

# Waterville Valley, N.H. 2022 Master Plan



**DRAFT FOR PUBLIC HEARING SEPTEMBER 20, 2022**



Waterville Valley, New Hampshire  
2022 Master Plan

Adopted xxx xx, 2022

Developed by the Waterville Valley Planning Board

With the assistance of  
Community Planning Consultant Tara Bamford

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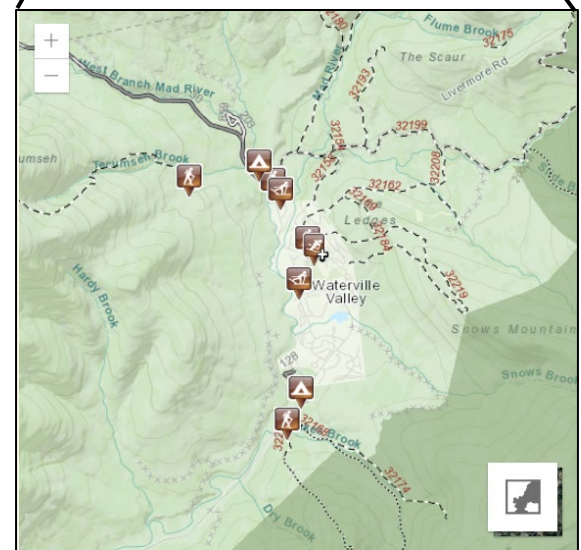
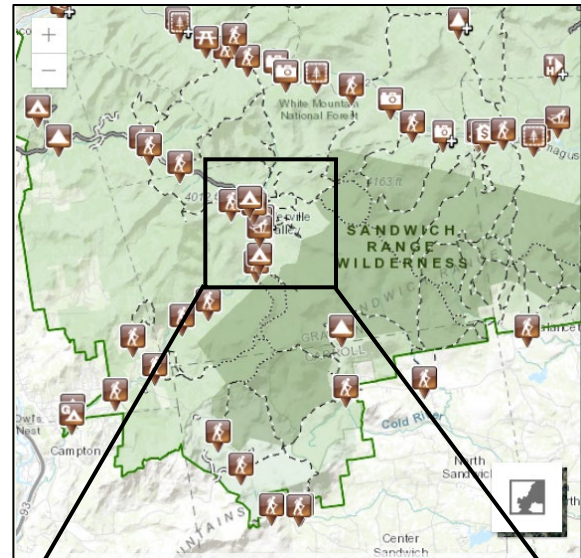
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# Chapter 1. Introduction

## 1.1 Waterville Valley

The town of Waterville Valley, comprised of 64.4 square miles, was incorporated in 1829 and known as Waterville until 1967. Many know the area for the abundant forest and mountain recreation opportunities in the White Mountain National Forest, from Waterville Valley Resort’s ski area on leased land to the hiking trails in the Sandwich Range Wilderness. Nestled within this portion of the National Forest is an area of privately-owned and municipal land comprised of less than one square mile, 471 acres, (lighter area in the map on the bottom right). The village is just to the southeast of the ski area. It is the village, as well as one privately-owned parcel in the very southeast corner of town and three private-owned parcels on the Mad River at the town's western boundary that are the subject of this Master Plan.

