfeboro more affordable for younger working families as well as elderly persons needing close care.

Ways of balancing public access by automobile, foot traffic, and alternative modes of transportation in heavily travelled parts of Town is a major concern of the Transportation and Infrastructure chapter. Town potable water, sewer collection and treatment, pedestrian sidewalk and manifold boat launch assets receive individual discussion and appropriate recommendations.

The Land Use chapter is divided into two sections: Existing and Future Use. The chapter shows the Town to a vibrant small community with large open spaces, populated lake frontages, and a downtown corridor along which lie many of the Town's businesses. Steep slopes and water bodies account for just over one-third of the Town's size, putting the rest under constant pressure of development and use. The chapter anticipates the need to protect and preserve the water quality of the lakes that are so vital to the Town's economic and social health. Protective open space regulation is just one of the many recommendations made in this chapter.

Recommendations and suggestions for preserving what the Town treasures while accommodating necessary growth would remain aspirations were it not for the Implementation Matrix crafted by each of the Master Plan chapter-writing committees. Each has assigned one or more Town executive and/or administrative agencies as well as private groups such as the local chamber of commerce to accept responsibility for putting each recommendation into effect. The Master Plan's anticipated window for accomplishing the tasks it has set is the decade 2019-2029. This ambitious schedule means that Wolfeboro's citizens may anticipate necessary, as well as salutary, improvements and change that will, by decade's end, have left our lakeside resort community an even more thriving and vibrant center of New Hampshire's unique way of life.

1. Introduction





Photo Courtesy: Dow Realty Group

Located in New Hampshire's Lakes Region, Wolfeboro's current land use pattern reflects its importance as a tourism and recreation center. However, Wolfeboro is so much more to its residents and visitors. A desirable year-round community, Wolfeboro is planning for a future where economic development and conservation initiatives are well balanced. A future that includes continued stewardship of the abundant water resources, preserving the qualities of the village, and fostering business opportunities while retaining the community's rural appearance.

This Introduction is designed to provide:

- Regional, local, & historical context
- Background on Wolfeboro's history of land use planning
- An overview of the public outreach process
- The vision that guided the drafting of this plan
- Some of the recommended implementation actions

CONTEXT

Wolfeboro is a town of 6,208 people located in Carroll County, New Hampshire and within the Lakes Region. Considered to be “the jewel of Lake Winnepesaukee”, the town is a mix of low-density residential neighborhoods, a vibrant commercial center, and has a significant amount of open space and water resources.

Two major routes bisect the community- Route 109 and Route 28. The Town of Wolfeboro has a total area of 58.5 square miles, of which 47.9 square miles is land and 10.6 square miles is water, comprising 18% of the community. About half of Wolfeboro lies in the Lake Wentworth and Crescent Lake watershed. The other half of the town drains into the Lake Winnepesaukee watershed.

Historically, Wolfeboro was an agricultural community with lumber products being major commodities. In the last half of the 19th century, other industries came to Wolfeboro including industrial manufacturing of woolen blankets, clay pipes, and pewter, as well as the emergence of small dairy operations. By the end of the Civil War, the tourist industry began to flourish in Wolfeboro and it became distinguished as the oldest summer resort town in the country. The lake, its close proximity to Mt. Washington, the emerging arts and cultural scene, and the building of several hotels enticed tourists to the area. Tourism continues to be a major economic driver for the town today.



The Walker Transportation Collection - Beverly (Mass.) Historical Society
Confusion seems to reign in this shot of the Wolfeborough dock area taken from the deck of the MT. WASHINGTON early in this century. There was no lack of traffic!

The town has an active and dynamic community and offers many amenities and services to vacationers and residents alike. As a four-season vacation destination, there are thriving local shops, art galleries, museums, restaurants, and inns that contribute to a healthy local economy and vibrant downtown. Concerts, craft fairs, seasonal events, theater, and performances provide many opportunities for neighbors to interact and for a creative local economy to grow and thrive. Ample hiking, biking, cross country and alpine skiing, boating, fishing, and swimming attract outdoor enthusiasts and natural resource stewards to the area.

All these characteristics directly impact the character of the community, its landscape, town services, and its social fabric, making it crucial for smart land use planning for growth and development.

Purpose of the Master Plan

The Planning Board is authorized under the provisions of RSA 674 to develop a vision and land use strategy, in the form of a Master Plan, to guide municipal planning in the community.

The Master Plan serves many purposes. This includes serving as a summary and analysis of the social, economic, environmental and physical characteristics of the community. It examines interrelated land use issues such as population, housing, economic development, and natural resources. It also serves as a blueprint for the Town, outlining broad goals and specific regulatory and non-regulatory strategies that Wolfeboro can utilize in planning for wise, coordinated, and appropriate use of land in the community.



Photo Courtesy: Wolfeboro Trolley Company

MASTER PLANNING IN WOLFEBORO

The 2019 Master Plan represents a comprehensive update of the 2007 Wolfeboro Master Plan. With this in mind, the new Master Plan is informed by recent studies and engineering reports, and contains a wider variety of information and analysis than earlier plans. Topics such as energy have become more common as communities look ahead.

The Master Planning subcommittees developed a vision for the town that encompasses what the community aspires to become. The subcommittees were formed by chapter topic to develop this Plan and include:

- Natural Resources
- Arts and Heritage
- Community Facilities
- Transportation and Infrastructure
- Economic Development
- Energy
- Housing
- Future Land Use

This vision, along with robust community engagement throughout the development of the plan, are weaved throughout the Master Plan to ensure that the topics and their associated issues are being explored in a way that is true to the community. Each Master Plan chapter contains an overview of existing conditions, projected future needs, and goals and action steps for future initiatives to best prepare and plan for Wolfeboro's future. Though these chapters are separate, they strongly interrelate with each other and, together, inform the future land use plan and implementation steps.



PUBLIC OUTREACH AND ENGAGEMENT

Master Planning Subcommittees

Six subcommittees were developed to coordinate the update of the Master Plan chapters, participating in monthly meetings, researching data, gathering information, and preparing draft content in conjunction with town staff, the Planning Board, and the consultant, Resilience Planning & Design. The Planning Board also took a hands-on approach to the gathering of data and analyses of existing conditions, encouraging members of the public to join them in this effort by joining a sub-committee or attending a meeting.

Project Website

Town staff ensured the Master Plan update project maintained a web presence on the town's website and Facebook page. This website was largely used to post updates, minutes, and community forum advertising throughout the process.

Community Forums

A series of three interactive community forums were coordinated during the planning process to gather input from community members on the direction of the plan. To encourage participation of seasonal residents, one of these forums was held in the summer. During two of these forums, the World Cafe model was used to spur community dialogue and conversation. Small tables were set up to serve as "stations" which had strategically developed discussion questions, brainstorming activities, and maps for participants to write on, draw, and doodle key ideas and thoughts about the materials. Each group would rotate every 10-15 minutes, providing the opportunity to comment on a diverse range of Master Plan topics. These forums provided commentary and feedback that guided the development of the Plan and added important local insight into major concerns, issues, and perspectives of Wolfeboro.

IMPLEMENTATION

The Wolfeboro Master Plan is intended to be a dynamic, living document that is focused on implementation of the vision and future land use plan. The Vision and each goal identified in this Plan will be achieved through various strategic actions, some of which will be undertaken by the private sector or public sector, and others through private/public partnerships. There are three key factors that shape whether a community is successful in the implementation of their Master Plan: leadership, commitment, and the allocation of resources.

Leadership

Leadership is critical to helping 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.



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.

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 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.

2. Arts and Heritage





Community Contra Dance , Photo Courtesy: Global Awareness Local Action (GALA)

PURPOSE

Wolfeboro is a community that has developed a diverse approach to the arts, culture and historical assets, and is increasingly committed to enhancing these elements to benefit our quality of life and strengthen our economy. The purpose of writing this chapter is to establish arts, culture and heritage priorities for the town and to provide guidance to departments, other boards and commissions, and community organizations who can work together to accomplish these goals.

This document should reflect our unique and cherished history, heritage, and the power of the arts to humanize. It should acknowledge the influences of 21st century life, ideas and technology, and offer a road-map to integrate the past and present. Our intention is to enhance the positive impacts of arts, culture, and heritage, both town-wide and on a regional level, to strengthen our community and enhance its economic viability.

Our community will be more authentic, competitive, and differentiated from others if we support these efforts.

BACKGROUND

The Town's 2007 Master Plan was the first to include a chapter on Arts and Culture. It acknowledged the connection between a thriving arts scene and general economic vitality and set forth the goal of defining the town's role in supporting arts and culture. It pointed

out the tremendous growth in arts and culture since the previous Master Plan in 1996, and recommended establishing an Arts and Culture Commission, noting the growth from about 10 organizations to over 60, including the new Great Waters Music Festival, Artists in the Park, and First Night. Finally, it advocated for a more systematic approach. “This dramatic growth of arts and culture in Wolfeboro, due largely to the efforts of private citizens and small businesses, has occurred without an overall plan.”

Today, the Arts, Culture, and Heritage Chapter includes an even longer list of organizations and businesses than in 2007. There is still no overall plan for the arts in Wolfeboro. Yet the many successes of the past decade clearly demonstrate the many economic and social benefits of arts and heritage activity. This plan also recommends some level of coordination and staffing to further its recommendations.

Thanks to private citizens, non-profits, and arts-focused businesses, our cultural and creative economy is growing. Wolfeboro has great diversity in its arts organizations, though activity is concentrated in the warmer months. Interest in our historic built environment and its preservation is also growing, spurred by the successful rehabilitation of Town Hall (completed in 2015), and considerable private investment in the Pickering House. The town also established a Heritage Commission in 2016 to advocate, educate, and advise on preservation matters.

This Chapter aims to support and advance these trends using a variety of means including new technology, collaboration, and shared leadership to enhance our town’s vitality, livability, and prosperity through the arts, culture and heritage.



Wolfeboro Crafts Festival Photo Courtesy: Festival Net

The Arts and Heritage Connection

The traditions, history, and heritage that link us to our past and to each other are simultaneously crucial to our well-being and cultural identity. Art is an expression of our culture that recognizes our past and carries traditions forward into the future.

Arts, history, tradition, and heritage intersect in all sorts of important and surprising ways. The collective memory of a community resonates inside each member of that community, and if that connection to history is weakened then the ability to participate fully in the community's present and future is weakened as well. Whether culture is the core of heritage, or is the mechanism through which heritage and tradition are preserved and transformed over time, art is central to cultural health and heritage.

Arts and crafts provide economic independence for artisans, improves educational outcomes for children, and contribute a significant amount to the economy in the form of cultural heritage-related tourism.

**73% SAID THE
ARTS PROVIDE
MEANING**

The arts provide meaning in our lives. In a 2016 public opinion poll, 73 percent of Americans said that the arts provided meaning in their lives and were a positive experience in a troubled world.

Source: Americans for the Arts

**68%
OF TOURISM
IS CULTURAL**

When combined with tourism, arts and cultural heritage can be a significant economic catalyst. 68 percent of long-distance (more than 50 miles) American travelers say they included a visit to an arts/cultural heritage site during their trip.

There are many types of art: theater, music, visual art, media art, literature, dance, opera, craft, and more. Regardless of the type, the arts transform people and communities every day.

While the arts have the potential to strongly integrate into many other aspects of a community, the truth is they also have a power all their own. Whether you're talking about painting a scenic view, attending a musical performance or play, creativity infuses many of the activities we do every day.

Millions of people in the United States receive income from their art-making, and millions more attend an arts event each year. Economic development seeks to create economic well-being for a community, and the arts generate hundreds of billions of dollars in positive economic impact each year. The arts are a significant economic driver, both in terms of actual economic impact (which is more than \$600 billion per year in the United States) and business competitiveness, growth, and sustainability. The intersection of arts and economic development deals with ways to improve the financial well-being of both artists (individually and as a sector of the economy) and the communities in which they live and work.

Considering art means considering our history, our heritage, our politics, the way we learn—in short, the arts are part of everything, and play a role in all aspects of our community experience.

IMPACT OF ARTS AND CULTURE IN QUANTIFYING THE CREATIVE ECONOMY

Determining the scale and impact of Wolfeboro's creative economy has been a consistent goal in the compilation of this chapter. Our community quality of life is enhanced and visitors are attracted to Wolfeboro by the creative offerings of these organizations, and Wolfeboro's economy benefits from their success.

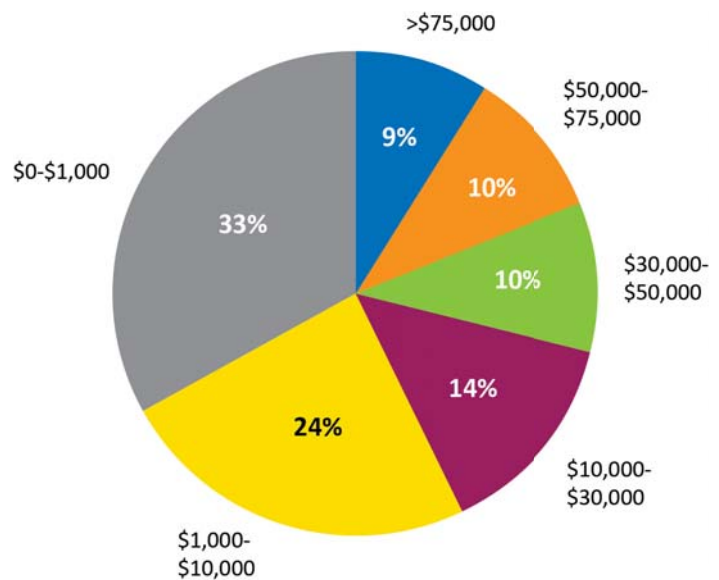
In this Chapter, we have profiled the organizations and venues, related employment, number of visitors, revenue, and quantified a good number of contributors to the creative economy.

Noteworthy beyond these direct benefits is revenue generated due to arts patrons in spending money at local retail and hospitality businesses. These creative organizations increasingly collaborate with each other to improve their accessibility to the public. We continue to hear that a central calendar will help generate more revenue and in turn support better programming. Making the events known and accessible will expand our creative economy and further enhance the arts experience.

It is evident from these impressive numbers that the arts and heritage related organizations are an integral part of Wolfeboro’s overall economy and the Town’s quality of life, now and in the future.

In an effort to quantify the impact of arts, culture, and heritage, the Master Plan Subcommittee conducted a survey of approximately 40 entities associated with this component of the economy in late 2018. A total of 21 entities responded, representing a high response rate, but statistically insignificant in the context of quantifying the entire sector economy. The pie chart on the right represents a portion of the survey results.

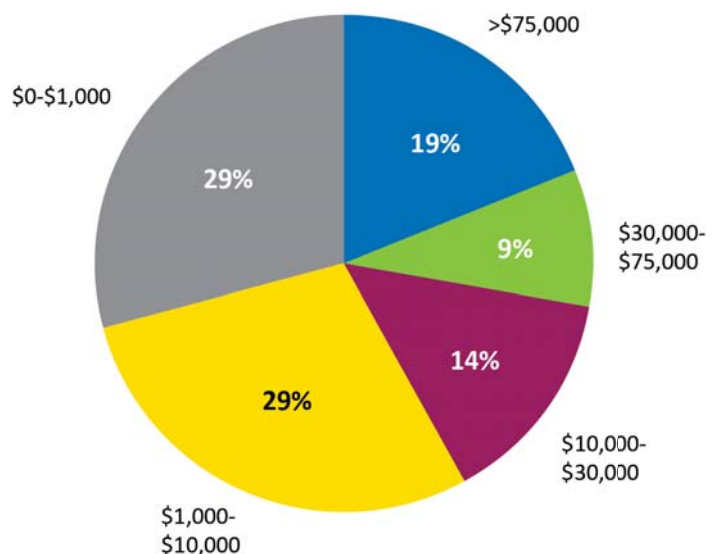
Annual Event Spending



Event Spending

A minimum of \$339,000 annually is spent on events related to arts, heritage, and culture, based on this sample survey. Please recognize that this figure represents the minimum of the sample of the existing entities. The pie chart on the right shows the responses for annual event spending.

Annual Event Revenue Generation



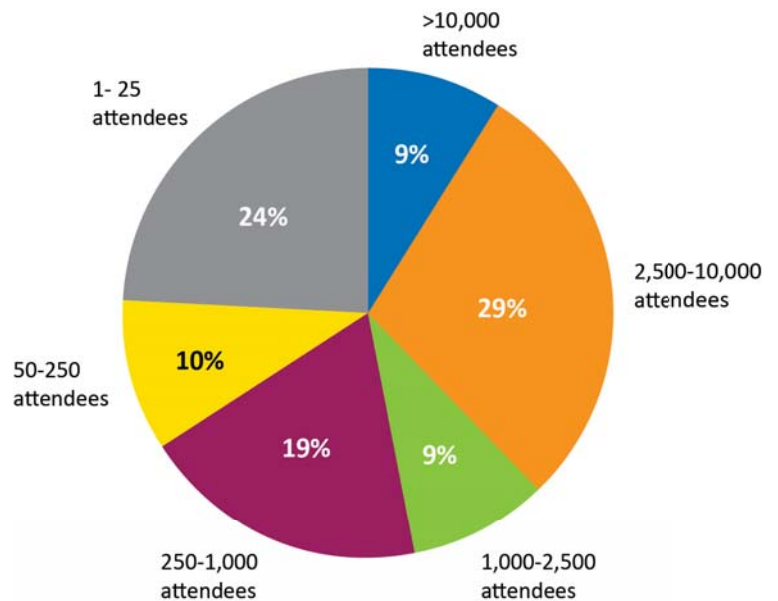
Revenue Generation

Organizations also generate critical revenue for the local economy through their activities. See pie chart to the right for a breakdown of revenue generated through local arts and culture activities.

Attendance

Events related to the arts and heritage attract Wolfeboro residents and visitors alike. Event attendees also contribute to local retail, restaurants, hospitality, and other businesses. See pie chart to the right for a summary of the annual attendance for the surveyed entities.

Annual Number of Event Attendees

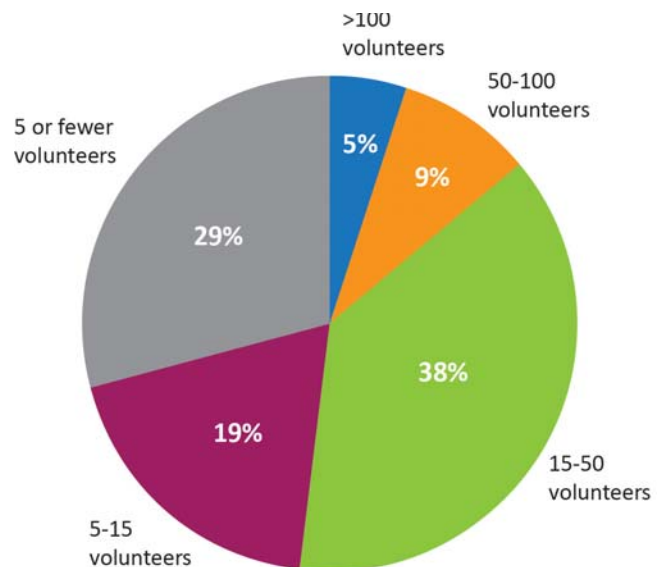


Employment and Volunteerism

Organizations range in number of employees from those that are exclusively volunteers with no full or part time employees, to some that provide full-time/seasonal employment to up to eleven (11) individuals at one time. The average number of full/part-time employees is 2.68 per organization.

Many organizations rely largely on volunteer support as evidenced through survey responses. It should be noted that many individuals also volunteer in multiple capacities for multiple organizations. In comparing business with non-profit organizations surveyed, it is clear that businesses engage far fewer volunteers in their events, which is to be expected. See pie chart to the right for a summary on volunteers engaged.

Annual Number of Volunteers Engaged



These numbers make a case for supporting the strong economic impact of area arts and heritage related non-profits. It is currently a well-developed engine for growth that intersects with our local businesses. These numbers underscore the importance of this sector to Wolfeboro and this will serve as a reference of their assets and rentable function spaces.

Conclusion

From events to collateral revenue generation, these numbers make a case for the strong economic impact of area arts and heritage organizations. These volunteer numbers are a validation of the strength of our community commitment to Arts and Heritage. Volunteerism and internships are a critical work force ensuring the success of these organizations and training for future staff members. The magnitude of volunteerism brings incredible vitality that makes our community special. Our arts and heritage organizations spend significant dollars at our local businesses and this also contributes to the local economy.

ARTS AND CULTURE ENTITIES AND EVENT LIST

Below is a partial List of Businesses or Organizations which create, promote or otherwise feature Arts and Culture as a main function. Many of which support and/or offer internships and volunteer opportunities in the Town of Wolfeboro, NH.

Arts and Culture Organizations

American Legion	Kingswood Children's Summer Theater
The Art Place	The LibbyMuseum
Azure Rising	New Hampshire Boat Museum
Blue Shutter Gallery	Northeastern Ballet Theatre
Cate Park Band	Perform It! Stage Company
Clark House (Wolfeboro Historical Society)	Sandy Martin Gallery
Clearlakes Chorale	Studio Gallery/Doug Blum
Cornish Hill Pottery	Wolfeboro Area Creative Arts Center
Daughters of the American Revolution	Wolfeboro Friends of Music
Expressions Dance Academy	Wolfeboro Garden Club
Governor Wentworth Arts Council (GWAC)	Wolfeboro Parks and Recreation (Summer
Great Waters Music Festival	Movies in the Park)
Hampshire Pewter	Wolfeboro Public Library
The Kalled Gallery	Wright Museum of WWII
Kingswood Theater (Kingswood Regional	The Village Players Theater
High School Theater program)	

Arts and Culture Facilities and Venues

Abenaki Ski Lodge	Jehovah's Witnesses, Kingdom Hall
American Legion Hall	Wolfeboro Masonic Temple
Brewster Academy Anderson Hall	Kingswood Arts Center
Carpenter School Auditorium	Kingswood Regional High School
Cate Park and Community Bandstand	The Nick (WARA)
The Church of Jesus Christ of Latter-day Saints	Windrifter Resort
Durgin Stables	Wolfeboro Inn Function Room
All Saints Episcopal Church	Wolfeboro Public Library
Foss Field	Wolfeboro Community Bandstand
Inn on Main - Barn	Wolfeboro Community Center
First Christian Church	Wolfeboro Farmers' Market
First Congregational Church	Wolfeboro Town Hall - Great Hall
First Baptist Church	Wright Museum of WWII
Harriman Hale Post 18	

Arts and Culture Events

American Legion - Harriman Hale Post 18 - 4th of July Parade
Cate Park Band – May – Sept, Wednesday night concerts in Cate Park
Chamber of Commerce, Wolfeboro – Christmas in Wolfeboro Parade –Thanksgiving weekend
Clark House – Tours open July & Aug
Clearlakes Chorale – Concerts May and Dec.
Friends of the Wolfeboro Community Bandstand - June - Sept, Sat. night concerts
Global Awareness Local Action (G.A.L.A.) – Monthly Contra Dances
Governor Wentworth ARTS Council – Paint Wolfeboro, TABLESCAPES, on-going events & displays
Great Waters Music Festival – Music Performances, May to Sept.
Kingswood Reg. High School Theater – Fall play, spring annual High School Festival
The LibbyMuseum – June to Oct. - lectures, art exhibits, and childrens' programs
New Hampshire Boat Museum – May to Oct.
Northeastern Ballet Theatre – Dance performances
Perform It! Stage Company – Theater performance
The Village Players – Performances, weekend movies
Wolfeboro Area Creative Arts Center – Kingswood Children's Theater performances
Wolfeboro Friends of Music – Sept to June - musical performances
Wolfeboro Public Library – children's story time, book club, lectures, movies
Wright Museum of WWII – May - Oct. - school group routs, exhibits, lectures

Additional contact information for the entities and events included in these lists is available at the Wolfeboro Town Hall and the Chamber of Commerce.



HISTORICAL WOLFEBORO

Wolfeboro claims to be the oldest summer resort in America because New Hampshire's Colonial Governor, John Wentworth, built his country estate here in 1769. Sadly, he enjoyed his 3600 acre property for only a few years. As a Loyalist, he fled when the American Revolution began, and his home on the shores of what would later be named Lake Wentworth. His home burned in 1820, the same year he died. Now the cellar hole and surrounding land is a state-owned historic site, and the road leading past it is memorialized as the Governor John Wentworth Highway.

Long before, however, the Abenaki tribe ranged throughout central NH. Their trails circled Lake Winnepesaukee and fanned out to other lakes and along river valleys where fish and game were plentiful. The Libby Museum displays two dug-out canoes from Rust Pond found in the 1950s. The native american presence had largely disappeared by the mid-18th century, however. Wolfeboro's proprietors granted land in 1759 to a group of men who agreed to settle the town, and named it in honor of General James Wolfe, a hero at the battle of Quebec that year.

The first permanent settlers of Wolfeboro arrived in 1768, the same year that Wentworth began clearing land for his estate. Surrounding towns were settled about the same time.

By 1775, Wolfeboro's population numbered 211. The falls along the Smith River powered both a saw mill and grist mill, and there were other settlement clusters in North Wolfeboro, Wolfeboro Center, and Pleasant Valley.

Currently, 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.

With the exception of Lake Winnepesaukee, native american place names in Wolfeboro are scarce. There is no documented evidence of an native american village in Wolfeboro, though what is now Main Street was a well-traveled trail. Contact with native americans was rare because most native populations had moved off the land before white settlers arrived. One story, passed down through oral tradition, is related by Walter P. Bowman in his history of Lake Wentworth (1956). A boy from a Pleasant Valley family, while ice fishing, was taken by a band of Indians to their camp near what is now Kingswood Lake in Brookfield. The next day, trying on a pair of skates that the Indians had offered, the boy feigned an inability to skate, got away from his captors, and was then able to escape down Warren Brook and return home safely. In the 1800s, small farms and mills provided a livelihood, and schools and churches were built in the various areas of town.

By 1850, Lake Winnepesaukee had become an important commercial route and steamboats offered an improved means of travel and freight in the warmer months of the year. Construction of the grand Pavilion Hotel that year marked the beginnings of the elite summer tourism industry. Both The Lady of the Lake and the Mount Washington provided scenic excursions and provided connections to other towns around Lake Winnepesaukee as well as access to the White Mountains.



Above: 1900 - This vintage postcard is of Center Street, Wolfeboro Falls, near the bridge over the Smith River.

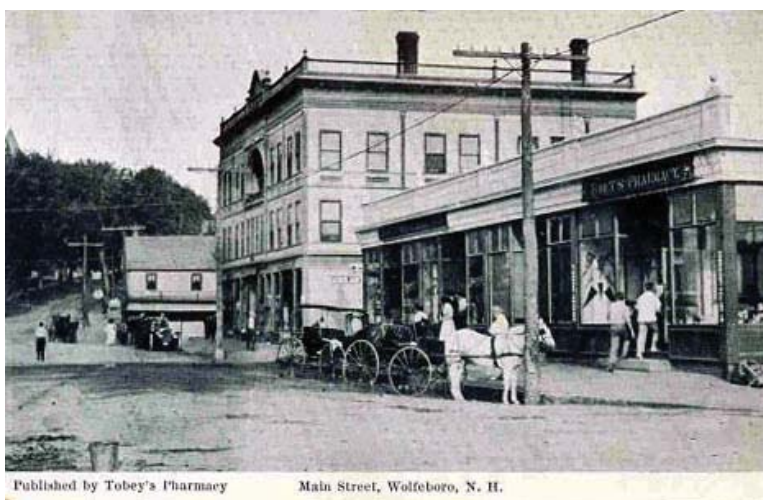
Alton Bay had railroad service from Dover starting in 1851. Wolfeboro's rail connection arrived in 1872 and dramatically changed the economic fortunes of the town. The spur line from Sanbornville provided transportation and freight service directly to the town docks,

linking with steamer service there. More tourists came to spend time in the country, more hotels were erected, and gradually lake shore and island lots were purchased by private owners who constructed summer cottages and camps.

Economic prosperity eluded the town, however, despite a number of manufacturing enterprises including a small shoe factory, a blanket mill, and box factory. The period from World War 1 through the Depression was particularly difficult. In the teens and 20s the population dropped to about 2200, about equal to Civil War era levels. Commercial activity in the town's village centers sharply declined, and few new buildings were erected. Passenger rail service ended in the 1930s though freight service continued into the early 1970s. The overall character of the town remained unchanged.

After World War II and into the 1960s, Wolfeboro began to grow again. Post-war prosperity and optimism along with aggressive tourism promotion at both the state and local levels led to expanded summer tourism and year-round development. Overall population sharply increased. Expanded commercial development in the downtown and around Back Bay included new shopping centers, bowling lanes, and a movie theater. A new high school was built and Brewster Academy transitioned to a private preparatory school. Huggins Hospital was enlarged. A new modern marble edifice was built to house the Wolfeboro National Bank. Developers provided new neighborhood housing.

Since the last master plan in 2007, Wolfeboro has strengthened its reputation as a desirable place to live and vacation, especially for retirees. While old hotels, cabin colonies, and the Allen A are gone, there are still many small inns, condos, and private rentals available. Venues and non-profit organizations devoted to arts and culture abound. More summer homes dot the shorelines, and many of these have been converted to year-round residences. The highways servicing the town have been improved to allow for easy and rapid access from population centers to the south.



With a new Heritage Commission, the successful rehabilitation of the Town Hall, and the recent renovation and opening of the Pickering House, Wolfeboro citizens have shown that they value the historic charm of the town, its rich history, and the advantages of its environment. Past efforts have paid off; continued attention to manage historic and cultural resources, and arts and culture, will add more luster to an already bright future.

HISTORIC BUILDINGS AND RESOURCES IN WOLFEBORO

There are many historic buildings and historic areas in Wolfeboro. The master plan of 1980 contains a map of these areas. Others could be added now that 40 years have elapsed; typically historic resources are those that are 50 years old or older.

To simplify this chapter's approach and encourage further designation of historic structures or areas, this list shows all designated historic sites in Wolfeboro as of August, 2018. A narrow set of criteria was used to compile this list:

- That there is already some designation of it as a historic resource.
- That the resource, event or structure is 50 years old or older.
- That the property has significance, using one or more of the following standards: National Register of Historic Places, State Register of Historic Places, local ordinance, NH Highway Marker Program, or other local recognition.
- That the property has integrity, again using National Register criteria of 7 factors: form, materials, design, setting, workmanship, feeling and context).
- That it is publicly-owned, commercial or non-profit owned, or is receiving local tax relief for its historic significance.
- Cemeteries and burying grounds are not included.

	Subject	Type of Designation	Location
1	Ice Cutting in Wolfeboro	State Historic Marker	Center Street and Birch Road near Goodwin Basin
3	Gov. Wentworth mansion site	State Historic Marker	Route 109 near State Park
4	Barn, former Bittersweet Restaurant, Allen Road Realty LLC	Granted RSA 79-D tax relief	29 Allen Road, 148-1; back of building faces Center St.
5	Barn, Robert Norton & Ruth Sexton	Granted RSA 79-D tax relief	343 Stoneham Road, 138-9
6	Barn, Brown's Ridge Road Farm	Granted RSA 79-D tax relief	603 Brown's Ridge Road
7	Barn at the 1810 House, Heidi Cogean & Christopher Coache	Granted RSA 79-D tax relief	458 Center Street, 148-12
8	Brewster Memorial Hall/ Town Hall	May be NR eligible	86 South Main Street
9	The Libby Museum	Natl Register 1998	755 North Main Street
10	Wolfeboro Center Community Church	Natl Register 1984	8 Gov. Wentworth Highway
11	Cotton Mountain Community Church	Natl Register 1985	173 Stoneham Road
12	Clark House	State Register (SR) 2001	233 South Main Street
13	Gov. Wentworth Historic Site	State Register 2007	56 Wentworth Farm Road
14	North Wolfeboro Historic District	Local historic district; still exists though the regulatory commission was abolished	North Wolfeboro, Dimon's Corner, etc. (see zoning map for exact boundaries)
15	Site of 1st meeting house and burying ground	Plaque on boulder	Allen Road, near Town Forest
16	Site of Pleasant Valley School	Plaque on boulder	Pleasant Valley Rd just past Point Breeze Road
18	Site of first Huggins Hospital	Stone marker and plaque	In woods along Route 28, between Golf Course and Kingswood Regional High School
29	Civil War Monument	Monument	Pickering Corner and DeWolf Field
20	Freight House	Determined eligible for the State Register	Railroad Avenue, behind Train Station

This list is not comprehensive, it is intended to serve as a baseline and be further developed over time. There were other sites identified for potential designation including those listed below. The Heritage Commission should further explore their viability for inclusion.

	Subject (only publicly owned or commercial properties)	Possible Future Designation	Location
1	Carpenter School 1926	May be SR eligible	Main Street next to town hall
2	Train Station 1872	May be SR eligible	Downtown
3	Freight Building, 1872	Determined SR eligible	Downtown
4	Fernald Station, 1872	May be SR eligible; state owned	Route 109
5	Freight building, Wolfeboro Falls	May be SR eligible	Wolfeboro Falls at Center Street
6	Municipal Electric Building	May be SR eligible	Lehner Sreet
7	Berry Mill (ruin)	Not designated; may be SR eligible	Wolfeboro Falls
8	Boat Museum/Allen A	I think this was determined NR eligible	Center Street scross from The Nick
9	Brewster Academy campus	Main building may be SR eligible	South Main Street
10	Wolfeboro National Bank, 1960s (former Citizens Bank)	Only mid-century modern structure in Wolfeboro; may be SR or NR eligible	Center Street, Brickyard Hill
11	U.S. Post Office and interior with murals	May be NR eligible	Downtown
12	Pickering House	Was determined NR eligible before its 2018 rehab; Seven to Save	Main Street across from Congregational Church
13	Civil War monument	May be State Register eligible	Brewster Field
14	Baptist Church	May be State Register eligible	Center Street, Wolfeboro Falls
15	First Christian Church	May be State Register eligible	N. Main Street
16	The Wolfeboro Inn	May be State Register eligible	N. Main Street

ARTS, CULTURE, AND HERITAGE RECOMMENDATIONS FOR THE MASTER PLAN



Goal: Make information about arts, culture and heritage activities easily accessible and readily available to all who seek it, building audiences and encouraging economic investment.

RECOMMENDATIONS

1. Create a central staffed location to welcome visitors, orient them to the community, and provide information on its arts and culture opportunities. Explore a potential location such as the Railroad Station and/or Freight Shed for such a center.
2. Form a task force to recommend the best means to launch a comprehensive Town Events Calendar, that would include all arts/culture/heritage events. Consider paying for it by advertising "featured events."
3. Hire a professional administrator to coordinate and maintain this comprehensive Town Calendar and to interface with organizations and websites that also promote Wolfeboro arts and culture.

Goal: Foster community awareness of our historic, artistic and cultural assets and build appreciation for maintaining and enhancing them as an important part of our community character and overall economic development. As the world becomes more generic, we retain our soul.

RECOMMENDATIONS

1. Identify major historic structures, public art, and places of significance, and communicate their stories to the public through various means such as newspaper articles, website or blog postings, social media and public programs.
2. Use the town website to provide historic maps, and info on walking tours, historic markers and publicly-owned designated historic buildings (National Register of Historic Places, State Register).
3. Support and assist the Historical Society in its mission to collect and care for the town's collective material culture, and as a place for research and education.

Goal: Manage growth and change in all town decision-making processes to honor our historic character and encourage its preservation.

RECOMMENDATIONS

1. Support, educate and empower town professionals to grant code compliance relief whenever possible to encourage new investment in the rehabilitation of significant historic structures.
2. Find new uses for vacant or underutilized town-owned historic properties such as the municipal electric building, Freight House, RR station, and water pump house on Elm Street, and invest in their rehabilitation.
3. Propose Architectural Standards for inclusion in the Site Plan Review process administered by the Planning Board.
4. Establish a budget for the Heritage Commission so they can lead by example, taking on specific preservation efforts on behalf of the town, providing educational programs in history, historic places and architecture, and advising other town bodies on regulatory or operational matters.
5. Explore new regulatory tools and procedures that can be used to protect and preserve

historic structures. Build community support for adopting these measures, then promote and encourage their use.

Goal: Develop the offerings of Wolfeboro's arts and culture scene to provide activities and events in all months of the year, in various locations, and at various times of the day to accommodate the broadest range of people possible and attract new tourism.

RECOMMENDATIONS

1. Encourage and promote many diverse venues for events and gatherings.
2. Encourage collaboration; link businesses to events. Create shared marketing opportunities.
3. Make it easier to get a permit for small scale events/arts, to encourage spontaneity and creativity.
4. Promote and increase arts activity in the downtown through collaboration and shared promotion.
5. Encourage increased use of all Town venues including the Great Hall for community events by raising awareness of potential users.

Goal: Gain an understanding of Wolfeboro's historic resources including location, age, and sensitivity.

RECOMMENDATIONS

1. Create and maintain an inventory of historic resources in Wolfeboro.

Goal: Expand educational offerings and provide greater visibility for classes in the arts, including for young people.

RECOMMENDATIONS

1. Support and promote an Arts Education Fund.
2. Promote classes and learning opportunities in all artistic pursuits including music, graphic

arts, sculpture, design, craftwork, and performing arts.

3. Improve the town website to promote opportunities and events for those under 21, including volunteer and internship opportunities, available grants and scholarships, jobs, activities and events.

Goal: Support the enhancement of the Downtown and Gateway Areas of Wolfeboro.

RECOMMENDATIONS

1. Promote street beautification through the Public Works Department, Garden Club, and local businesses and property owners.
2. Institute a program of publicly-funded planting and care of trees along gateway roadways.

3. Community Facilities



PURPOSE AND PROCESS

Our vision for Wolfeboro for the coming decade is of a town with the right number of well maintained facilities to provide the level of service required by its residents and rate-payers.

The members of the Community Facilities sub-committee who crafted this chapter extend our thanks to all departmental directors, operations managers, facilities managers, staff and employees for their time and expertise extended during our inspections. It is due to their effort and dedication, often beyond what was required of them, that Wolfeboro is provided with safe, efficient and reliable public services of a nature and scope rarely found in a community of our size. Public comments received at the Master Plan Community Kick-Off meeting in February, 2018 and the follow-up meetings in June and August of that same year have been incorporated into this chapter where most appropriate.

INTRODUCTION

This chapter explains in its detailed listings those buildings and structures that should be improved or modified to support community trends and the pace that Wolfeboro should develop physically, economically, and socially. The chapter as a whole is a road map for the future. Serving as a continuous reminder, the Master Plan provides guidance to local officials making decisions on budgets, capital improvements, and other development-related issues as well as helping to inform the public on these matters. This chapter and its Appendix are a tangible reference tool containing current conditions, photos, location and situational data, and supporting text.

This chapter's remit is confined to the Town's structures and built facilities. Other chapters will discuss recreational or heritage aspects of the same facilities while yet others will tie in energy and transportation ramifications of the same site. Reviewing each chapter for references to a particular facility will, therefore, offer the reader a fuller appreciation of the many facets each Town-owned or operated facility presents the public it serves. Further information about Town facilities and services can be found in the annual Town Reports.

COMMUNITY FACILITIES RECOMMENDATIONS FOR THE MASTER PLAN

We have listed our goals and recommendations in two ways. We begin with those of a general nature, ones that have application to all departments and whose implementation will

benefit multiple facilities and operational structures under each department's aegis. These are followed by a structured set of specific recommendations and goals that will enliven those more general ones by pointing a path towards their realization.

Efficient operation and maintenance of Wolfeboro's community facilities are essential to the Town's continuing economic vitality. In large measure our Town's facilities operate efficiently within structures that are as well maintained as current support and funding levels allow. Minor deficiencies uncovered by the sub-committee's inspections are noted in the particular descriptions found in the Appendix; few of these require robust solutions. We take current levels of operation and maintenance of each facility as a baseline and recommend as our first goal that the Town not allow these to deteriorate by unwise reductions in funding levels.