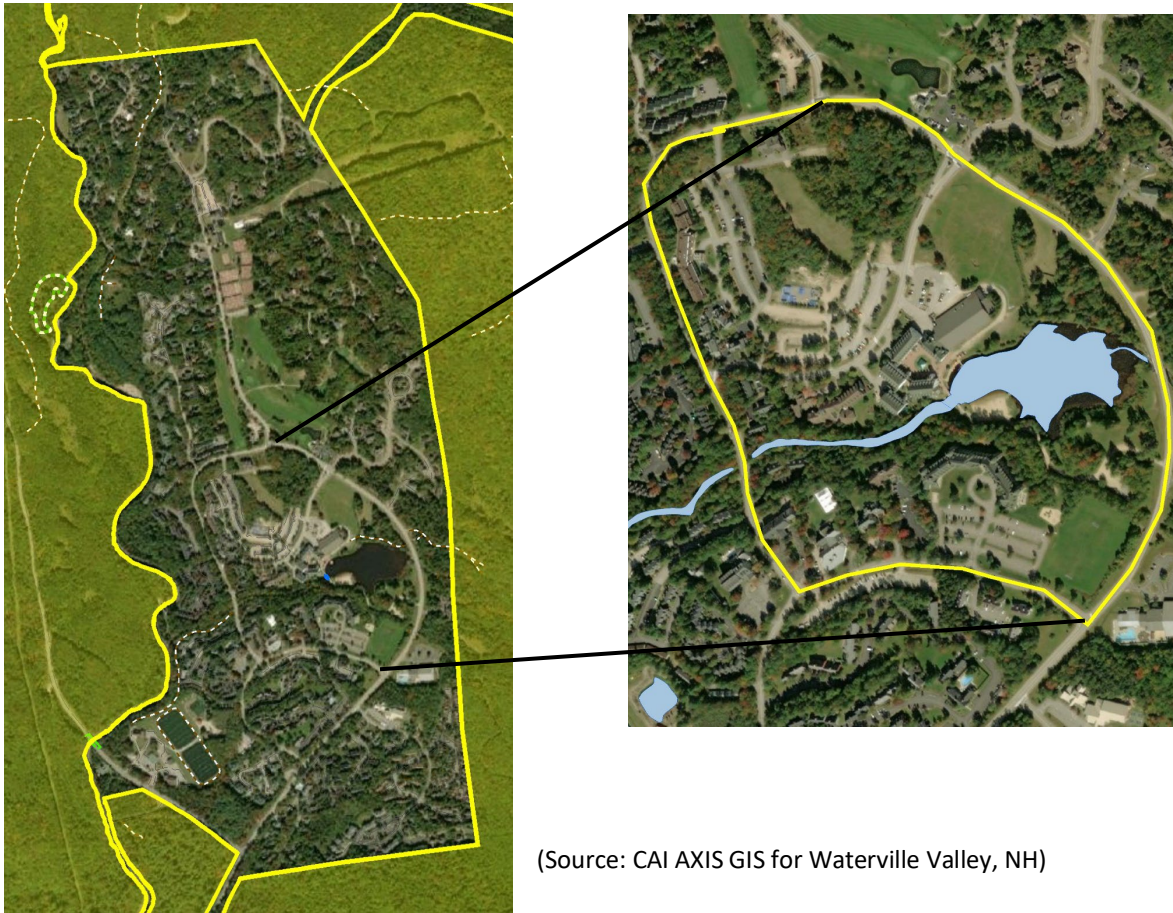
Throughout this plan the term “town” will be used to refer to the geographic area within the municipal boundaries (the 64.4. square miles), and “Town” will refer to the municipal government. The term “village” will be used to refer to the 471 private and municipally-owned acres surrounded by White Mountain National Forest. Within the village, the mixed-use center of activity on either side of Corcoran Pond, circled by Valley Road, Snows Brook Road and Packards Road, is known as and referred to throughout this Plan as the “village core.”



White Mountain National Forest Map showing abundant recreation opportunities in Waterville Valley area. Waterville Valley’s village is highlighted in the inset. (Source: <https://www.fs.usda.gov/recreation/whitemountain/recreation>)

Village

Village Core



(Source: CAI AXIS GIS for Waterville Valley, NH)

## 1.2 The Town at the End of the Road

Waterville Valley has been known for its recreation opportunities from the start. In fact, it is the home of one of America’s first hiking trail networks. Our valley, surrounded by six of New Hampshire’s four-thousand footers, has welcomed outdoor enthusiasts since Nathaniel Greeley opened his farmhouse to visitors in the 1840s. Built upon the work of pioneers from the Greeley and Goodrich families, there are now 75 miles of trails in the valley and another 50 miles leading to the surrounding mountains.

Today, Waterville Valley, known as “the Town at the end of the Road,” provides a strong sense of place to all who visit. Arthur Goodrich wrote in his valley guidebook first published first in 1892, “One feels that he has arrived into a place different from the usual resort – there is plenty of sunlight, of air, of wood, of streams and mountains, and the world, with all its cares and troubles, is shut out. Rest, recreation and nature are its chief attractions” (as cited in Steven Smith, **THE WATERVILLE VALLEY GUIDEBOOK**, 2020).



The landmark Waterville Valley Inn continued to welcome guests until it burned during a snowstorm in 1967. Tom Corcoran and the Waterville Company opened their ski area on Mount Tecumseh for the 1966-67 season. A network of cross-country trails was developed in the valley and the surrounding lower slopes. Thus started the transformation of the bucolic valley into a ski resort, which became the principal driver of the town's commercial activity.

Nathaniel Goodrich wrote in his book **THE WATERVILLE VALLEY**, "There is something about this place that has drawn people to return to it year after year. It may be put this way: in a world of change and upheaval, in times when so many shift from place to place 'till they have no roots anywhere, Waterville has come to be the place that is home to them. In essence it is changeless. Superficially, it changes, as all things must, but basically it remains the same; mountains, forest, peace, old friends, and welcoming inns with familiar ways. It comes down to this: Waterville is continuance" (as cited in Steven Smith, **THE WATERVILLE VALLEY GUIDEBOOK**, 2020).