Our next general recommendation builds on the first: every department anticipating a capital acquisition costing in excess of \$100,000 should establish in a timely fashion a capital reserve fund for the purchase that will amortize the cost to the taxpayer over a period of years. The benefits of such strategic capital planning are obvious as they will provide hard fiscal planning and scheduling data to the Capital Improvements Program that informs budgetary deliberations. We note that capital reserve accounts are actively maintained (2018) by the departments of public works, fire and rescue, parks and recreation, and the library.

We recommend departments with individual assets valued in excess of \$100,000 should establish a management plan for each capital intensive asset. An asset management plan is an essential tool to understand useful life and necessary maintenance and is the data on which a capital reserve schedule is based. Asset management plans are the other essential element, along with capital reserve fund planning, that inform the long term budgetary planning process undertaken in the Capital Improvements Program. We note that asset management plans are in place (2018) for the water treatment plant, are being developed for the sewer system, and are proposed for the fire and rescue, police, parks and recreation, library, and electric departments.

As the Town has grown in the past decades so have its facilities, in size, location, and complexity. Maintenance needs have outgrown the efficient capacities of separate departments. We recommend the Town establish a Maintenance Department staffed by a facilities manager. The existing Building Maintenance Capital Reserve Fund should be further funded and those planned assets responsibly and appropriately allocated. In furtherance of this, we recommend the Board of Selectmen appoint a team to undertake a study of Town-wide maintenance needs and the most cost-effective and efficient means to meeting them.

We recommend that department heads work closely with the Board of Selectmen, the Budget Committee, and the Town Manager during the budgetary process to encourage detailed communication of departmental needs. We further recommend that the Board of Selectmen, the Budget Committee, and the Town Manager also work closely with department heads to ensure open and balanced oversight during the budgetary process.

The most economical way to expand Town services is to re-purpose sites occupied by underutilized structures. The existing Community Center and Electric Generating Building occupy sites on Lehner Street that abut one of the Town's premier recreational areas, adjacent to the Bridge Falls Path, Foss Field, and Back Bay, all interconnected by paths and linked to downtown by streets and sidewalks and ample vehicle parking. We recommend the Town consider re-purposing these two structures in ways that best benefit from their site locations through funding for feasibility studies for each. A decade or so ago, when the Master Plan was last updated, a recommendation was made for a new Community Center. We second that recommendation in the hope that it will not need to be made again a decade from now.

Space needs and feasibility studies for the Public Safety Building, underway at the time we began our sub-committee's work, will resolve the deficiencies in that structure and point the way towards their solution.

We have prepared the following structured schematic, which clearly outlines our specific goals and recommendations to achieve them, to assist the Planning Board, the Board of Selectmen, elected town officials and departmental and operational managers in the preparation of their long range planning and multi-year budgets. This format allows not only quick reference, but also contributes toward the construction of a Town-wide responsibility matrix in which this chapter's recommendations will become part of the overall Master Plan's vision for Wolfeboro during the next ten years.

COMMUNITY FACILITY RECOMMENDATIONS FOR THE MASTER PLAN

Goal: Plan for efficient maintenance of existing facilities.

RECOMMENDATIONS

1. Establish capital reserve funds for facility upgrades or purchases costing \$100,000 or more.
2. Establish asset management plans for all Town facilities.
3. Encourage close and receptive communication between department heads and the Board of Selectmen, the Budget Committee, and the Town Manager during the budgetary process.
4. Establish a new Town facilities maintenance position.
5. Establish a Town facilities maintenance department.

Goal: Plan for newly constructed or expanded facilities.

RECOMMENDATIONS

1. Resolve Police and Fire/Rescue facility needs considering current and alternate locations and unified or separate housing.
2. Fund and respond to a feasibility study for re-use of the Electric Generation building.
3. Fund and respond to a feasibility study for the site of the current Community Center.
4. Fund and respond to a feasibility study for the Fire & Rescue Department substation.
5. Expand the Dockside Docks to provide more dock space.
6. Develop the Pop Whalen Ice Arena into a four season recreation center.
7. Wherever feasible support new or expanded facilities projects by public/private partnerships
8. Study expansion and site improvements for the Libby Museum of Natural History.
9. Continue to evaluate demographic trends to see if additional facilities are needed in the future.
10. Make Town owned beaches as ADA accessible as is practically possible.
11. Establish a new multi-age Community Center with an emphasis on Senior needs.

Community Facilities Chapter

Facilities Gazetteer

September 2018

MUNICIPAL ELECTRIC DEPARTMENT COMPLEX

Department: Municipal Electric

Physical Location: Middleton Road

Tax Map Location: TM 268-016

The Electric Department/Armory Building facility located on Middleton Road is an industrial complex with a brick and steel framed building and a pair of cold storage pole barn sheds. It serves as the central dispatch and command center for the Town's electrical infrastructure and distribution needs.

The main building is an over-sized two bay garage incorporating a workshop, vehicle storage area, and office space. The space is currently used beyond capacity. Three full offices and a crew room provide support facilities for 11 employees. Interiors are in good condition. Upgrades to the roof and insulation were made in 2004. Parking and access areas are also in good condition. The facility needs to upgrade its generator (installed 2004) and construct a 28 x 40 cold storage barn.



ELECTRIC GENERATION BUILDING

Department: Municipal Electric
Physical Location: Lehner Street
Tax Map Location: TM 217-071



The decommissioned electric generation plant is a 1930's era industrial brick and concrete framed building that formerly served the Town as an electric utility generation and backup plant. The building is a solidly-constructed multi level 2 room open space facility. The Town's electric department has no future plans for the use of this asset. Main building access is from the Lehner Street sidewalk with on street parking. A gravel driveway and an additional parking area can be accessed from the rear entrance on the building's northwest. Given its walkable access to downtown and public recreation sites as well as newly-constructed nearby parking, this lot should be considered for future use by the Town. Public comment supports re-use of the structure as a teen center, senior center, or general community center. Use as retail space should also be considered.



THE LIBBY MUSEUM OF NATURAL HISTORY

**Department: The Libby Museum of
Natural History**

Physical Location: North Main Street

Tax Map: TM 142-002, 142-058, 142-059



The Libby Museum of Natural History, located on the corner of Lang Pond Road and North Main Street (NH Rte. 109N) at the Wolfeboro-Tuftonboro town line, was the first museum in New Hampshire dedicated solely to the state's natural history. The museum is open to the public Memorial Day to Columbus Day (weekends only after Labor Day). Neighboring Libby Woods and Libby Park are public lands presently owned separately by Wolfeboro and Tuftonboro.

The natural history exhibits are displayed in a century old timber framed building. Designed by the original benefactor, the building is a free air venting system with natural circulation achieved by foundation vents for initial air intake, hollow spaces in the walls for air flow up and into the building, and ceiling and wall vents to carry circulated air back out of the structure. High summer humidity levels and stagnant air flows have allowed interior moisture build-up despite the design, which was innovative for its time and has, over decades, accelerated the deterioration of the structure and the exhibits it houses. There is a noticeable musty odor on first opening the building; peeling interior paint and flaking exterior stucco are further evidence of the seriousness of the moisture problem in the museum.

Building issues are not confined only to those caused by poor air circulation. Some floor joists are noticeably weak and exterior walls are not true in places. A feasibility study currently (2018) underway by Chris Williams Architects will address structural issues. An expansion plan under consideration would increase exhibit space by 1,500 sq. ft. by constructing a mezzanine balcony. The museum's septic system is a recent improvement. A new

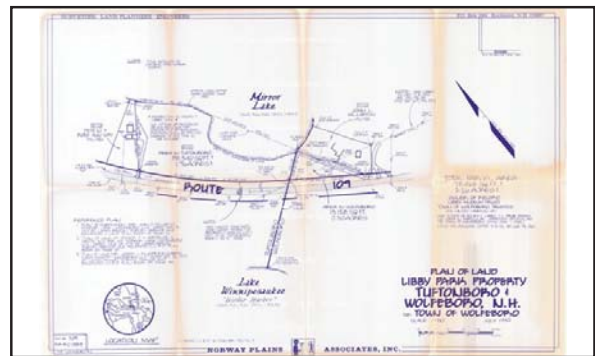


THE LIBBY MUSEUM OF NATURAL HISTORY

heating/cooling system and new structural insulation are needed for a climate controlled environment if the building and its exhibits are to be preserved for the future. Such improvements might allow for three season use. Century old wood and glass exhibit cases require conservation.

Three part-time staff and docents provide an educational experience centered upon the natural history of the woodland species as the museum’s founder intended. On the grounds outside a signed nature trail continues the museum experience in its natural setting through the contiguous Libby Arboretum. “A “Carry” (a portage between two lakes) connects the museum grounds by way of the state road to a passageway leading to Mirror Lake. Co-operation between the municipal owners of the land over which the passageway runs would open views along the shoreline of Mirror Lake towards the Ossipee Mountains and allow a natural put-in for paddle craft onto Mirror Lake.”

A gazebo on the east side of the museum needs cosmetic care and minor repair. The grounds around it and the nearby parking area are washed out due to an ineffective drainage grate. Storm water is not collected but flows towards the museum building; a soil berm would mitigate this problem. Expansion of the parking area (preserving native trees) is needed along with reconsideration of locating visitor parking lakeside across busy Rte.109N. Paving slabs topping the lake side walkway are extremely uneven and in some cases broken, and much of the support stonework has collapsed into the lake creating a safety hazard for the increased public usage of this lakefront greenspace. The museum has the potential for becoming a year-round attraction.



BREWSTER MEMORIAL TOWN HALL

Department: Multi-jurisdictional

Physical Location: South Main Street

Tax Map Location: TM 218-144



This building, recently extensively renovated (as recommended by the 2007 Master Plan), is an historic multi-level brick and wood framed structure centrally located on Main Street. The Brewster Memorial Town Hall serves the community with town offices and a large function hall. On the ground level there are four distinct office areas for public services. The basement level is partitioned into several separate rooms where space needs for departmental files, IT servers and a modernized heating system are provided. Other partitioned rooms remain unoccupied. Basement air quality and humidity levels need attention. A modern humidity monitoring system supported by an air exchange system to provide quality air should be a future priority. The top floor includes the Great Hall, accessed by ADA-compliant elevator and stairways. This is a large, staged, open space serving as a public meeting area and function facility supported by a kitchen services area. Wolfeboro Community TV is positioned in the balcony area to record meetings of town boards and other public events. The Howard clock tower can be accessed from the balcony. Cold air drafts and heat loss were noted around window casings, some of which are not trimmed. Existing air grates in the basement level do not appear to be functional. The Town Clerk's vault is not fireproof. The Town Manager's side of the building lacks adequate heating. The building's exterior is in good shape with only cosmetic deficiencies due to stormwater leaks. The parking area has been newly paved.



ABENAKI SKI AREA COMPLEX

Department: Parks & Recreation

Physical Location: Pine Hill Road

Tax Map Location: TM 144-006

The Abenaki Ski Lodge is a newly constructed wood framed building paid for by joint public-private funding. It serves the Town primarily as a winter ski lodge but is a four seasons recreation center. The open space concept lodge has seating for 78. Public activities are supported by a full kitchen with storage room space. The safety and ski patrol is housed in a small room at the back. Visitors are greeted by an equipment rental room stocked through vendor partnerships. A separate, gated seating area with bathroom amenities offers off-season space from 6AM until 6PM for bike and trail enthusiasts, department summer programs, and sport club organizations. The Abenaki Outing Club is currently (2018) constructing an equipment storage shed on the site. Parking and access are in as-new paved condition. Concrete door pads show winter heaving and require attention. Grounds beyond the asphalt edges are rough and suffer from sub-standard soil surface stabilization and require proper finishing. The ski rope tow should be run by an electrical system in place of the current (2108) gasoline powered system.



ALBEE BEACH & BATH HOUSE

Department: Parks & Recreation

Physical Location: Center Street

Tax Map Location: TM 164-032

Located off Center Street, this facility offers a wide, gently sloping sandy beach on Lake Wentworth that is open to the general public. In summer months it is crowded with visitors, the septic system is stressed, the parking area is congested, and parking overflow creeps up the privately owned access road creating unsafe and at times impassable conditions. Conditions and costs resulting from allowance of use of this beach by the general public should be studied. Restriction of use to taxpayers and their guests is recommended. The facility consists of a newly constructed one storey concrete framed building offering restrooms, changing spaces, lifeguard storage space and an outdoor shower. Door timers and security locks for automated operation function improperly and require replacement. The gravel parking area is in good condition but needs signage to control positioning of visitor vehicles.



CARRY BEACH & BATH HOUSE

Department: Parks & Recreation

Physical Location: Forest Road

Tax Map Location: TM 228-054

Located off Forest Road, Carry Beach offers residents and guests a summer recreation destination. The shallow sandy beach allows water access to all ages making Carry Beach particularly suited to young families. A one storey concrete framed building in good condition (but not ADA compliant) has newly renovated restrooms and changing rooms as well as lifeguard storage space. The septic system is a recent upgrade. Site fencing is new. The parking area is gravel and dirt. This facility requires regular, planned seasonal maintenance and beach sand replenishment. A stormwater management plan to control overflow from the parking area onto the beach, with resultant washout sand loss into the lake, is a necessity for the future.



CARRY BEACH & BATH HOUSE

Department: Parks & Recreation

Physical Location: Forest Road

Tax Map Location: TM 228-054

Located off Forest Road, Carry Beach offers residents and guests a summer recreation destination. The shallow sandy beach allows water access to all ages making Carry Beach particularly suited to young families. A one storey concrete framed building in good condition (but not ADA compliant) has newly renovated restrooms and changing rooms as well as lifeguard storage space. The septic system is a recent upgrade. Site fencing is new. The parking area is gravel and dirt. This facility requires regular, planned seasonal maintenance and beach sand replenishment. A stormwater management plan to control overflow from the parking area onto the beach, with resultant washout sand loss into the lake, is a necessity for the future.



CEMETERIES

Facility Name: Pine Hill Cemetery
Department: Parks & Recreation
Physical Location: Pine Hill Road
Tax Map Location: TM 161-001



Facility Name: South Wolfeboro Cemetery
Department: Parks & Recreation
Physical Location: Middleton Road
Tax Map Location: TM 273-022

Facility Name: South Wolfeboro Cemetery
Department: Parks & Recreation
Physical Location: Middleton Road
Tax Map Location: TM 273-001

Since 1996 the Town Manager has had responsibility for the Town’s cemeteries. Plot purchases are currently (2018) through the Town Manager’s office. The Town owns three cemeteries (listed here), each of which is actively maintained by the Parks and Recreation Department. That department also maintains 29 other cemeteries and has done so for decades. The 1806 Town House Cemetery (TM 148-006) on Center Street and Allen Road has also been known as the “slave cemetery”. It is an historic site and will be referred to in the appropriate chapter of this Master Plan.



CLARK HOUSE COMPLEX

Department: Parks & Recreation

Physical Location: South Main Street

Tax Map Location: TM 231-054

The land (including Clark Park), parking area and public access ways, and the Pleasant Valley Schoolhouse building, the Clark Homestead, and the Fire House are owned and maintained by the Town. The Barn is currently owned and maintained by The Wolfeboro Historical Society; ownership is anticipated to be transferred to the Town in 2018. The Wolfeboro Historical Society operates the site and its facilities under a 99-year leasehold agreement that expires in 2026. The Clark Homestead cape is dated 1795 and offers insight into the manner of life typical of Wolfeboro's earliest years. The building is in good condition and benefits from recent structural foundation repair. The Schoolhouse is a wood framed late 19th c. structure moved on-site. Its structural support is poor with rotted sills and shifting foundation stones; some floor support has been compromised. This building requires repair and improved maintenance. The Fire House is in good condition but the exhibits need a humidity control system for proper preservation. The Barn is not native to Wolfeboro. It is in good condition. The buildings on site should be restored and maintained to historical preservation standards.



FOSS FIELD PAVILION

Department: Parks & Recreation

Physical Location: Lehner Street

**Tax Map Location: TM 204-036, 218-006,
218-007, 218-008**



The Foss Field pavilion is a newly constructed building serving as a community recreational shelter. A large open air seating area with a storage/office room and a small concession kitchen is complemented by three separate bathrooms. The facility is positioned to provide summer parks and recreation needs as well as be a winter destination with a heated bathroom; a drinking fountain is also provided. The parking area and entrance are paved. Stone dust paths offer walking access from Lehner Street through the Foss Field complex to the Bridge Falls walking path and the Glendon Street parking lot. A future park and seating area on the Lehner Street side should be considered. The facility enhances the character of its neighborhood.



PARKS & RECREATION MAINTENANCE GARAGE

Department: Parks & Recreation
Physical Location: Pine Hill Road
Tax Map Location: TM 144-006

The Abenaki Maintenance Garage is a newly constructed modern concrete and steel framed building. It is centrally located adjacent to the ski slope and the ice arena and serves to coordinate logistics and store site specific equipment. Three garage bays open onto a large service area with a mezzanine, segregated storage and work areas, all efficiently maximizing available space. The enclosed office, break room and bathroom facilities are in good condition. Ceiling fans if installed would allow proper year round air circulation and more efficient cold weather heating from the ceiling heating unit. Parking and access areas are in as new paved condition. Minimal sloping away from the garage entrances needs remedial attention to avoid water back flow into the building under the garage doors. Considerable man hours are assigned in the winter to breaking ice buildup in front of the doors. Installation of a heated grate drain running below the drip edge for the length of the building's frontage is suggested.



POP WHALEN ICE ARENA

Department: Parks & Recreation

Physical Location: Rte. 109A

Tax Map Location: TM 144-006



The Pop Whalen Ice Arena is an industrial steel framed building with a concrete framed addition. The large open ice arena with its mechanically refrigerated ice rink provides a winter recreation facility for the public and through partnerships with private schools, clubs, and other organizations. The ice rink, coolant piping, concrete rink surface, boards and glass were upgraded in 2007 and currently (2018) remain in good condition. The entry lobby offers a concession area, two locker rooms, bathrooms and office space. An additional four locker rooms are found inside the arena. A utility room and zamboni storage bay provide working and mechanical operational space. Reduced need for glycol coolant will lead to a need for a redesign of this part of the system resulting in cost savings and enhanced space availability. The roof mounted chiller should be replaced. The timing of these two tasks should be coordinated for efficiency. The arena roof is in need of considerable repair and insulation. Interior air circulation is inadequate causing high summer humidity along with mold growth and extra labor spent in scraping the concrete floor surface. Potential for year round operation of the arena (ice sports in winter, antiques & craft shows and other events in clement weather) is possible and should be planned for. Exterior concrete blocks show effects of normal weathering but structural damage due to water and ice around the zamboni bay needs attention. The floor of the bay requires repair and maintenance. Enhanced ventilation would ameliorate mold and aesthetic issues commonly associated with ice hockey locker rooms. Parking and access areas are partially paved with the remainder gravel. Exterior grounds are rough and require proper finishing if the facility is to make a good public presentation and reduce the time spent in grounds upkeep. The Pop Whalen Ice Arena has the potential for becoming an important element in the Town's drive towards a four season economy.



SKATEBOARD PARK

Department: Parks & Recreation

Physical Location: Center Street & Trotting Track Road

Tax Map Location: TM 163-006

Adjoining The Nick, this skateboard park includes recently constructed wood and composite ramps, bridges, and slides maintained by the Department. The facility has a gravel parking area and is in good repair.



WOLFEBORO COMMUNITY CENTER

Department: Parks & Recreation

Physical Location: Lehner Street

Tax Map Location: TM 217-071



The Wolfeboro Community Center is an outdated one-level wood framed building that serves as a function and storage area for the Town's parks and recreation department as well as some local clubs. The building has an open concept function area with shared kitchen and bathroom services. Main building access is from the Lehner Street sidewalk with on street parking. A gravel driveway and an additional parking area can be accessed from the rear entrance on the building's northwest. A garage below the main floor serves as an additional storage area. Given its walkable access to downtown and public recreation sites as well as newly-constructed nearby parking, this lot should be considered for future use by the Town. Public comment supports demolition and re-use of the site as a general community center. The 2007 Master Plan recommended the construction of a joint youth/senior center (the sole recommendation made by the Plan for an existing facility still not addressed by the Town).



PUBLIC LIBRARY

Department: Wolfeboro Public Library

Physical Location: South Main Street

Tax Map Location: TM 231-060

The 2007 Master Plan noted that the library trustees and director estimated that a major addition if not an entirely new facility would be needed by 2017. In 2018 the Town voted to fund a renovation of and addition to the library. Recommendations made in 2007 have been incorporated into the planning for the newly authorized facility. The library expansion and renovation project will result in a 50% increase in the gross square footage and will resolve mechanical and electrical issues. The facility, designed by architects Lavallee Brensinger, will bring the structure into full life safety code and ADA compliance. The building will be easier to maintain and create a more efficient use of space. The resolution of space limitations and noise issues will allow the library to expand programs and services. A separate children's area will be built providing a secure space for children of all ages.

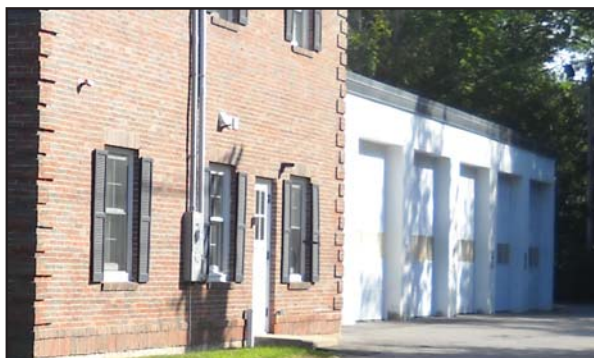


PUBLIC SAFETY BUILDING

**Departments: Wolfeboro Police;
Wolfeboro Fire & Rescue**
Physical Location: South Main Street
Tax Map Location: TM 231-057



Both the Police and Fire & Rescue Departments share the use of this single facility. The Public Safety Building is a two-storey platform framed 40' x 80' wood structure with a brick exterior facing; attached at the rear is the concrete block and steel framed 95' x 70' Apparatus/Sally port structure. The building was well designed and constructed in its day but the 2007 Master Plan identified space needs deficiencies and recommended upgrading or new construction. A 2010 study that included a building inspection and life safety code analysis revealed structural deficiencies and code issues, many of which were addressed. Most of the pre-ADA structure is not compliant with that legislation, for example. In 2018 an assessment of existing facility conditions confirmed in detail the building's structural, code, and design deficiencies. The police chief (2018 - Rondeau) has noted garage space for only two cruisers, no secure space for pre-trial preparation, no secure juvenile holding space, no adult arrestee jail, and no secure space to move arrestees from cruisers to the building interior. The fire chief (2018 - Pineo) has noted the Apparatus/Sally port structure cannot be safely adapted to accommodate modern fire-fighting apparatus and the physical layout of the kitchen, sleeping quarters and washroom/shower facilities provides inadequate hazardous materials protection for fire personnel. A space needs assessment has been completed (2018). Issues concerning different departmental needs and usage patterns require further study.



FIRE & RESCUE SUB-STATION

Department: Wolfeboro Fire & Rescue
Physical Location: Governor Wentworth Highway
Tax Map Location: TM 133-007



Located off State Route 109 East, this old wood framed one storey structure is currently (2018) a critical component of the department and will remain so as long as the department stays in its present South Main Street location. The sub-station site allows faster response time coverage into North Wolfeboro, Stockbridge Corner, and Beach Pond Road than equipment coming from central station can offer. The sub-station is unmanned but serves on an as needed basis by a four-man team of local resident fire fighters. The structure is in poor condition overall, uninsulated and unfinished inside, and needs a new roof. The parking area is substandard and offers restricted snow storage. Site drainage and stormwater management are sub-standard. The furnace for heating is in good condition. If this facility is to remain in service it will require major rehabilitation to fit it for purpose. An in-ground 30-40,000 gallon cistern is a recommended facility upgrade.



DOCKSIDE RESTAURANT

Department: Public Works

Physical Location: South Main Street

Tax Map Location: TM 217-095



Adjacent to Dockside Docks and the Smith River outlet, Dockside is a traditional mid-century two storey wood framed building serving as a seasonal restaurant and dairy bar. The interior has a restaurant seating area supported by an updated kitchen service area. The interior seating area is partially ADA compliant but does not provide appropriate seating for all patrons (a future needs assessment is required). An outside seating area is provided to patrons with a privately owned canopy.

The exterior of the building has acute cosmetic deficiencies that require maintenance and repairs in the future. The exterior aesthetics are unsightly (refrigeration units, ventilation systems, restrooms and a trash area are all openly visible). Restrooms on the northwest end of the building are available to the public. The access and parking areas are paved. Sub standard stormwater management should be addressed with future site improvements. A new, stamped concrete surface abuts the pier and Smith River. This area needs sea wall stabilization to protect the integrity and safety of the stamped concrete surfaces.

Currently, the Town has a long term lease agreement with a purveyor who provides many seasonal employment opportunities for young workers. There is no asset management plan in place.



DOCKSIDE DOCKS

Department: Public Works

Physical Location: South Main Street

Tax Map Location: TM 217-094

The Dockside Docks were last upgraded to their present configuration in 1996. The Town has appropriated revenue to perform near-term emergency repairs, longer term permitting and engineering for additional repairs and permitting and engineering for future dock expansion; a newly constructed boat ramp is in place. Build-out of future docks and rebuilding of the adjacent parking area is currently (2018) under active consideration. An asset management plan (dated 2017) is in place.



BACK BAY DOCKS

Department: Public Works

Physical Location: Railroad Avenue

Tax Map Location: TM 217-043

Located between Bean Park and Bradley’s Hardware along Back Bay, the seven Town owned and maintained finger docks with a concrete dock approach accessed by an upgraded boat ramp are reached by railed wood stairs in need of repair and/or replacement. Decking and posts are good on Docks 2 and 5 but substandard in places on the others with some posts rotten on the tops. The uprights on Dock 1 are very loose. Decking should be replaced on all docks and regular maintenance with repair and/or replacement planned.



THE LIBBY MUSEUM OF NATURAL HISTORY DOCK

Department: Public Works

Physical Location: North Main Street

Tax Map Location: TM 142-002

The dock and boat launch ramp across from the Libby Museum were upgraded in 2015 through a capital outlay appropriation. The parking area across from the museum has not been upgraded in recent years. The parking area behind the museum was upgraded 2011-2012.



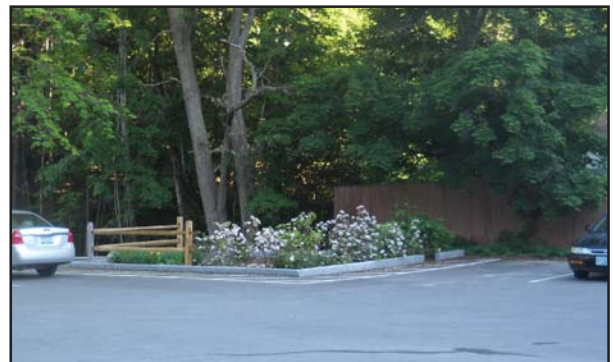
MAST LANDING DOCKS

Department: Public Works

Physical Location: Center Street

Tax Map Location: TM 190-108

The docks and parking area were engineered in 2016 and constructed in 2017. The parking lot will be added to an asset management plan to aid in determining the lot's expected useful life and when upgrades may be required. A boat ramp is in place. The Town should consider the adequacy of the docks.



HIGHWAY & PUBLIC WORKS GARAGES

Department: Public Works

Physical Location: Pine Hill Road

Tax Map Location: TM 190-030

The Public Works/Highway Department site is an industrial complex of steel and wood framed buildings with specialized vehicle and equipment maintenance and storage areas as well as staging sites for bulk materials.

On site structures include a new operations garage, tractor shed, fuel tank storage shed, the Public Works vehicle garage, out buildings for parts and equipment storage, a spreader shed and a salt shed. The new operations garage is a steel framed building with two over-sized vehicle bays; a loft area stores small equipment and accessories. Staff requirements are supported by two offices, a kitchen and assembly room while in the back are a locker room with shower and toilet facilities. Parking and access areas are newly paved. The new building has radiant floor heating. Heat is provided in the new garage and tractor shed by a wood pellet system located at the rear



HIGHWAY & PUBLIC WORKS GARAGES

of the tractor shed; burning efficiency and clogging of moist pellets would benefit in future from the purchase and installation of a dry pellet storage silo. The tractor shed is an old wood framed building primarily used for the storage of sidewalk maintenance vehicles. It appears to be in fair condition. Interior lighting is sub-standard, it would be improved by the installation of a new LED system. Parking and access are in poor condition, a new concrete apron and asphalt parking area should be among future improvements. The Public Works vehicle garage is a steel framed building serving as the Town's vehicle service and maintenance facility. The interior is large and provides room for three hydraulic vehicle lifts. One of the current lifts is old; it has limited load capacity and should be replaced. The building is in fair condition. Paved parking and exterior access are in fair condition. Other recommendations for needed improvements include a site-wide electric back-up generator system, covered plow and spreader pads, a new spreader shed and a hoop-shaped sand storage building.



SOLID WASTE/TRANSFER STATION

Department: Public Works

Physical Location: Beach Pond Road

Tax Map Location: TM 082-019, 082-020



In 2016 some 4,105 tons of material was handled at the Solid Waste/Transfer Station facility. Some 1,705 tons were recycled realizing about \$78,000 in sales and saving \$153,360 in land fill costs. That year, Wolfeboro recycled 41.5% of its waste. The current apparatus lacks a 1 ton truck (lost due to accident) so consists only of one 1/2 ton pickup, two bobcats, one backhoe, two bailers, and two compactors. Addition of a new 1 ton truck would make available equipment adequate for current needs. The facility building is adequate in most respects for now despite having been built in 1972. The continued use of equipment to pick up material off the concrete floor has worn it down substantially resulting in some reduction of floor thickness with potential floor integrity compromise. Minor drainage issues at the recycling building and snow shelving at the swap shop are not yet serious enough to require repair. The addition of a 40' x 28' shed would bring glass and other storables under cover. The facility is expected to remain in use over the ensuing 10 to 20 years. Use of the facility remains stable with perhaps a 3% annual increase in the amount of recyclables handled expected. Neither soft or rigid plastics can be added to the recycle list because the minimum amount required for outside pickup (a full tractor trailer load) cannot be accumulated before the NHDES time limit for on site holding has been exceeded. It is doubtful if a full load would even be economical for the town. Current staffing levels are inadequate. The facility is staffed by 3 full time personnel, 1 part time man and 2 part time barrel attendants. An additional 1 full time staff person is recommended. Over the next 5 years the most needed facility improvement would see poured concrete retainer walls at the Municipal Solid Waste area and adequate pavement. The safety of personnel in the office and patrons walking to bins while cars pull up is a concern. Moveable 3' traffic cones serve as a deterrent to careless parking.



WASTE WATER TREATMENT PLANT

Department: Public Works

Physical Location: Filter Bed Road

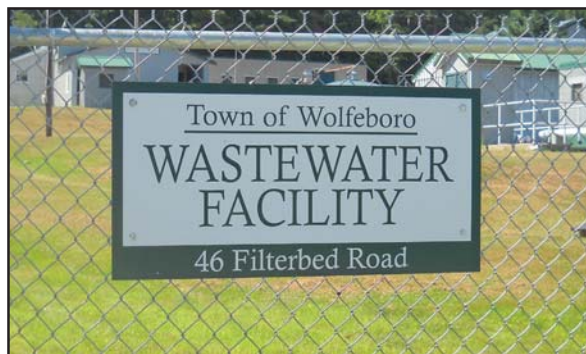
Tax Map Location: TM 189-008



The Wastewater Treatment plant is a modernized mid century complex designed for the collection and treatment of wastewater. Although the facility is owned by the Town of Wolfeboro professionals from Woodard & Curran manage all operations of this essential infrastructure utility. Supported by capital reserve funds and grants the facility has made many significant upgrades to improve system functions and efficiencies for the future. Preventative maintenance is complemented by three dedicated full time staff positions to ensure the facility is kept in excellent condition.

On the premises are a series of concrete and wood framed buildings and effluent storage tanks controlled by electrical and mechanical systems monitored by analyzers. A current asset management plan has been studied for implementation at this facility. A recently established “critical equipment plan layout” using Utility Cloud software to collect running data will assist future maintenance. Future upgrades on lining effluent storage tanks and re-surfacing concrete staging area surfaces are priorities.

Parking lots and access are in good condition. Some below grade settlement and frost heaving has created pavement cracks and uneven surfaces compromising storm water collection. Future improvements should include providing a stormwater detention and infiltration area to contain runoff from the existing site drainage system on the south side of the driveway entrance. Currently one building is vacant at the facility and with renovation could be used for office space. The facility won the highly competitive Plant of the Year Award from the New Hampshire Water Pollution Control Association in 2017.



POTABLE WATER TREATMENT PLANT

Department: Public Works

Physical Location: North Line Road

Tax Map Location: TM 052-001



Wolfeboro's Water Treatment facility, located near the western terminus of North Line Road, is an industrial water treatment and distribution complex. Positioned adjacent to the Beach Pond reservoir, the plant is a series of concrete framed buildings and water storage tanks providing specific areas for each step in the treatment process. All of the buildings at the plant are in very good condition. Energy upgrades and efficient operations position the plant for continuing cost savings into the future. A solar energy system, roof or post mounted, on the site could be considered for more future benefit. Mini turbines installed in-line with accelerated gravity drop pipelines could also be considered for the future. Parking and access areas are paved in good condition and are adequate to need. Currently, there are five highly skilled, state certified staff operators employed at the facility. Continuing development of personnel state certified to Operator Level 3, a lengthy process, is essential for future staffing needs. An asset management plan is in place (dated 2017).



WOLFEBORO RAILROAD BUILDING

Department: Public Works

Physical Location: Railroad Avenue

Tax Map Location: TM 217-043



Adjacent to Back Bay and Central Avenue, the Wolfeboro Railroad Station is an historic one storey (with attic space) wood framed building serving as a community information and resource facility. There are two leased spaces with a shared kitchen and a shared bathroom. The interior is in good shape. The recent exterior renovation and repairs to roof, rafters, sills, heating and venting systems have addressed and mitigated future problems. New, year-round heated bathrooms complement the facility on the north end of the building. The exterior is in good repair. The access ways and parking are newly paved .

Currently (2018) the Chamber of Commerce and Town of Wolfeboro Information desk share one space. For decades the Wolfeboro Nursery School occupied the second space during the school year.

Leasehold agreements are at the discretion of the Selectmen. The Department of Public Works has responsibility for maintenance of this facility. There is no current asset management plan in place for this facility. Deterioration of outside decking boards due to age, exposure, and challenging winter plowing are maintenance issues that need to be addressed.



RAILROAD FREIGHT BUILDING

Department: Public Works

Physical Location: Railroad Avenue

Tax Map Location: TM 217-046

Adjacent to Bean Park and Back Bay, this is an old one storey wood frame building without a foundation. There are two contained rooms and a large open area. Although the building is dry and well ventilated the ground on which it stands is depressed and wet. The current access road and parking area is gravel but will be paved and crosswalks provided for safe access. Supported by an approved 2018 warrant article potential use as a railroad museum and learning and media center is contemplated, made possible through a long term lease with the Town. There is strong potential for seasonal and year round employment and youth volunteer/docent opportunities.



4. Economic Development





The Wolfeboro Farmer's Market. Photo Courtesy: Wolfeboro Area Farmer's Market

PURPOSE

The town's economic development policies must consider the importance of the Greater Downtown Area as the center for economic, civic, cultural, and tourism activities while equally considering the high value placed on protecting the area's natural, physical and historic features as well as the pedestrian-friendly nature of the area. Encouraging the expansion of existing businesses and supporting infill development would meet this purpose.

The opportunities for more economic growth with year-round employment in fields such as health services, education, light industry and similar businesses should be considered in identified developable areas.

CURRENT CONDITIONS

Wolfeboro is seen as an attractive community, with its beautiful lakes and ponds serving as a tourist destination and the town at large desirable as a second home location and an active

year-round community. The economic strength of the community has improved due to high-quality educational facilities, the sustainability of existing and new businesses, increased health care opportunities, and more cultural and recreational activities.

The Wolfeboro Economic Development Committee has been very active. A Business Retention and Expansion study was completed in December 2015, and committees were formed to address some of the issues brought to the attention of the EDC as a result of the study. The Chamber of Commerce has been actively working with the EDC and other Town, regional, and statewide agencies to address economic development issues.

Educational facilities have undergone improvements. The Governor Wentworth Regional School District significantly upgraded its facilities at the High School, Middle School and Lakes Region Technology Center, including the addition of a new performing arts center and upgrading of athletic fields. Brewster Academy has continued to upgrade its facilities, has added a new gym, improved Anderson Hall as a performing arts facility, and built a new dormitory.

In the area of healthcare, a major addition to Huggins Hospital has been constructed. Due to the focus on wellness activities, more fitness centers, yoga studios and similar facilities have opened.

The town's museums, such as the Wright Museum and the New Hampshire Boat Museum, have added programs and are attracting visitors to our area. The Libby Museum and Clark House have also added programs.

Recreational facilities in town provide many opportunities for all residents and visitors. The Abenaki ski area with its new ski lodge, the Pop Whalen skating rink, cross-country ski trails, the Cotton Valley Rail Trail, and new bike trails have all been contributing to the economic health of the community.

The town has benefitted from public/private partnerships such as the Friends of Abenaki, who have generously supported new facilities at Abenaki, and the Friends of Wolfeboro Town Hall, who helped with the renovation and restoration of Town Hall. Most recently, in March 2018, voters overwhelmingly approved major renovations and an addition to the Town library backed by the Friends of Wolfeboro Public Library. These projects and many others have been made possible by the many active volunteer and not-for-profit organizations that have positively impacted the quality of life in Wolfeboro.



GI Plastek, a Wolfeboro business.
Source: PSI East



Goodhue and Hawkins Navy Yard
Source: Goodhue and Hawkins

Existing businesses such as PSI Molded Plastics and Goodhue and Hawkins have expanded. Crescent Lake Inn and Suites, Grey Shingles, the Lake Wentworth Inn, and The Inn on Main have upgraded their facilities. Also, Pickering House has undergone major renovations, preserved a historic building, and is now an active new hotel. The Yum Yum shop has re-opened after a major renovation, and Meredith Village Savings Bank and Citizens Bank have each built new facilities. A vineyard has located in town, as well as two small breweries, and two new bakeries have also opened.

All of the above have added to the vitality of the town as a year-round community while maintaining the natural, historic, cultural and historic features that are important in order to maintain a high quality of life.

Identified Issues

At the same time, issues remain that, if addressed, could encourage economic growth and improve year-round employment opportunities as well as provide additional services to our residents. The town needs to expand and upgrade broadband services for the entire community. This is a crucial issue since many residents, especially those who are telecommuting, depend on such services.

Many residents find it necessary to leave town to obtain goods and services at a more affordable price. The price of gas is higher in town, and food and other necessities can be obtained at a more affordable cost by shopping out of town.

In contrast, an increase in the availability of local agricultural products, establishment of a farmers' market and natural food store, and the continued use of agricultural lands all signal the re-emergence of local farming and agritourism to a level not seen in decades.

The Greater Downtown area has the potential for more development/redevelopment and is important because it is the center for economic, civic, cultural and tourism activities. This area has been enhanced with new sidewalks and pathways to make the entire area more accessible for tourists and year-round residents.

Some existing business owners have expressed an interest in expanding or renovating their businesses, but many have expressed concerns about the time, expense, and perceived obstacles that expansion might entail. Some have indicated that a more "business friendly" environment is needed. Others have mentioned the scarcity of workers to fill local positions as well as a need for improved parking directions in the Greater Downtown.

Interest in a conference center and larger hotels in the area has been expressed as means to increase off-season business and to provide lodging for tourists.



ECONOMIC CHARACTERISTICS

The following data informed the inventory, analysis, and recommendations outlined in this Chapter. This information was gathered from a number of sources including the New Hampshire Office of Strategic Initiatives, the US Census, the American Community Survey, and the Town of Wolfeboro.