## 1.3 Purpose of the Master Plan

The purpose of the Master Plan is to guide the future growth and development of the town. Under New Hampshire law, the Planning Board is charged with development of the Master Plan and keeping it up to date. This Plan is an update to the 2011 Master Plan adopted by the Planning Board.

The use of land — the rate, location and type of growth — determines to a very large extent the character and quality of life in a community. The Master Plan provides the foundation for the zoning ordinance and other local land use regulations, as well as the capital improvements plan and other town programs, policies and partnerships. The plan represents the Planning Board's recommendations for how the town can best balance and further the goals and meet the needs of current and future residents, visitors and businesses in a manner that will preserve and enhance the unique quality of life and culture of the town. The development of the Plan was guided by the principles of smart growth, sound planning and wise resource protection.

The Master Plan is a living document intended to provide guidance and leadership, and to help the town respond to changing conditions and future needs. The ongoing support and input of the community is necessary to ensure that the town continues to grow and develop in a positive way.

## 1.4 Process Used for this Update

The Master Plan update began in September 2019 with a well-attended public workshop held to gather input for the Vision Statement section of the plan, and to identify some of the topic areas of importance to the community to address in the plan. The results are included in Appendix A. Soon after Planning Board volunteers began working to dig deeper into some specific topic areas, the COVID-19 pandemic put a halt to in-person meetings. At the same time, the pandemic brought some rapid changes to our community. Many homeowners who had normally been seasonal residents remained throughout the year to seek refuge from more crowded areas. These were both retirees

and those who were able to work remotely while many businesses and institutions were shut down to in-person work. A sharp increase in enrollment in the town's K-8 school was reflective of this rapid change.

By summer of 2021, it was clear that the lessons from the pandemic to bring forward were flexibility and resilience. With this in mind, the Board resumed work on the update using a teamwork approach led by Tara Bamford, the Board's contract town planner. A public hearing was held on September 20, 2022 [xxx add details of hearing and follow-up] and on [xxx] the Planning Board voted to adopt the plan.

# Chapter 2. Vision and Goals

## 2.1 Vision

Throughout its 202-year history, Waterville Valley has been treasured for its intimate size and the way it disappears within the undulating cradle of the surrounding 4,000-foot mountains, hidden from the rest of the world. Waterville has been a refuge since the late 1800s, when city dwellers came for summers of mountain air, tennis, golf, fly-fishing and seclusion. By the 1930s, with the rising popularity of downhill skiing, winter sports began attracting visitors.

In the mid-1960s, two-time Olympic ski racer Tom Corcoran scoured New England looking for a mountain he could develop into a year-round ski resort. When he first encountered Waterville Valley – which had a mountain with a couple of rope tows and trails, an inn, and 500 acres for sale – Corcoran knew it was the place. For the next thirty or so years, Waterville Valley grew slowly and steadily under a comprehensive Master Plan developed by Corcoran’s Waterville Company.

Today’s Waterville Valley is a rare and precious recreation-focused community. Ours is a town whose families take an interest in how the Town operates, who become loyal friends, and who rally to assist each other during times of need. We see ourselves as a community of year-round and seasonal residents, happy to share our beautiful valley and abundant recreation opportunities with those who visit.

*Waterville Valley is a residential community with extensive four-season recreational, educational and leisure-oriented amenities and activities; a community that protects and enhances the great natural beauty of the valley while providing a high level of services and facilities for residents, property owners and visitors.*

## 2.2 Goals

The following goals guided the development of this Master Plan update and should be applied to emerging issues:

- Waterville Valley will continue to be known as a vibrant small town built around outdoor recreation, nestled in a beautiful mountain environment.
- The ski resort will continue to thrive and four-season recreation activities will continue to evolve and expand.
- Everyone will be able to find a sense of community here, from young families to retirees, and seasonal to year-round residents.