Population

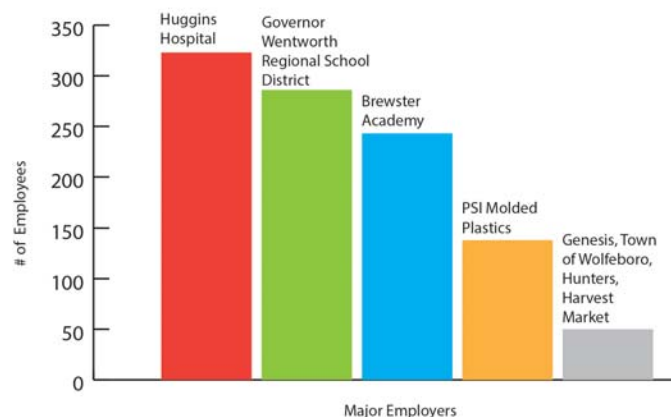
- IN 2010 Wolfeboro’s population was 6,269, and the 2015 NH Office of Strategic Initiatives (NHOSI) estimate was 6,248. The population projections are as follows: 2020 – 6,152; 2030 – 6,218; 2040 – 6,268.
- The median age in 2000 was 45.3 and in 2015 was 52.9. This was a 16.8% change.

Tax Base

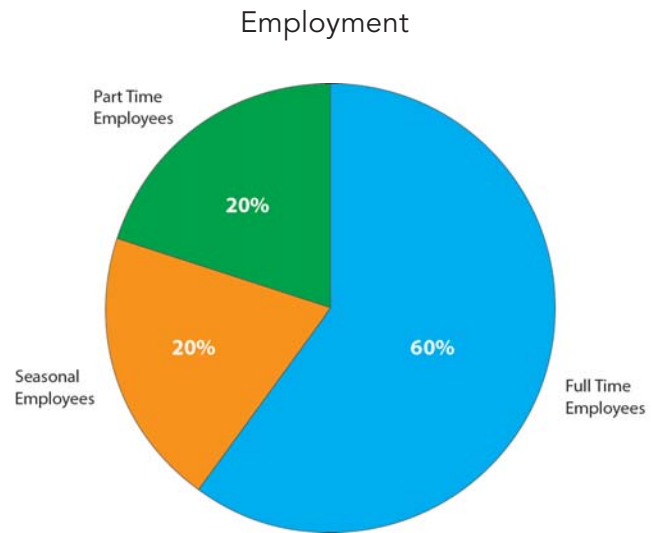
- Lakefront properties generate a significant portion of the tax base and require few services.
- In 2017 Wolfeboro was ranked as having the 34th lowest tax rate in NH.
- Between 2007 and 2017, the commercial tax base increased by 5%, from \$135,894,800 to \$143,282,600. However, land value has decreased by 3%, while structure value increased by 10% during that period.

Employment

- The major employers in town are Huggins Hospital (323), Governor Wentworth Regional School District (286), Brewster Academy (243), and PSI Molded Plastics (138). Other employers with over 50 employees include Genesis, the Town of Wolfeboro, Hunter’s, and Harvest Market.
- Nearly 30% of the employed population is working in education, healthcare or social services. This is significantly higher than the national average of 23%.
- Service industry and construction represent other significant fields of employment and are higher here (22% and 11%) than the national average (18% and 5%).



- Wolfeboro has a lower-than-average concentration of individuals working in offices, sales, information and manufacturing.
- Between 2006 and 2016, the New Hampshire Department of Employment Security reported a decrease in the size of the town's civilian labor force, from 3,124 to 2846.
- In 2006 Wolfeboro counted 330 firms (businesses with more than one employee). In 2016 the town reported 285 firms.
- The unemployment rate has not changed and remains at 3%.
- Of those in the workforce, 60% are employed full time, 20% are part time, and 20% are seasonal.
- Some 17% of the town's population between the ages of 16 to 64 is not working. This is lower than the national average.



Educational Attainment

- Of the town's population aged 25 and older, 93.6% have a high school diploma, 40.5% have a Bachelor's degree or higher, and 6.4% have no high school degree.

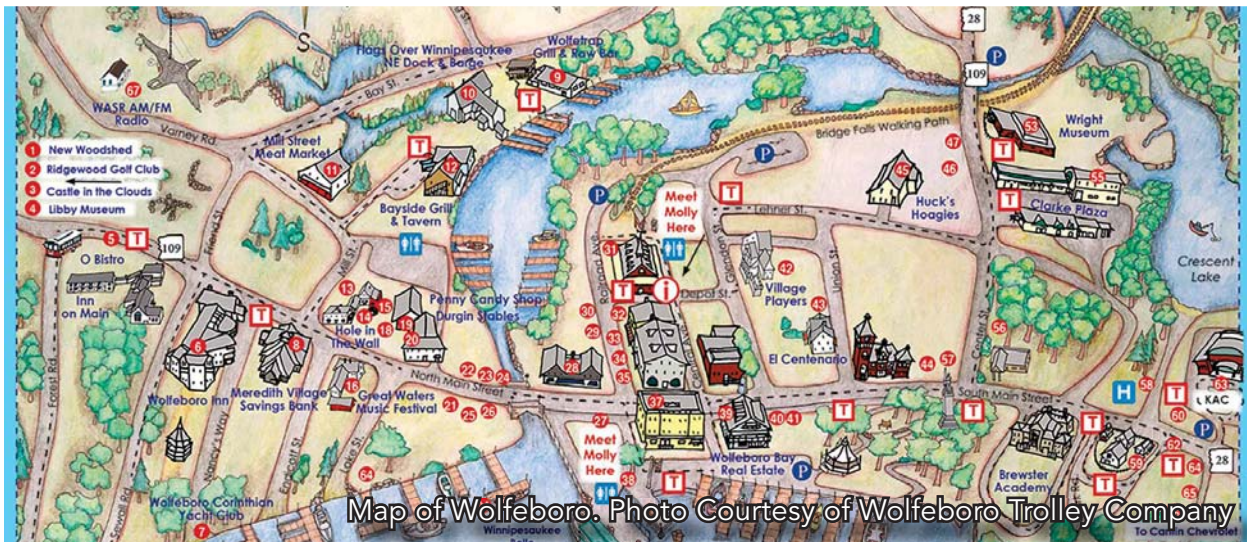
Household Income

- At \$35,307 Wolfeboro has a higher per capita income and median household income than the United States as a whole at \$58,204.
- Some 18% of Wolfeboro households have incomes between \$100,000 and \$149,999, compared to a national average of 13%.
- Of Wolfeboro households, 21.9% have incomes between \$35,000 and \$49,499, and 13.9% have incomes between \$50,000 and \$74,999.
- At 7.4% and 4.2% respectively, poverty levels for individuals and families in Wolfeboro are lower than the national average of 15.5% and 11.3%.

Commuting Data

- The latest figures show that:
 - There are 2,713 workers over the age of 16 in Wolfeboro
 - 40.5% travel less than 15 minutes to work and so probably live in Wolfeboro
 - 64.2% travel more than 25 minutes to work

ECONOMIC DEVELOPMENT RECOMMENDATIONS FOR THE MASTER PLAN



Goal: Strengthen Wolfeboro’s year-round economy by identifying and addressing the needs of existing businesses and encouraging new businesses in areas identified for economic development that are not detrimental to the Town’s natural resources.

RECOMMENDATIONS

1. Designate the Town Manager and the Town Planning and Development Director to be a proactive team to promote economic growth in town.
2. Create an Economic Development Director position within local government to enhance the organizational structure and authority of the EDC in carrying it out the town’s economic development agenda.
3. Update the existing publication “Doing Business in Wolfeboro” under the guidance of the Economic Development Committee. Publish a shorter, one-page document, with simplified language.
4. Review existing policies to ensure that they continue to be consistently applied and are streamlined so they are not an impediment to economic development and so ensure positive results.
5. Explore use of Community Revitalization Tax Relief Incentive (RSA 79 – E).

6. Review existing nonconforming uses in town to determine if the existing zoning ordinance allows for reasonable improvements and growth.
7. Encourage conversion of unused commercial space to innovative work environments such as co-working spaces.
8. Work with the EDC to monitor existing and future economic development trends and conditions and explore their impact on town policies and regulations.
9. Improve partnerships and communications with the town's largest employers.
10. Support museum facilities and planned future expansion efforts by promoting Wolfeboro as the "Museum Hub" of New Hampshire.
11. Provide technical assistance to existing businesses and grant support to non-profits that may require additional capital or want to expand by building partnerships with organizations such as WEDCO, SCORE, GALA, Community Development Finance Authority (CDFA), Small Business Development Center (SBDC), and others that provide such services.

Goal: Review areas in Town that may be suitable for development or redevelopment which will not adversely impact existing residential areas and the Town's natural resources.

RECOMMENDATIONS

1. Analyze and review opportunities/areas for development by using a specified set of criteria such as: existing zoning, existing uses, community needs, infrastructure access/availability, and environmental constraints or vulnerabilities.
2. Consider expanding the boundaries and use-allowances of the existing ROI (Residence/Office/Institutional Overlay District).
3. Promote business expansion and development through the use of positive site development models based on existing businesses in town.

Goal: Maintain and enhance retail, civic, and cultural economic development efforts in the Greater Downtown Area which includes the Central Business District, Bay Street Limited Business District and Wolfeboro Falls Business District to be the main retail/business area in Town.



RECOMMENDATIONS

1. Review the permitted uses in the Greater Downtown area to make certain the area has a variety of retail, commercial, civic and cultural uses and that the mixed-use character is maintained for year-round vitality.
2. Review existing sidewalks and study the need for new sidewalks in order to maintain and promote the walkability of the Greater Downtown area.
3. Develop a plan for the Greater Downtown pedestrian loop that establishes connectivity between Mill Street, Bay Street, Elm Street, and Center Street destinations such as the Dockside area, Bay Street and Center Street businesses, and recreational opportunities at Front Bay Park.
4. Continue to explore ways to improve the management of existing parking for the benefit of visitors and employees in the downtown area. Review signage, maps and other platforms directing people to public parking, and improve where necessary.
5. Encourage businesses to have their employees park outside the immediate downtown area and ask businesses to allow use of their private parking lots by the public when the businesses are not open.
6. Expand Town-owned docking facilities to increase boat parking capacity and economic development.

7. Continue to improve restroom quality and availability in the Greater Downtown.
8. Develop a monitoring and tracking system for downtown commercial space vacancy/availability as a method for measuring downtown economic development health.

Goal: Expand hospitality opportunities in Town to further lengthen the tourism season.

RECOMMENDATIONS

1. Study and determine a possible location for a conference center.
2. Consider the need for more lodging facilities and the effects of current zoning ordinances on existing and future lodging facilities in order to provide more options.

Goal: Evaluate and improve infrastructure availability to encourage economic development including making Wolfeboro an early adopter of developing technologies in broadband communications.

RECOMMENDATIONS

1. Promote Wolfeboro as a place offering the resources and infrastructure to support remote work, small-workgroup collaboration, and co-working environments such as the proposed GALA makerspace.
2. Provide the proper technology to help existing and new businesses provide more opportunities by expanding more reliable and faster broadband services for better coverage and take the necessary steps to make certain these services are provided.
3. Work with telecommunications providers and other stakeholders to improve wired and wireless broadband availability, capacity, and speeds to encourage economic development activities and telecommuting practices.
4. Explore the siting of information-based enterprises such as call centers, data processing facilities, and service centers.
5. Continue to monitor and study pricing of utility services to mitigate negative impacts to business retention, expansion, and attraction.

Goal: Encourage workforce development by developing and enhancing partnerships with the business community, school systems, and institutions of higher learning.

RECOMMENDATIONS

1. Research and develop a plan for bringing training expertise to this area to develop the trade skills needed to support economic growth and encourage participation of local youth.
2. Identify ways/plan to engage businesses with students (service projects, internships, job training programs) and include representation from medical, education, hospitality, and service entities.

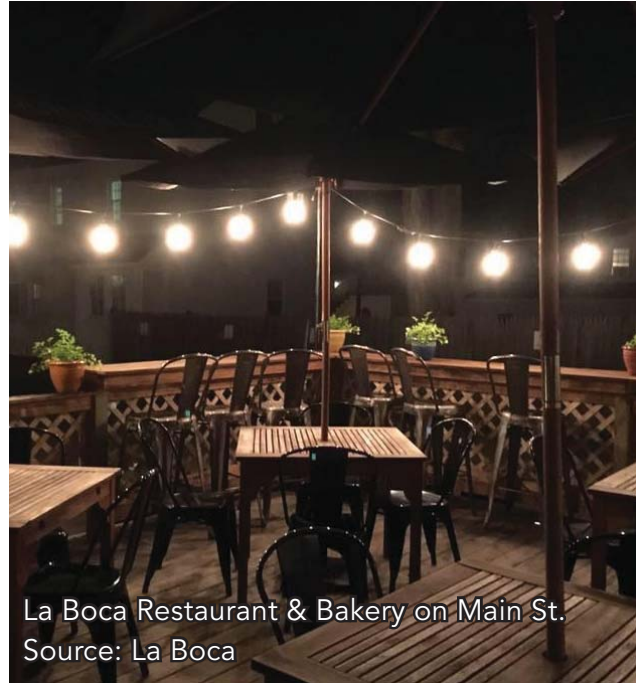
Goal: Develop and implement a marketing plan that identifies and expand the year-round opportunities of Wolfeboro.

RECOMMENDATIONS

1. Encourage use of the Great Hall at the Wolfeboro Town Hall.
2. Promote year-round multi-use of the Cotton Valley Rail Trail to bring visitors into the Greater Downtown.
3. Expand the use of the Abenaki Ski Area and Pop Whalen Ice Arena for other activities when the ski area and ice rink are not in use. Additional biking and multiuse recreational trails need to be provided.
4. Increase the number and promotion of cultural, sporting and special events.
5. Develop an organizational team that includes representatives from key recreational groups.
6. Encourage people to shop and buy local.



The Inn on Main recently expanded.
Photo Courtesy of The Inn on Main



La Boca Restaurant & Bakery on Main St.
Source: La Boca



The Pickering House recently underwent renovations to improve its facility.
Source: TripAdvisor



From Scratch Baking Co. recently opened in Wolfeboro.
Source: From Scratch Baking Co.

5. Energy





PURPOSE

The Wolfeboro Energy Chapter for 2019-2029 builds on the work of the Town Energy Committee established in 2007. It is intended as a forward looking blueprint for investments and activities that will ensure a reliable and efficient energy future for Wolfeboro. The goal is to incorporate technology and best practices into all sectors (municipal, business and residential) of our town's economy, being mindful of our environmental responsibilities and evolving energy needs, while striving to reduce costs and improve efficiencies.

BACKGROUND

This chapter represents a component of the Town of Wolfeboro Master Plan that has not been updated since 2007. It is important to note that the 2007 plan included neither a dedicated energy chapter nor any specific energy planning recommendations. Therefore, this Energy Chapter represents the next step forward in the efforts of the Town and community to plan for a cleaner energy future.

Wolfeboro stands in a uniquely advantageous position because of its municipally owned and operated electric utility, the Municipal Electric Department (MED), which distributes and supplies electric power to residents and other customers. The presence of the MED and the direct relationship between the townspeople and utility representatives is an incredible 'conduit' for catalyzing innovative policy changes. The stakeholders involved with the development of this chapter and the voters of Wolfeboro are committed to assuring the

economic viability of the MED while simultaneously continuing to keep up to date on new technologies and ensure adoption of renewable energy generation.

Over the coming decade and beyond, energy will play an increasingly important role in Wolfeboro. The decisions that are made about how much and what types of energy we use will have major ramifications on the quality of life we and future citizens may enjoy. Currently, Wolfeboro and other New Hampshire communities are primarily consuming fossil fuels and nuclear energy for the majority of their needs. The related energy issues impacting Wolfeboro include energy production, conservation and distribution, home heating, transportation, and energy use in other sectors of our lives. It is anticipated in this chapter that energy costs will rise and that this community lies in a strategically strong position to confront this reality proactively.

While Wolfeboro is fortunate to have a MED the vast majority of the energy that they distribute is generated outside of Wolfeboro and imported for use by residents and businesses. This chapter prescribes for a more redundant and resilient energy system that is resistant to threats such as increased and more intense storm events.

This chapter addresses Wolfeboro's Town Government energy usage for all facilities, transportation, lighting, processes and is comprehensive by addressing both usage and generation. It provides statistics on local, state, and national levels while illustrating that energy is a significant cost factor for the residents, businesses, and the Town. The chapter is structured around two independent components of energy usage: Municipal (Town Government) and Community (Residential and Business). Chapter goals and recommendations presented at the conclusion of this chapter are organized within these two categories.

Community Planning Efforts

In March of 2007 the Town of Wolfeboro passed a warrant article creating an official town Energy Committee of the Board of Selectmen. The Mission Statement of the Committee is:

The mission of the Wolfeboro Energy Committee is to identify opportunities for the town of Wolfeboro and its residents to save energy and reduce greenhouse gas (GHG) emissions; and to work to assure that cost-effective energy efficiency practices and GHG reduction strategies are implemented town-wide. The committee aims to assist the town in addressing these goals as approved by the voters in the Town Meeting warrant article in March of 2007. The committee will make recommendations to and cooperate and communicate with town officials, boards and commissions as well as public and private groups with similar concerns, and with the appropriate agencies of the state, regional, and federal governments.

The Committee has actively engaged the community in a wide-range of well attended educational events and activities. These include, but are not limited to:

- Seminars on Reducing Home Energy Use and Building and Renovating Homes in A Changing Energy Environment
- Climate Change Briefing
- Two Lakes Region Energy Expos (400+ attendees)
- Created a resource area in the library including Energy Efficiency DVDs of workshops from the Expos thanks to Wolfeboro Community Television
- A Solarize Initiative which resulted in the installation of 11 residential solar arrays

Town Government Energy Planning Efforts

The Energy Committee applied for and received private, state and federal grants for several projects:

- To set-up an energy tracking system to monitor town government energy use and evaluate areas of opportunity for reductions and cost savings
- To research how to finance municipal energy projects
- To perform energy audits to identify energy efficiency opportunities at the Public Safety building, Armory and the Pop Whalen arena
- To create a municipal energy plan

The municipal energy planning resulted in the 2012 Community Energy Plan which identified energy efficiency, conservation, and renewable energy opportunities and established



A rendering of the new library Photo Courtesy: Wolfeboro Public Library Foundation

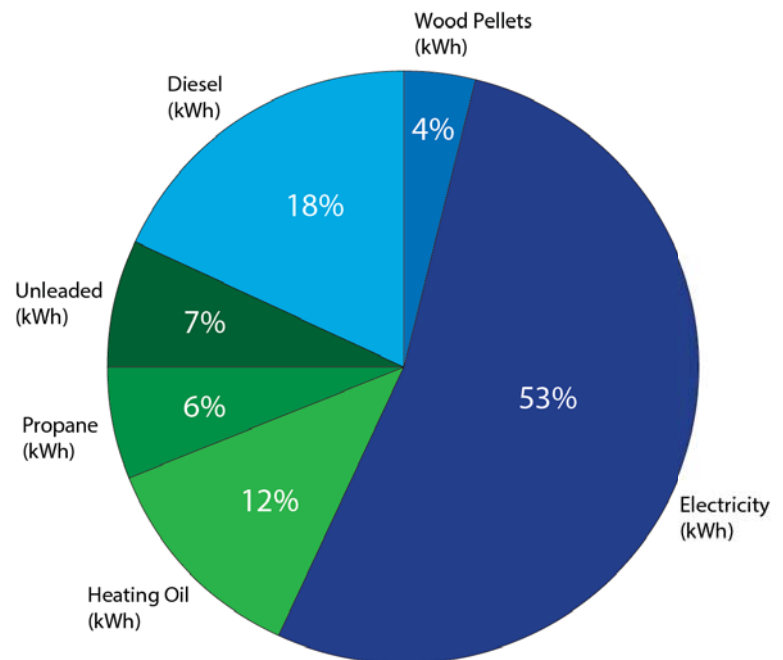
clear goals for reductions in energy consumption. The plan identified twenty (20) specific recommendations intended to reduce total Town Government energy usage by 30%. Of these projects, six (6) have been completed, two (2) have been partially completed, and two (2) remain ongoing. Town employees and committed local officials have made significant strides aimed at reducing municipal use and costs. In 2018, the Trustees of the Wolfeboro Public Library hired an energy consultant to identify opportunities for the upcoming renovation and expansion of the library to maximize energy efficiency and strive to become the first Net Zero Energy library in New Hampshire. At the time of this writing, construction has begun on the library with additional energy efficiency measures incorporated into the plan and the Warrant Article is being drafted that will go before the voters in March 2021 for the rooftop solar array.

In the period of time since the Community Energy Plan, significant efforts have been made to record and track government energy usage. The Town has ten (10) years of data available from 2007 to 2017 that can inform energy planning and policy-setting efforts.

In the 10-year period, as shown below, energy usage has fluctuated, from 5,733,532 kWh in 2007, to a low of 4,980,555 in 2010, to the most recent full year and peak usage of 5,983,791 in 2017. Electricity, the Town’s primary type of energy consumed, has declined over the period from 2,431,547 kWh in 2007 to 2,134,284 in 2017, a total reduction of 12% overall.

Energy by type, as a share of total municipal consumption over the 10 year period, has been relatively consistent in Wolfeboro. Annually, electricity represents approximately 50% of kWh usage, Diesel at 15%, Heating Oil at 15%, and Unleaded Fuel at 10%. It is important to note that wood pellet usage is not included in years 2007- 2011.

2017 Municipal Energy Usage by Type



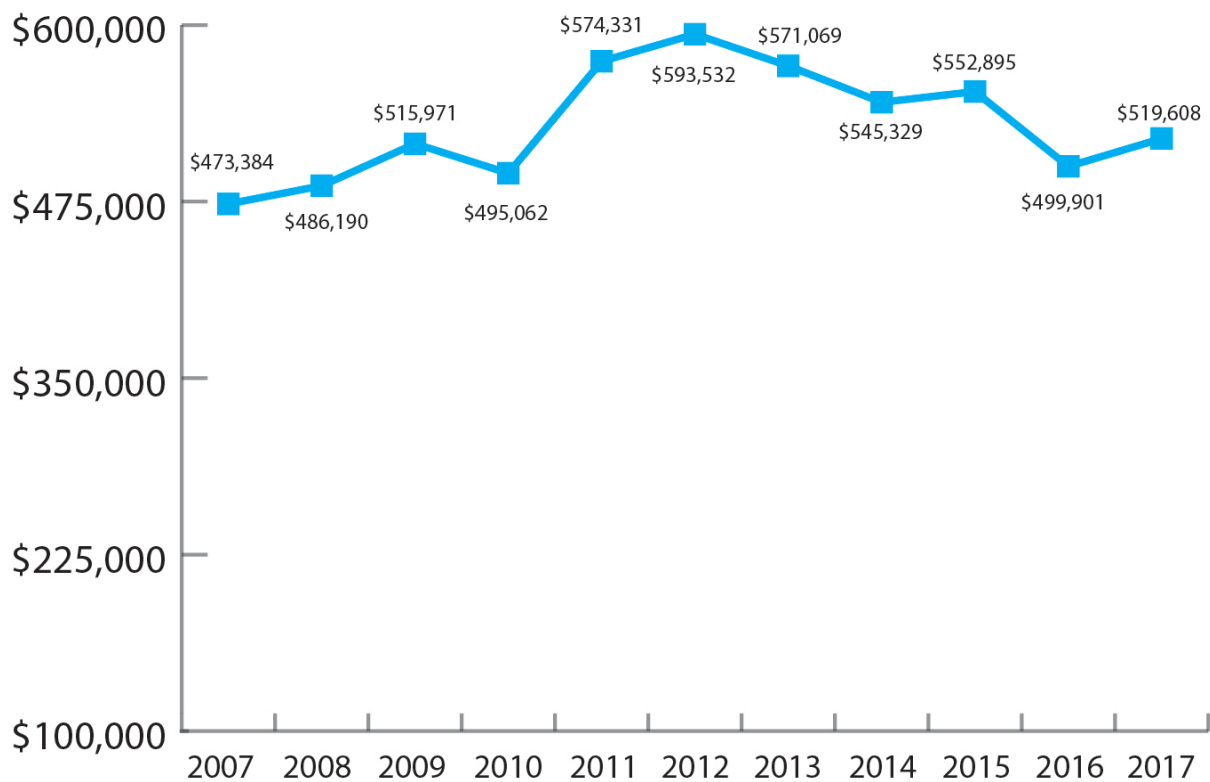
The Town’s primary electricity consumers are the Wastewater Treatment Plant and street lighting infrastructure. Nearly all facilities, with the exception of the street lights and pump stations, have reduced electricity usage from 2007 to 2017.

As a community, 2017 included a total metered sales of 67,180,750 kWh. The total purchased power for 2017 totaled 71,586,000 kWh. The total loss of power of 6.2% is typical to industry standards and include line and transformer losses as well as the unmetered street lighting circuits.

Wolfeboro’s transmission network is highly reliable and highly available. In 2017, the availability of the Town’s 390 line (sole/primary) location was 99.8744%.

Energy usage by class in 2017 resulted in an average monthly commercial usage of 1,158 kWh per rate class and 613 kWh per rate class for residential users.

Total Municipal Energy Cost



NEW HAMPSHIRE TRENDS

Although Wolfeboro is unique in the context of many New Hampshire communities because of its municipal utility, it is critical to understand local issues in the context of statewide and national energy trends. At a statewide level, several trends provide insight into the energy consumption environment:

- The transportation sector and the residential sector each consume nearly 1/3 of the energy used in the state.
- The commercial sector consumes nearly 1/4 of NH's energy
- The industrial sector consumes only about 1/8 of NH's energy
- 1 in 10 NH homes are only seasonally occupied (significantly higher in Wolfeboro), and
- Nearly 1 out of 2 of all NH households rely on heating oil as their primary heating fuel, one of the highest percentages in the US.

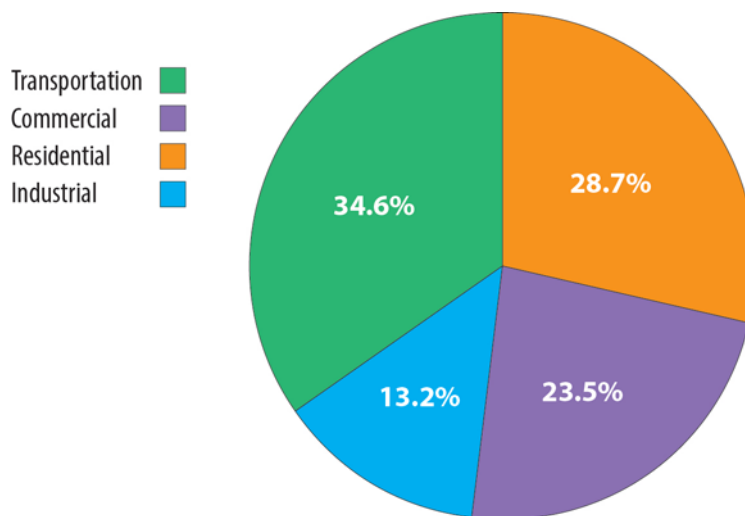
Seabrook, the largest nuclear power reactor in New England, provided 57% of New Hampshire's 2017 net electricity generation. However, NH's energy profile is changing. New Hampshire's renewable portfolio standard requires 25% of electricity sold in the state to come from renewable energy resources by 2025. In 2016, New Hampshire obtained more of its electricity generation from wind power than from coal-fired power plants for the first time, and that trend continued during 2017. In 2017, 20% of electricity generation came from renewables. As Figure _ indicates , the majority of our energy use in New Hampshire is for the transportation and residential sectors.



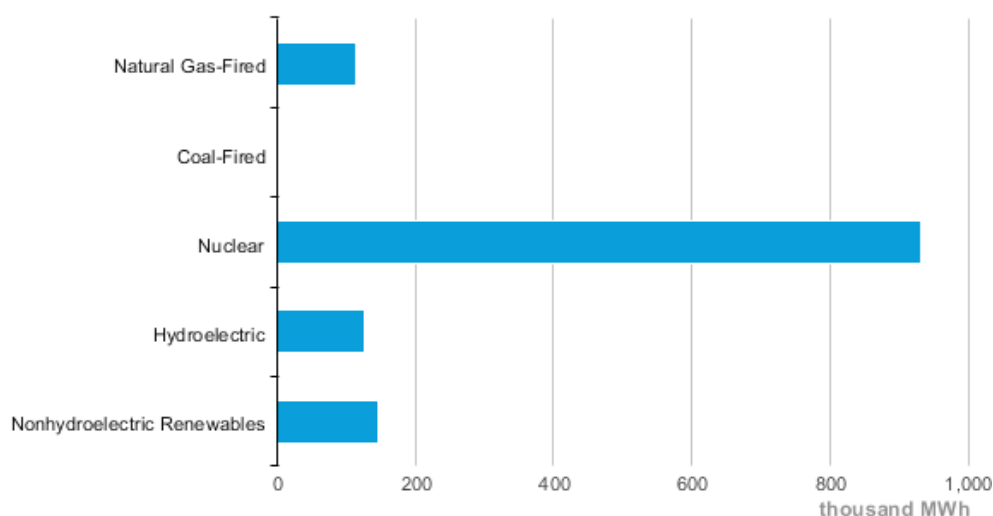
Although New Hampshire burns virtually no oil for purposes of electricity generation, its per capita petroleum consumption is one of the highest in the United States. In fact, the state’s many uses for petroleum combined for nearly half of its energy consumption in 2016, more than any other primary energy source. This includes energy production, home heating, transportation, food production, and other sectors. More on this can be found on the 2018 New Hampshire Energy Profile available at <https://www.eia.gov/state/?sid=NH>. See the pie chart to the right that illustrates NH’s energy consumption estimate by fuel type.

NH Energy Consumption by End-Use Sector, 2012

Source: Energy Information Administration, State Energy Data System



New Hampshire Net Electricity Generation by Source, May. 2018



Source: Energy Information Administration, Electric Power Monthly

New Hampshire is also an electricity producer, generating energy from a variety of sources as identified by the Energy Information Administration.

However, even with this in-state energy generation NH is still heavily dependent on fossil fuels. Two severe problems have arisen out of this dependence on burning fossil fuels as our primary source of energy. First, burning fossil fuels is a primary contributor to climate change/severe weather frequency. These emissions move carbon from the Earth and release it into the atmosphere as carbon dioxide, trapping solar warmth in what is known as the “greenhouse effect.”

Second, the rate of production of fossil fuels has peaked and begun to decline (an event known as “peak oil”). Approximately ½ of all global oil reserves have been consumed. Our electrical system is also experiencing some of the most fundamental changes since it was created. As we shift away from outdated energy sources with high emissions and imported costs, new technologies of energy generation and management may add to our supply of electrical power.

This provides an opportunity to reduce the environmental and economic impact of our energy use, and Wolfeboro can be a leader while playing an important role in this transition. The State of New Hampshire’s 10-Year State Energy Strategy calls for modernizing the electrical grid to support this new energy economy. This will require increasing investment in energy efficiency initiatives and diversifying the fuel supply away from imported fossil fuels and incorporating more local fuel sources. New Hampshire has committed to a Renewable Portfolio Standard (RPS) that mandates that 24.8% of its energy in 2025 originates from non-nuclear renewable sources. Because the RPS requires that two thirds of the renewable energy is generated in facilities built in 2006 or later, this will involve replacing aging biomass and hydropower facilities with new ones as most of those existing are several decades old.

The 2018 New Hampshire Energy Strategy also identifies that NH’s current energy prices are among the highest in the nation. On average, each NH resident spent \$3,934 on energy in 2015. The cost of energy is particularly impactful on lower wage-earners, who often spend more than a third of their income on purchasing energy. Commercial and industrial consumers in NH purchased nearly two-thirds of all retail electricity sales, and the high cost can make competition harder against businesses in lower-cost regions of the country. The fact that NH energy costs are so high is striking, because electricity generation costs are low compared to prior decades. Outcomes of this energy strategy are intended to enable business and consumer cost savings, job creation, economic growth, industry competitiveness, environmental protection, and a reliable and resilient energy system.

Implementation of this 10-year energy strategy will require deep consideration of many related issues that are sometimes at odds. This presents Wolfeboro with opportunities such as spurring economic growth by investing in our local energy infrastructure while reducing the environmental, economic, and health costs of burning fossil fuel. Municipal policies and practices can support these initiatives while encouraging distributed energy initiatives, increased transportation options, local food production, and other efforts that will build resiliency over time.

NEW ENGLAND TRENDS

ISO New England manages the energy markets and the grid that distributes electricity for New England states. The organization has generated a report on New England's changing resource mix and has analyzed possible fuel-security risks that may impact the region. The study results suggest the following major conclusions:

1. Outages: The region is vulnerable to the season-long outage of any of several major energy facilities.
2. Key dependencies: Reliability is heavily dependent on Liquefied Natural Gas (LNG) and electricity imports; more dual-fuel capability is also a key reliability factor.
3. Logistics: Timely availability of fuel is critical, highlighting the importance of fuel-delivery logistics.
4. Risk: All but four of 23 potential scenarios result in load shedding, indicating a trend towards increased fuel-security risk.
5. Renewables: More renewables can help lessen fuel-security risk, but are likely to drive oil- and coal-fired generator retirements which, in turn, will require more LNG.
6. Positive Outcomes: Higher levels of LNG, imports, and renewables can minimize system stress and maintain reliability; delivery assurances and transmission expansion would be needed.

A possible future trend that the ISO New England is also watching that will also impact Wolfeboro is the increased adoption of electric vehicles (EVs) and the greater use of electric heating. Both shifts in energy consumption could increase in the future as part of state efforts to achieve de-carbonization goals. Vehicle manufacturers are also moving aggressively to include EVs in their product portfolios by the early 2020s.

If rapid EV or electric heating adoption emerges, the impacts may need to be considered in the ISO's outlook for the region's demand and energy. The ISO plans to start working with regional stakeholders to quantify the impact of the states' de-carbonization policies on long-term demand so that we can understand their potential effects on the power system and

reflect these in future Regional System Plans.

ENERGY RECOMMENDATIONS FOR THE MASTER PLAN

Goal: Reduce overall town government energy use by 40% from 2019-2029. This goal is principally an energy conservation and efficiency goal. The 2012 Community Energy plan should be a resource for specific recommendations in addition to new initiatives for building efficiency projects and transportation fuel savings through purchases of more energy efficient vehicles.

RECOMMENDATIONS

1. Town Manager will implement a system for holding departments accountable for achieving the goal including:
 - Energy tracking maintained current
 - Energy review for all capital expenditures
 - During budget approval process present annual plan toward achieving the goal
 - Annual energy goals for Department Heads
 - Annual reviews include accountability to energy goals
2. Add an energy section to the Town Annual Report that specifically describes Town Government energy use, by supply and the implemented programs and progress against the goal as well as a report from the MED on progress toward its goals.
3. Encourage the use of full-cost-accounting when evaluating capital purchases

Goal: Upgrade and build energy efficient buildings that are constructed to the highest available energy efficiency standards. This is applicable to all buildings in Wolfeboro.

RECOMMENDATIONS

1. Review the Town's building code and make recommendations to modify the building code as standards evolve to be more energy efficient.
2. Research building code best practices for energy and make recommendations for

updated building codes by 2020.

3. Review and consider policies that promote the use of passive energy building practices and active solar orientation in new or renovated buildings.
4. Identifying grants and other resources to assist low income energy efficiency production and efficiency.
5. Through the site plan review process, siting and orientation of buildings in a way that reduces energy usage and provides an opportunity for the installation of active energy improvements such as solar and promotes the implementation of passive energy building practices.

Goal: Develop a 10 year strategy for the MED to keep current with new technology and changes in energy demand and supply, as well as to encourage the adoption of local renewable energy generation.

RECOMMENDATIONS

1. MED prepare and deliver a Smart Grid plan to the Selectmen with a set of funding initiatives required for implementation. The plan should include a long range view of proposed electricity usage in the Town and the impact implementation of the plan would have on rates.
2. Adopt policies and practices which encourage and promote the adoption of renewable energy. This would include approval of an updated net metering policy that encourages local renewable energy generation, including large scale, while simultaneously assuring the MEDs long-term economic viability.
3. Invest in capital assets to assure continued electric reliability and increase efficiency such as modernizing and update the billing department's software so that it facilitates better communication between the MED, the billing department and users as well as enabling extraction of data from the system. Move from being paper driven to electronically driven and real-time billing.
4. Evaluate the potential of a systems benefit charge to be used to create a "Saves" program to fund efficiency investments in Wolfeboro (NH Electric Coop charge is \$.003/kWh).
5. Educate and encourage voter support of the MED's 10-Year Capital Plan and Operations Systems through public education on operating plans and capital investments that improve efficiencies and demonstrate a financial benefit.

Goal: Achieve a town-wide goal of 50% renewable sources of electricity by 2029 and work toward a goal of 100% renewable sources for all energy.

RECOMMENDATIONS

1. Through the site plan review and subdivision process, encourage siting and orientation of buildings in a way that reduces energy usage and provides opportunity for the installation of active energy improvements such as solar and promotes the implementation of passive energy building practices.
2. Encourage the electrification and/or hybridization of Town and personal vehicles.

Goal: Promote land use development and re-development policies that encourage energy efficiency and conservation.

RECOMMENDATIONS

1. Focus new housing development in existing and new neighborhoods that minimizes infrastructure costs and promotes infill development that encourages the use of alternative modes of transportation.
2. Explore zoning that encourages the development of sites in areas with existing bicycle or pedestrian infrastructure availability and/or allows for the future connectivity of alternative transportation infrastructure.
3. Explore the provision of density bonuses for increased residential density that are based on the implementation of energy conservation/efficiency methods in building construction (more stringent energy code or net-zero building).
4. Encourage mixed use development of non-residential and residential spaces by relaxing permitted uses in the Greater Downtown Area and focusing on the aesthetic and environmental impact of development rather than use-based restrictions in order to minimize vehicle trips.
5. Continue implementation of a Wolfeboro Complete Streets program through road upgrade projects in order to encourage safe access for pedestrians and bicyclists.
6. Provide public bicycle parking on municipal properties in high-use locations in the downtown area and at recreational facilities.
7. Consider implementing the current bicycle parking requirement for new development

and redevelopment projects in downtown areas.

8. Regularly review site plan review regulations to ensure that landscaping, streetscape, and buffering standards include policies designed to reduce heat-island effects by requiring internal landscaping and greenspace establishment, particularly in the Greater Downtown Area with significant impervious surface.
9. Develop a strategic plan for an interconnected network of sidewalks and bicycle paths in future downtown redevelopment that establishes connectivity around the Back Bay 'loop' and other greater downtown areas.
10. Explore an amendment to the subdivision regulations to require bicycle lanes, pedestrian walkways, and connections to primary networks in new subdivisions, where appropriate.
11. Implement a pilot program to reduce vehicular carbon pollution by limiting the immediate downtown area to "foot traffic only" for a specified "special event" or other occasion, so that the associated logistics and benefits could be identified.

Goal: Encourage the reduction of transportation energy and promotion of more energy efficient travel in the community.

RECOMMENDATIONS

1. Conduct a transportation survey to collect data on issues related to local travel, commuting and ride sharing.
2. Perform a Complete Streets analysis for Wolfeboro and implement best practices. Make recommendations on ways to decrease Downtown traffic.
3. The Town should understand trends driving changes in transportation including autonomous vehicles, electrification, ride sharing and make policy and infrastructure changes as needed.
4. Identify, make recommendations and implement where feasible ways to reduce the number of single person vehicles traveling in and out of town.
 - Promote ride sharing apps/networks
 - Attract bus service to Wolfeboro especially weekend transit to Wolfeboro from the south, perhaps linking with the Downeaster Amtrak in Dover and C&J and/or Concord Coach from Boston.
5. Study the impact of electric cars and prepare a plan to create an electric charging network throughout Wolfeboro.

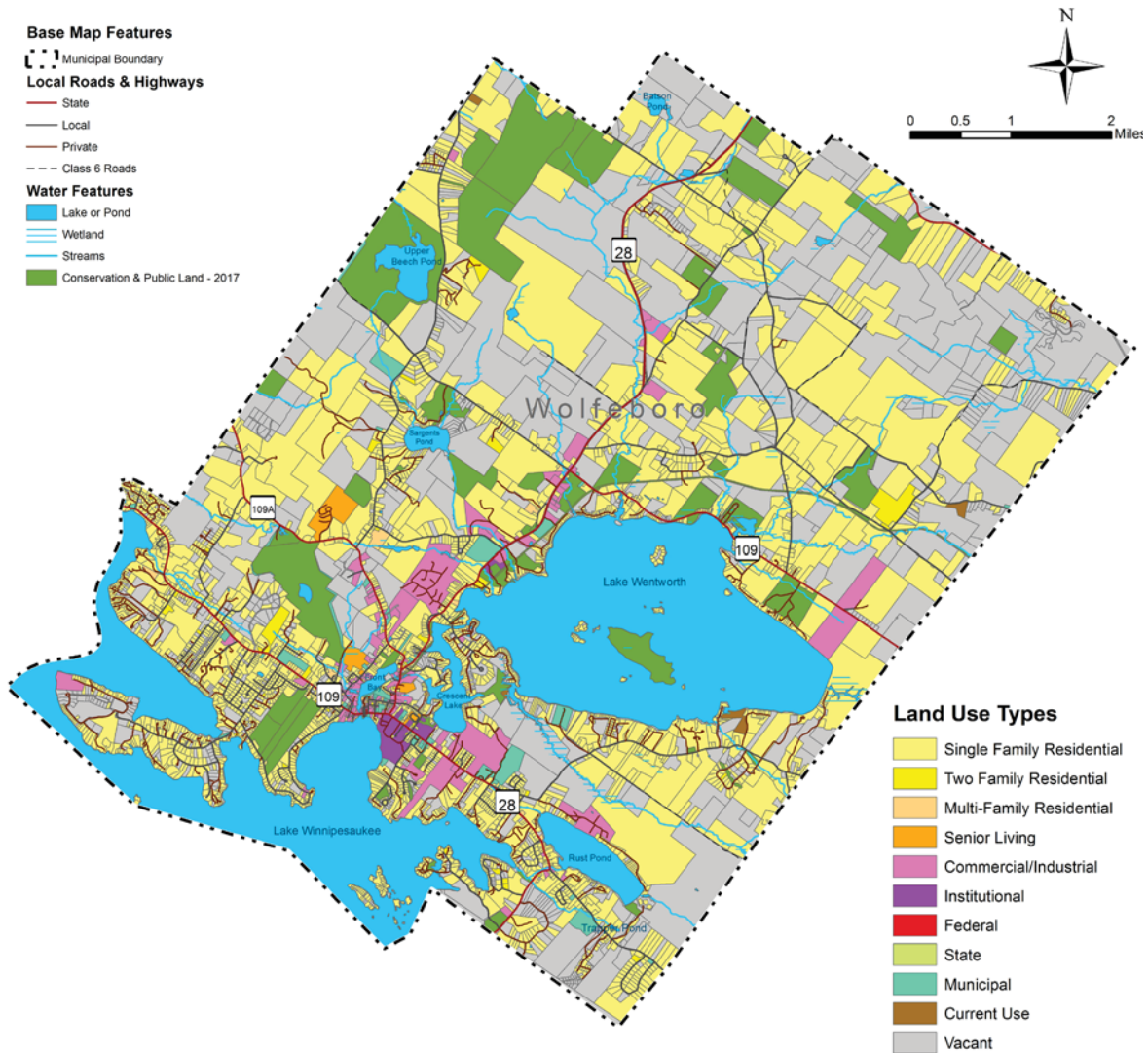
Goal: Provide educational opportunities for residents, businesses and town officials and employees to learn about cost savings and environmental benefits to be realized by reducing energy use and achieving the goals outlined in this chapter of the Master Plan.

RECOMMENDATIONS

1. Identify local, community, State, and federal resources for education for municipal employees, residents, and businesses in order to achieve the aforementioned goals.
2. Work with the Energy Committee to develop an education plan focused on the goals included herein.
3. Through Energy Committee work with all stakeholders to host 'Green Tours' that demonstrate local applications of energy efficiency in buildings.

6. Land Use





EXISTING LAND USE

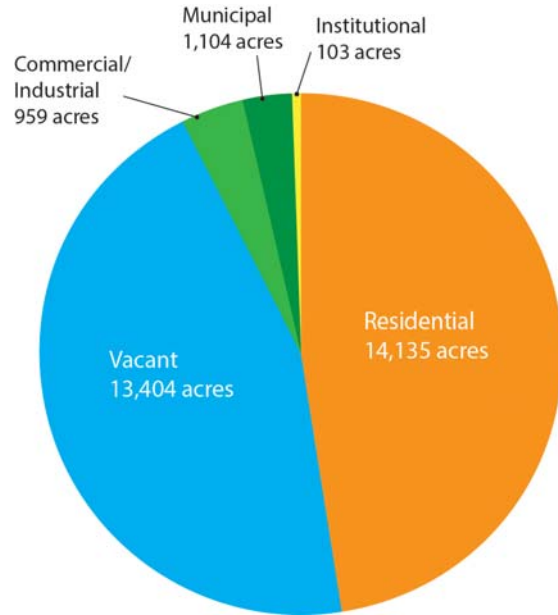
Introduction

The Land Use chapters are a central component of the Master Plan, one which all the other chapters connect to and are informed by. The Existing Land Use Chapter provides a summary of existing development patterns and types of development in Wolfeboro as of 2018.

Proactive, long-range land use planning is a mechanism that allows a community to manage land, population growth, development, and use of common town resources over time. The following chapter will set the context for how land is currently being used in Wolfeboro.

Current Land Use Patterns

Wolfeboro is 37,405 acres in size. 82%, or 30,593 acres is land cover while the remaining 18% is water. The town is relatively flat with some hilly topography. 17% of the town’s land area is classified as steep slopes (>15%). Significant water bodies include part of Lake Winnepesaukee, Lake Wentworth, Crescent Lake, Rust Pond, Sergeant’s Pond, and Upper Beech Pond. Ossipee, Tuftonboro, Brookfield, New Durham, and Alton border Wolfeboro boundaries.



Existing Land Use in Wolfeboro

Wolfeboro’s existing land use pattern reflects its small-town character, highlighted by a compact, vibrant downtown, commercial development along major roadways, and large amounts of rural, open space with both scattered and some denser residential development. It is also characterized by the multiple water bodies including Lake Winnepesaukee, Crescent Lake, Rust Pond, and Lake Wentworth, as well as its conserved forest and farm lands. The town’s beauty attracts many tourists to the area which has resulted in a substantial amount of lakefront development over time. The pie chart above shows a summary of existing land uses in Wolfeboro compiled from the town’s 2017 municipal assessing records. The existing land use map shows the location of these various types of development in Wolfeboro.

Development Constraints

In an effort to better understand areas that have less land suitable for development, several natural resource features were mapped and analyzed as constraints to development. These include: steep slopes >25% gradient, slopes 15% to 25% which are regulated by the town, NHDES drinking water protection areas, 100-year floodplains, wetlands, and wetlands soils (poorly and very poorly drained). Tax lots were further evaluated to determine the degree of combined development constraints existing on each lot. The results of this analysis were divided into two classifications: lots with more than 50% of land area in one or more constraint, and lots with 33% to 50% of land constrained. See inset map on the following page. All land currently conserved (not developable) was removed from the two classes of

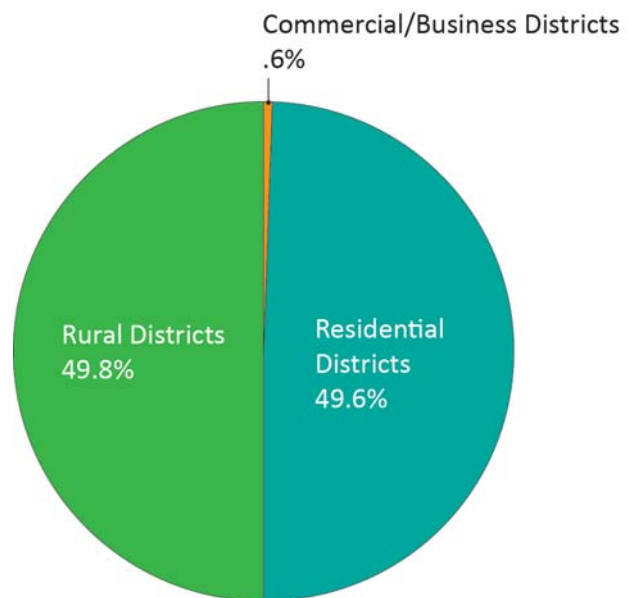
lots with development constraints. Remaining lots with 50% or more land constrained total 6,844 acres, or about 22% of the town. Similar lots with 33% to 50% land constrained total another 4,327 acres. Together, the two classes of development constraint total about 11,171 acres, or 36% of the town.

Summary of Land with Development Constraints			
Number of Constraints	Total Acres	Percent of Town Land Area	Percent Total of Constrained Area
1	8,532	27.8%	73.9%
2	2,214	7.2%	19.2%
3	668	2.2%	5.8%
4	132	0.4%	1.1%
5	.1	0.0%	0.0%
Total	11,546	37.6%	

Development Types

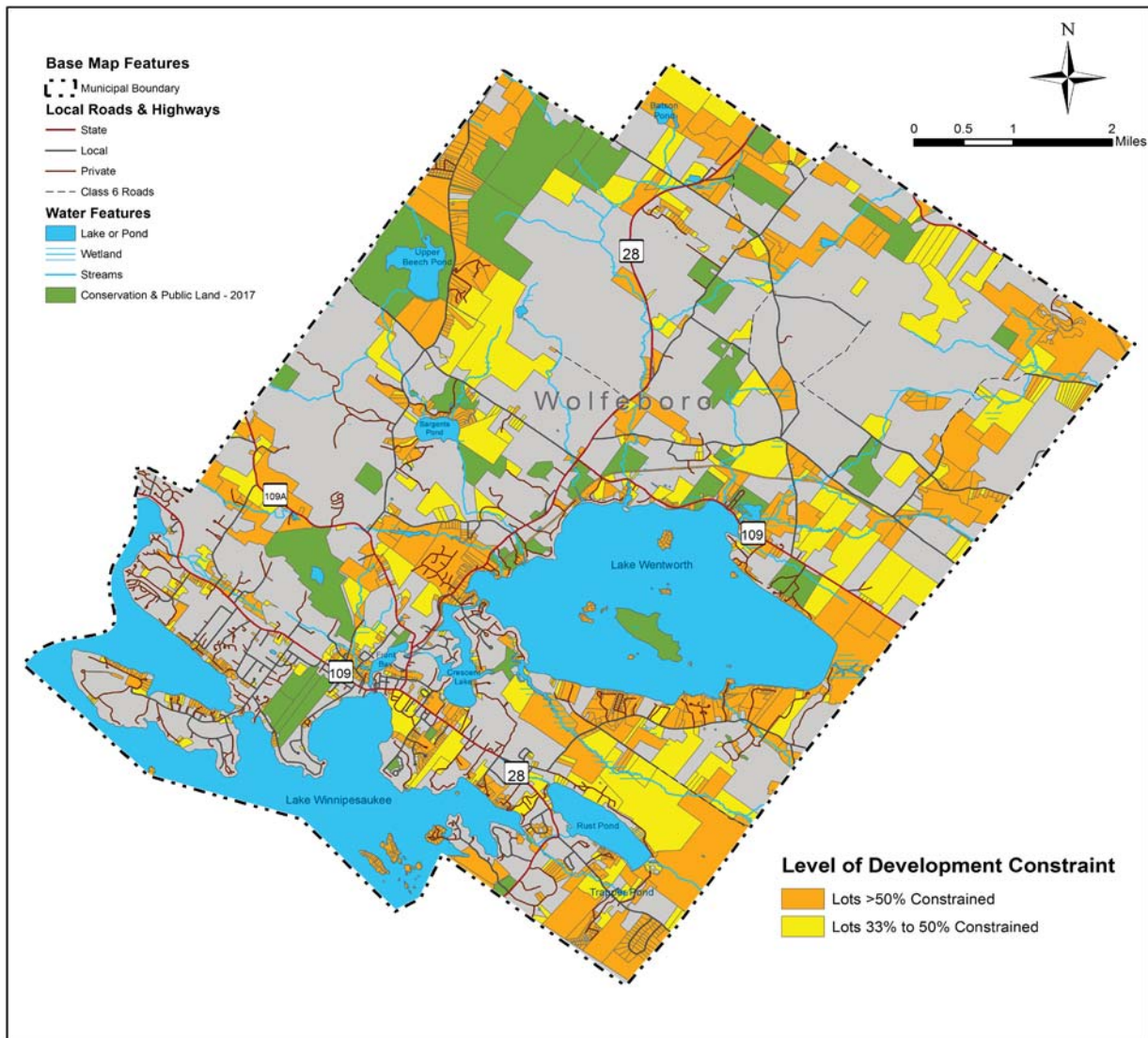
Planning for the future allows a community to make informed decisions about their growth to best protect their valuable natural, cultural, and historic assets, town infrastructure, and the people who live within the community.

The following pages describes the various types of development in Wolfeboro that define the look, appearance, and character of the community. Additionally, a community's existing land use and development patterns also impact the quality of natural resources, the local and regional transportation system, demand on municipal services, and public infrastructure. In Wolfeboro, the town's water and sewer infrastructure and the roadway system dictate its development



Zoning Districts

pattern. Development is dense in the village center, along Lake Winnepesaukee, and on major transportation corridors which consist of land served by town water and/or sewer. Development is less dense in areas without access to town water and sewer.





SHOREFRONT HOUSING DEVELOPMENTS

Housing units are especially dense around the town's water bodies. Wolfeboro has seen an increase in recent decades of shorefront development of second-homes, vacation rentals, and other types of housing. Much of this development includes networks of private roads, and larger housing units which bring impervious surfaces to the water's edge.



INDUSTRIAL USES

Wolfeboro has some manufacturing businesses in town such as PSI Molded Plastics and Technicoil. These businesses play an important role in providing local employment opportunities and contributing to the region's economy. Industrial land uses are typically characterized by larger building footprints and wide roads or driveways to accommodate truck traffic.



MIXED USE DEVELOPMENT

Wolfeboro's downtown is a compact, walkable village with unique architecture, pedestrian infrastructure, access to parks and open space. The downtown includes a mix of retail, restaurants, offices, civic uses, and housing. This mixed-use development offers many benefits to the community such as promoting a sense of community, increasing housing choices, and promoting efficient use of land and infrastructure.



MULTI-FAMILY & SENIOR HOUSING UNITS

A total of 261 acres, or 2% of the housing stock, have been developed as two-family or multi-family residences. There has only been 1 multi-family housing development built in Wolfeboro within the last 10 years called Harriman Hill. There are a few senior living facilities in town including Sugar Hill Retirement Community, Wolfeboro Bay Center, The Ledges, Christian Ridge, and the Taylor Community, three of which are located within walking distance of downtown.



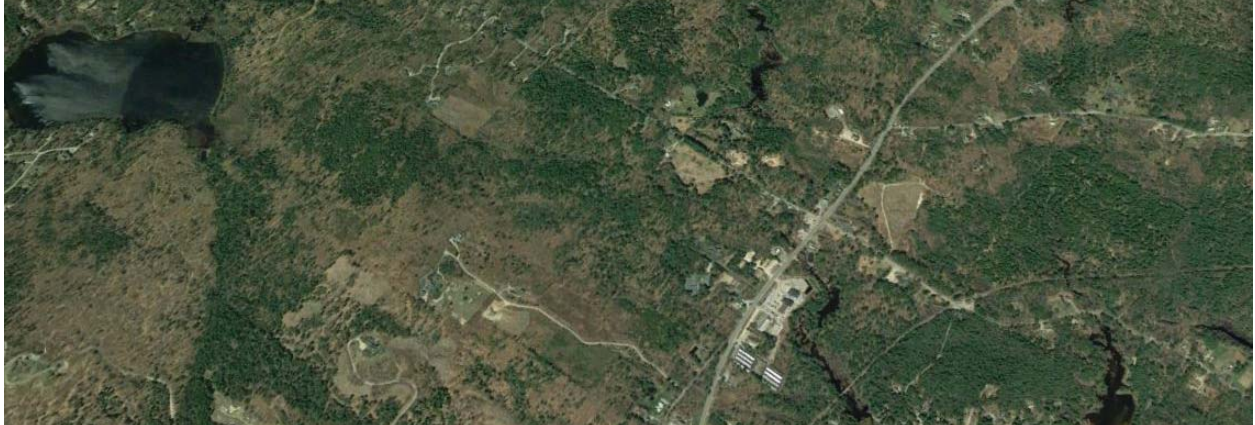
STRIP COMMERCIAL DEVELOPMENT

Strip commercial development is a linear pattern of commercial businesses typically located along major roadways, though Wolfeboro has some located near the village center. These developments are typically characterized by box-like buildings with prominent parking lots visible from the roadways, multiple driveways, and large signage. Though its design is somewhat generic and automobile oriented, this type of development provides community members access to services. Wolfeboro has little strip development compared to surrounding areas like Guilford or Ossipee and many Wolfeboro residents leave town to access major shopping destinations.



RURAL RESIDENTIAL DEVELOPMENT

The town's residential development consists primarily of single-family housing units, making up about 97% of the housing stock in town. Historically, these largely rural subdivision developments have occurred throughout the rural areas of town. North Wolfeboro also includes some more compact neighborhood developments.



UNDEVELOPED LANDS

Wolfeboro has approximately 3,099 acres, or 816 parcels, that are conserved such as Sewall Woods Conservation Area, Moody Mountain Forest, and tracts around Upper Beach Pond. Wolfeboro has a large amount of vacant land (44.8%) scattered throughout town, many parcels of which are located along major transportation corridors. The continued expansion of business along major roadways could consume some of this vacant land and may impact the roadway's carrying capacity as well as the aesthetics of the corridor. Additionally, undeveloped lands provide ecological services including clean water, clean air, and wildlife habitat. Having a broad understanding of open space assets of particularly high quality can help the community prioritize future land conservation efforts.

LAND USE PLANNING CONSIDERATIONS

Wolfeboro is uniquely positioned to make land use planning decisions that work to balance community development and natural resource protection. This will preserve the community's small-town character, maintain the sense of place and community identity, and protect open space while encouraging and promoting sustainable development opportunities.

FUTURE LAND USE

Purpose

The Future Land Use Chapter provides a guide for the thoughtful stewardship and orderly planning for our community. The Town's guiding principle must be the protection of Wolfeboro's natural resources and the aesthetics of our built environment. It provides for the protection of the town's natural resources with careful consideration of the community's fragile land, wetlands, viewsheds and water resources that define its character, quality of life and desirability. Opportunities for development, redevelopment and residential growth need to be considered and consistent with the guiding principle. This chapter takes into account the goals and recommendations of the Master Plan committees, the results of the 2016 Master Plan Community Survey and input from the many stakeholders who have participated in the public forums and development of the Master Plan.

Current Conditions

Since the last Master Plan was adopted in 2007, the population of Wolfeboro has increased slightly. The number of housing units has increased modestly (approximately +200 dwelling units including all types) but approximately 40% of the housing units are seasonally occupied. Subdivision lot creation has decreased from pre-2007 trends, with the majority of subdivisions in the past ten year period creating only one additional building lot. A significant demographic pattern is the state's aging population, with approximately 45% of the town's permanent population being over the age of 55, as compared with 27% within Carroll County and 18% within New Hampshire.

The community has seen some important changes since 2007. Changes in the commercial development include new and enlarged facilities for Wolfeboro Oil Company and PSI Molded Plastic in the Pine Hill Road Development District; new bank buildings in the downtown area occupied by Meredith Village Savings Bank and Citizens Bank as well as many renovations to existing buildings. Major improvements have taken place in the downtown area including the reconstruction of the Railroad Station area and burial of utilities in some areas. The Town also purchased the former Freight House building, which is currently being considered for reuse. A new parking area has been constructed near Foss Field. New sidewalks have been constructed along with garden areas and benches to make the downtown area more pedestrian friendly and the Center Street improvements are nearing completion. Huggins Hospital has enlarged its facility and, due to an affiliation with Catholic Medical Center, is planning on increasing a variety of services locally.

A major restoration and conversion of the historic Pickering House into a small inn has been completed. Major reconstruction to both the former Lake Motel (now Crescent Lake Inn and Suites) and former Allen A Resort (now Lake Wentworth Inn) will be completed in the summer of 2019. The First Congregational Church has a new facility and All Saints Church has constructed an addition and an Outreach Building that houses community services that include The Food Pantry and a thrift clothing shop known as The Lord and Tailor. Brewster Academy made major improvements to Anderson Hall and added a new dormitory with staff housing. Major improvements also took place at the Kingswood Regional High School, Kingswood Middle School, Lakes Region Technical Center, and the new Arts Center.

Renovations and improvements took place at the Town Hall and the second floor of Town Hall, now called the Great Hall, was reopened and is used by not for profit groups and for governmental meetings and events. A new Lodge was constructed at the ever popular Abenaki ski area. A new pavilion with rest rooms at Foss Field and new bathhouse building at Albee Beach were constructed. A new addition and renovations are currently in progress at the Wolfeboro Library and will be complete by the end of 2019. The Town is currently piloting its new effluent disposal system at the Rapid Infiltration Basin (RIB) site and is working with the New Hampshire Department of Environmental Services under an Administrative Order of Consent with recent positive results that are indicative of the anticipated long-term viability of the system. 48 rental units of workforce housing have been added to the Town's housing stock and Hope House, a facility for families in transition, is now in full operation. A new youth center has been built and offers a safe, positive environment for the youth in our community. A significant number of new and reconstructed high-value private waterfront homes have been built. Waterfront properties constitute more than 60% of the Town's overall tax base.

An increase in the availability of local agricultural products, establishment of a farmers market and natural food store, and the use of agricultural lands, signals the reemergence of local farming and agritourism to a level not seen in decades. Several new parcels of conservation land have been preserved by and in partnership with the Town for land protection and recreational use – Bill Rae Conservation Area, Deutsch Easement (Haines Hill), Whiteface, Heath Brook Preserve, and Sewall Woods. Front Bay Park was also developed with an ADA accessible trail network along the park's water frontage.

New shorefront development regulations and stormwater management regulations have been enacted to better protect our natural resources. However, the community continues to target surface water resource protection as a priority and expand the monitoring of our waterbodies. Significant steps have been taken to reduce water usage through water conservation efforts and water system and plant infrastructure upgrades. Capacity issues at the wastewater treatment plant have been addressed through the construction of the Rapid Infiltration Basin (RIB) effluent disposal system and significant efforts to reduce infiltration and inflow into the sewer network.

FUTURE LAND USE RECOMMENDATIONS FOR THE MASTER PLAN

Water Quality Protection

Water Quality

RECOMMENDATIONS

1. Develop a Water Resources Master Plan Chapter.
2. Continue to support Wolfeboro's Milfoil Control Committee and its efforts.
3. Protect and preserve Wolfeboro's surface drinking water resources to meet and exceed state water quality standards.
4. Establish a testing program for septic systems within the Shorefront Residential District and buildings near rivers and streams.
5. Develop of a checklist for reviewing conversion of seasonal structures to year-round dwellings.
6. Investigate public or private sewer infrastructure extension projects in sensitive watershed areas.
7. Develop requirements for Innovative/Alternative Technology ISDS systems (Individual Sewage Disposal Systems) per best management practices in at-risk areas.
8. Audit impervious surface thresholds in certain watersheds/zones and explore incentives for stormwater management infrastructure.

Stormwater Runoff

RECOMMENDATIONS

1. Protect headwater areas of streams that originate in adjacent communities through multi-town cooperative efforts, including Alton, Brookfield, New Durham, and Tuftonboro and programs convened by Lakes Regional Planning Commission (LRPC), Wentworth Watershed Association, Lakes Region Conservation Trust, and Moose Mountains Regional Greenways (MMRG).
2. Consider the development of tiered riparian buffers/setbacks for perennial streams within

the Town of Wolfeboro that protect the naturally vegetated areas that border streams and watercourses. This can include both wetland and upland areas.

3. Implement stormwater management regulations and landscaping standards that incorporate best management practices for Low Impact Development (LID) and minimize the amount of impervious surfaces for the protection of water quality for any land use activity.
4. Retrofit existing public and private stormwater infrastructure to encourage treatment and/or infiltration where possible.
5. Using the Wentworth Watershed Association Watershed Management Plan as a guide, work to develop Watershed Management Plans and water testing programs for waterbodies within Wolfeboro AND secure Clean Water Act Section 319 or other water quality Best Management Practice (BMP) funding.

Regulations

RECOMMENDATIONS

1. Provide sufficient enforcement of the Shoreland Water Quality Protection Act and Town of Wolfeboro Shoreland Regulations by adding a staff water resources engineer.
2. Develop procedures that assist in the enforcement of conditional approval requirements for Shoreland Permits and other development.
3. Recommend that septic systems inside the Shorefront Residential District are updated at time of property transfer. The Town of Wolfeboro, working with New Hampshire Department of Environmental Services (NHDES) and local real estate companies, should establish a monitoring system to ensure that the relevant statutory and NHDES Administrative Rules are followed and enforced.
4. Educate property owners adjacent to and within shoreland protection area ($\leq 500'$ of water) of all shorelines on Town of Wolfeboro Shoreland Regulations and importance of water quality.
5. Work to educate property owners about the State's new septic rules regarding expansions and new development and ensure that local regulations conform with State rule changes.

Open Space Protection

RECOMMENDATIONS

1. Increase acquisition of land for preservation and secure permanent protection of critical natural resource parcels by encouraging cooperation among the Town, Conservation Commission, landowners, and independent land protection agencies.
2. Utilize and update the 2011 NRI (Natural Resources Inventory) and map set to identify Open Space and Conservation protection priorities at least every 10 years. Utilize Conservation Focus Area information when setting land protection priorities.
3. Review how this conservation open space process can impact large parcels of land prior to requiring incentives for conservation subdivisions.
4. Prohibit the issuance of building permits for development on Class VI roads.
5. Research a Transfer of Development Rights Ordinance within the water/sewer service area.
6. Encourage Current Use designation through public education.

Community Character

Regulations

RECOMMENDATIONS

1. Establish land use regulations that require new development be sited in ways that minimize the impact on public open space and public viewsheds on Town/State roads or public property.
2. Require new commercial development and redevelopment to preserve or establish substantial vegetative buffering with new and replacement vegetation including trees.
3. New development and redevelopment should be compatible with Wolfeboro's character from a site design, scale, and architectural perspective.
4. Develop and implement mandatory architectural design review for Site Plan Review applications (non-residential and multi-family) through the Planning Board.
5. Maintain standards to require larger buffers and minimize access points on rural gateway areas, such as NH Route 28.
6. Consider Form Based Code (FBC) in the Downtown area to more effectively regulate the

aesthetics of buildings and provide for more use flexibility when designing projects.

7. Review and update existing lighting standards to encourage more warm lighting while incentivizing the use of energy efficient LED lights.
8. Review and revise the existing sign ordinance to make it more compatible with our community.

Programs

RECOMMENDATIONS

1. Encourage locating such utilities as electrical, telephone and cable underground.
2. Develop a Street and Shade Tree enhancement program within the Town's gateways and commercial core areas to enhance streetscaping, support the Tree City USA designation, minimize the heat island effect, and enhance stormwater management in more intensely covered urban landscapes.

Historic

RECOMMENDATIONS

1. Historic properties should be protected, whenever possible, from demolition, deterioration and/or major incompatible alteration through collaboration with property owners and the Heritage Commission.
2. Create and update maps of significant historic and cultural sites and buildings to help create regulations to protect the lands that provide the town's essential character.
3. Recommend Scenic Road designation for additional roads, such as:
 - Beach Pond Rd. from the intersection with North Line to the Ossipee line
 - North Line Road to Beach Pond Road
 - Rt. 109 A from Waumbeck to the Tuftonboro line
 - College Road

General Land Use

Regulations

RECOMMENDATIONS

1. Adopt regulations and policies that foster an appreciation of the land and water resources by encouraging the following planning principles:
 - Preserving open space, farmland, natural beauty and critical environmental areas;
 - Encouraging a mix of land uses in appropriate places;
 - Creating a range of housing opportunities and choices;
 - Creating walkable neighborhoods;
 - Encouraging community engagement;
 - Fostering distinctive, attractive neighborhoods with a strong sense of place;
 - Making the development process consistent and predictable;
 - Providing a variety of transportation choices;
 - Strengthening and directing development towards existing neighborhoods, and;
 - Encourage compact building design.
2. Identify and encourage desirable land use patterns reflective of rural village character and density such as those found in traditional neighborhoods like Clark Road, Green Street and Pleasant Street.
3. Strengthen the Greater Downtown Area as the village core including the Central Business District, Wolfeboro Falls Limited Business District, and Bay Street Limited Business District.
4. Promote planning concepts that encourage compact mixed use neighborhoods in the Greater Downtown.
5. Discuss allowance of select lower-impact uses by conditional use permit.
6. Avoid 'Zoning Via Variance' by educating Zoning Board of Adjustment members on the application of the Variance Criteria within the context of State statutes and annual review of ZBA cases by the Planning Board for patterns that may suggest zoning amendments.
7. Work with property owners on Private Roads and in Homeowners Associations to encourage them to develop policies and agreements for their private roads and infrastructure.
8. Review the practice of 'infrastructure-based' zoning districts.

Programs

RECOMMENDATIONS

1. Sponsor regular workshops on relevant topics and use social, print, and web media to promote a town-wide awareness of land use, watershed, conservation, and water quality issues.
2. Encourage the Board of Selectmen to establish a Sustainability Initiative for the Town of Wolfeboro that:
 - Reduces dependence upon fossil fuels and extracted materials;
 - Lessens the need for chemicals and other manufactured substances that degrade our natural environment;
 - Encourages energy efficiency and conservation in order to decrease spending and reduce impact on natural resources, and;
 - Decreases activities that can negative impact eco-systems and proactively plans for changes in climate.
3. Partner with large entities including, but not limited to: Brewster, Huggins, School District, and other large employers to understand relationships between strategic plans and land use planning and encourage collaboration between these entities.

Land Acquisition

RECOMMENDATIONS

1. Anticipate future municipal and school district land and building needs and identify specific properties to be acquired for future use.
2. Develop an inventory of school and municipally owned properties and analyze properties for potential suitable future opportunities for municipal facilities, conservation efforts, or sales.

Housing

RECOMMENDATIONS

1. Where water and sewer capacity are available, higher density housing should be considered.
2. Mixed-use neighborhoods should be encouraged in Bay Street Limited Business District, Wolfeboro Falls Limited Business District and the Central Business District.
3. Promote diversified housing opportunities to meet varying residential needs
4. Reexamine the basis for School and other impact fees to determine whether there is a continued justification for their implementation based on changing demographics and school enrollment trends.
5. Continue to encourage diverse housing types.
6. Support the construction of Continuing Care Retirement Communities (full-cycle care communities).
7. Monitor the trend of short-term rentals and differentiate between short and long term rentals via definitions.

Economic Development

RECOMMENDATIONS

1. 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.
2. Ensure that future retail development is of a scale compatible with the existing character of the area by implementing standards based on square footage.
3. Promote the development of the sites within the Business Park off Pine Hill Road.
4. Consider extending Filter Bed Road from the Wastewater Treatment Facility to Land Bank Lane/Rte. 109A to provide for a new access corridor between the downtown and Rte. 109A and to provide for an area that is suitable for residential or commercial development within walking distance to the Greater Downtown Area.
5. Explore creation of a new transitional zone between Pine Hill Road, Filter Bed Road, and the Bay Street.

Redevelopment Opportunities

RECOMMENDATIONS

1. Ensure that permitted uses and zoning facilitate the redevelopment of the following target areas:
2. Bay Street Area – Complement existing and proposed residential, commercial, and institutional projects by improving pedestrian access to this area, ensuring that appropriate uses are permitted, and encouraging the general enhancement of the Greater Downtown Loop.
3. Lehner/Glendon/School Street/Railroad Station Area – Building upon work done to study several separate areas of this geography, develop a comprehensive plan that is based upon access to and improvement of community-oriented uses, reuse and improvements to publicly and privately owned lands and buildings, and increasing the presence of mixed uses that will enhance the waterfront-centric downtown character of this area.
4. Wolfeboro Falls Area– Focus on improvements and adjustments to the district that will enhance the aesthetics of existing and future commercial and residential uses, while also improving pedestrian connectivity between this area and the Downtown/Waterfront, and capitalizing on Center Street corridor improvements and connections to the recreational pathway that bisects the district.

Gateway Enhancement

RECOMMENDATIONS

1. Maintain and enhance the character of the South Main Street gateway. Extra care should be taken by all commercial and institutional uses when developing along the gateway.
2. Coordinate with adjacent communities to ensure that the following gateways are maintained:
 - South Main (High School-Pickering Corner)
 - North Main
 - Pickering Corner (Village Gateway)
 - Route 28/Center Street

Transportation

RECOMMENDATIONS

1. Require all new commercial or residential development to provide for pedestrian connections to other sidewalks and trails, where appropriate.
2. 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 an area within walking distance to the Greater Downtown Area.
3. Create non-motorized networks by connecting trails, pathways, sidewalks, and Class VI roads.
4. Encourage the construction of new or improved sidewalks along Bay Street and Elm Street to Center Street to create a walkable loop from the downtown area.
5. Continue to support the State improvements to the Route 28 roadway (Alton-Pickering Corner) to ensure that this project remains on the New Hampshire Department of Transportation's project list in 2024.
6. Enhance and identify connections between recreational trails, recreational facilities, and the downtown core while improving mapping, wayfinding, and advertising of trails.

7. Natural Resources





PURPOSE

The abundance of natural resources plays a major role in the quality of life in Wolfeboro. Both residents and visitors appreciate and enjoy the natural beauty and recreational opportunities provided by these resources. It is therefore imperative that these natural resources are preserved for all to enjoy.

INTRODUCTION

Wolfeboro has agricultural lands, lakes, ponds, streams, wetlands, scenic vistas and forested areas. Each of these resources has unique characteristics with unique issues related to their preservation. Work is being done by various committees and entities to protect these resources. Efforts range from shoreline regulations, to protecting small streams and vernal pools, to working to control invasive species, and providing incentives for people to keep their lands in current use.

Looking to the future, Wolfeboro needs to ensure that our natural resources are protected and not degraded, and that people can continue to enjoy year-round access. It is also important to promote initiatives such as:

- increasing the connectivity of our trail systems
- the preservation of large unfragmented land areas
- developing partnerships with neighboring towns and non-profits to promote common preservation goals
- educating the public on the hows and whys of resource protection.

Our Boards need to constantly be on the lookout for developing problems and take steps to prevent them from becoming major issues. We must also make sure that present and future regulations are enforced. Wolfeboro's natural resources are fundamental to the town's health, vitality and economy. While there always must be a balance between development and protection of our natural resources, the importance of our natural resources to the town is significant. Protecting these assets for future generations is paramount.

2011 Natural Resources Inventory

In the process of drafting this 2019 chapter, the Master Plan Natural Resources Committee conducted a thorough review of the public comments through Master Plan forums, surveys and other sources as well as the 2011 Natural Resources Inventory (NRI), which was also adopted as a Master Plan Chapter. That document includes twelve chapters that describe forty-three Natural Resource features in twenty-five Tables and twenty-three maps and figures. The NRI document was completed by Blue Moon Environmental Inc. with direct input from a citizen committee and adopted by the Planning Board on July 19th, 2011.

In reviewing the 2011 document, the Subcommittee found that the 2011 document, as adopted, to be an excellent tool for the planning and protection of the town's natural resources and comprehensive existing conditions of community natural resources. Therefore, the subcommittee has adopted that document as an addendum to this chapter.

In some cases, the Committee has found that the data are not current and some datasets could be refined in terms of methodology for compilation. Therefore, it is recommended that the NRI be updated in the 10-year period following this Master Plan's adoption.

Much of Wolfeboro is covered in forests that need protection to preserve the beauty and ecosystems of our town. Also, some of the areas in this view, pictured right, need regional protection, not just by our town. This is an aerial view taken from over Brookfield looking northwest toward Lake Wentworth and the Ossipee Range.



Photo Courtesy: Peter Goodwin

NATURAL RESOURCE RECOMMENDATIONS FOR THE MASTER PLAN



Wolfeboro's clear waters are a treasure. Photo is of Cate and Stamp Act Islands in Lake Wentworth. Photo Courtesy of Peter Goodwin

KEEPING OUR WATERS CLEAN

Goal: Wolfeboro's water resources are of primary importance as they provide drinking water, recreational and scenic resources for residents and visitors, vital habitats for various species, as well as economic benefits. Protecting and maintaining high water quality is essential and should be a top priority for the community.

RECOMMENDATIONS

1. Continue looking at salt use on roads and how it relates to water quality and then use best management practices as they evolve over time.
2. Procure conservation easements to protect aquifers which may be aided by grants from the State or other sources.
3. Ensure that agricultural and timber harvesters are using best management practices.
4. Work to protect, through easement or purchase, the entire watershed to the town's water supply.
5. Ensure that the aquifer protection districts are delineated and also being protected with updated data.

6. Support increased oversight and coordination of storm water management based on the increased number of these projects.
7. Support existing watershed planning efforts on Lake Wentworth, Crescent Lake, Rust Pond, Mirror Lake, Wolfeboro Bay, and Winter Harbor and develop plans for the parts of the watershed that are not presently under study.
8. Ensure that future development has an adequate supply of water and the ability to dispose of waste for commercial and self contained sites.
9. Update the lists of large above ground and below ground oil storage tanks as well as hazardous waste sites.
10. Increase the support of the Lake Host Program that protects our lakes from invasive species.
11. Put labels on the town's storm drains to educate the public that they take pollutants directly into our waters.
12. Update site specific soil mapping for erodible soils associated with the steep slopes ordinance to the regulations that protect our water quality and use these for new development proposals.
13. Create regulations regarding pumping water from our lakes and streams for such things as direct sale to people filling swimming pools.
14. Revisit shoreline regulations with regard to boathouses and heights of buildings.

WORKING IN A REGIONAL MANNER

Goal: Some threats to Wolfeboro's natural resources extend beyond our borders. Wolfeboro should work cooperatively with other towns and agencies to preserve our natural resources and scenic beauty.

RECOMMENDATIONS

1. The Town must communicate with neighboring towns and non-profit entities to deal with regional issues to protect unfragmented lands on a regional basis.
2. The Town must continue collaborating with local land trusts to conserve important natural resources within the town borders.
3. The Town must continue to work with State and regional groups that help steward, manage and protect water resources.



Heath Brook wetlands are wonderlands. Photo courtesy of Peter Goodwin

PROTECTING OUR FORESTS

Goal: Forests provide many vital ecosystem services including clean air and water, biodiversity, recreational opportunities and habitat for wildlife. We should protect and manage our forests as natural and recreational resources.

RECOMMENDATIONS

1. Get information on Best Management Practices to landowners when they file an “intent to cut” so that the landowners better understand the process and make sure that they get appropriate benefit from the timber sale and prevent degradation of their land.
2. Utilize a Town Timber Monitor to make sure that timber harvests are completed according to regulation.

KEEPING LAND UNFRAGMENTED

Goal: Large tracts of land are important for wildlife, protection of water resources, and maintaining our scenic vistas. Large, unfragmented tracts of land and “high value” wildlife habitat should be protected.

RECOMMENDATIONS

1. Continue to encourage landowners to keep large tracts of land undivided through means such as current use. This can be done through publicity about the benefits to the public at large and through interaction with landowners who can take advantage of “current use”.
2. Maintain the integrity of regulations relating to development on Class 6 roads to reduce fragmentation of land as these roads generally are in sparsely developed areas.
3. Develop regulations to limit the length of any development along Class 6 roads.
4. Encourage Best Management Practices throughout the permitting and developing processes.
5. Identify land which is most important to protect our natural resources so that the town and non-profits can be proactive about purchasing these lands or gaining easements on them.
6. Get input from the public about what natural resource factors (such as water quality, open space, or agricultural lands) they most value about our community. This should then be used by the Conservation Commission and the Planning Board to develop plans to further protect these resources. The factors can be used to develop a co-occurrence model for conservation.
7. Develop wildlife protection area maps to guide subdivision development during the planning process.
8. Evaluate the present conservation subdivision regulations to see if they protect our natural resources.