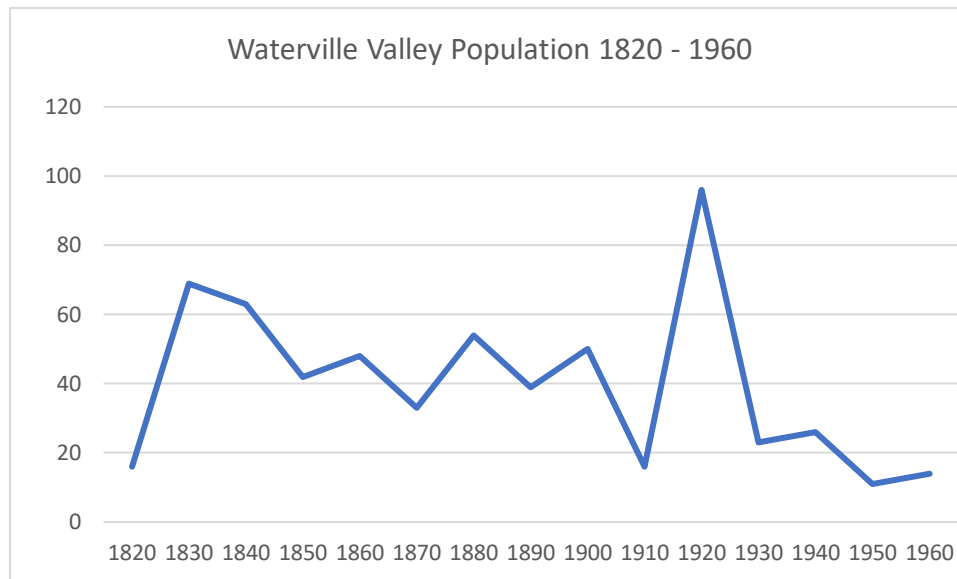
- An environmentally-friendly transportation system, including sidewalks and paths, will interconnect all venues and residents.
- Trails for nonmotorized recreation will continue to offer a wide variety of recreation opportunities for all ages and abilities.
- The village core will offer some of the basic day-to-day needs of residents while providing amenities for vacationers.
- Young families, drawn by the excellent school and recreation programs, will bring new ideas and initiatives important to them.
- Decisions about development and community facilities will continue to be carefully considered so that Waterville Valley will retain its unique combination of relatively low tax rates and outstanding services and facilities and beautiful mountain environment.
- Land use regulations will continue to allow businesses to grow and adapt to changing markets.
- Increases in year-round population and in shoulder-season recreation activities and events will both have positive impacts on businesses in Waterville Valley.
- Issues such as conservation, land use, environmental quality and sustainability will continue to be viewed with a single lens focusing on the interconnectedness of local decisions.
- Emerging issues such as the impacts of climate change on the stormwater infrastructure and the challenges of the town's workforce to find affordable homes will continue to be the focus of robust community conversations to right-size solutions to Waterville Valley.

# Chapter 3.

## Community Profile

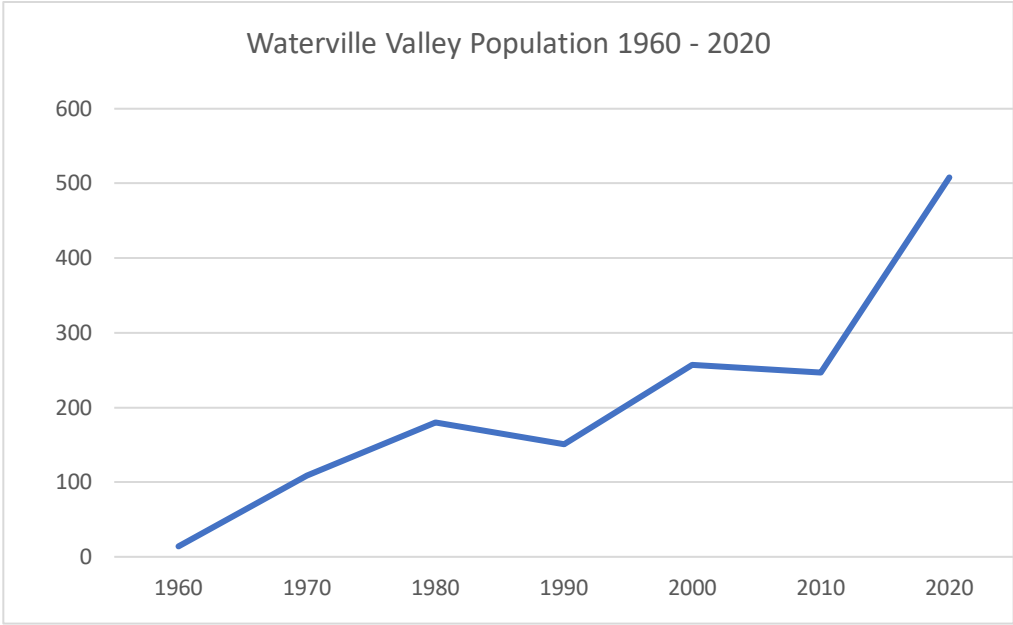
### 3.1 Population

Prior to the mid-1960s when Tom Corcoran's Waterville Company purchased the bulk of the privately-owned land to develop a planned resort community, the year-round population of Waterville Valley never exceeded the 95 residents counted in the 1920 US Census and was more typically substantially lower than that.