Albee Beach, a resource for the town. Photo Courtesy of Peter Goodwin

MAINTAINING RECREATIONAL OPPORTUNITIES

Goal: Wolfeboro needs to continue to provide recreational opportunities in all seasons of the year for our residents and visitors.

RECOMMENDATIONS

1. Develop a plan based on historic use and projected use to improve and protect existing recreational, natural and cultural resources. Develop new facilities and programs to meet the future needs of town residents.
2. Develop plans to ensure that our public beaches are not degraded by overuse and also ensure that Wolfeboro residents are able to access these resources.
3. Develop plans for protecting our boat launches and town docks for future generations.
4. Continue to provide needed facilities for our trails and recreational areas such as the Foss Field pavilion and the Abenaki Ski Area Lodge, but also look at providing appropriate facilities at other trailheads and recreation areas.
5. Update the signage on trails so that the public can easily understand how to get the most enjoyment out of their experience.

6. Develop town-wide map/layer of the trail system and access points with clear delineation of acceptable uses and difficulty level of each trail. This should include parking information as well as boat launch sites.
7. Continue to work to protect access to town owned properties and popular recreation areas through purchase or easement so they are not blocked off by private landowners which would prevent the public from accessing them.
8. Encourage further development of trails and paths on public and private lands to provide recreation opportunities for young and old. As an example, it might be possible to create a trail from the Nick to the Cotton Valley Trail so people could travel from town to the Nick on foot or bicycle off the main roads. Expansion of other summer and winter trail systems is possible.
9. Develop and implement a plan to streamline trash bin collection and recycling in public spaces so that our residents and visitors know that we care about keeping our town clean and are thinking about recycling.

PROTECTING TOWN PROPERTIES FOR THE FUTURE

Goal: Properties owned by the town are valuable assets. They need to be protected for future generations. The town should also ensure that these properties are not overused or degraded. Over time the town should explore new or expanded uses for these properties.

RECOMMENDATIONS

1. The town should look at finding appropriate new uses and facilities for underutilized town properties such constructing new trails.
2. Increase the number of town owned forests and other forest areas protected by conservation easement.
3. Work toward having all town owned forest lands protected by conservation easement.
4. Develop an asset management plan for Town owned lands so that long range planning can be done for these properties.
5. Develop improved monitoring strategies by professionals for lands protected by the Town so as to prevent additional "duties" for the Conservation Commission.



KEEPING OUR ROADS BEAUTIFUL

Goal: What people see when they drive on Wolfeboro's roads is important for visitors and residents. We need to protect and maintain our scenic roads and vistas

RECOMMENDATIONS

1. Protect and maintain our town's gardens, trees, and stone walls along our roads, paths and in the town center.
2. Support maintenance of vistas through helping owners to keep fields open.
3. Continue to implement the State's scenic road law and the Town's scenic road policy.
4. Hold a forum to get input from community members regarding design standards for viewsheds and determine how they might be protected while insuring that the rights of land owners are protected through reasonable regulation.
5. Look into whether other town roads would benefit from scenic road designation.
6. Update and keep a tree survey of town trees.

SUPPORTING AGRICULTURE

Goal: Local agricultural products are of economic importance to Wolfeboro. The Town should promote and support local agriculture.

RECOMMENDATIONS

1. Through education, help stakeholders to understand Best Management Practices (BMPs) for forests and farm fields as well as the tax incentives that are available to them. This should be done through forums, pamphlets and encouraging contact with the available extension services.
2. Identify and map active and traditional farmland and provide resources to assist in their viability such as reinvigorating and supporting the agricultural commission.
3. Investigate demand for and feasibility of having a town garden for residents.



The Famous Devylder Farm in Wolfeboro NH. Photo Courtesy: Dow Realty Group



A Vernal Pond in Sewall Woods, Wolfeboro. Photo Courtesy of Dan Coons

CONTINUE PRESENT PROGRAMS THAT PROTECT OUR NATURAL RESOURCES

Goal: Wolfeboro has many programs that work to protect our natural resources. These programs must be continued to maintain the protections that they afford our town.

RECOMMENDATIONS

1. Continue to maintain protection for vernal pools which have been the subject of recent warrant articles, and assist the Conservation Commission in doing this extra monitoring.
2. Make every effort to follow up on restrictions placed on properties during the permitting process through oversight by town officials.
3. Continue to support the control of aquatic and terrestrial invasive species, and increase the signage at boat launching areas to educate the public about invasive species especially in “non-standard” launching sites.

4. Continue to regulate the development of commercial properties and private properties to protect our natural resources.
5. Continue educating Wolfeboro residents on how to dispose of household hazardous waste safely such as at our Hazardous Waste Collection days.
6. Keep the Natural Resources Inventory (NRI) current with appropriate updates.

Entities That May Assist in Protecting Wolfeboro's Natural Resources

A recommendation indicates that the town should work with other groups in maintaining our natural resources. Regional groups that help with the stewardship of lands and protection of natural resources in Wolfeboro and surrounding towns include but are not limited to: The Lake Winnepesaukee Association, Wentworth Watershed Association, Moose Mountain Regional Greenways, New Hampshire Lakes Association, Lakes Region Conservation Trust, The Nature Conservancy, State of New Hampshire, Wolfeboro Tuftonboro Land Bank, Society for the Protection of New Hampshire Forests, New Hampshire Marine Trades Association, New Hampshire Fish and Game Department, and New Hampshire Division of State Police Marine Patrol.

8. Population and Housing





INTRODUCTION

Wolfeboro is a tourist destination and regional hub for economic activity and community services in the eastern portion of the lakes region. Fluctuations in the total and seasonal populations of Wolfeboro impact the local economy, land use, population density, demands on the town's community facilities and services, and traffic patterns. As the town's population changes over time, flexible approaches to land use planning should address the needs of Wolfeboro residents and visitors while also protecting and enhancing the town's character.

Additionally, changes in the composition of the population by age could impact 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. Maintaining a population of younger community members is vital to workforce development and meeting the needs of surrounding businesses and the overall community. Local and regional population growth is also important for expanding the availability of a labor force as well as the potential customer base which may support the expansion of local and area commercial development.

Residential land use represents a large portion of Wolfeboro's development. The Town of Wolfeboro should ensure it has ample opportunities for safe, affordable, quality housing for all residents while maintaining the existing character of the Town's neighborhoods. Currently, 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.

To guide smart residential land use planning, the Town must have a strong understanding of current housing costs, types and location of existing housing, and other housing issues that may be present in Wolfeboro. This section of the Master Plan is designed to provide:

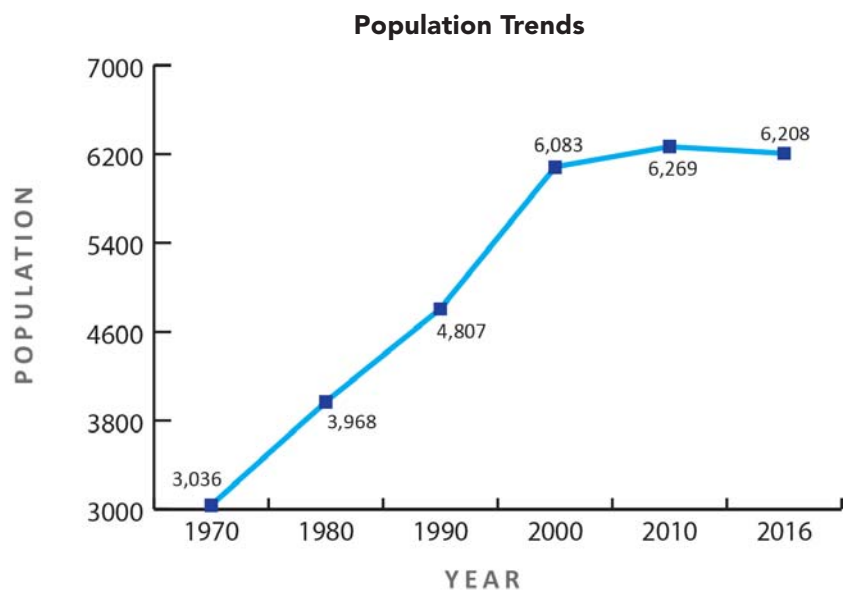
- An overview of population and demographic characteristics
- An assessment of local housing conditions and housing supply and demand
- Future housing and population related issues
- Goals and actions related to housing and population

POPULATION TRENDS

The analysis of a town’s population is a fundamental aspects of community planning. Changes in population are typically due to in-migration (people moving into town) and out-migration (people moving out of town). Population growth or decline is also influenced by the amount of births and deaths that occur in a community.

During the decades between 1980-2010, the total population growth in Wolfeboro was 2,946 individuals. 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 2,971. During the 1990-2000 period, the Wolfeboro population grew by 26.5%, which is higher than the town’s surrounding Lake Winnepesaukee (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. Between 1990 and 2010, there were major changes in the age group migration.

In recent years, growth has remained relatively stagnant among Wolfeboro’s year-round residents. During the 2000-2010 period, the Wolfeboro population grew by 3.1% from 6,083 residents to 6,269 residents.



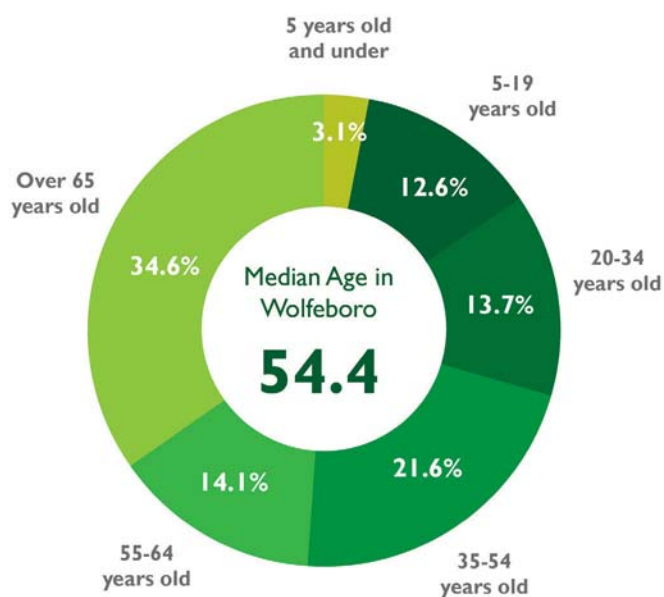
According to the US Census American Community Survey, the 2016 population in town was 6,208 people, meaning that the population decreased by .9% since 2010. The estimated seasonal population in 2000 was 14,000. The seasonal population in 2010 was estimated to be approximately 15,000.

By 2025, Wolfeboro’s year-round population is projected to be between 8000 to 9000. Build-out analysis data shows that there is more than adequate land (with current zoning) to support this projected population level.

DEMOGRAPHICS

Age

One significant demographic pattern is the continued aging of the population. Compared to lakeside towns, Carroll County and the State, Wolfeboro has a comparatively large and growing proportion of its total population that are of retirement age. This is an indication that the town’s environment and services are attractive and supportive to a retirement-oriented population.



According to the 2016 American Community Survey, Wolfeboro’s median age is 54.4 years old, while Carroll County’s median age is 50.9 years old and New Hampshire’s median age is 42.4 years old. In 2010, Wolfeboro’s median age was 52, while Carroll County’s median age was 48.3 and New Hampshire’s median age was 41.1. This trend could be attributed to several factors including citizens living longer, fewer young people choosing to make Wolfeboro their home, and the desirability of living in Wolfeboro to the elderly population.



Growth of the 25-44-year-old population in Wolfeboro has been stagnant. In 2000, there

This number has decreased to 990 individuals, approximately 16% of the town's population, in 2010 and 995 in 2016.

School Enrollment Trends

A total of 2,337 children were enrolled in 2018 in the Governor Wentworth Regional School District, which serves the communities of Brookfield, Effingham, New Durham, Ossipee, Tuftonboro, and Wolfeboro. The District includes six elementary schools are Carpenter, Crescent Lake, Effingham Elementary, New Durham, Ossipee Central and Tuftonboro Central Schools. Student is grades seven and eight attend Kingswood Regional Middle School and grades nine through twelve move to the adjoining Kingswood Regional High School and the Lakes Region Technology Center (LRTC). The school district population has remained relatively stable overall from 2008-2018, as shown in the table below.

Table 1: School Enrollment Trends (NH Department of Education)

Grades	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Preschool	43	42	44	41	41	34	32	32	33	25	34
Kindergarten	167	134	159	147	167	129	156	126	177	133	173
Elementary	978	979	985	957	927	973	963	1,032	1,022	1,065	1,111
Middle	400	399	352	383	355	363	380	393	397	414	407
High	749	774	804	799	775	776	777	799	845	868	881
Total	2,337	2,326	2,344	2,327	2,265	2,275	2,310	2,382	2,474	2,505	2,605

During the 2018-2019 school year, Brewster Academy, a private institution located in Wolfeboro, has 360 students enrolled. 80 percent of these students are boarding while 20 percent are day students.

Disability Status

From a public health and social service planning perspective, understanding the proportion of citizens in Wolfeboro who have a disability is important. According to the American Community Survey, 307 people qualified for disability status in 2016. This equals to approximately 5% of the total population of Wolfeboro. From 2012-2016, the number of citizens who qualified for disability status has remained consistent, with the lowest number in 2013 at 262 people, or approximately 4% of the population.

Education

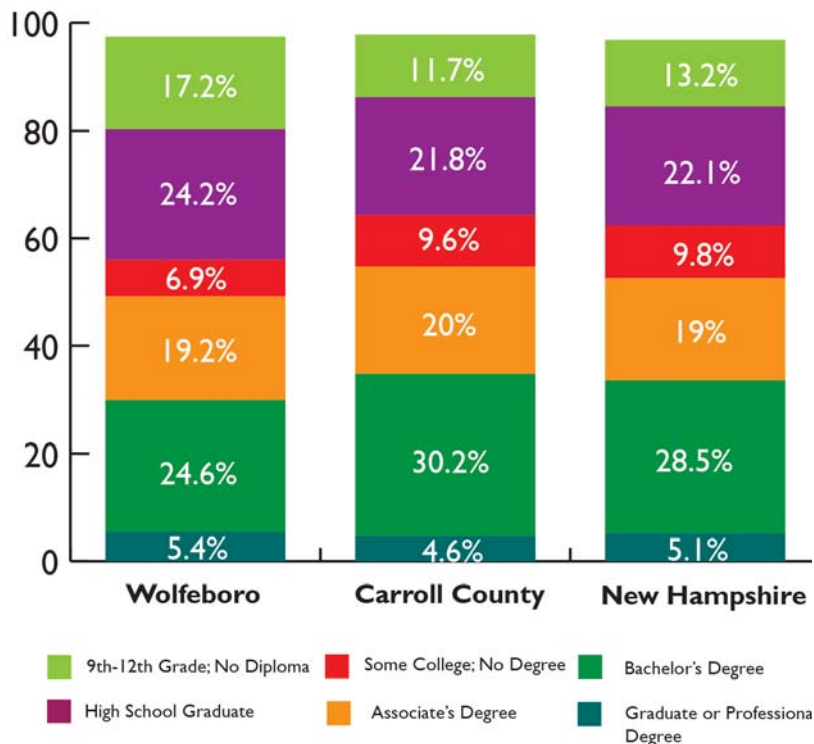
Education is one of the most important indicators for economic success. Wolfeboro exhibits higher levels of educational attainment than New Hampshire or Carroll County. 41.4% of citizens over 25 years old in Wolfeboro have a bachelor's degree or higher, as compared to 33.6% in Carroll County and 33.5% in New Hampshire.

The figure to the right shows the level of educational attainment of the 25 years and over population in Wolfeboro, Carroll County, and New Hampshire. Those who's education consists of less than 9th grade is not shown in the graph.

Income

According to the 2016 American Community Survey data, Wolfeboro's median household income is \$51,051. The state of New Hampshire's median household income is \$68,485 and Carroll County's is \$56,289. Median household incomes vary quite a bit throughout the Lakes Region. The United States median income is \$57,652. Median household incomes of surrounding towns include Ossipee at \$49,580. Alton at \$76,676, and Tuftonboro at \$54,770.

Educational Attainment



HOUSING TRENDS

Shelter is a basic societal need, providing safety, security, and space for personal activities. Much of a community's health, wealth, and overall well-being is linked to the accessibility of diverse housing options for community members of a range of socioeconomic backgrounds. Housing also influences public expenditures on schools, parks, utilities, and other public services and amenities.

New Hampshire's housing environment is currently being influenced by shifting economic and demographic shifts: younger residents are delaying homeownership and a large percentage of them are choosing mobility over homeownership; seniors are the fastest growing segment of the housing market; availability of rental units is dismal throughout much of New Hampshire, while costs remain high for many individuals and families; and

land use regulations are not geared towards current market needs. According to the state of NH, communities have a legal obligation to provide a reasonable and realistic opportunity for the development of housing that is affordable to a individuals of diverse socioeconomic backgrounds. During a study performed in 2001, it was found that regulatory barriers created by towns had a significant impact on housing costs. This further elevated the importance and presence of workforce housing in the state.

Table 2: Housing Types (ACS 2017)

Types of Housing Units	# of Units	% of Total Housing Stock
Single Family Detached	3,521	75%
Single Family Attached	274	6%
Duplex	94	2%
3-4 Units	289	6%
5-9 Units	107	2%
10-19 Units	107	2%
20 or More Units	68	1%

The following section includes major findings concluded after analyzing Wolfeboro’s housing stock, types of housing units, and other housing trends.



Housing Types

According to the 2016 ACS, there are a total of 4,717 housing units in Wolfeboro, an increase from 4,443 units in 2010. There are approximately 2,778 occupied housing units in town, of which 80% are occupied by homeowners, while 20% are occupied by renters. The remaining 1,939 households are occupied seasonally, for sale, or vacant and constitutes 41% of the town’s housing supply. The average household size of owner-occupied units is 2.28 people, whereas the average household size of renter-occupied units is 1.82 people.



Table 2 shows types and quantity of housing units in Wolfeboro. Approximately 75% of housing in town is single-family detached units. About 12% of the housing stock consists of multi-family housing units, which are a type of housing that can be particularly important affordable rental housing stock.

The age of housing stock can provide insight into the condition, quality, and safety of the housing units in town. Approximately 22% of the housing stock was built in 1939 or earlier, 7% of the housing stock was built from 1940-1959, 50% of the housing stock has been built since 1980, and 30% of the housing stock was built between 1990-2009.

With tourism being a large part of Wolfeboro’s economy, there is substantial seasonal housing units in the community. Although, between 2010 and 2015, the number of seasonal housing units dropped from 1,322 seasonal housing units to 406 seasonal housing units. This data was collected through the 2010 US Census and the 2015 American Community Survey. This sharp decline in housing units may be a discrepancy, but worth noting in this chapter.

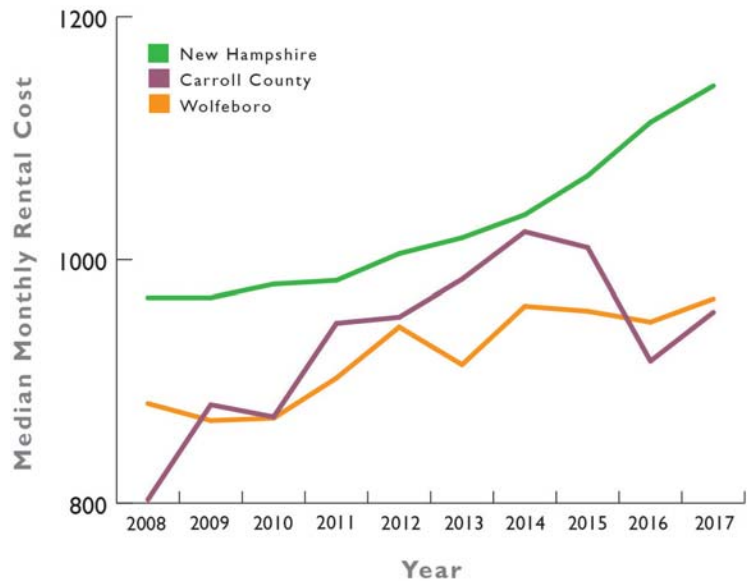
The decline in seasonal housing units could mean that more short term vacationers are converting their homes into primary residences and moving to or retiring in Wolfeboro.

Housing Costs

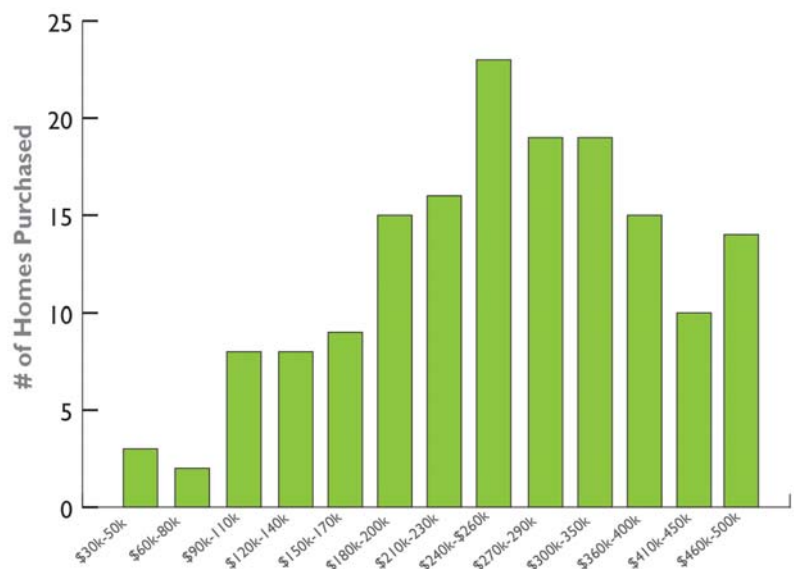
The median value of owner-occupied housing units in Wolfeboro is \$283,200 and the median monthly mortgage is \$1,551.00.

According to the NH Housing Finance Authority, the 2017 median home purchase price is \$268,466 which is higher than the median purchase price for Carroll County, which is \$217,000.

Median Monthly Rental Costs



2017 Home Purchase Prices in Wolfeboro



Rental costs in the state of NH have continued to rise. NH Housing reports that rental costs increased 12% from 2012-2016. According to the NH Housing, the 2017 median gross rent in Wolfeboro is \$957.00. When comparing Wolfeboro rental cost trends with Carroll County and the state, rental costs appear to be more affordable in Wolfeboro, but have been steadily rising since 2009.

Household Characteristics

The aging population has triggered a shift throughout the state in housing supply and demand, from homes for families to empty nester housing. Approximately 70% of housing units in town are occupied by families, while non-family households (residents living alone or non-related residents) equals 32% of the housing units. Of family households, 17% of them include children under 18 years old. 55.9% of family households are occupied by married couples with no kids. This percentage may be explained by the increasing older population in town. Of the owner-occupied units in town, 4% of the households (107) do not have a vehicle while 34% have only one vehicle.

Severe Housing Problems

The U.S. Department of Housing and Urban Development (HUD) receives Comprehensive Housing Affordability Strategy data (CHAS) from the US Census Bureau. This data demonstrates the extent of housing problems and housing needs, particularly for lower income households. HUD-CHAS has identified four housing problems that citizens may face: housing unit lacks complete kitchen facilities, housing unit lacks plumbing facilities, household is overcrowded (i.e. more than 1.5 persons per room), and household is cost burdened.

A household is said to have a severe housing problem if they have any 1 or more of these 4 problems. Though this is a relatively small percentage of the households within Wolfeboro (~6%), it's important that land use planning efforts related to housing accommodate the needs of this population.

Table 3: Housing Cost Burden (CHAS-HUD) - 2011 to 2015

	Owner-Occupied Units	Renter-Occupied Units	Total
Housing Cost Burden >30% to <=50%	30	70	100
Cost Burden >50%	135	180	315

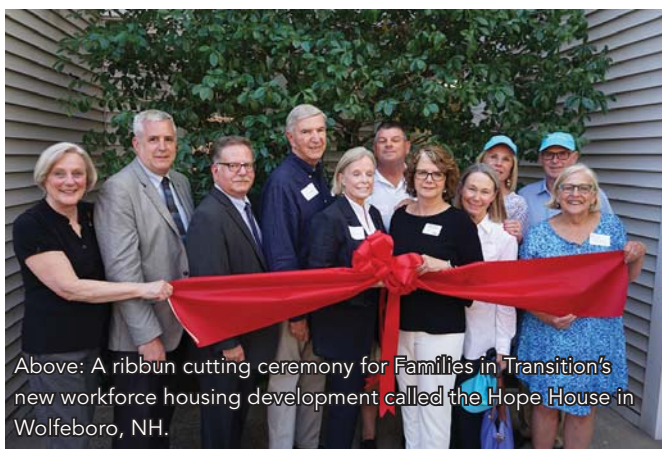
Cost burden refers to a housing problem where monthly housing costs (including utilities exceed 30% of household's monthly income. A severe cost burden includes monthly housing costs that exceed 50% of household's monthly income. The figure below shows the number of households in Wolfeboro experiencing housing cost burdens. According to the NH Housing Finance Authority, higher rents increase the housing cost burden for low and moderate-income households as a greater percentage of total household income is needed to pay rent.

Workforce Housing

The New Hampshire Workforce Housing law (RSA 674:58-61) went into effect in 2010. It requires all municipalities to provide "reasonable and realistic opportunities" for the development of homes that are affordable to low and moderate-income families. The intent of the law is to address the statewide shortage of affordable housing, as it presents a threat to economic security, a barrier to the expansion of the state's labor force and prevents the state from fostering a productive and resilient workforce. According to the law, workforce housing refers to homes that are affordable at a 30% cost burden to ownership households of four people making up to 100% of the area median income, or renter households of three making up to 60% of the area median income.

In 2012, 48 affordable housing units were built at Harriman Hill. In 2017, the non-profit organization, Families in Transition, purchased property at 16/18 Lehner Street in Wolfeboro as a site for short-term, emergency housing for families in the Governor Wentworth School District. Initiatives that expand workforce housing or, like the Families in transition project, begin to address other housing problems that exist in town

contribute to the town's overall vision for providing safe, affordable, and accessible housing for all. In Wolfeboro, there are 100 housing units that spend 30-50% of their income on housing costs and 315 housing units that spend more than 50% of their income on housing.



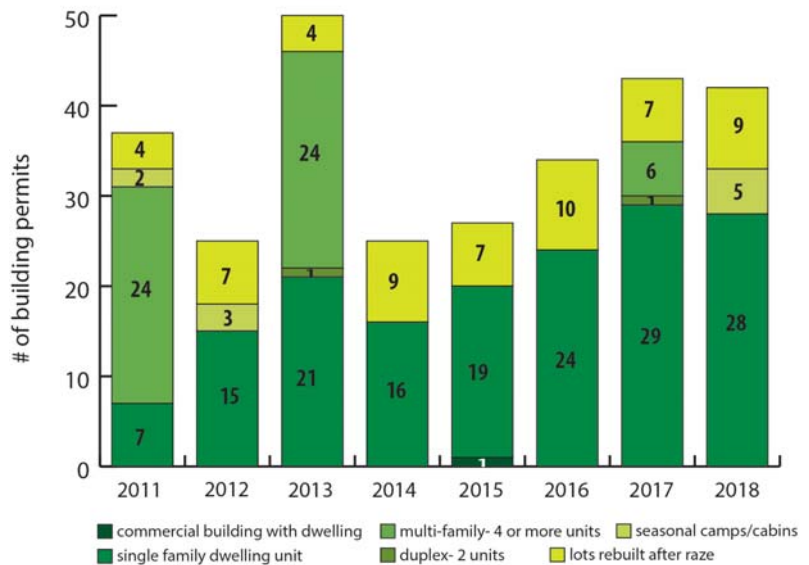
Above: A ribbon cutting ceremony for Families in Transition's new workforce housing development called the Hope House in Wolfeboro, NH.

Housing Development

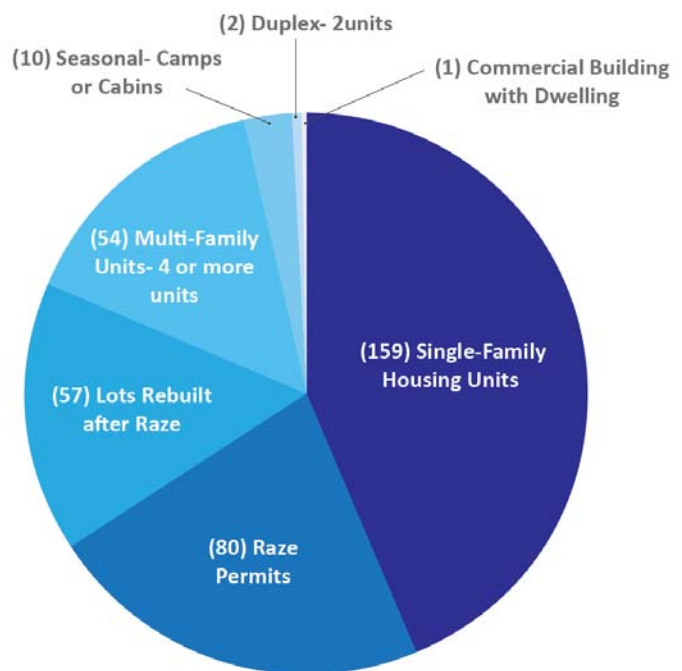
According to the Town of Wolfeboro’s building permit data, a total of 363 dwelling units were issued residential building permits between 2011 and 2018 in Wolfeboro. The median number of residential building permits issued per year is 45.

The majority of residential construction that has occurred since 2011 was single-family housing units, making up approximately 43% of the residential building permits issued between 2011 and 2018. 56 multi-family housing units have been built during this time, making up approximately 15% of the building permits issued. 80 building permits were issued for residential demolition purposes (see images to the right). 57 permits were issued for the rebuild of demolished houses. Little mixed-use development has occurred, as only 1 new dwelling units has been added since 2011 in a commercial building.

Residential Building Permit History



Total Dwelling Units Built or Demolished 2011-2018



PURPOSE STATEMENT

In order to offer housing opportunities for all present and future residents diverse housing types need to be available. Diversity of housing types exist in Wolfeboro such as large waterfront houses, historic homes, manufactured housing, condominiums, traditional single-family homes, housing for the elderly and workforce housing. However, there is a lack of rental housing that would benefit all segments of our population. Since a large portion of Wolfeboro is zoned for residential use, the Town needs to ensure it has ample opportunities for safe, affordable, quality housing for all of the population while maintaining the existing character of the Town and its neighborhoods.

CURRENT CONDITIONS

According to the 2017 NH Housing Annual Report New Hampshire's housing market continued its recent pattern: a relatively low inventory of homes for sale particularly in the entry-level range; higher prices for homes that are for sale and a rental market that has low vacancy rates and increasing rents. The American Community Survey Office reported that in 2016 there was an estimated total of 4,717 housing units in Wolfeboro, an increase from 4,443 units in 2010. According to Wolfeboro's building permit information a large majority of the permits issued were for new single-family homes and teardown/ rebuild homes; 1 permit was issued for a duplex and permits were issued for 48 multifamily dwellings.

In 2016 of the 4,717 housing units there were an estimated 2,778 housing units occupied. According to the census bureau 1939 housing units were determined to be vacant. However, 1,476 of the housing units were used seasonally or occasionally. The remaining 463 were listed as vacant for the following reasons: 9 were for rent; 101 were rented but not occupied; 87 were for sale and 266 were vacant for other reasons. The average household size of owner-occupied homes is 2.28 people and for renter occupied housing units the average household size is 1.82 people.

Wolfeboro has mostly single family detached dwellings. In 2016 there were the following housing types in Wolfeboro: 75% single family dwellings; 4% single family attached (duplexes); 16% multifamily dwellings and 5% mobile/modular homes. The housing stock that consists of multifamily dwellings is the type of housing that can be important for affordable rental housing. The age of the housing stock indicates that about 50% of the housing stock has been built since 1980. Approximately 22% was built in 1939 or earlier. In 2016 1152 owner occupied homes had a mortgage. Many of the homeowners paid less than 30% of their household income on mortgage costs. However, 443 (38.5%) homeowners

paid greater than 30% of their household income on mortgage costs. Wolfeboro had the highest estimated percent of owner-occupied households in Carroll County where greater than 30% of household income was spent on mortgage costs. This is considered a high cost burden. In renter occupied units 277 (54%) of 513 households paid greater than 30% of their household income on rent. Cost burden refers to a housing issue where monthly housing costs (including utilities) exceed 30% of a household's monthly income. According to NH Housing Finance Authority, higher rents increase the housing cost burden for low and moderate-income households since a greater percent of the total household income is needed to pay rent.

The Town has a variety of housing types for people over the age of 55 such as Taylor Homes, Sugar Hill Retirement Community and Birch Hill Estates. The Ledges and Christian Ridge provide some affordable housing units for people over the age of 55. Wolfeboro has a workforce housing development known as Harriman Hill which consists of 48 one, two- and three-bedroom units. Construction will begin in the spring of 2019 at Harriman Hill to provide 20 three-bedroom homes that will be affordable and available for purchase. Wolfeboro Bay Center, a 104-bed facility, offers long term care, short term care and memory support care.

Families in Transition (Hope House) opened in the summer of 2018 and is the first short-term transitional housing in the area. This facility houses and offers services to families who are homeless. The facility can house up to 7 families. The average length of stay is 60 days or until the family transitions to more permanent housing. Brewster Academy has 60 plus dwelling units on campus that house staff members. Huggins Hospital has 4 single family homes on its campus that provide housing for medical staff at Huggins Hospital on a temporary basis.

The New Hampshire Workforce Housing law (RSA 674:58 – 61) went into effect in 2010. It requires all municipalities to provide "reasonable and realistic opportunities" for the development of homes that are affordable to low and moderate-income families. The intent of the law is to address the statewide shortage of affordable housing. According to the law, workforce housing refers to homes that are affordable at a 30% cost burden to ownership households of 4 people making up to 100% of the area median income, or renter households of 3 making up to 60% of the area median income. Wolfeboro has adopted provisions in the zoning ordinance to allow the development of affordable housing. These ordinances are as follows: an overlay district for affordable nonprofit housing for the elderly and affordable nonprofit workforce housing (Article IV A) of the Wolfeboro Zoning Ordinance, and an inclusionary zoning ordinance (Article V) that allows bonus units for affordable housing units. Also, the adoption of the accessory dwelling unit ordinance (Article V11 of the Wolfeboro Zoning Ordinance) allows an increase in supply and diversity of housing without the need for more infrastructure.

HOUSING RECOMMENDATIONS FOR THE MASTER PLAN



Photo Courtesy: Coldwell Banker

Goal: Protect the character of existing residential neighborhoods and consider strengthening the existing residential zoning standards if necessary.

RECOMMENDATIONS

1. Review the existing Conservation Subdivision ordinance to determine if changes are needed to the ordinance in order to encourage its use and to ensure the purpose of the ordinance is being met.
2. Review the Affordable Nonprofit Workforce Housing ordinance and the Inclusionary Zoning Ordinance, which allow for a diverse supply of housing types and increased density for housing units, to ensure the development standards and procedures are realistic to allow these types of residential development.
3. Encourage more development in the Village Residential District especially in areas with existing sidewalks.

Goal: Create opportunities to allow development of a more diverse housing stock, which includes homeownership and rentals for people of all ages and income levels.

RECOMMENDATIONS

1. Review and consider increasing the residential density requirements for a variety of housing types in areas with sewer and water which includes the Central Business District, the Wolfeboro Falls Limited Business District and the Bay Street Limited Business District.
2. Continue to support the development of permanent affordable housing through cooperation with nonprofit housing corporations and private housing developers.
3. Determine if there is a need for a congregate living facility or a continuing care facility at an affordable price and develop a zoning ordinance or overlay zone to allow this type of use.
4. The Town should collaborate with local employers to help them understand their employees housing needs.

Goal: Develop a policy for the extension and upgrade of the Town's water and sewer within the existing service areas in order to meet the demand for residential development and further protect our water resources. Study and coordinate with developers the feasibility of the extension of the public infrastructure beyond the existing service area.

Goal: Develop a policy to review housing development costs, which include water and sewer hook up fees and impact fees, and develop a rational basis for the fees. Include a provision to waive the fees for workforce housing and other high-density developments the existing service areas in order to meet the demand for residential development and further protect our water resources. Study and coordinate with developers the feasibility of the extension of the public infrastructure beyond the existing service area.

9. Transportation & Infrastructure



PURPOSE STATEMENT

The Town strives to design, build, and maintain the best infrastructure possible. It will commit to finding fiscally and environmentally responsible ways to manage its infrastructure, always mindful that it has a direct effect on our lakes, economy, and the character of Wolfeboro. The Town must develop and implement proactive asset management planning and capital reserve funding strategies in order to ensure its infrastructure remains dependable and innovative.

EXISTING CONDITIONS

The Town of Wolfeboro's transportation and infrastructure systems directly affects the quality of life, environmental integrity, and economic vitality of the community. Therefore, Wolfeboro's land use regulations and capital investments in infrastructure are interwoven from a strategic planning perspective.

The development, maintenance, and operation of municipal infrastructure plays an integral role where development does and not happen in the community and how those development patterns take shape. This Transportation and Public Infrastructure chapter provides guidance, recommendations and context for addressing current and future system needs. So as to be consistent with Master Plan's vision, the goal in this section is to strive to meet all of the various infrastructure and transportation needs, while still maintaining and enhancing the environment and quality of life in the community.

Critical to the execution of the goals and recommendations of this chapter is the engagement of the Town Water, Sewer, Highway, and Public Works Departments. Working together with Elected Officials and the Town Manager, this Department has worked to create a 'roadmap' for the future of the town's transportation and public infrastructure assets.

Roadway Infrastructure Existing Conditions

There are approximately 97 miles of road within Wolfeboro (including all legislative road classes), of which approximately 66 are municipally maintained. Of those, 52 miles are paved and 14 miles are gravel. The major arteries of the road network are the primary state highways: NH Route 28, which provides access to Ossipee, Alton, and other southern destinations including those along Route 11 and Route 16; NH Route 109 which provides access to Brookfield and Tuftonboro; and NH Route 109A which provides an alternative access to Tuftonboro. The remaining miles of road are composed of State of New Hampshire roadways or local non-maintained roads. Roads by road class are included in the appendix

mapset of the Master Plan.

Within the greater downtown area, the primary roadways in the downtown area include North & South Main Streets, Center Street, Central Avenue, Railroad Avenue, Bay Street, and Mill Street. Lehner Street runs parallel to South Main Street and provides a secondary access function to the neighborhoods in the downtown area.

South Main Street is a wide right-of-way and provides for bi-directional single lane of travel in each direction, with no dedicated turn lanes in the greater 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 that are not easily mitigated. However, from a safety perspective, the reduced operating speeds and lack of turn lanes creates a traffic calming effect that reduces potential conflicts that produce pedestrian on vehicle safety concerns.

In 2019, a Road Asset Management plan was completed by the Wolfeboro Public Works Department and will be used as a long-term capital funding program upon which large municipal investments and budget decisions related to road infrastructure will be based. The plan should be updated on an annual basis to 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. The Plan also includes a roadway condition classification and other attribute information and creates a 100-year strategy for maintenance and upgrades to this roadway system. Roadway maintenance includes, but is not limited to:

- Snow & ice removal
- Crack sealing
- Surface reclamation
- Cleaning of catch basins
- Repairing drainage ditches
- Cleaning out culverts and other closed and open drainage

The Town, in partnership with the New Hampshire Department of Transportation (NH DOT), recently completed the Center Street Project in 2019 using a Context Sensitive Solutions (CSS) process that includes substantial outreach and stakeholder engagement while ensure that roads are not designed solely around the requirements of motor vehicle traffic. The Town looks forward to the Route 28 Improvement project and the ability to work with the State to improve this critical gateway corridor for all modes of transportation.

Specialized Road Designations

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 from a road standard perspective. A landowner cannot obtain a building permit for development if the only lot frontage is on a Class VI highway, unless the landowner receives relief from the Wolfeboro Board of Selectmen. RSA's 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.