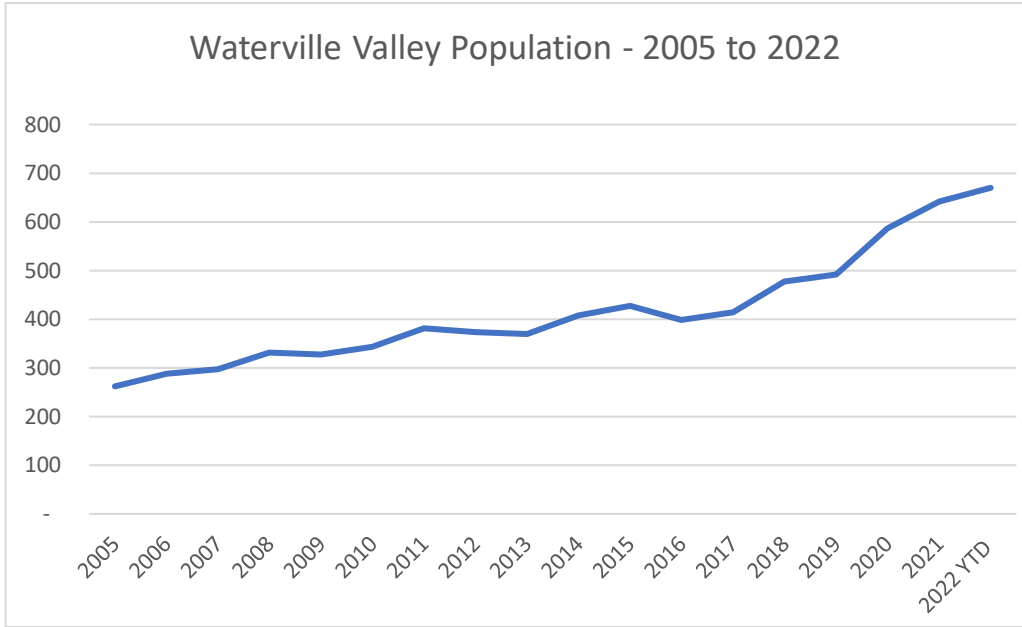


(Source: US Census 1820-1960)

As the planned development grew, the year-round population grew steadily with it. As shown in the graphs on the next page, both US Census data, based on self-reported residency as of April 1, and Town Clerk records, based on residency applications over the course of the year (for local purposes such as car registrations), show a year-round population that has been steadily growing, with a sharp increase seen recently. It is assumed that this is due to families seeking the safety of less densely populated areas during the COVID-19 pandemic.



(Source: US Census 1960-2020)



(Source: Town Clerk Records)

Increases in the year-round population have implications for town services, including schools, emergency services, water and wastewater, transportation, trash and recreation programs. However, population projections are difficult to make under "normal" circumstances due to the many factors involved, from regional, national and global economic trends, local demographics and the northern New England real estate market. In the case of Waterville Valley, the decisions made by private developers and the owners of anchor recreation businesses will have a significant impact on population growth.

In addition, in a community with many second homes, some residents may live here much of the year but maintain their legal residence elsewhere for one reason or another. As shown in the graphs on the previous page, in recent years, Town Clerk records have indicated a higher number of residents than the US Census has counted. Town records indicated 642 year-round residents in Waterville Valley as of December 31, 2021.



Some reversal of the in-migration may occur once the pandemic is under better control. For planning purposes, a year-round population of 550-650 is a reasonable estimate for 2030.

While the year-round population of the community has been increasing, the makeup of that population has also been changing. The table on the next page shows year-round population reported by the 1990, 2000 and 2010 US Census along with the percentage of the population that was under 18 and the percentage that was 65 and over. County percentages are also provided for comparison. As shown, the 2010 Census reported a percentage of Waterville Valley's population over 65 that was well above both prior years and the County average. Although the percentage of New Hampshire's population overall that is over 65 has been increasing, in Waterville Valley the trend is likely enhanced by both retirees moving full-time to what were formerly their vacation homes, and by the type of housing available. The large majority of housing units are condominiums, offering an attractive option for retirees who desire to spend their time enjoying the community's recreation amenities rather than mowing the lawn and shoveling snow.

2020 figures on age are not yet available, but it will be important to keep an eye on these numbers and ensure that consideration is given to changes in services or in service delivery that might be needed. Some small towns have initiated community-based approaches to assist those aging in place, such as an organized system of checking on residents after storms and during power outages, and volunteer driver networks. Improving accessibility for the town's seniors would benefit visitors as well. AARP's Age-Friendly Community program is a great resource for this topic.

Growth in Population Over 65 Waterville valley Compared with Grafton County				
Year	Waterville Valley			Grafton County
	Population	Number 65 and Over	% 65 and Over	% 65 and Over
1990	151	22	14%	12%
2000	257	38	15%	13%
2010	247	66	27%	15%
2020	508	not available	not available	not available

(Source: US Census, 1990, 2000, 2010, 2020)

## 3.2 Economy

### Introduction

There are many elements of the economic health of the community, including the sustainability of local businesses, employment opportunities, the economic well-being of residents, and the tax base. This section will look at each of these elements.

The economic strength of the town comes from a variety of sources. The Waterville Valley Ski Resort has been the primary attraction and contributor to the economy. As the town has developed so have other contributors. The summer season has continued to play a large role in the economic base in addition to the traditional winter snow sports season.



The town's economy is still fragile, as many businesses rely on the vagaries of weather, economy and strong tourism to remain competitive and grow. If the businesses that contribute so much to the economic vitality of our town experience decline, then the town and its residents will also be affected. Therefore, all will be well served by actively working together to preserve economic vitality.

## Local Businesses

With the lack of hard data on economic activity in town, Planning Board volunteers collected information through interviews of key business stakeholders; many of our findings are based on their feedback.

The COVID-19 pandemic has had a significant impact on Waterville Valley as it has elsewhere. The pandemic struck when this committee was summarizing findings and it became readily apparent that what had been established from our interviews would be changing in unpredictable ways. Only time will answer the question of how much the pandemic has changed the underlying conditions of the local economy. That being said, the committee decided to summarize what it could, particularly the economic conditions prior to the pandemic, with the thought that this could prove useful once future economic conditions become clear.

### **A RECREATION-BASED ECONOMY**

Throughout its history Waterville Valley has been a town best known for its recreation opportunities. It started as a summer resort for people to come from the cities to enjoy the mountains, hiking and the natural scenic beauty of the mountains. Major growth occurred in town during the 1960s and 70s when Tom Corcoran acquired the land and developed Waterville as one of New Hampshire's top ski resorts. Growth at this time was explosive as much of the town's infrastructure and housing was developed.

Throughout the history of Waterville Valley there have been second home property owners. In the last 10 years more of these owners have decided to retire here, steadily increasing the population of the town. Other aspects which have drawn full-time residents to town are the Waterville Valley Black & Blue Trail Smashers (WVBBS), Waterville Valley Academy (WVA) and Silver Streaks ski program. Condominium sales, which make up the majority of housing units, have remained fairly constant.



In the time since the creation of the ski area, the resort business, lodges, other businesses and land in town have been sold to multiple owners. There are a number of activities and events during the year which draw transient guests to town, as well as second home property owners who use their properties to get away for short periods of time. While Waterville Valley is still a treasured ski escape for many, there are numerous other economic factors that have evolved over time. We have broken these down by season as follows:

### *Winter Activity*

For the past 20 years the number of transient guests and the economic activity they create has been relatively flat within the town. While there are still those who choose to come to Waterville Valley for short visits to ski, hockey tournaments have become a significant economic driver among transient guests from fall through March.

With both transient guests and property owners, much of the economic traffic during the winter months occurs on weekends and during long weekends and holiday weeks, especially the week between Christmas and New Year and Massachusetts school vacation week in February. The lack of midweek business creates a “feast or famine” atmosphere each week that has caused significant numbers of businesses to close for some or all of the days between Monday and Wednesday. During winter weekends when there are hockey tournaments as well as ski activities, it can be challenging to access the restaurants and other amenities in town. One of the challenges moving forward is to level this cycle by either attracting more midweek transient guests, attracting more permanent residents or encouraging second-home property owners to spend more time in Waterville Valley.



### *Spring Activity*

Once the ski hill and ice arena close in early April and mid-March respectively, the number of visitors to Waterville Valley decreases sharply. It isn't until late May that visitors return in significant numbers.