It is important to note that Class VI Roads represent an opportunity to expand bicycle and pedestrian pathways without compromising the integrity of rural and scenic corridors and wildlife connectivity. The Town of Wolfeboro Pathways Committee and Wolfeboro Singletrack Alliance are working to improve connectivity between the town's recreational and conservation assets, of which Class VI roads represent a critical connection.

Scenic Roads

New Hampshire statute provides municipalities with a method to designate any road (other than Class I or Class II state highways) as a scenic road. Scenic road designation assists in the protection of the scenic qualities of a road but creating a regulatory review process for utility and other work that may impact the road right-of-way, specifically where cutting or removal of a tree, or disturbance of a stone wall, is proposed. Please note that the rights of property owners adjacent to scenic roads and routine maintenance are not impacted by Scenic Road designation.

State Aid Classification System:

Per RSA 229:5, responsibility is established for the construction, reconstruction and maintenance as

The Town of Wolfeboro has fourteen (14) designated Scenic Roads:

- Avery Road
- Bickford Road
- Chick Road
- Cowper Road
- Cotton Mountain Road
- Cotton Valley Road
- Jenness Farm Road
- Haines Hill Road
- North Wolfeboro Road
- Pleasant Valley Road
- Pork Hill Road
- Sewall Road
- Stoneham Road
- Trask Mountain Road

well as eligibility for use of State Aid funds. This classification system also provides a basic hierarchy of roadways. The following is a description of the State Aid system applicable to Wolfeboro:

Class I, Trunk Line Highways, consist of all existing or proposed highways on the Primary State Highway System, excepting all portions of such highways within the compact sections of cities and towns. The State assumes full control and pays all costs of construction, reconstruction and maintenance of these sections.

Class II, State Aid Highways, consist of all existing or proposed highways on the Secondary State Highway System, excepting portions of such highways within the compact sections of cities and towns, which, again, are classified as Class IV highways.

Class V, Rural Highways, consist of all other traveled highways which the city or town has the duty to maintain regularly.

Class VI, Unmaintained Highways, consist of all other existing public ways, including highways discontinued as open highways and made subject to gates and bars, and highways not maintained and repaired in suitable condition for travel thereon for five successive years or more.

Scenic Byways

The New Hampshire Scenic and Cultural Byways Program was established in 1992 under RSA 238:19, "... to provide the opportunity for residents and visitors to travel a system of byways which feature the scenic and cultural qualities of the State within the existing highway system, promote retention of rural and urban scenic byways, support the cultural, recreational and historic attributes along these byways and expose the unique elements of the state's beauty, culture and history." Wolfeboro is home to the Lakes Region Scenic Byway that circles Lake Winnepesaukee.

Traffic Volumes

Vehicle traffic volumes have grown as the community's role as a regional employment center and tourist destination has increased over the past twenty years. Seasonal traffic volumes vary greatly over the course of a year due to the tourism season, with summer months exhibiting the peak demand, particularly on State routes.

New Hampshire Department of Transportation volume counts, shown in the table below, indicate that Wolfeboro's highest volumes are at the municipal boundary lines (highlighted below), with other significant volume at the Smith River, both along Center Street and Main

Street. These corridors are critical to daily commuter traffic to and from Wolfeboro for schools, employment and are, and seasonal guests. The combination of local trips and through trips on the major arterials often results in slow traffic, capacity constraints, and delays. The volumes are a measure in Average Annual Daily Trips (AADT). Volume has remained relatively stable for the past ten (10) years for most traffic counts with the exception of South Main Street (West of Canopache Road), which has nearly doubled in bi-directional volume.

Wolfeboro Traffic Counts (Source: NHDOT)											
On	At	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
N Main St	Tuftonboro TL		2586	2548	2500	3738	3658	3600			3400
N Main St	West of Lakeview Dr.	6920	6337	6243	6127	5711	5588	5500			5100
Gov. Wentworth Hwy	East of Center St.	2680	2460	2424	2379	2077	2032	2000			2000
S Main St	West of Canopache Rd.	14658	13055	12862	12622	9033	8839	8700			8600
Middleton Rd		1526	1044	1029	1010	1143	1118	1100			1100
N Main St		8325	6940	6837	6710	8307	8128	8000			7600
Center St		11165	12891	12700	12463	10384	10160	10000			10000
Pleasant Valley Rd		1255	984	969	951	1246	1219	1200			1100
Whitten Neck Rd		431	399	393	396	550	538	530			540
College Rd		866	632	623	611	623	610	600			560
S Main St	Cross Rd			7867							
S Main St				7818							
NH 28	Middleton Rd			6588							
NH 28	COVES END RD			9427							

Access Management

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 has adopted driveway standards, which ensure safe and controlled driveways access to all town-maintained roads in all seasons of the year. These Standards are implemented by the Public Works Department during driveway permitting review.

Bridges Existing Conditions

The Town of Wolfeboro has several bridges in fair to excellent condition as shown the table below. The Pleasant Valley Road Bridge is scheduled to be replaced in 2019 by the Town. The Townsend Brook “Dam”, though not included in this list is another piece of critical infrastructure that requires replacing in the near term.

Currently, the Town of Wolfeboro has one (1) bridge on the State of New Hampshire’s “Red List” Bridge List.

Bridge Location	Type
Mink Brook Bridge	Bridge
Pleasant Valley Road Bridge	Bridge
Wiley Brook Bridges (3)	Bridge
College Road Bridge	Bridge
Ryefield Marsh Bridge	Bridge
Matt Stanley (Wolfeboro Falls) Bridge	Bridge
Bay Street Bridge (Clow’s Brook)	Bridge
Clay Pit Brook Bridge	Bridge
Smith River Bridge (Main St./Route 109)	Bridge
Whitten Neck Bridge	Bridge
Bryant Road Bridge	Bridge
Route 28 Bridge (South Main St. at Weston’s)	Bridge
Townsend Brook Dam/Bridge	Bridge
Route 28 (Trotting Track Road) Bridge	Bridge
North Line Road Bridge	Bridge
Route 28 (Center St. at 711)	Bridge

Wastewater (Sewer) Existing Conditions

Wolfeboro is served by a municipal wastewater system owned and operated by the Town of Wolfeboro. The system consists of nine (9) different sub-basins each with their own pumping station, providing wastewater service to approximately 1,000 customers. The system generates about 300,000 gallons per day and is received at the Wolfeboro Wastewater Treatment Facility.

The system is composed of approximately 59,000 linear feet of gravity collection mains and 24,000 linear feet of force mains, including low pressure mains. The system also includes 342 structures, of which 325 are manholes, with the remaining 17 being force-main cleanouts or air release valves.

The facility is permitted for 600,000 gallons per day. Nearly all of the wastewater collected within the service area is transmitted to the Mill Street Pumping Station, which receives

wastewater from the Town-owned pumping stations located in the other eight (8) sub-basins.

Wolfeboro's treatment facility is owned by the Town, but managed by the contract operations firm Woodard & Curran. As mentioned, the facility receives the collected waste from the sewer system, but also accepts septage from licensed haulers on a reservation basis.

After treatment, the effluent is pumped to an Effluent Storage Pond (ESP) before it is pumped to spray irrigation fields adjacent to the ESP or 2.5 miles to Rapid Infiltration Basins (RIBs) and Engineered Natural Solution (ENS). All wastewater is treated and disposed of in accordance with the NHDES permit. At the time of the last Master Plan, the Town was under a wastewater NHDES Moratorium restricting new connections and receipt of effluent beyond the limits in 2004. The Town made significant investments in reducing inflow/infiltration (I&I) into its wastewater collection system and upgrades to its wastewater treatment plant. The Town continues to be under an Administrative Order of Consent (AOC) under agreement with the State of New Hampshire. This AOC requires the Town to have an acceptable long term solution to the disposal of the town's effluent. As of 2019, the Town continues to work with the State on its ENS testing, monitoring wetlands mitigation, final engineering, and permitting/development of construction documents with a goal of full compliance by 2020.

Water System Existing Conditions

Wolfeboro's water system provides water to approximately 40% of the Town households primarily in the central, downtown area with some lines on the periphery of the more densely developed residential areas. The system receives its water through a Water Treatment Plant near its Upper Beach Pond supply. After the 2007 Master Plan a Water Moratorium through the New Hampshire Department of Environmental Services was issued on the Town's water system. Thereafter, a significant capital investment was made by the Town to reduce its 40% water losses. The Moratorium was subsequently lifted and the system continues to operate with decreased losses.

Today, the Town of Wolfeboro's 'horizontal assets' are made up of water mains, hydrants, and valves. The Town currently owns and operates approximately 211,609 LF (40 miles) of water mains of various materials, ages, and sizes. Some of the water mains have exceeded their life expectancy, and are in need of replacement.

In addition to the approximately 40 miles of water mains owned by the Town, there are approximately 8 miles of seasonal service lines. Due to the seasonal nature of the Town's population, several areas of the Town are served by these lines. The service lines vary between 1 to 2 inches in diameter and are primarily plastic in material. During the winter months when the seasonal residents leave Wolfeboro, the Town shuts down these services.

The installation of the seasonal lines vary between being buried below ground as well as installed above ground.

Further, there are approximately 10 miles of water mains that are privately owned. The Town provides treated water to these private mains but does not maintain them.

The Town's water system also includes the following facilities:

- South Main Street Water Storage Tank
- Pressure Reducing Valve Station (Pine Hill Cemetery)
- Middleton Road Booster Pumping Station
- Water Treatment Facility
- Upper Beech Pond Reservoir

Multi-Modal Transportation Existing Conditions

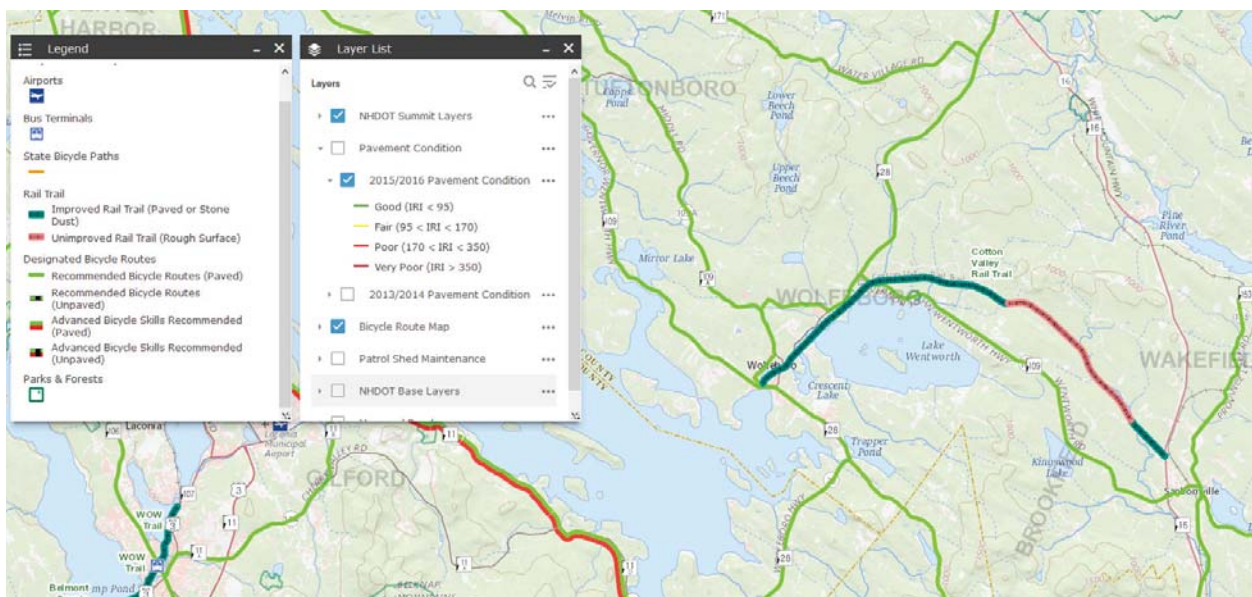
Like in many communities statewide and nationally, interest in bicycling has increased in recent years due to an increase in the public's interest in promotion of both human, environmental, and community health. For some, bicycling and walking have become a primary mode of transportation for commuting and other daily tasks. Particularly in Wolfeboro's downtown area, residents of this area are able to make the choice to access the destinations in their daily lives via one of these modes. For those outside of the community core, an increasing number are showing an interest having the transportation option to use multiple modes for recreation and exercise. This trend has placed increased focus on access to sidewalks, pathways, bike lanes, sharrows, and other alternative transportation/complete street solutions. 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.

In Wolfeboro, investments have been made by a variety of stakeholders in trails and paths serving walkers, hikers, cross-country skiers, mountain bikers, horseback riders, cross-country skiers, and snowmobilers. Much of this network is informal and privately owned, with no formal agreements for continued use or signage.

Other areas, such as the Bridge Falls Path, Sewall Woods, Front Bay Park, and Fernald Crossing, have involved significant public/private partnership and have been developed formally and area destinations for residents and guests alike. The Bridge Falls Path is a multi-use trail that connects Wolfeboro to Brookfield and Wakefield and attracts users throughout the spring, summer, fall, and winter alike. All existing and proposed trails provide

recreational opportunities and encourage healthy activity, and can also factor into the transportation system of the community by providing additional mode choices and connections between destinations.

The New Hampshire Department of Transportation State Bicycle Map designates all State routes within Wolfeboro as “Recommended Bicycle Routes – Paved”. However, several of these routes are unsafe to due to a constrained right-of-way, lack of paved shoulder, and/or substantial vehicle turning movements. Expanding the network of bicycle lanes along major and minor roads would greatly enhance rider safety and use, and should serve riders of varying abilities. The Town should continue to work closely with NHDOT, which is responsible for many of these corridors, to ensure that roadway design is such that it calms traffic and creates a safe refuge for bikers and walkers alike.



Stormwater Existing Conditions

In 2018, the Town of Wolfeboro began work to develop its Asset Management plan for stormwater infrastructure which includes drainage swales, pipes, catch-basins, other structures, and stormwater “Best-Management-Practices” or BMP’s installed in partnership with the Wentworth Watershed Association (formerly the Lake Wentworth Association). Based on work-to-date, and projects, there are an estimated 1,138 storm water pipes totaling 62,341 linear feet within the town’s stormwater infrastructure network. Storm water facilities within the Town belong to various owners besides the Town, including the State, School District and private property owners with varying maintenance responsibilities for each.

Sidewalk Existing Conditions

Pedestrian infrastructure in Wolfeboro is primarily oriented around and located in the Downtown Core area. Sidewalks on Main Street extend from Old Lakeview Drive to the New Hampshire Route 28 corner at the Weston's Auto Body. Currently, Wolfeboro maintains 39,605 linear feet (7.5 miles) of sidewalk with another 1,750 of stone dust path under its jurisdiction.

Additional sidewalk infrastructure runs east-west from Pickering Corner along Route 28 to the First Baptist Church. Currently, work is underway to determine the feasibility of extension of sidewalk and/or sidewalk alternatives along Bay Street, Center Street, North Main Street, Pine Hill Road, and the year-round conversion of the Elm Street Pathway. Several other arterial sidewalks in the downtown core connect pedestrians to a variety of destinations. Principally, this allows pedestrians to connect to the Business District and to schools, the town hall, institutional destinations, the police and fire stations, and the renovated library facility. Pedestrian movement in the downtown is a critical mode of transportation and anecdotally, it has increased in the time since the 2007 Master Plan after significant other infrastructure upgrades were completed in the downtown area.

To support this infrastructure, Wolfeboro's streets and intersections should be designed to provide for safe and convenient pedestrian access. There are numerous safety issues associated with specific segments of sidewalk found within the community, including minimal separation from travel lanes, multiple and wide curb cuts, and accessibility constraints. While expansion is desirable, upgrade and repair work must be addressed first through a sidewalk asset management plan that develops a strategic operation, maintenance, and expansion schedule with predictable funding needs.

Docks Existing Conditions

The Town is responsible for the following dock and boat ramp facilities:

- Dockside recreational and commercial Docks, Boat Ramp, Bulkhead, and walls
- Back Bay Docks and Boat Ramp
- Mast Landing (including required dredging work) and Boat Ramp
- Libby Dock and Boat Ramp (commercial)

In 2018 an Asset Management Plan was created for the "Town Docks" at Dockside in addition to Boat Ramp upgrades. The Town will continue to develop asset management documents that prescribe ongoing operations, maintenance, and capital upgrades to these facilities to ensure that public access to Wolfeboro's beautiful water resources is protected for generations in the future.

Parking Lots

The Town is responsible for the following parking lots and areas:

- “Odd Fellows” Lot (Center Street at Elm Street split)
- Glendon Street Parking Lot (Glendon Street)
- Foss Field Parking Lot (Lehner Street)
- “Championship Site” Parking Lot (Railroad Avenue)
- Dockside Area Parking Lot
- Downtown Street Parking Areas
- Mast Landing Parking Lot (Center Street)
- Libby Museum Parking Area (North Main Street)
- McKinney Park Parking Area (Clark Road)
- Abenaki Complex Parking Area (Pine Hill Road)
- Brewster Beach Parking Area (Clark Road)
- Carry Beach Parking Area (Forest Road)
- Town Hall Parking Lot (Union Street)

Comparably to the docking facilities, the Town is working to develop an asset management plan that prescribes ongoing operations, maintenance, and capital upgrades to these parking areas. Further, the Town is investigation expansion and changes to policies at several parking areas based on peak summer and event demand.

Capital Improvement Planning

It should be noted that the Town has a current Capital Improvements Program (CIP) that is designed to identify deficiencies and recommended upgrades to public facilities, infrastructure, and other capital items. Under the jurisdiction of the Planning Board, the CIP is updated annually by the Capital Improvement Plan Committee. The CIP is a constantly evolving, though vital physical and financial planning tool. Though the CIP does not “guarantee” funding of projects contained within, the entire program is designed to provide priorities and justification for the long-term maintenance and improvement of Town infrastructure.

TRANSPORTATION RECOMMENDATIONS FOR THE MASTER PLAN

Goal: Address roadway transportation needs including intersection deficiencies at key locations.

RECOMMENDATIONS

1. Work with NHDOT to investigate safety and design alternatives for problem intersections and other local roadway transportation needs, as recommended in the Route 28 Steering Committee Report.
2. Work closely with the Lakes Region Planning Commission to make known the Town's roadway transportation needs, particularly those that deal with roadways maintained by the State of New Hampshire.
3. Continue to be involved in the design and development of the Route 28 Steering Committee Report.

Goal: Provide a safe and comfortable network for pedestrian and bicycle travel.

RECOMMENDATIONS

1. Develop a bicycle, pathway, and pedestrian plan plan/map to supplement the Master Plan. The plan should:
 - Continue to monitor activity centers or neighborhoods that ought to be connected,
 - Identify specific areas where networks can be expanded or improved,
 - Identify needed support facilities (i.e., restrooms, drinking water, bike racks, benches, parking areas, etc.),
 - 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 and may include the provision of signage along roadways and in other public areas encouraging all to 'Share the Road'.
 - Incorporate "Complete Streets" concepts that ensure safety for all modes of transportation within the right-of-way
 - Develop an asset management plan for sidewalk, pathway, and bike lane infrastructure.

2. Consider paths, lanes, shoulders, trails, and sidewalks as part of new construction, where appropriate.
3. Implement traffic calming measures to reduce vehicle speeds, improve safety, and improve the quality of travel for pedestrians and cyclists.
4. Review the recommendations and plans/maps from the 2004 Transportation Master Plan to pedestrian, bicycle, and vehicle improvements in the downtown area.
5. 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. Improve crosswalk locations and designs in the downtown area for pedestrian and vehicular safety.

Goal: To improve pedestrian connections among the four commercial sub areas which comprise the Greater Downtown Area.

RECOMMENDATIONS

1. Encourage development of a Circular Back Bay Pedestrian Sidewalk and Pathway System, connecting three of the four commercial sub areas (Back Bay, Main Street, and Wolfeboro Falls). Completion of a circular ADA-accessible pathway would create a unique recreational opportunity for downtown visitors, possibly tying into the Town's cross-country trail system.

Goal: Minimize the traffic impacts of new or expanded development.

RECOMMENDATIONS

1. Impose traffic mitigation requirements on new or expanded developments which may have an impact on transportation safety, capacity, and existing service levels.
2. Require developers to conduct traffic impact studies that project and evaluate the traffic impacts and that include mitigation strategies for large development projects.
3. Work with the Planning Board to update the Town's road standards that ensure safe access, long-term resiliency, and that neighborhood character is protected through context sensitive application.
4. Work with neighborhood associations and other property owners to develop road maintenance agreements, stormwater management plans, and asset management plans to ensure that safe access is maintained for private road infrastructure.

5. Develop a policy for the acceptance of roads through the betterment assessment process through an analysis of operating and maintenance and other factors.
6. Develop and implement a long-term Road Asset Management Plan (Road Surface Management System (RSMS) for the Town's road infrastructure based on condition, need, and impact.

Goal: Study transportation alternatives to reduce the reliance on cars and trucks.

RECOMMENDATIONS

1. Explore alternative parking methods with trolley or shuttle services to the Downtown Core.
2. Promote access to Wolfeboro Village Core by boat through dock improvements and potential expansion per the Tighe and Bond Report and recommendations of Town Dock Committee
3. Encourage energy conservation and alternative transportation modes such as drones and driverless vehicles.

Goal: To encourage transportation resource sharing between local social service providers.

RECOMMENDATIONS

1. Encourage the Lakes Region Planning Commission to establish a regional public transportation steering committee to coordinate regional transportation needs for disadvantaged population that focuses on the provision of shared transportation services. Continue support of Public Transportation services such as Tri-County Community Action Partners

Goal: Examine the feasibility of making new connections between existing roadways.

RECOMMENDATIONS

1. Develop a plan for a future road network that would interconnect the Town's roads including, but not limited to the following:
 - Extension of Filter Bed Road between Varney Road and Pine Hill Road
 - Extension of Railroad Avenue

Goal: Improve the quality of travel in Wolfeboro by enhancing the quality of the area traveled.

RECOMMENDATIONS

1. Utilize stormwater best-management-practices (BMP's) such as rain gardens, detention ponds, and pervious pavement to enhance roadways while limiting environmental impact
2. Ensure improvements to the state highway network are context sensitive, highly participatory, and interdisciplinary (i.e. that they are of a scale and design that complement the character of the community, not detract from it).
3. Seek funding for transportation enhancements such as scenic easements, water quality improvements, pedestrian facilities, etc.
4. Adopt local road standards that encourage context sensitivity.
5. Establish an "ADOPT-A-ROAD" program to assist the Town and the state in keeping the roadsides clean.
6. Encourage the use of warm lights.

Goal: Encourage land use practices that prevent sprawl, conserve roadway capacity, and protect the visual qualities of the community.

RECOMMENDATIONS

1. Continue to encourage higher densities, mixed uses, and redevelopment in and around the village core.

Goal: Improve awareness of, and participation in, transportation issues affecting Wolfeboro.

RECOMMENDATIONS

1. Continue participation on the Lakes Region Planning Commission Transportation Technical Advisory Committee (TAC) and Town's representation on the Commission with an annual report to the Board of Selectmen.
2. 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 as they arise.
3. Maintain an effective working relationship with NH DOT District 3 regarding highway maintenance, driveway permitting, and district-level projects.
4. Encourage public participation in the Lakes Region Transportation Improvement Program (TIP) and the Wolfeboro Capital Improvement Program (CIP) processes.
5. Build working relationships with neighboring communities and encourage the involvement of other communities in regional transportation planning. Develop policies with neighboring communities relating to roads crossing town boundaries and required maintenance such as the following: Beech Pond Road, Pleasant Valley Road, Browns Ridge Road, North Wakefield Road, Brown Road, Sandstorm Road.

SEWER RECOMMENDATIONS FOR THE MASTER PLAN

Goal: Upgrade/replace/maintain sections of the wastewater disposal system and ensure compliance with the State of New Hampshire's Administrative Order by Consent.

RECOMMENDATIONS

1. Complete all engineering/construction activities for the RIB Disposal System in order to comply with NHDES Administrative Order by Consent.
2. Maintain effluent disposal options, such as the spray fields, to ensure future redundancy in our effluent disposal system.
3. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.

Goal: Upgrade/replace/maintain sections of the wastewater collection system and to ensure compliance with the State of New Hampshire and federal laws.

RECOMMENDATIONS

1. Explore options for potential expansion of wastewater collection systems in coordination with other potential road and water infrastructure projects to mitigate water quality impacts. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.
2. Continue to explore alternative and innovative techniques and technologies for effluent and sludge disposal

Goal: Maintain an overall Sewer System by evaluating, regulating, and operating sewer collection, treatment, and disposal on an ongoing basis.

RECOMMENDATIONS

1. Continue to utilize a sewer rate schedule that ensures annual operating and maintenance costs are recouped from users.
2. Establish a Sewer System Capital Reserve Fund for long-term infrastructure refurbishment needs based on the Asset Management Plan recommendations.
3. Ensure that the Asset Management Plan is integrated into the Capital Improvements Plan and the Road Maintenance Plan in order to coordinate with overall infrastructure maintenance, replacement, and expansion efforts. This Asset Management Plan should also require an annual report to the Board of Selectmen during the annual budget cycle and increased on an annual basis to meet the Town's long-term needs.
4. 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.
5. Continue to monitor development and redevelopment applications that have an impact on Treatment Plant loading or on the scope of the current service grid. The Director of Water and Sewer should be required to verify adequate capacity in the system.
6. Continue to update and monitor Asset Management Plan implementation through the use of best management practices for asset management planning

WATER RECOMMENDATIONS FOR THE MASTER PLAN

Goal: Upgrade the water treatment and distribution system to provide sufficient water efficiently while meeting all state and federal environmental regulations. Carry out repairs and improvements to reduce “unaccounted for” water losses from over 40 percent to 15 to 20 percent of demand.

RECOMMENDATIONS

1. Continue to explore solutions for the design and implementation of measures to reduce unbilled water losses through leak detection.
2. Introduce a program to encourage sound water conservation practices by all users.
3. Identify grants for water leak detection that support the Town’s continued efforts reduce water loss.
4. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.

Goal: Assure that the town water distribution system includes sufficient storage capacity for current and ten year projected needs and provides clean and safe drinking water that complies with all state and federal regulations.

RECOMMENDATIONS

1. Take steps to assure that the South Main Street water tank (the Kingswood tank) and storage tank at the Water Treatment Plant can be used to their full capability by ensuring structural integrity and performing regular maintenance and upgrades.
2. Identify and implement all measures that may be necessary to assure the long-term watershed protection and security of the Beech Pond Reservoir including potential acquisition of parcels with frontage on Beech Pond Reservoir and use of modern security technologies such as drone implementation.

Goal: Assure that water system maintenance, including “private” distribution lines and seasonal water lines that supplied with town water, are adequate to guarantee safe, reliable operations to all users.

RECOMMENDATIONS

1. 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 periodic hydrant flow testing.
2. Develop a policy for jurisdiction and maintenance of private distribution lines that tie into Town water systems.
3. Develop a policy for seasonal water lines.

Goal: Continue to monitor and update water rates and fees to ensure that they anticipate annual operation costs, maintenance, capital upgrades, and system expansion.

RECOMMENDATIONS

1. Maintain a value oriented funding method for the Town water system.
2. Continue 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 the reduction in debt service based on the Asset Management Plan recommendations.
3. Adjust hydrant fees to 20% of expenses per the American Water Works Association.

INFRASTRUCTURE PROTECTION RECOMMENDATIONS

RECOMMENDATIONS

1. Conduct updates to the Town of Wolfeboro Hazard Mitigation Plan per the required FEMA schedules through a Hazard Mitigation Planning Committee.
2. Support the update and maintenance and update to the Town's Emergency Operations Plan in cooperation and coordination with Town, County, State, and Federal Governments.

DOCKS/BOAT RAMPS RECOMMENDATIONS

RECOMMENDATIONS

1. Develop an inventory and asset management plan that analyzes condition, useful life, and replacement schedule for existing and proposed dock and boat ramp infrastructure.
 - Dockside recreational and commercial Docks, Boat Ramp, Bulkhead, and walls (see Tighe and Bond Report and recommendations of Town Dock Committee)
 - Back Bay Docks and Boat Ramp
 - Mast Landing (including required dredging work) and Boat Ramp
 - Libby Dock and Boat Ramp (commercial)
2. Conduct a comprehensive review and update of the commercial fee schedule, ordinance, and policies for docking. Review fees in the context of apply fees collected to future capital upgrades for docks/boat ramps.
3. Whenever possible, utilize public/private and grant partnerships for dock repairs, docking capacity expansion, and dredging work.
4. Complete necessary upgrades to the Dockside Dock infrastructure to ensure that existing infrastructure is sound.
5. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.

PARKING LOT RECOMMENDATIONS

RECOMMENDATIONS

1. Inventory the condition of and assess future needs for municipal parking lots including the following existing municipal lots:
 - “Odd Fellows” Lot (Center Street at Elm Street split)
 - Glendon Street Parking Lot (Glendon Street)
 - Foss Field Parking Lot (Lehner Street)
 - “Championship Site” Parking Lot (Railroad Avenue)
 - Dockside Area Parking Lot
 - Downtown Street Parking Areas
 - Mast Landing Parking Lot (Center Street)
 - Libby Museum Parking Area - Issues with Capacity and Safety (North Main Street)
 - McKinney Park Parking Area (Clark Road)
 - Abenaki Complex Parking Area (Pine Hill Road)
 - Brewster Beach Parking Area (Clark Road)
 - Carry Beach Parking Area - Soil and Drainage Issues (Forest Road)
 - Town Hall Parking Lot - Soil and Drainage Issues (Union Street)
2. Continue regular maintenance and upgrades to parking lots through an asset management plan and long term capital funding plan.
3. Encourage energy conservation and efficiency in parking lot lighting upgrades and retro-fit projects.
4. Develop a ‘peak-demand’ parking plan/strategy for large events just as the Fourth of July festivities and other large community events that includes partnerships with private entities for transportation and inter-agency cooperation.
5. Explore the construction of a satellite parking area at the former Water Tower site on North Main Street and/or on a Filter Bed Road extension
6. Improve downtown directional signage for municipal parking lots.
7. When considering or siting future parking areas, consider recreational pathway/facility connectivity.
8. Incorporate stormwater Best Management Practices (BMP’s) and low-impact development principles into parking lot upgrades and new parking lot creation.
9. Continue to meet ADA compliance with accessible parking availability within proximity to public destinations.
10. Develop a parking plan for the downtown area to identify parking management strategies that will accommodate peak demand volume.

SIDEWALK RECOMMENDATIONS

RECOMMENDATIONS

1. Develop a sidewalk/pedestrian pathway inventory and asset management plan that prioritizes upgrades and maintenance for the existing pedestrian infrastructure.
2. Explore the feasibility of the expansion of the following:
 - North Main Street
 - Bay Street
 - Center Street to Mast Landing
 - Pine Street (Crescent Lake)
 - Elm Street Pathway (4-season and fully ADA accessible)
3. Explore alternatives to sidewalk construction in areas where pedestrian traffic is frequent including, but not limited to the following: speed limit reduction, travel lane narrowing, provision of sharrows, and shoulder area expansion.
4. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.

STORMWATER RECOMMENDATIONS

RECOMMENDATIONS

1. Complete and fund asset management plans and an inventory of stormwater infrastructure including the following:
 - Catch Basins
 - Stormwater System Pipes
 - Best Management Practices for existing (Back Bay Rain Garden, Auto Care, Gene's beach, etc.) and new designs
 - Outfalls to all significant waterbodies
2. Prepare and educate property owners on standard Operations and Maintenance Plans for residential and non-residential stormwater infrastructure and enhance stormwater management regulations.
3. Educate residents, property, owners on stormwater infrastructure through public outreach including programs like catch-basin marking.
4. Continue the application for and implementation of 319 Water Quality Grants and other state, federal, or other funds for Watershed Management Planning and Stormwater

BMP Implementation in partnership with non-profit organizations with the Wentworth Watershed Association as a model partnership.

5. Incorporate stormwater management improvements into all municipal and State road re-build projects.
6. Develop an 'Adopt-a-Spot' program with non-profits, businesses, and other organizations for construction and/or maintenance of Stormwater Best Management Practices on public and private property.
7. Develop a dam (and bridge) inventory and asset management plan that includes a long-term maintenance plan for these critical detention structures.
8. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.

TREES/RIGHTS-OF-WAY RECOMMENDATIONS

RECOMMENDATIONS

1. Develop a tree-inventory for those within the municipal right-of-way and for other significant trees and critical protection areas. Develop a policy for the removal/protection of significant trees.
2. Incorporate trees and greenscapes into public works and planning projects in a way that identifies them as infrastructure assets as well as a valuable natural resource that must be protected.
3. Support the role of the Tree Warden position within the context of public infrastructure projects, shoreland permitting, and other Streetscaping and public space improvement projects.
4. Develop a right-of-way ordinance for utilities within the right-of-way including street trees and other greenscapes.
5. Develop a formal 'tree-cutting and tree-trimming policy' within the public right-of-way of all roads.
6. Ensure that Scenic Roads are preserved and that rural road maintenance standards are followed in order to protect the character of rural Wolfeboro.

10. Implementation



INTRODUCTION

Wolfeboro is a tourist destination and regional hub for economic activity and community services in the eastern portion of the lakes region. Fluctuations in the total and seasonal populations of Wolfeboro impact the local economy, land use, population density, demands on the town’s community facilities and services, and traffic patterns. As the town’s population changes over time, flexible approaches to land use planning should address the needs of Wolfeboro residents and visitors while also protecting and enhancing the town’s character.

ARTS AND HERITAGE

Code	Goal/Recommendation	Responsible Party	Priority	Status
A&H Goal 01: Make information about arts, culture, and heritage activities easily accessible and readily available to all who seek it, building audiences and encouraging economic investment.				
1.1	Create a central staffed location to welcome visitors, orient them to the community, and provide information on its arts and culture opportunities. Explore a potential location such as the Railroad Station and/or Freight Shed for such a center.	Chamber, EDC, Heritage, BOS	H	
1.2	Form a task force to recommend the best means to launch a comprehensive Town Events Calendar, that would include all arts/culture/heritage events. Consider paying for it by advertising “featured events.”	BOS, EDC	H	
1.3	Hire a professional administrator to coordinate and maintain this comprehensive Town Calendar and to interface with organizations and websites that also promote Wolfeboro arts and culture.	BOS, Town Manager	H	
A&H Goal 02: Foster community awareness of our historic, artistic and cultural assets and build appreciation for maintaining and enhancing them as an important part of our community character and overall economic development. As the world becomes more generic, we retain our soul.				
2.1	Identify major historic structures, public art, and places of significance, and communicate their stories to the public through various means such as newspaper articles, website or blog postings, social media and public programs.	Heritage, Partners	H	
2.2	Use the town website to provide historic maps, and info on walking tours, historic markers and publicly-owned designated historic buildings (National Register of Historic Places, State Register).	Heritage, Partners	H	
2.3	Support and assist the Historical Society in its mission to collect and care for the town’s collective material culture, and as a place for research and education.	Heritage	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
A&H Goal 03: Manage growth and change in all town decision-making processes to honor our historic character and encourage its preservation.				
3.1	Support, educate and empower town professionals to grant code compliance relief whenever possible to encourage new investment in the rehabilitation of significant historic structures.	PB, CEO, Heritage, FD, Town Manager	H	
3.2	Find new uses for vacant or underutilized town-owned historic properties such as the municipal electric building, Freight House, RR station, and water pump house on Elm Street, and invest in their rehabilitation.	BOS, Town Manager, Heritage	H	
3.3	Propose Architectural Standards for inclusion in the Site Plan Review process administered by the Planning Board.	PB, CEO, Heritage, FD, Town Manager	H	
3.4	Establish a budget for the Heritage Commission so they can lead by example, taking on specific preservation efforts on behalf of the town, providing educational programs in history, historic places and architecture, and advising other town bodies on regulatory or operational matters.	BOS, Heritage, Budget	H	
3.5	Explore new regulatory tools and procedures that can be used to protect and preserve historic structures. Build community support for adopting these measures, then promote and encourage their use.	Heritage	M	
A&H Goal 04: Develop the offerings of Wolfeboro’s arts and culture scene to provide activities and events in all months of the year, in various locations, and at various times of the day to accommodate the broadest range of people possible and attract new tourism.				
4.1	Encourage and promote many diverse venues for events and gatherings.	IT, EDC	M	
4.2	Encourage collaboration; link businesses to events. Create shared marketing opportunities.	IT, EDC	H	
4.3	Make it easier to get a permit for small scale events/arts, to encourage spontaneity and creativity.	BOS	H	
4.4	Promote and increase arts activity in the downtown through collaboration and shared promotion.	EDC, Chamber, Partners	M	
4.5	Encourage increased use of all Town venues including the Great Hall for community events by raising awareness of potential users.	Town Manager, BOS	M	
A&H Goal 05: Gain an understanding of Wolfeboro’s historic resources including location, age, and sensitivity.				
5.1	Create and maintain an inventory of historic resources in Wolfeboro.	Heritage	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
A&H Goal 06: Expand educational offerings and provide greater visibility for classes in the arts, including for young people.				
6.1	Support and promote an Arts Education Fund.	IT, Schools	M	
6.2	Promote classes and learning opportunities in all artistic pursuits including music, graphic arts, sculpture, design, craftwork, and performing arts.	P&R, Schools, Partners	M	
6.3	Improve the town website to promote opportunities and events for those under 21, including volunteer and internship opportunities, available grants and scholarships, jobs, activities and events.	IT, BOS, Schools	H	
A&H Goal 07: Support the enhancement of the Downtown and Gateway Areas of Wolfeboro.				
7.1	Promote street beautification through the Public Works Department, Garden Club, and local businesses and property owners	DPW, P&R	M	

Goal/Recommendation	Responsible Party	Priority	Status
Goal: Make information about arts, culture, and heritage activities easily accessible and readily available to all who seek it, building audiences and encouraging economic investment.			
Create a central staffed location to welcome visitors, orient them to the community, and provide information on its arts and culture opportunities. Explore a potential location such as the Railroad Station and/or Freight Shed for such a center.	Chamber, EDC, Heritage, BOS	H	
Form a task force to recommend the best means to launch a comprehensive Town Events Calendar, that would include all arts/culture/heritage events. Consider paying for it by advertising "featured events."	BOS, EDC	H	

COMMUNITY FACILITIES

Code	Goal/Recommendation	Responsible Party	Priority	Status
(CF) Goal 01: Plan for efficient maintenance of existing facilities.				
1.1	Establish capital reserve funds for facility upgrades or purchases costing \$100,000 or more.			
1.2	Establish asset management plans for all Town facilities.			
1.3	Encourage close and receptive communication between department heads and the Board of Selectmen, the Budget Committee, and the Town Manager during the budgetary process.			
1.4	Establish a new Town facilities maintenance position.			
1.5	Establish a Town facilities maintenance department.			
(CF) Goal 02: Plan for newly constructed or expanded facilities.				
2.1	Resolve Police and Fire/Rescue facility needs considering current and alternate locations and unified or separate housing.			
2.2	Fund and respond to a feasibility study for re-use of the Electric Generation building.			
2.3	Fund and respond to a feasibility study for the site of the current Community Center.			
2.4	Fund and respond to a feasibility study for the Fire & Rescue Department substation.			
2.5	Expand the Dockside Docks to provide more dock space.			
2.6	Develop the Pop Whalen Ice Arena into a four season recreation center.			
2.7	Wherever feasible support new or expanded facilities projects by public/private partnerships			
2.8	Study expansion and site improvements for the Libby Museum of Natural History.			
2.9	Continue to evaluate demographic trends to see if additional facilities are needed in the future.			
2.10	Make Town owned beaches as ADA accessible as is practically possible.			
2.11	Establish a new multi-age Community Center with an emphasis on Senior needs.			