### *Summer Activity*

Activity during summer months remains consistent, although the overall length of the summer season has become shorter because most schools are commencing the fall semester before Labor Day weekend. The volume of transient guests has been steady thanks in part to the Freedom Pass which

is offered through the Resort Association member lodges and sports venues. The main summer attraction remains the fresh air, hiking, biking and natural beauty of the mountains which have always been highly valued in Waterville Valley. Weddings, conferences and weekend events also bring participants to town for varying lengths of time. The town Parks and Recreation Department runs summer camps for children in many age groups; these camps have been very well attended. While it is not as drastic as in the winter, there is still significantly more activity during the weekends than midweek in the summer.

### *Autumn Activity*

September and October bring transient guests as well as property owners to Waterville Valley to experience the beautiful foliage colors of fall. Columbus Day weekend in October is often one of the busiest weekends of the year. Hiking and biking are extremely popular during this time of year.

### **LOOKING FORWARD, INCREASING SUSTAINABILITY**

The consensus is the consistency of business activity is insufficient to sustain the town's economy, much less attract new businesses. A top priority for future economic development is to grow the midweek and shoulder season populations of guests and property owners. There is no agreement on how to do this and developing plans is risky until the pandemic is resolved. However, the pandemic may represent an opportunity as it is likely to cause a flow of homeowners seeking to leave densely populated cities for less populated, rural towns to help safeguard the health of their families. For many, this move will only be possible with the ability to work from home, which has also become much more prevalent during the pandemic. The town must ensure that infrastructure is in place to support the needs of families looking to move to Waterville Valley full time as well as to be alert to other opportunities to meet the needs of those who would be interested in spending more time in our town.

Some specific objectives for the Town to support the sustainability of local businesses include:

- Maintain a sustainable tax base for the town.
- Encourage a diverse array of small, independent businesses (not large chains).
- Encourage families to maintain permanent residence in town and create a more attractive resort atmosphere for transient guests by providing year-round access to activities for all ages, particularly during midweek and the shoulder seasons to more evenly distribute business demand.
- Manage town regulations and resources to enable businesses to exercise flexibility when facing economic instability.
- Encourage the development of affordable housing for working individuals to help build up a year-round work force.
- Stay up to date with technological advancements in infrastructure to facilitate remote work/ education in Waterville Valley.

- Be responsive to the need for electric vehicle charging.
- Encourage responsible climate change mitigation measures.

The conference business is one area that is expected to grow as a result of the increase in remote work and which can fill some mid-week and shoulder season needs. It is expected that national corporations with remote workforces will hold regular gatherings at conference centers to enable some face-to-face networking and team building. A state-of-the art conference facility can have a major impact on visitor revenues while consuming minimum municipal services. The Town should support the Resort's efforts to invigorate this activity in the village core.

## Employment and Wages

As discussed above, the economy of Waterville Valley is based on leisure activities. Accordingly, the major employers are recreation businesses and lodging. The largest two private employers in town are the Waterville Valley Resort, Inc., with 500 employees and the WVBBS Ski Education Foundation with 100 employees (as reported to NH Employment Security ELMI by the Town 8/13/20).

In 2019, the annual average employment in Waterville Valley was 507. Thirty-three private employers employed an annual average of 455 workers. The largest industry in terms of employee numbers was the town's eleven accommodation and food service businesses which together employed an annual average of 155 workers. Government was the second highest category with the Town and Waterville Valley Elementary School together employing 53 workers. The average weekly wage paid by Waterville Valley's private employers in 2019 was \$513.48. The average weekly wage for government employees was \$766.44, bringing the town's average weekly wage overall up to \$539.74. (NH Employment Security ELMI, September 2020)

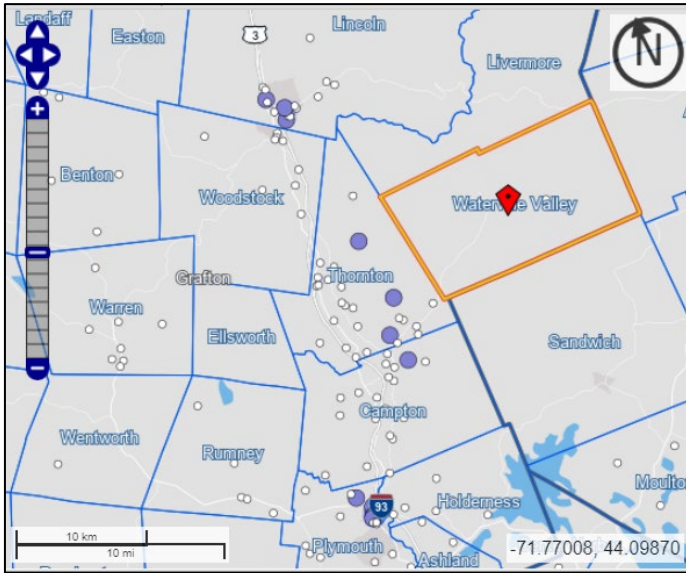
In general, Waterville Valley residents are not employed in Waterville Valley, and Waterville Valley's labor force does not live in Waterville Valley. As shown in the table on the following page, the most recent four years of data available from US Census Bureau and NH Employment Security ELMI show a pattern of only small numbers of Waterville Valley residents working in town, and the number of people commuting into Waterville Valley for their primary jobs from other towns far outnumbering those that commute out of town for their primary jobs (*OnTheMap*).