HOUSING

Code	Goal/Recommendation	Responsible Party	Priority	Status
(H) Goal 01: Protect the character of existing residential neighborhoods and consider strengthening the existing residential zoning standards if necessary.		PB	H	
1.1	Review the existing Conservation Subdivision ordinance to determine if changes are needed to the ordinance in order to encourage its use and to ensure the purpose of the ordinance is being met.	PB	H	
1.2	Review the Affordable Nonprofit Workforce Housing ordinance and the Inclusionary Zoning Ordinance, which allow for a diverse supply of housing types and increased density for housing units, to ensure the development standards and procedures are realistic to allow these types of residential development.	PB	H	
1.3	Consider more development in the Village Residential District especially in areas with existing sidewalks.	PB	M	
(H) Goal 02: Create opportunities to allow development of a more diverse housing stock, which includes homeownership and rentals for people of all ages and income levels.		PB	H	
2.1	Review and consider increasing the residential density requirements for a variety of housing types in areas with sewer and water in the Central Business District, the Wolfeboro Falls Limited Business District and the Bay Street Limited Business District.	PB	H	
2.2	Develop a policy for the extension and upgrade of the Town’s water and sewer within the existing service areas in order to meet the demand for residential development and further protect our water resources. Study and coordinate with developers the feasibility of the extension of the public infrastructure beyond the existing service area.	DPW	M	
2.3	Continue to support the development of permanent affordable housing through cooperation with nonprofit housing corporations and private housing developers.	Planning Dept.	M	
2.4	Recognizing that there is a need for a congregate living facility or a continuing care facility at an affordable price, develop a zoning ordinance or overlay zone to allow this type of use.	PB	H	
2.5	The Town should coordinate with local employers to develop a process for understanding employees’ housing needs.	Planning Dept.	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
(H) Goal 03:	Develop a policy for the extension and upgrade of the Town’s water and sewer within the existing service areas in order to meet the demand for residential development and further protect our water resources. Study and coordinate with developers the feasibility of the extension of the public infrastructure beyond the existing service area.	PB	H	
(H) Goal 04:	Develop a policy to review housing development costs, which include water and sewer hook up fees and impact fees, and develop fees based on capital, maintenance, and installation costs. Include a provision to waive or reduce the fees with specific criteria.	PB	H	

ECONOMIC DEVELOPMENT

Code	Goal/Recommendation	Responsible Party	Priority	Status
(ED) Goal 01: Strengthen Wolfeboro’s year-round economy by identifying and addressing the needs of existing businesses and encouraging new businesses in areas identified for economic development that are not detrimental to the Town’s natural resources.				
1.1	Designate the Town Manager and the Town Planning and Development Director to be a proactive team to promote economic growth in town.	Town Manager, EDC, BOS	H	
1.2	Create an Economic Development Director position within local government to enhance the organizational structure and authority of the EDC in carrying it out the town’s economic development agenda.	Town Manager	M	
1.3	Update the existing publication “Doing Business in Wolfeboro” under the guidance of the Economic Development Committee. Publish a shorter, one-page document, with simplified language.	Chamber, EDC	M	
1.4	Explore use of Community Revitalization Tax Relief Incentive (RSA 79 – E).	EDC, BOS	H	
1.5	Review existing nonconforming uses in Town to determine if the existing zoning ordinance allows for reasonable improvements and growth.	PB	M	
1.6	Encourage conversion of unused commercial space to innovative work environments such as co-working spaces.	PB	H	
1.7	Work with EDC to monitor existing and future economic development trends and conditions and explore their impact on Town policies and regulations through joint sessions with the Planning Board.	EDC, PB	H	
1.8	Improve partnerships and communications with the Town’s largest employers.	EDC, Town Planner	H	
1.9	Support museum facilities and planned future expansion efforts by promoting Wolfeboro as the “Museum Hub” of New Hampshire.	EDC, PB, Chamber	H	
1.10	Provide technical assistance to existing businesses that may require additional capital or want to expand by building partnerships with organizations such as WEDCO, GALA, SCORE and others who provide such services.	WEDCO, Town Planner	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
(ED) Goal 02: Review areas in Town that may be suitable for development or redevelopment which will not adversely impact existing residential areas and the Town’s natural resources.				
2.1	Analyze and review opportunities/areas for development by using a specified set of criteria such as: existing zoning, existing uses, community needs, infrastructure access/availability, and environmental constraints or vulnerabilities.	PB, Town Planner	H	
2.2	Consider expanding the boundaries and use-allowances of the existing Residential Institutional Overlay District.	PB	M	
2.3	Promote business expansion and development through the use of positive site development models based on existing businesses in Town.	Town Planner	M	
(ED) Goal 03: Maintain and enhance retail, civic, and cultural economic development efforts in the Greater Downtown Area which includes the Central Business District, Bay Street Limited Business District and Wolfeboro Falls Business District to be the main retail/business area in Town.				
3.1	Review the permitted uses in the Greater Downtown area to make certain the area has a variety of retail, commercial, civic and cultural uses and the mixed use character is maintained for year round vitality.	PB	H	
3.2	Review existing sidewalks and study the need for new sidewalks in order to maintain and promote the walkability of the Greater Downtown area.	DPW	M	
3.3	Develop a plan for the Greater Downtown pedestrian loop that establishes connectivity between Mill Street, Bay Street, Elm Street, and Center Street destinations such as the Dockside area, Bay Street and Center Street businesses, and recreational opportunities at Front Bay Park.	DPW, PB, SB	M	
3.4	Continue to explore ways to improve the management of existing parking for the benefit of visitors and employees in the downtown area. Review signage, maps and other platforms directing people to public parking and improve where necessary.	BOS, Chamber, DPW	H	
3.5	Encourage businesses to have their employees park outside the immediate downtown area and ask businesses to allow use of their private parking lots by the public when the businesses are not open.	Chamber, PB, PD	M	
3.6	Expand the Town docking facilities to increase boat parking capacity and increase economic development.	Town Dock Comm, BOS, DPW	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
3.7	Continue to improve restroom quality and availability in the Greater Downtown.	Restroom Committee, BOS, DPW	H	
3.8	Develop monitoring and tracking system for downtown commercial space vacancy/availability as a method for measuring downtown economic development health.	EDC, Town Planner	M	
(ED) Goal 04: Expand hospitality opportunities in Town to further lengthen the tourism season.				
4.1	Study and determine a possible location for a conference center.	EDC	H	
4.2	Consider the need for more lodging facilities and the effects of current zoning ordinances on existing and future lodging facilities in order to provide more options.			
(ED) Goal 05: Evaluate and improve infrastructure availability to encourage economic development including Wolfeboro becoming early adopter of developing technologies in broadband communications.				
5.1	Promote Wolfeboro as a place offering the resources and infrastructure to support remote work, small-workgroup collaboration, and co-working environments such as the proposed GALA makerspace.	EDC	M	
5.2	Provide the proper technology to help existing and new businesses provide more opportunities by expanding more reliable and faster broadband services for better coverage and take the necessary steps to make certain these services are provided.	BOS (Information Systems Advisory Committee)	H	
5.3	Work with telecommunications providers and other stakeholders to improve wired and wireless broadband availability, capacity, and speeds to encourage economic development activities and telecommuting practices	BOS (ISAC)	H	
5.4	Explore the siting of information-based enterprises such as call centers, data processing facilities, and service centers	PB, EDC	L	
5.5	Continue to monitor and study pricing of utility services to mitigate negative impacts to business retention, expansion, and attraction.	BOS	L	
(ED) Goal 06: Encourage workforce development by developing and enhancing partnerships with the business community, school systems, and institutions of higher learning.				
6.1	Research and develop a plan for bringing training expertise to this area to develop the trade skills needed to support appropriate economic growth and encourage participation of local youth.	GWRSD, EDC, Chamber	H	

ENERGY

Code	Goal/Recommendation	Responsible Party	Priority	Status
(E) Goal 01: Reduce overall town government energy use by 40% from 2019-2029.		Town Manager, SB	H	
1.1	Town Manager implement a system for holding departments accountable for achieving the goal including:	Town Manager	H	
1.2	Add an energy chapter to the Town Annual Report that specifically describes Town Government energy use, by supply and the implemented programs and progress against the goal as well as a report from the MED on progress toward its goals.	SB, MED, Energy Committee	H	
1.3	Encourage the use of full-cost-accounting when evaluating capital purchases	Budget Committee, CIPC	H	
(E) Goal 02: Upgrade and build energy efficient buildings that are constructed to the highest available energy efficiency standards. (applicable to all buildings in Wolfeboro).		Energy Committee, P&D	H	
2.1	Review the Town's building code and make recommendations to modify the building code as standards evolve to be more energy efficient.	P&D, BOS	H	
2.2	Research building code best practices for energy and make recommendations for updated building codes by 2020 date.	P&D	H	
2.3	Review and consider policies that promote the use of passive energy building practices and active solar orientation in new or renovated buildings.	P&D	H	
2.4	Identifying grants and other resources to assist low income energy efficiency production and efficiency.	MED, Energy Committee	H	
(E) Goal 03: Develop a 10 year strategy for the MED to keep current with new technology and changes in energy demand and supply, as well as to encourage the adoption of local renewable energy generation.		MED, SB	H	
3.1	MED prepare and deliver a Smart Grid plan to the Selectmen with a set of funding initiatives required for implementation. The plan should include a long range view of proposed electricity usage in the Town and the impact implementation of the plan would have on rates.	MED	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
3.2	Adopt policies and practices which encourage and promote the adoption of renewable energy. This would include approval of an updated net metering policy that encourages local renewable energy generation, including large scale, while simultaneously assuring the MEDs long-term economic viability.	MED, BOS	H	
3.3	Invest in capital assets to assure continued electric reliability and increase efficiency such as modernizing and update the billing department's software so that it facilitates better communication between the MED, the billing department and users as well as enabling extraction of data from the system. Move from being paper driven to electronically driven and real-time billing.	MED, BOS, Billing	M	
3.4	Evaluate the potential of a systems benefit charge to be used to create a "Saves" program to fund efficiency investments in Wolfeboro (NH Electric Coop charge is \$.003/kWh)	MED, BOS	H	
3.4	Educate and encourage voter support of the MED's 10-Year Capital Plan and Operations Systems through public education on operating plans and capital investments that improve efficiencies and demonstrate a financial benefit.			
(E) Goal 04: Achieve a town-wide goal of 50% renewable sources of electricity by 2029 and work toward a goal of 100% renewable sources for all energy.		MED, Town Manager, Energy Committee	H	
4.1	Through the site plan review process, encourage siting and orientation of buildings in a way that reduces energy usage and provides opportunity for the installation of active energy improvements such as solar and promotes the implementation of passive energy building practices.	Planning Board	M	
4.2	Encourage the electrification and/or hybridization of Town and personal vehicles.	Energy Committee, Department Heads	M	
(E) Goal 05: Promote land use development and re-development policies that encourage energy efficiency and conservation.				
5.1	Focus new housing development in existing and new neighborhoods that minimizes infrastructure costs and promotes infill development that encourages the use of alternative modes of transportation.	P&D	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
5.2	Explore zoning encourages the development of sites in areas with existing bicycle or pedestrian infrastructure availability and/or allows for the future connectivity of alternative transportation infrastructure	P&D	M	
5.3	Explore the provision of density bonuses for increased residential density that are based on the implementation of energy conservation/efficiency methods in building construction (more stringent energy code or net-zero building).	P&D	M	
5.4	Encourage mixed use development of non-residential and residential spaces by relaxing permitted uses in the Greater Downtown Area and focusing on the aesthetic and environmental impact of development rather than use-based restrictions in order to minimize vehicle trips.	P&D	H	
5.5	Continue implementation of a Wolfeboro Complete Streets program through road upgrade projects in order to encourage safe access for pedestrians and bicyclists.	P&D, DPW	M	
5.6	Provide public bicycle parking on municipal properties in high-use locations in the downtown area and at recreational facilities.	P&D, DPW, P&R	M	
5.7	Consider implementing current bicycle parking requirement for new development and redevelopment projects in downtown areas.	PB	M	
5.8	Regularly review site plan review regulations to ensure that landscaping, streetscape, and buffering standards include policies designed to reduce heat-island effects by requiring internal landscaping and greenspace establishment, particularly in the greater downtown area with significant impervious surface.	P&D	H	
5.9	Explore an amendment to the subdivision regulations to require bicycle lanes, pedestrian walkways, and connections to primary networks in new subdivisions, where appropriate.	P&D	L	
5.10	Implement a pilot program to reduce vehicular carbon pollution by limiting the immediate downtown area to "foot traffic only" for a specified "special event" or other occasion, so that the associated logistics and benefits could be identified.	BOS, Town Manager	H	
(E) Goal 06: Encourage the reduction of transportation energy and promotion of more energy efficient travel in the community.				
6.1	Conduct a transportation survey to collect data on issues related to local travel, commuting and ride sharing.	Chamber of Commerce, Energy Comm, BOS	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
6.2	Perform a Complete Streets analysis for Wolfeboro and implement best practices. Make recommendations on ways to decrease Downtown traffic.	Chamber of Commerce, Energy Comm, BOS	M	
6.3	The Town should understand trends driving changes in transportation including autonomous vehicles, electrification, ride sharing and make policy and infrastructure changes as needed.	Energy Committee, DPW	M	
6.4	Identify, make recommendations and implement where feasible ways to reduce the number of single person vehicles traveling in and out of town.	Energy Committee, Public Works	M	
	Promote ride sharing apps/networks	Energy Committee	L	
6.5	Attract bus service to Wolfeboro especially weekend transit to Wolfeboro from the south, perhaps linking with the Downeaster Amtrak in Dover and C&J and/or Concord Coach from Boston.	Energy Committee, Chamber of Commerce	H	
6.6	Study the impact of electric cars and prepare a plan to create an electric charging network throughout Wolfeboro.	DPW	H	
(E) Goal 07: Provide educational opportunities for residents, businesses and town officials and employees to learn about cost savings and environmental benefits to be realized by reducing energy use and achieving the goals outlined in this chapter of the master plan.				
7.1	Identify local, community, State, and federal resources for education for municipal employees, residents, and businesses in order to achieve the aforementioned goals.	Energy Committee, Town Manager	H	
7.2	Work with the Energy Committee to develop an education plan focused on the goals included herein.	Energy Committee, Town Manager	H	
7.3	Through Energy Committee work with all stakeholders to host 'Green Tours' that demonstrate local applications of energy efficiency in buildings	Energy Committee, Town Manager	L	

FUTURE LAND USE

Code	Goal/Recommendation	Responsible Party	Priority	Status
(FU) GOAL 01: WATER QUALITY PROTECTION				
Water Quality				
1.1	Develop a Water Resources Master Plan Chapter.	PB	H	
1.2	Add an energy chapter to the Town Annual Report that specifically describes Town Government energy use, by supply and the implemented programs and progress against the goal as well as a report from the MED on progress toward its goals.	SB, MED, Energy Committee	H	
1.3	Encourage the use of full-cost-accounting when evaluating capital purchases	Budget Committee, CIPC	H	
1.4	Continue to support Wolfeboro’s Milfoil Control Committee and its efforts.	BOS, Budget	H	
1.5	Protect and preserve Wolfeboro’s surface drinking water resources to meet and exceed state water quality standards.	BOS, DPW	H	
1.6	Establish a testing program for septic systems within the Shorefront Residential District and buildings near rivers and streams.	Health, Codes	M	
1.7	Develop of a checklist for reviewing conversion of seasonal structures to year-round dwellings.	Codes	L	
1.8	Investigate public or private sewer infrastructure extension projects in sensitive watershed areas.	BOS, DPW	M	
1.9	Develop requirements for Innovative/Alternative Technology ISDS systems (Individual Sewage Disposal Systems) per best management practices in at-risk areas.	PB, Codes	M	
1.10	Audit impervious surface thresholds in certain watersheds/zones and explore incentives for stormwater management infrastructure.	PB, Codes	H	
Stormwater Runoff				
1.11	Protect headwater areas of streams that originate in adjacent communities through multi-town cooperative efforts, including Alton, Brookfield, New Durham, and Tuftonboro and programs convened by Lakes Regional Planning Commission (LRPC), Wentworth Watershed Association, Lakes Region Conservation Trust, and Moose Mountains Regional Greenways (MMRG).	PB, Planning, CC, BOS	L	

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Code	Goal/Recommendation	Responsible Party	Priority	Status
1.12	Consider the development of tiered riparian buffers/setbacks for perennial streams within the Town of Wolfeboro that protect the naturally vegetated areas that border streams and watercourses. This can include both wetland and upland areas.	PB, Planning	M	
1.13	Implement stormwater management regulations and landscaping standards that incorporate best management practices for Low Impact Development (LID) and minimize the amount of impervious surfaces for the protection of water quality for any land use activity.	PB, Planning	H	
1.14	Retrofit existing public and private stormwater infrastructure to encourage treatment and/or infiltration where possible.	DPW, Planning, PB	H	
1.15	Using the Wentworth Watershed Association Watershed Management Plan as a guide, work to develop Watershed Management Plans and water testing programs for waterbodies within Wolfeboro AND secure Clean Water Act Section 319 or other water quality Best Management Practice (BMP) funding.	Planning, BOS, DPW, PB	H	
Regulation				
1.16	Provide sufficient enforcement of the Shoreland Water Quality Protection Act and Town of Wolfeboro Shoreland Regulations by adding a staff water resources engineer.	BOS, Planning, Codes, Budget	H	
1.17	Develop procedures that assist in the enforcement of conditional approval requirements for Shoreland Permits and other development.	PB, Planning, Codes	H	
1.18	Recommend that septic systems inside the Shorefront Residential District are updated at time of property transfer. The Town of Wolfeboro, working with New Hampshire Department of Environmental Services (NHDES) and local real estate companies, should establish a monitoring system to ensure that the relevant statutory and NHDES Administrative Rules are followed and enforced.	Codes, Realtors	L	
1.19	Educate property owners adjacent to and within shoreland protection area (<= 500' of water) of all shorelines on Town of Wolfeboro Shoreland Regulations and importance of water quality.	CC, Planning, Codes, PB	M	
1.20	Work to educate property owners about the State's new septic rules regarding expansions and new development and ensure that local regulations conform with State rule changes.	Codes, Realtors	L	

Code	Goal/Recommendation	Responsible Party	Priority	Status
(FU) GOAL 02: OPEN SPACE PROTECTION				
2.1	Increase acquisition of land for preservation and secure permanent protection of critical natural resource parcels by encouraging cooperation among the Town, Conservation Commission, landowners, and independent land protection agencies.	CC, BOS	H	
2.2	Utilize and update the 2011 NRI (Natural Resources Inventory) and map set to identify Open Space and Conservation protection priorities at least every 10 years. Utilize Conservation Focus Area information when setting land protection priorities.	CC, BOS, Planning	H	
2.3	Review how this conservation open space process can impact large parcels of land prior to requiring incentives for conservation subdivisions.	PB, Planning	M	
2.4	Prohibit the issuance of building permits for development on Class VI roads.	BOS, PB, Planning, CC	M	
2.5	Research a Transfer of Development Rights Ordinance within the water/sewer service area.	PB, Planning	L	
2.6	Encourage Current Use designation through public education.	CC, Assessor	L	
(FU) GOAL 03: COMMUNITY CHARACTER				
Regulations				
3.1	Establish land use regulations that require new development be sited in ways that minimize the impact on public open space and public viewsheds on Town/State roads or public property.	PB, Planning	H	
3.2	Require new commercial development and redevelopment to preserve or establish substantial vegetative buffering with new and replacement vegetation including trees.	PB, Planning	H	
3.3	New development and redevelopment should be compatible with Wolfeboro’s character from a site design, scale, and architectural perspective.	PB, Planning	H	
3.4	Develop and implement mandatory architectural design review for Site Plan Review applications (non-residential and multi-family) through the Planning Board.	PB, Planning	H	
3.5	Maintain standards to require larger buffers and minimize access points on rural gateway areas, such as NH Route 28.	PB, Planning, DPW	M	
3.6	Consider Form Based Code (FBC) in the Downtown area to more effectively regulate the aesthetics of buildings and provide for more use flexibility when designing projects.	PB, Planning	L	

Code	Goal/Recommendation	Responsible Party	Priority	Status
3.7	Review and update existing lighting standards to encourage more warm lighting while incentivizing the use of energy efficient LED lights.	PB, Planning, Municipal Electric Department	H	
3.8	Review and revise the existing sign ordinance to make it more compatible with our community.	DPW, PB, Planning, Town of Wolfeboro	M	
Programs				
3.9	Encourage locating such utilities as electrical, telephone and cable underground.	BOS, MED, Selectmen, DPW	H	
3.10	Develop a Street and Shade Tree enhancement program within the Town’s gateways and commercial core areas to enhance streetscaping, support the Tree City USA designation, minimize the heat island effect, and enhance stormwater management in more intensely covered urban landscapes.	Tree Warden, BOS, DPW	H	
(FU) GOAL 04: HISTORIC				
4.1	Historic properties should be protected, whenever possible, from demolition, deterioration and/or major incompatible alteration through collaboration with property owners and the Heritage Commission.	Heritage Commission, Building/Code Enforcement	H	
4.2	Create and update maps of significant historic and cultural sites and buildings to help create regulations to protect the lands that provide the town’s essential character.	Heritage Commission, Historical Society	H	
4.3	Recommend Scenic Road designation for additional roads, such as: <ul style="list-style-type: none"> • Beach Pond Rd. from the intersection with North Line to the Ossipee line • North Line Road to Beach Pond Road • Rt. 109 A from Waumbeck to the Tuftonboro line • College Road 	Heritage Commission, PB	M	
(FU) GOAL 05: GENERAL LAND USE				
Regulations				
5.1	Adopt regulations and policies that foster an appreciation of the land and water resources by encouraging the following planning principles:	PB, BOS, Planning Dept	H	

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Code	Goal/Recommendation	Responsible Party	Priority	Status
5.2	Preserving open space, farmland, natural beauty and critical environmental areas;	PB, BOS, Planning Dept	H	
5.3	Encouraging a mix of land uses in appropriate places;	PB, BOS, Planning Dept	H	
5.4	Creating a range of housing opportunities and choices;	PB, BOS, Planning Dept	H	
5.5	Creating walkable neighborhoods;	PB, BOS, Planning Dept	H	
5.6	Encouraging community engagement;	PB, BOS, Planning Dept	H	
5.7	Fostering distinctive, attractive neighborhoods with a strong sense of place;	PB, BOS, Planning Dept	H	
5.8	Making the development process consistent and predictable;	PB, BOS, Planning Dept	H	
5.9	Providing a variety of transportation choices;	PB, BOS, Planning Dept	H	
5.10	Strengthening and directing development towards existing neighborhoods, and;	PB, BOS, Planning Dept	H	
5.11	Encourage compact building design.	PB, BOS, Planning Dept	H	
5.12	Identify and encourage desirable land use patterns reflective of rural village character and density such as those found in traditional neighborhoods like Clark Road, Green Street and Pleasant Street.	PB	H	
5.13	Strengthen the Greater Downtown Area as the village core including the Central Business District, Wolfeboro Falls Limited Business District, and Bay Street Limited Business District.	PB, EDC	H	
5.14	Promote planning concepts that encourage compact mixed use neighborhoods in the Greater Downtown.	PB, Planning Dept	M	
5.15	Discuss allowance of select lower-impact uses by conditional use permit.	PB	L	

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Code	Goal/Recommendation	Responsible Party	Priority	Status
5.16	Avoid 'Zoning Via Variance' by educating Zoning Board of Adjustment members on the application of the Variance Criteria within the context of State statutes and annual review of ZBA cases by the Planning Board for patterns that may suggest zoning amendments.	ZBA, Planning Dept, PB	H	
5.17	Work with property owners on Private Roads and in Homeowners Associations to encourage them to develop policies and agreements for their private roads and infrastructure.	Planning Dept, DPW	M	
5.18	Review the practice of 'infrastructure-based' zoning districts.	PB, Planning Dept	H	
Education				
5.19	Sponsor regular workshops on relevant topics and use social, print, and web media to promote a town-wide awareness of land use, watershed, conservation, and water quality issues.	Non-Profits, Conservation Groups, Town of Wolfeboro	H	
5.20	Encourage the Board of Selectmen to establish a Sustainability Initiative for the Town of Wolfeboro that: <ul style="list-style-type: none"> • Reduces dependence upon fossil fuels and extracted materials; • Lessens the need for chemicals and other manufactured substances that degrade our natural environment; • Encourages energy efficiency and conservation in order to decrease spending and reduce impact on natural resources, and; • Decreases activities that can negative impact eco-systems and proactively plans for changes in climate. 	BOS	M	
5.21	Partner with large entities including, but not limited to: Brewster, Huggins, School District, and other large employers to understand relationships between strategic plans and land use planning and encourage collaboration between these entities.	Town of Wolfeboro, Chamber, EDC, Planning Board	M	
Land Aquisition				
5.22	Anticipate future municipal and school district land and building needs and identify specific properties to be acquired for future use.	GWRSD, Town Manager, BOS, CC, PB	M	
5.23	Develop an inventory of school and municipally owned properties and analyze properties for potential suitable future opportunities for municipal facilities, conservation efforts, or sales.	GWRSD, Town Manager, BOS, CC, PB	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
(FU) GOAL 06: HOUSING				
6.1	Where water and sewer capacity are available, higher density housing should be considered.	DPW, PB, Planning Dept	M	
6.2	Mixed-use neighborhoods should be encouraged in Bay Street Limited Business District, Wolfeboro Falls Limited Business District and the Central Business District.	PB, Planning Dept	M	
6.3	Promote diversified housing opportunities to meet varying residential needs	PB	H	
6.4	Reexamine the basis for School and other impact fees to determine whether there is a continued justification for their implementation based on changing demographics and school enrollment trends.	PB, GWRSD	H	
6.5	Continue to encourage diverse housing types.	PB	H	
	Support the construction of Continuing Care Retirement Communities (full-cycle care communities).	PB, Planning Dept	H	
6.6	Monitor the trend of short-term rentals and differentiate between short and long term rentals via definitions.	Building/Code Enforcement, PB	H	
(FU) GOAL 07: ECONOMIC DEVELOPMENT				
7.1	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.	PB	H	
7.2	Ensure that future retail development is of a scale compatible with the existing character of the area by implementing standards based on square footage.	PB	H	
7.3	Promote the development of the sites within the Business Park off Pine Hill Road.	EDC, Planning Dept	L	
7.4	Consider extending Filter Bed Road from the Wastewater Treatment Facility to Land Bank Lane/Rte. 109A to provide for a new access corridor between the downtown and Rte. 109A and to provide for an area that is suitable for residential or commercial development within walking distance to the Greater Downtown Area.	EDC, PB, BOS, DPW, Planning Dept	M	
7.5	Explore creation of a new transitional zone between Pine Hill Road, Filter Bed Road, and the Bay Street.	PB	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
Redevelopment Opportunities				
7.6	Ensure that permitted uses and zoning facilitate the redevelopment of the following target areas:	PB, EDC, DPW	M	
7.7	Bay Street Area – Complement existing and proposed residential, commercial, and institutional projects by improving pedestrian access to this area, ensuring that appropriate uses are permitted, and encouraging the general enhancement of the Greater Downtown Loop.	PB, EDC, DPW	M	
7.8	Lehner/Glendon/School Street/Railroad Station Area – Building upon work done to study several separate areas of this geography, develop a comprehensive plan that is based upon access to and improvement of community-oriented uses, reuse and improvements to publicly and privately owned lands and buildings, and increasing the presence of mixed uses that will enhance the waterfront-centric downtown character of this area.	PB, EDC, DPW	M	
7.9	Wolfeboro Falls Area– Focus on improvements and adjustments to the district that will enhance the aesthetics of existing and future commercial and residential uses, while also improving pedestrian connectivity between this area and the Downtown/Waterfront, and capitalizing on Center Street corridor improvements and connections to the recreational pathway that bisects the district.	PB, EDC, DPW	M	
Gateway Enhancement				
7.10	Maintain and enhance the character of the South Main Street gateway. Extra care should be taken by all commercial and institutional uses when developing along the gateway.	DPW, NHDOT, Planning Board, Planning Department	M	
7.11	Coordinate with adjacent communities to ensure that the following gateways are maintained: <ul style="list-style-type: none"> • South Main (High School-Pickering Corner) • North Main • Pickering Corner (Village Gateway) • Route 28/Center Street 	DPW, NHDOT, PB, Planning Dept	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
(FU) GOAL 08: TRANSPORTATION				
8.1	Require all new commercial or residential development to provide for pedestrian connections to other sidewalks and trails, where appropriate.	DPW, PB	H	
8.2	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 an area within walking distance to the Greater Downtown Area.	EDC, PB, BOS, DPW, Planning Dept	M	
8.3	Create non-motorized networks by connecting trails, pathways, sidewalks, and Class VI roads.	CC, Pathways, BOS	M	
8.4	Encourage the construction of new or improved sidewalks along Bay Street and Elm Street to Center Street to create a walkable loop from the downtown area.	NHDOT, DPW, BOS	H	
8.5	Continue to support the State improvements to the Route 28 roadway (Alton-Pickering Corner) to ensure that this project remains on the New Hampshire Department of Transportation's project list in 2024.	NHDOT, DPW, BOS	H	
8.6	Enhance and identify connections between recreational trails, recreational facilities, and the downtown core while improving mapping, wayfinding, and advertising of trails.	CC, Pathways, BOS, P&R	M	

NATURAL RESOURCES

Code	Goal/Recommendation	Responsible Party	Priority	Status
(NR) Goal 01: Keeping our Waters Clean				
1.1	Continue looking at salt use on roads and how it relates to water quality and then use best management practices as they evolve over time.	PB, CC, DPW, SB	M	
1.2	Procure conservation easements to protect aquifers which may be aided by grants from the State or other sources.	CC	H	
1.3	Ensure that agricultural and timber harvesters are using best management practices.	SB, AC	H	
1.4	Work to protect, through easement or purchase, the entire watershed to the town's water supply.	DPW, BOS	H	
1.5	Ensure that the aquifer protection districts are delineated and also being protected with updated data.	PB	M	
1.6	Support increase oversight and coordination of storm water management based on the increased number of these projects.	DPW, BOS		
1.7	Support existing watershed planning efforts on Lake Wentworth, Crescent Lake, Rust Pond, Mirror Lake, Wolfeboro Bay, and Winter Harbor and develop plans for the parts of the watershed that are not presently under study.	BOS, CC	H	
1.8	Ensure that future development has an adequate supply of water and the ability to dispose of waste for commercial and self contained sites.	PB, DPW	M	
1.9	Update the lists of large above ground and below ground oil storage tanks as well as hazardous waste sites.	PB, BOS	M	
1.10	Increase the support of the Lake Host Program that protects our lakes from invasive species.	BOS	M	
1.11	Put labels on the town's storm drains to educate the public that they take pollutants directly into our waters.	DPW	M	
1.12	Update site specific soil mapping for erodible soils associated with the steep slopes ordinance to the regulations that protect our water quality and use these for new development proposals.	PB	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
1.13	Create regulations regarding pumping water from our lakes and streams for such things as sales to people filling swimming pools.	PB, BOS	M	
1.14	Revisit shoreline regulations with regard to boathouses and heights of buildings.	PB	M	
(NR) Goal 02: Working in a Regional Manner				
2.1	The Town must communicate with neighboring towns and non-profit entities to deal with regional issues to protect unfragmented lands on a regional basis.	CC, PB	H	
2.2	The Town must continue collaborating with local land trusts to conserve important natural resources within the town borders.	CC	H	
2.3	The Town must continue to work with State and regional groups that help steward, manage and protect water resources.	BOS, PB, CC, DPW	M	
(NR) Goal 03: Protecting Our Forests				
3.1	Get information on BMPs to landowners when they file an "intent to cut" so that the landowners better understand the process and make sure that they get appropriate benefit from the timber sale and prevent degradation of their land.	Planning Dept., Assessing, BOS	M	
3.2	Utilize a Town Timber Monitor to make sure that timber harvests are done according to regulation.	BOS	M	
(NR) Goal 04: Keeping Land Unfragmented				
4.1	Continue to encourage landowners to keep large tracts of land undivided through means such as current use. This can be done through publicity about the benefits to the public at large and through interaction with landowners who can take advantage of "current use".	PB, BOS	M	
4.2	Maintain the integrity of regulations relating to development on Class 6 roads to reduce fragmentation of land as these roads generally are in sparsely developed areas.	PB, BOS	H	
4.3	Develop regulations to limit the length of any development along Class 6 roads.	PB, BOS	M	
4.4	Encourage Best Management Practices throughout the permitting and developing processes.	PB, Planning Dept.	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
4.5	Identify land which is most important to protect our natural resources so that the town and non-profits can be proactive about purchasing these lands or gaining easements on them.	CC	M	
4.6	Get input from the public about what factors, (such as water quality, open space or agricultural lands,) they most value about our community. This should then be used by the Conservation Commission and the Planning Board to develop plans to further protect these resources. The factors can be used to develop a co-occurrence model for conservation.	PB, CC	M	
4.7	Develop wildlife protection area maps to guide subdivision development during the planning process.	PB, CC	L	
4.8	Evaluate present conservation subdivision regulations to see if they protect our natural resources.	PB	M	
(NR) Goal 05: Maintaining Recreational Opportunities				
5.1	Develop a plan based on historic use and projected use to improve and protect existing recreational, natural and cultural resources. Develop new facilities and programs to meet the future needs of town residents.	BOS, P&R	H	
5.2	Develop plans to ensure that our public beaches are not degraded by overuse and also ensure that Wolfeboro residents are able to access these resources.	BOS, P&R	H	
5.3	Develop plans for protecting our boat launches and town docks for future generations.	DPW	M	
5.4	Continue to provide needed facilities for our trails and recreational areas such as the Foss Field pavilion and the Abenaki Ski Area Lodge, but also look to providing appropriate facilities at other trailheads and recreation areas.	BOS, P&R	M	
5.5	Update the signage on trails so that the public can easily understand how to get the most enjoyment out of their experience.	P&R, CC	M	
5.6	Develop town-wide map/layer of the trail system and access points with clear delineation of acceptable uses and difficulty level of each trail. This should include parking information as well as boat launch sites.	CC, P&R, PB	M	
5.7	Continue to work to protect access to town owned properties and popular recreation areas through purchase or easement so they are not blocked off by private landowners which would prevent the public from accessing them.	CC, BOS	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
5.8	Encourage further development of trails and paths on public and private lands to provide recreation opportunities for young and old. As an example, it might be possible to create a trail from the Nick to the Cotton Valley Trail so people could travel from town to the Nick on foot or bicycle off the main roads. Expansion of other summer and winter trail systems is possible.	BOS	L	
5.9	Develop and implement a plan to streamline trash bin collection and recycling in public spaces so that our residents and visitors know that we care about keeping our town clean and are thinking about recycling.	DPW, P&R	L	
(NR) Goal 06: Protecting Town Properties for Generations to Come				
6.1	The town should look to finding appropriate uses for underutilized town properties such as constructing new trails.	BOS, CC, P&R, DPW	M	
6.2	Increase the number of town owned forests and other forest areas protected by conservation easement.	CC	M	
6.3	Increase the number of town owned forests and other forest areas protected by conservation easement.	CC	M	
6.4	Work toward having all town owned forest lands protected by conservation easement.	CC	M	
6.5	Develop an asset management plan for Town owned lands so that long range planning can be done for these properties.	BOS, CC, PB	M	
6.6	Develop improved monitoring strategies by professionals for lands protected by the Town so as to prevent more "duties" for the Conservation Commission.	BOS, CC	M	
(NR) Goal 07: Keeping Our Roads Beautiful				
7.1	Protect and maintain our town's gardens and the trees and stone walls along our roads, paths and in the town center.	PB, CC, BOS, DPW	M	
7.2	Support maintenance of vistas through helping owners to keep open fields.	BOS	L	
7.3	Continue to implement the State's scenic road law and the Town's scenic road policy.	PB, DPW	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
7.4	Hold a forum to get input from community members regarding design standards for viewsheds and determine how they might be protected while insuring that the rights of land owners are protected through reasonable regulation.	PB	M	
7.5	Look into whether other town roads would benefit from scenic road designation.	PB	M	
7.6	Update and keep a tree survey of town trees.	BOS	M	
(NR) Goal 08: Supporting Agriculture				
8.1	Through education, help stakeholders to understand Best Management Practices (BMPs) for forests and farm fields as well as the tax incentives that are available to them. This should be done through forums, pamphlets and encouraging contact with the available extension services.	AC, SB	M	
8.2	Identify and map active and traditional farmland and provide resources to assist in their viability such as reinvigorating and supporting the agricultural commission.	AC	M	
8.3	Investigate demand for and feasibility of having a town garden for residents.	AC	L	
(NR) Goal 09: Continue Present Programs that Protect Natural Resources				
9.1	Continue to maintain protection for vernal pools which has been the subject of recent warrant articles and assist the Conservation Commission in doing this extra monitoring.	BOS, CC	M	
9.2	Make every effort to follow up on restrictions placed during the permitting process through oversight by town officials.	Planning Dept.	H	
9.3	Continue to support the control of aquatic and terrestrial invasive species and increase the signage at boat launching areas to educate the public about invasive species especially in "non-standard" launching sites.	BOS, DPW, Milfoil Committee	M	
9.4	Continue to regulate the development of commercial properties and private properties to protect our natural resources.	PB	H	
9.5	Continue educating Wolfeboro residents on how to dispose of household hazardous waste safely such as at our Hazardous Waste Collection days.	BOS	M	
9.6	Keep the Natural Resources Inventory (NRI) current with appropriate updates.	BOS, CC	H	

TRANSPORTATION

Code	Goal/Recommendation	Responsible Party	Priority	Status
(T) Goal 01: Address roadway transportation needs including intersection deficiencies at key locations.				
1.1	Work with NHDOT to investigate safety and design alternatives for problem intersections and other local roadway transportation needs, as recommended in the Route 28 Steering Committee Report.	PW, BOS, Town Manager	H	
1.2	Work closely with the Lakes Region Planning Commission to make known the Town’s roadway transportation needs, particularly those that deal with roadways maintained by the State of New Hampshire.	LRPC TAC, PW/P&D	H	
1.3	Continue to be involved in the design and development of the Route 28 Steering Committee Report.	PW, BOS, Town Manager	H	
(T) Goal 02: Provide a safe and comfortable network for pedestrian and bicycle travel.				
2.1	Develop a bicycle, pathway, and pedestrian plan plan/map to supplement the Master Plan. The plan should: <ul style="list-style-type: none"> • Continue to monitor activity centers or neighborhoods that ought to be connected, • Identify specific areas where networks can be expanded or improved, • Identify needed support facilities (i.e., restrooms, drinking water, bike racks, benches, parking areas, etc.), • 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 and may include the provision of signage along roadways and in other public areas encouraging all to ‘Share the Road’. • Incorporate “Complete Streets” concepts that ensure safety for all modes of transportation within the right-of-way • Develop an asset management plan for sidewalk, pathway, and bike lane infrastructure. 	P&D, Planning Board, Pathways, PW	M	
2.2	Consider paths, lanes, shoulders, trails, and sidewalks as part of new construction, where appropriate.	Planning Board, PW	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
2.3	Implement traffic calming measures to reduce vehicle speeds, improve safety, and improve the quality of travel for pedestrians and cyclists.	PW, P&D, BOS	H	
2.4	Review the recommendations and plans/maps from the 2004 Transportation Master Plan to pedestrian, bicycle, and vehicle improvements in the downtown area.	P&D, PW	L	
2.5	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. Improve crosswalk locations and designs in the downtown area for pedestrian and vehicular safety.	PW, BOS, P&D, Planning Board, TM	H	
(T) Goal 03: To improve pedestrian connections among the four commercial sub areas which comprise the Greater Downtown Area.				
3.1	Encourage development of a Circular Back Bay Pedestrian Sidewalk and Pathway System, connecting three of the four commercial sub areas (Back Bay, Main Street, and Wolfeboro Falls). Completion of a circular ADA-accessible pathway would create a unique recreational opportunity for downtown visitors, possibly tying into the Town’s cross-country trail system.	Planning Board, PW	L	
(T) Goal 04: Minimize the traffic impacts of new or expanded development.				
4.1	Impose traffic mitigation requirements on new or expanded developments which may have an impact on transportation safety, capacity, and existing service levels.	Planning Board and P&D	M	
4.2	Require developers to conduct traffic impact studies that project and evaluate the traffic impacts and that include mitigation strategies for large development projects.	Planning Board and P&D	M	
4.3	Work with the Planning Board to update the Town’s road standards that ensure safe access, long-term resiliency, and that neighborhood character is protected through context sensitive application.	Planning Board, P&D, PW	H	
4.4	Work with neighborhood associations and other property owners to develop road maintenance agreements, stormwater management plans, and asset management plans to ensure that safe access is maintained for private road infrastructure.	PW, P&D	L	
4.5	Develop a policy for the acceptance of roads through the betterment assessment process through an analysis of operating and maintenance and other factors.	BOS, TM, PW, P&D	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
4.6	Develop and implement a long-term Road Asset Management Plan (Road Surface Management System (RSMS) for the Town’s road infrastructure based on condition, need, and impact.	PW, BOS, TM	H	
(T) Goal 05: Study transportation alternatives to reduce the reliance on cars and trucks.				
5.1	Explore alternative parking methods with trolley or shuttle services to the Downtown Core.	BOS, PW, P&D	L	
5.2	Promote access to Wolfeboro Village Core by boat through dock improvements and potential expansion per the Tighe and Bond Report and recommendations of Town Dock Committee	BOS, PW, Dock Committee	H	
5.3	Encourage energy conservation and alternative transportation modes such as drones and driverless vehicles	Energy Committee, BOS	L	
(T) Goal 06: To encourage transportation resource sharing between local social service providers.				
6.1	Encourage the Lakes Region Planning Commission to establish a regional public transportation steering committee to coordinate regional transportation needs for disadvantaged population that focuses on the provision of shared transportation services. Continue support of Public Transportation services such as Tri-County Community Action Partners.	BOS, PB, LRPC TAC, P&D	L	
(T) Goal 07: Examine the feasibility of making new connections between existing roadways.				
7.1	Develop a plan for a future road network that would interconnect the Town’s roads including, but not limited to the following:	PB, PW, P&D, BOS	M	
7.2	a. Extension of Filter Bed Road between Varney Road and Pine Hill Road	PB, PW, P&D, BOS	H	
7.3	b. Extension of Railroad Avenue	Planning Board, PW, P&D, BOS	M	
(T) Goal 08: Improve the quality of travel in Wolfeboro by enhancing the quality of the area traveled.				
8.1	Utilize stormwater best-management-practices (BMP’s) such as rain gardens, detention ponds, and pervious pavement to enhance roadways while limiting environmental impact	PW, P&D, LWA, WWA	H	
8.2	Ensure improvements to the state highway network are context sensitive, highly participatory, and interdisciplinary (i.e. that they are of a scale and design that complement the character of the community, not detract from it).	BOS, PW, P&D, PB, Chamber	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
8.3	Seek funding for transportation enhancements such as scenic easements, water quality improvements, pedestrian facilities, etc.	PW, P&D, LRPC TAC, TM	H	
8.4	Adopt local road standards that encourage context sensitivity.	Planning Board, PW, TM	M	
8.5	Establish an "ADOPT-A-ROAD" program to assist the Town and the state in keeping the roadsides clean.	BOS, PW(Solid Waste)	L	
(T) Goal 09: Encourage land use practices that prevent sprawl, conserve roadway capacity, and protect the visual qualities of the community.				
9.1	Continue to encourage higher densities, mixed uses, and redevelopment in and around the village core.	Planning Board, P&D	M	
(T) Goal 10: Improve awareness of, and participation in, transportation issues affecting Wolfeboro.				
10.1	Continue participation on the Lakes Region Planning Commission Transportation Technical Advisory Committee (TAC) and Town's representation on the Commission with an annual report to the Board of Selectmen.	PW, P&D	H	
10.2	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 as they arise.	PW, TM, P&D, Police Department, Fire/Rescue, EMD, TM	H	
10.3	Maintain an effective working relationship with NH DOT District 3 regarding highway maintenance, driveway permitting, and district-level projects.	PW, BOS	H	

INFRASTRUCTURE

Code	Goal/Recommendation	Responsible Party	Priority	Status
SEWER				
(S) Goal 01: Upgrade/replace/maintain sections of the wastewater disposal system and ensure compliance with the State of New Hampshire’s Administrative Order by Consent.				
1.1	Complete all engineering/construction activities for the RIB Disposal System in order to comply with NHDES Administrative Order by Consent.	Director of Sewer Dept, TM, BOS	H	
1.2	Maintain effluent disposal options, such as the spray fields, to ensure future redundancy in our effluent disposal system.	Director of Sewer Dept, TM, BOS	H	
1.3	When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.	Director of Sewer Dept. TM, BOS, Finance Director	H	
(S) Goal 02: Upgrade/replace/maintain sections of the wastewater collection system and to ensure compliance with the State of New Hampshire and federal laws.				
2.1	Explore options for potential expansion of wastewater collection systems in coordination with other potential road and water infrastructure projects to mitigate water quality impacts. When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.	Director of Sewer Department, TM, BOS, Finance Director		
2.2	Continue to explore alternative and innovative techniques and technologies for effluent and sludge disposal	TM, Director of Sewer Department		
(S) Goal 03: Maintain an overall Sewer System by evaluating, regulating, and operating sewer collection, treatment, and disposal on an ongoing basis.				
3.1	Continue to utilize a sewer rate schedule that ensures annual operating and maintenance costs are recouped from users.	Director of Sewer Dept, TM, BOS, Finance Director	M	
3.2	Establish a Sewer System Capital Reserve Fund for long-term infrastructure refurbishment needs based on the Asset Management Plan recommendations.	Director of Sewer Dept, TM, BOS, Finance Director	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
3.3	Ensure that the Asset Management Plan is integrated into the Capital Improvements Plan and the Road Maintenance Plan in order to coordinate with overall infrastructure maintenance, replacement, and expansion efforts. This Asset Management Plan should also require an annual report to the Board of Selectmen during the annual budget cycle and increased on an annual basis to meet the Town’s long-term needs.	Director of Sewer Dept, TM, BOS, Finance Director, PB and Planning Dept	H	
3.4	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.	Director of Sewer Dept, Planning Dept, TM, BOS	M	
3.5	Continue to monitor development and redevelopment applications that have an impact on Treatment Plant loading or on the scope of the current service grid. The Director of Water and Sewer should be required to verify adequate capacity in the system.	Director of Sewer Dept, TM	H	
3.6	Continue to update and monitor Asset Management Plan implementation through the use of best management practices for asset management planning	Director of Sewer Dept	H	
WATER				
(W) Goal 01: Upgrade the water treatment and distribution system to provide sufficient water efficiently while meeting all state and federal environmental regulations. Carry out repairs and improvements to reduce “unaccounted for” water losses from over 40 percent to 15 to 20 percent of demand.				
1.1	Continue to explore solutions for the design and implementation of measures to reduce unbilled water losses through leak detection.	Director of Water Dept, TM	H	
1.2	Introduce a program to encourage sound water conservation practices by all users.	Director of Water Dept	M	
1.3	Identify grants for water leak detection that support the Town’s continued efforts reduce water loss.	Director of Water Dept	H	
1.4	When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.	Director of Sewer Dept, TM, BOS	H	
(W) Goal 02: Assure that the town water distribution system includes sufficient storage capacity for current and ten year projected needs and provides clean and safe drinking water that complies with all state and federal regulations				

Code	Goal/Recommendation	Responsible Party	Priority	Status
2.1	Take steps to assure that the South Main Street water tank (the Kingswood tank) and storage tank at the Water Treatment Plant can be used to their full capability by ensuring structural integrity and performing regular maintenance and upgrades.	Director of Water Dept	H	
2.2	Identify and implement all measures that may be necessary to assure the long-term watershed protection and security of the Beech Pond Reservoir including potential acquisition of parcels with frontage on Beech Pond Reservoir and use of modern security technologies such as drone implementation.	Director of Water Dept, TM, BOS	M	
2.3	Assure that water treatment programs are in full compliance with all state and federal standards for water quality.	Director of Water Dept	H	
2.4	Continue upgrades to water distribution lines through an asset management plan in order to ensure excellent water quality and flow rates and provide a yearly update to the Board of Selectmen.	Director of Water Dept, TM	M	
2.5	Identify and implement all measures to identify and quantify presence of emerging contaminants. Implement public education program focused on emerging contaminants for private water users including the use of the Household Hazardous Waste Program.	Director of Water Dept, BOS, TM	M	
(W) Goal 03: Assure that water system maintenance, including "private" distribution lines and seasonal water lines that supplied with town water, are adequate to guarantee safe, reliable operations to all users.				
3.1	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 periodic hydrant flow testing.	Director of Water Dept	M	
3.2	Develop a policy for jurisdiction and maintenance of private distribution lines that tie into Town water systems.	Director of Water Dept, NHDES, Town Manager, BOS, Planning Dept	H	
3.3	Develop a policy for seasonal water lines.	Director of Water Dept, NHDES, Town Manager, BOS, Planning Dept	H	
(W) Goal 04: Continue to monitor and update water rates and fees to ensure that they anticipate annual operation costs, maintenance, capital upgrades, and system expansion.				

Code	Goal/Recommendation	Responsible Party	Priority	Status
4.1	Maintain a value oriented funding method for the Town water system.	TM, Water Dept, Finance Dept	H	
4.2	Continue 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 the reduction in debt service based on the Asset Management Plan recommendations.	Director of Water Dept, BOS, TM, Finance Dept	M	
4.3	Adjust hydrant fees to 20% of expenses per the American Water Works Association	Director of Water Dept, BOS, Budget	H	
INFRASTRUCTURE PROTECTION				
5.1	Conduct updates to the Town of Wolfeboro Hazard Mitigation Plan per the required FEMA schedules through a Hazard Mitigation Planning Committee.	EMD, HMPC, TM	M	
5.2	Support the upate and maintenance and update to the Town’s Emergency Operations Plan in cooperation and coordination with Town, County, State, and Federal Governments.	EMD, EOPC, TM	M	
DOCKS/BOATS RECOMMENDATIONS				
6.1	Conduct a comprehensive review and update of the commercial fee schedule, ordinance, and policies for docking. Review fees in the context of apply fees collected to future capital upgrades for docks/boat ramps.	Town Manager, Finance Director, PB, BOS, Director of Public Works	H	
6.2	Develop an inventory and asset management plan that analyzes condition, useful life, and replacement schedule for existing and proposed dock and boat ramp infrastructure. <ul style="list-style-type: none"> • Dockside recreational and commercial Docks, Boat Ramp, Bulkhead, and walls (see Tighe and Bond Report and recommendations of Town Dock Committee) • Back Bay Docks and Boat Ramp • Mast Landing (including required dredging work) and Boat Ramp • Libby Dock and Boat Ramp (commercial) 	Public Works Director, Town Manager, BOS	H	
6.3	Whenever possible, utilize public/private and grant partnerships for dock repairs, docking capacity expansion, and dredging work.	BOS, TM, Public Works Dept, Planning Director	H	
6.4	Complete necessary upgrades to the Dockside Dock infrastructure to ensure that existing infrastructure is sound.	BOS, TM, Public Works Dept, Planning Director	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
6.5	When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.	Director of Public Works, TM, BOS, Finance Director, PB and Dept	H	
PARKING LOTS RECOMMENDATIONS				
7.1	Inventory the condition of and assess future needs for municipal parking lots including the following existing municipal lots:	Public Works Director, BOS, TM, Planning Director	H	
7.2	<ol style="list-style-type: none"> 1. "Odd Fellows" Lot (Center Street at Elm Street split) 2. Glendon Street Parking Lot (Glendon Street) 3. Foss Field Parking Lot (Lehner Street) 4. "Championship Site" Parking Lot (Railroad Avenue) 5. Dockside Area Parking Lot 6. Downtown Street Parking Areas 6. Mast Landing Parking Lot (Center Street) 7. Libby Museum Parking Area - Issues with Capacity and Safety (North Main Street) 8. McKinney Park Parking Area (Clark Road) 9. Abenaki Complex Parking Area (Pine Hill Road) 10. Brewster Beach Parking Area (Clark Road) 11. Carry Beach Parking Area - Soil and Drainage Issues (Forest Road) 12. Town Hall Parking Lot - Soil and Drainage Issues (Union Street) 	Public Works Director, BOS, TM, Planning Director	M	
7.3	Continue regular maintenance and upgrades to parking lots through an asset management plan and long term capital funding plan.	Public Works Director, BOS, TM, Planning Director	H	
7.4	Encourage energy conservation and efficiency in parking lot lighting upgrades and retro-fit projects.	Public Works Director, MED, Energy Comm	M	
7.5	Develop a 'peak-demand' parking plan/strategy for large events just as the Fourth of July festivities and other large community events that includes partnerships with private entities for transportation and inter-agency cooperation.	BOS, Police Dept, Planning Dept, Public Works	M	

Code	Goal/Recommendation	Responsible Party	Priority	Status
7.6	Explore the construction of a satellite parking area at the former Water Tower site on North Main Street and/or on a Filter Bed Road extension	Public Works Director, Planning Director, BOS, PB	L	
7.7	Improve downtown directional signage for municipal parking lots.	Public Works Director, BOS, PB, Planning Director	M	
7.8	When considering or siting future parking areas, consider recreational pathway/facility connectivity.	Public Works Director, BOS, PB	L	
7.9	Incorporate stormwater Best Management Practices (BMP's) and low-impact development principles into parking lot upgrades and new parking lot creation.	Public Works Director, Lake Associations	H	
7.10	Continue to meet ADA compliance with accessible parking availability within proximity to public destinations.	Public Works Director	H	
7.11	Develop a parking plan for the downtown area to identify parking management strategies that will accommodate peak demand volume.	Planning Director, Public Works Director	L	
SIDEWALK RECOMMENDATIONS				
8.1	Develop a sidewalk/pedestrian pathway inventory and asset management plan that prioritizes upgrades and maintenance for the existing pedestrian infrastructure.	Public Works Director, TM, BOS, Planning Director	H	
8.2	Explore the feasibility of the expansion of the following:	Public Works Director, BOS	M	
8.3	1) North Main Street	Public Works Director, BOS	M	
8.4	2) Bay Street	Public Works Director, BOS	H	
8.5	3) Center Street to Mast Landing	Public Works Director, BOS	M	
8.6	4) Pine Street (Crescent Lake)	Public Works Director, BOS	M	

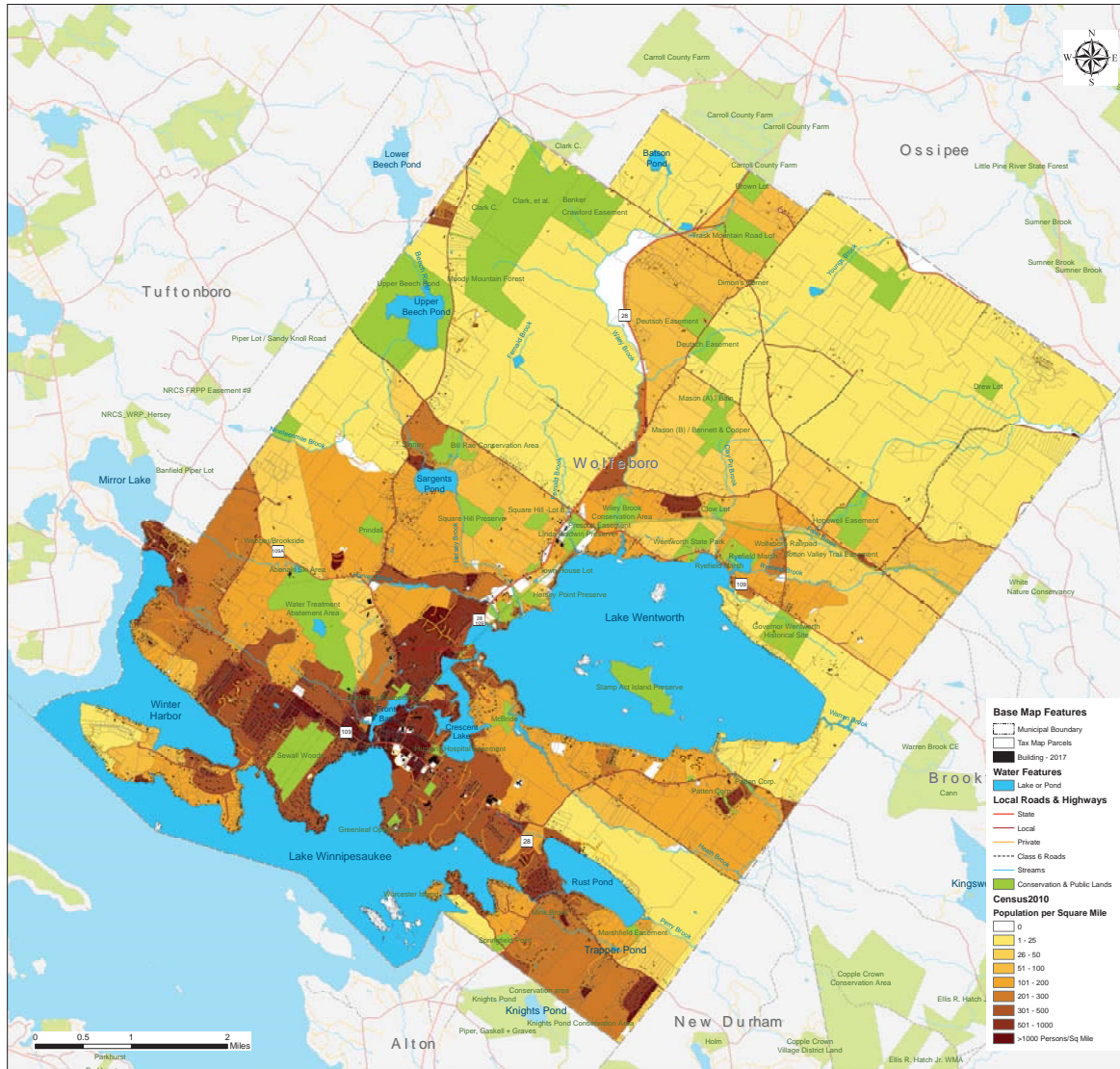
Code	Goal/Recommendation	Responsible Party	Priority	Status
8.7	5) Elm Street Pathway (4-season and fully ADA accessible)	Public Works Director, BOS	M	
8.8	Explore alternatives to sidewalk construction in areas where pedestrian traffic is frequent including, but not limited to the following: speed limit reduction, travel lane narrowing, provision of sharrows, and shoulder area expansion.	Public Works Director, BOS, TM, Planning Director	M	
8.9	When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.	Director of Public Works, TM, BOS, Finance Director, Planning Department	H	
STORMWATER RECOMMENDATIONS				
9.1	Complete and fund asset management plans and an inventory of stormwater infrastructure including the following: <ul style="list-style-type: none"> • Catch Basins • Stormwater System Pipes • Best Management Practices for existing (Back Bay Rain Garden, Auto Care, Gene’s beach, etc.) and new designs • Outfalls to all significant waterbodies 	Public Works Director, BOS, TM, Planning Director, Lake Associations	H	
9.2	Prepare and educate property owners on standard Operations and Maintenance Plans for residential and non-residential stormwater infrastructure and enhance stormwater management regulations.	Planning Board, Planning Department	M	
9.3	Educate residents, property, owners on stormwater infrastructure through public outreach including programs like catch-basin marking.	Public Works Department, Planning Department, Lake Associations	H	
9.4	Continue the application for and implementation of 319 Water Quality Grants and other state, federal, or other funds for Watershed Management Planning and Stormwater BMP Implementation in partnership with non-profit organizations with the Wentworth Watershed Association as a model partnership.	Public Works Department, Lake Associations, BOS, Planning Department	H	

Code	Goal/Recommendation	Responsible Party	Priority	Status
9.5	Incorporate stormwater management improvements into all municipal and State road re-build projects.	Public Works Department, Planning Department, BOS, TM	H	
9.6	Develop an 'Adopt-a-Spot' program with non-profits, businesses, and other organizations for construction and/or maintenance of Stormwater Best Management Practices on public and private property.	Planning Department, BOS	L	
9.7	Develop a dam (and bridge) inventory and asset management plan that includes a long-term maintenance plan for these critical detention structures.	Public Works Director, BOS, TM, Planning Director	H	
9.8	When considering upgrades and expansion ensure that long-term capital and operations and maintenance costs are included for review and analysis.	Director of Public Works, TM, BOS, Finance Director, Planning Department	H	
TREES/RIGHTS-OF-WAY RECOMMENDATIONS				
10.1	Develop a tree-inventory for those within the municipal right-of-way and for other significant trees and critical protection areas. Develop a policy for the removal/protection of significant trees.	Director of Public Works, MED, BOS	L	
10.2	Incorporate trees and greenescapes into public works and planning projects in a way that identifies them as infrastructure assets as well as a valuable natural resource that must be protected.	Director of Public Works, Planning Dept	L	
10.3	Support the role of the Tree Warden position within the context of public infrastructure projects, shoreland permitting, and other Streetscaping and public space improvement projects.	Tree Warden, Public Works Dept, Planning Dept	L	
10.4	Develop a right-of-way ordinance for utilities within the right-of-way including street trees and other greenescapes.	TM, Planning Dept, MED, Public Works Dept, BOS	M	

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10.5	Develop a formal 'tree-cutting and tree-trimming policy' within the public right-of-way of all roads.	TM, Planning Dept, MED, Public Works Dept, BOS	M	
10.6	Ensure that Scenic Roads are preserved and that rural road maintenance standards are followed in order to protect the character of rural Wolfeboro.	BOS, PB, Public Works Dept, Planning Dept	H	

APPENDIX: MAPS



Town of Wolfeboro New Hampshire Population

MAP NOTES

1. The purpose of this map is to serve as a focus for discussion of issues important to community planning and the master plan of Wolfeboro. Basic natural and cultural features are provided for user orientation.
2. All efforts have been made to assure that features shown on this map are as current and accurate as possible. Please report any errors or additional information to Town of Wolfeboro planning department staff.

POPULATION

1. Wolfeboro is estimated to have a total resident population of 6,246 persons, with approximately another 15,000 seasonal residents.
2. The map to the left shows population density by US Census tracts for 2010. Darker areas have higher population density. Note that some tracts are small in land area but have relatively high population counts, making the overall density quite high. However, the overall population density patterns reflect the location of more intensively developed areas in and around the village, and lower, more rural densities in more outlying areas.
3. The table below shows population change for Wolfeboro for the period 2006 through 2016, as released by the NH Office of Strategic Initiatives (formerly the Office of Energy and Planning). Note that the population baseline was reset in 2010 by the US Census; all other figures are estimates made by OSI.
4. The chart below shows population by age groupings for the period 2006 through 2015. Note the high population of persons aged 45 and older. The median age in Wolfeboro is 54.4 years, compared to 50.9 years for Carroll County, and 42.8 years for New Hampshire.

NH OEP Population Estimates	POPULATION CHANGE										
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	6,400	6,341	6,347	6,368	6,289	6,231	6,212	6,227	6,235	6,246	6,246
					US Census						

- Base Map Features**
- Municipal Boundary
 - Tax Map Parcels
 - Building - 2017
- Water Features**
- Lake or Pond
- Local Roads & Highways**
- State
 - Local
 - Private
 - Class 6 Roads
 - Streams
 - Conservation & Public Lands
- Census 2010**
- Population per Square Mile
- 0
 - 1 - 25
 - 26 - 50
 - 51 - 100
 - 101 - 200
 - 201 - 300
 - 301 - 500
 - 501 - 1000
 - >1000 Persons/Sq Mile

Digital data in NH GRANT represent the efforts of the contributing agencies to record information from the cited source materials. Complex Systems Research Center, under contract to the NH Office of Energy and Planning, and in consultation with cooperating agencies, maintains a continuing program to identify and correct errors in these data. OSI, CSRC, and the cooperating agencies make no claim as to the validity or reliability or to any implied uses of these data.

1. Base map features including political boundaries, water features, and conservation lands are maintained in the GRANT GIS database at UNH. Website: <http://www.grant.unh.edu/>
2. Local roads and highway data produced and maintained by NH Department of Transportation, current to November, 2017.
3. Tax parcel data, buildings, and water/leaver data was obtained from the Wolfeboro Planning Department. Tax parcel data is current to April, 2017.



August 26, 2019



Town of Wolfeboro New Hampshire Housing

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HOUSING

1. Buildings shown in the map to the left are taken from Tax Assessor data. Not all buildings are residential, but the general pattern and density of built lots is apparent.
2. Wolfeboro has 4,515 housing units total, per NH Office of Strategic Initiatives (formerly NH Office of Energy and Planning) housing estimates through 2016. See table below for change in housing by type from 2010 through 2016. Negative numbers indicate deconstruction of housing units, but do not reflect replacement with new housing or other types of buildings. **Note that the NHOSI housing figures are derived from building permit data gathered each year from NH municipalities.**
3. The US Census American Community Survey data -- based on statistical sampling and estimation models -- indicates a total of 4,717 housing units. Of these, 2,740 are functioning as households. The remaining 1,900+ units are occupied seasonally, for sale, or vacant, and constitutes 41% of the Town's housing supply. Owner-occupied units comprise 81% of the housing supply. Single-family units account for 76% of housing supply, multi-family units 20%, and manufactured housing 4%.

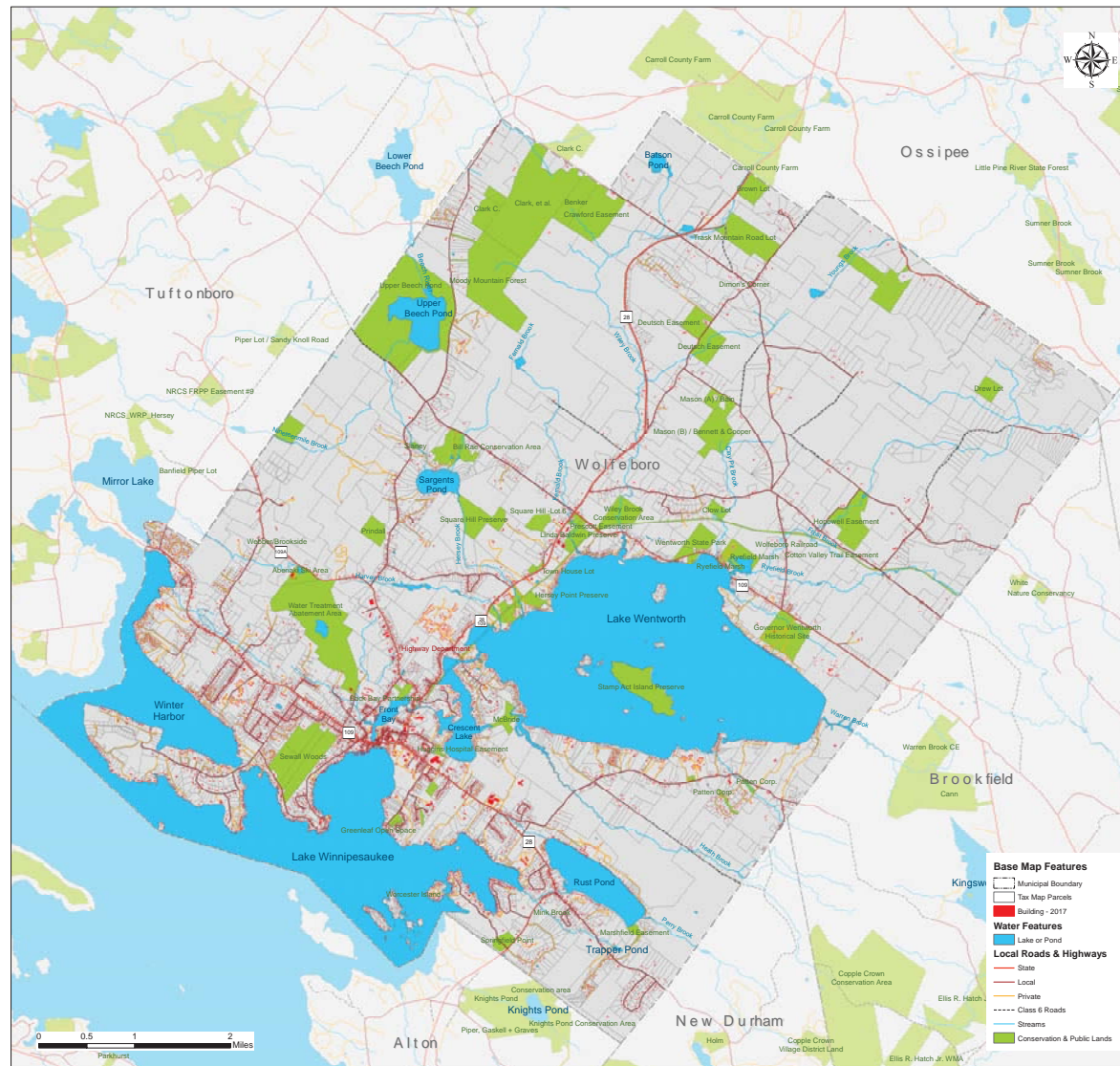
	CHANGE IN HOUSING BY TYPE								
	2010 Census	2010	2011	2012	2013	2014	2015	2016	Total
Single Family	3,386	-9	0	2	8	12	5	7	3,411
Multi-Family	887	0	0	24	24	0	0	0	935
Manufactured Housing	170	0	0	-1	0	0	0	0	169
Total Housing	4,443	-9	0	25	32	12	5	7	4,515

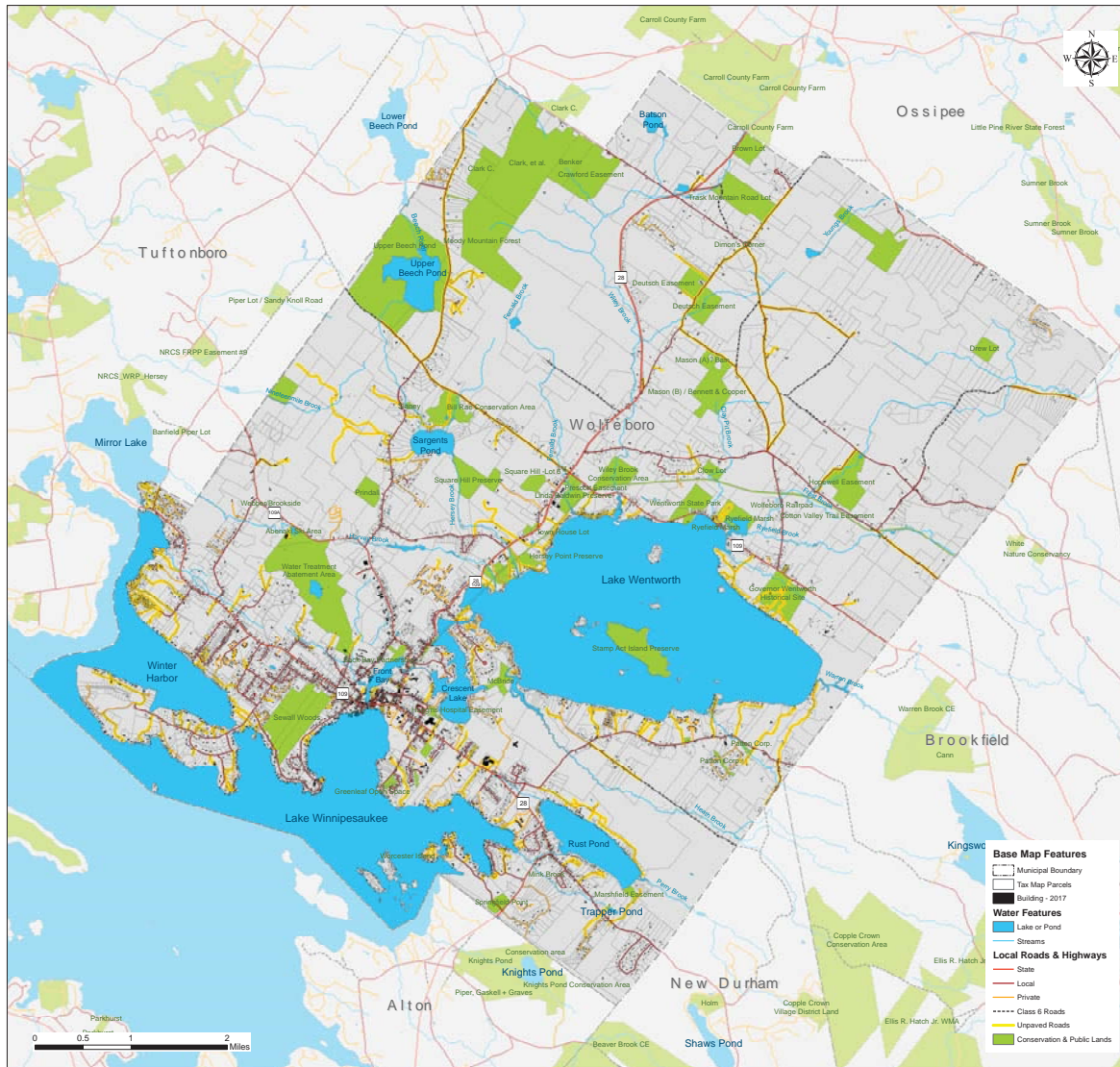
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August 26, 2019





Town of Wolfeboro New Hampshire Transportation

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TRANSPORTATION

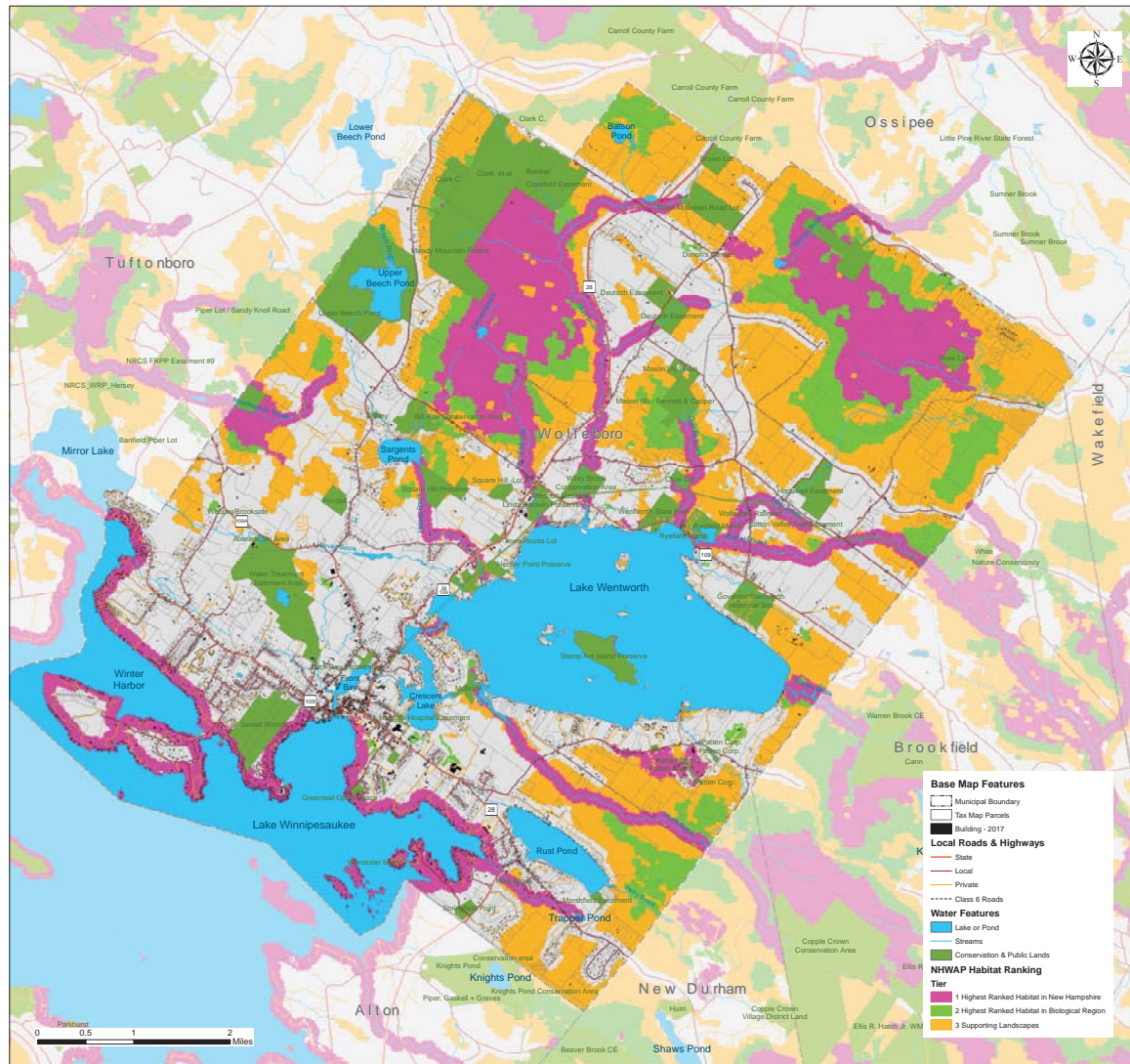
1. Travelled roadways in Wolfeboro (Class 5 or better) total 160.7 miles. Total miles of Class 6 Unmaintained roads is 7.5 miles.
2. State-maintained roadways total 23.4 miles. Town-maintained roads total 66.4 miles. Private roads total 70.9 miles.
3. A total of 60.8 miles of roadway in Wolfeboro are unpaved. Unpaved Town-maintained roads total 17.3 miles, and unpaved Private roads total 43.5 miles.

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Town of Wolfeboro New Hampshire Wildlife Habitat

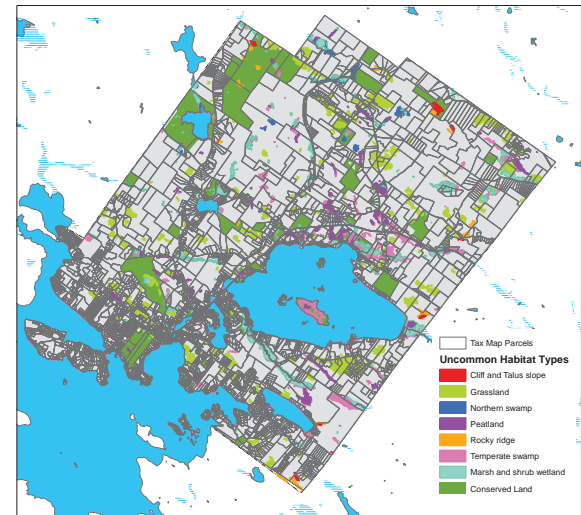
MAP NOTES

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WILDLIFE HABITAT

1. All data shown in this map is derived from the NH Wildlife Action Plan (NHWAP), a program of the NH Fish & Game Department. The following link provides more information on the NHWAP: <http://www.wildlife.state.nh.us/wildlife/wap.html>
2. Wildlife habitat ranking data is a measure of the habitat condition, based on a range of factors including species biodiversity, character of the broad landscape context, and human impacts (see map to left). Tier 1 areas represent the top-ranked areas in NH in terms of overall habitat quality. Tier 2 areas are top-ranked within bio-regions of which there are 12 subdivisions in NH. Wolfeboro lies within the Sebago-Chuippe Hills and Plains bio-region. Tier 3 areas are supporting landscapes that work as buffers to protect the integrity of Tiers 1 and 2 areas. More information on habitat ranking can be found at: <http://www.wildlife.state.nh.us/wildlife/documents/wap/chapter3-wildlifeactionplans.pdf>
3. There are some habitat types within Wolfeboro, two of which are widespread matrix habitat (Open-pine Oak-pine forest and Herbaceous hardwood pine forest). Matrix habitat types occupy about 27% of the total town area, and open water accounts for another 18%. Some uncommon patch habitat types occur in small areas across the town. See table and map below.

Uncommon Habitat Types	Total Acres	Percent
Cliff and talus slope	42	0.1%
Grassland	22	0.2%
Northern swamp	35	0.2%
Peatland	482	0.9%
Rocky ridge	468	0.8%
Temperate swamp	764	1.3%
Marsh and shrub wetland	1,085	1.9%



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3. The parcel data, buildings, and water/river data was obtained from the Wolfeboro Planning Department. Tax parcel data is current to April, 2017.



August 26, 2019