**Waterville Valley Commuting Patterns  
2015 to 2018**

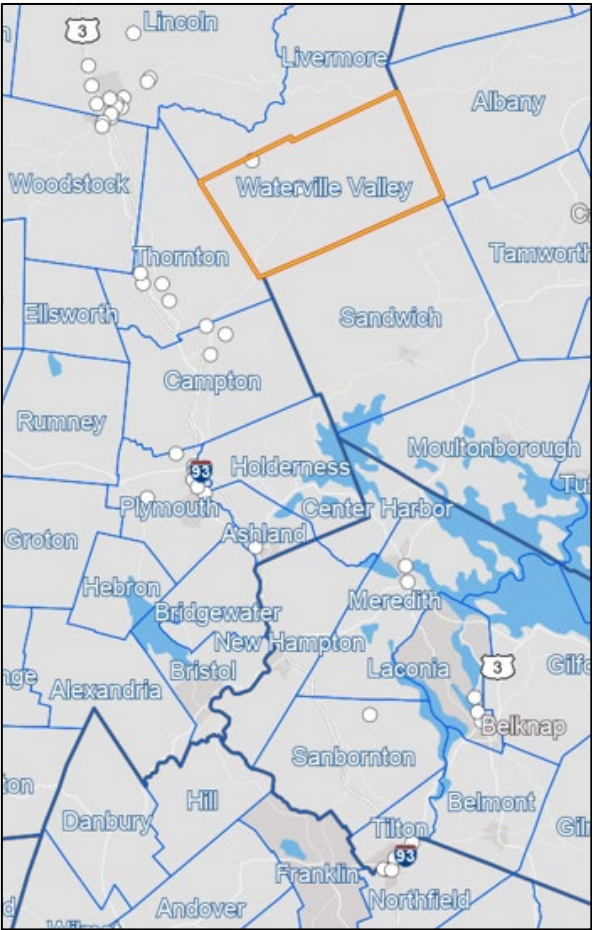
Year	Individuals Commuting into Waterville Valley from Other Community for Primary Job	Waterville Valley Residents with Primary Job in Waterville Valley	Waterville Valley Residents Commuting to Other Communities for Primary Job
2015	374	5	80
2016	435	11	88
2017	405	5	84
2018	356	2	81

(Source: *OnTheMap*, US Census Bureau and NH Employment Security ELMI)

As shown on the two maps on the following page, although Waterville Valley's workforce commutes from a wide geographic area, the greatest concentrations of employees live in Lincoln, Thornton, Campton and Plymouth, and these communities are also providing employment for a large segment of Waterville Valley commuters.



Common Places of Residence  
of Waterville Valley Workforce



Common Destinations  
of Waterville Valley Commuters

(Source: *OnTheMap*, US Census Bureau and  
NH Employment Security ELMI, 2018)

## A New Look for the Workplace

In 2020, the COVID-19 pandemic drove many employees out of traditional offices and workplaces to home offices. The development and distribution of COVID-19 vaccines meant that plans to return to the workplace presented differing operating models conceived by employers and workers. Both groups are attempting to navigate a cloud of increasing uncertainty. Employers must face the disconnect between how they and their employees see the risks and benefits of returning to the workplace.

Surveys conducted by McKinsey and Company in 2021 found that 26% of workers in the US are already preparing to look for new employment opportunities and 40% of workers globally are considering leaving their current employers by the end of 2021.

In a study provided by PwC in January 2021, the success of remote work has repositioned how corporate work gets done, as well as where the work takes place. Remote work has been a considerable success for both employees and employers. The shift toward a remote work positive attitude is evident: 83% of employers said the shift to remote work has been successful for the company.

The effect of the remote work trend on Waterville Valley is reflected in the number of Town Square leases signed by new town residents seeking a quiet space away from the distractions of home life where remote work can be conducted. Whether from a leased space or a home office, it is likely that this trend toward remote work in Waterville Valley will continue to grow and help to stabilize the demand for residential and commercial office real estate.

What makes remote work in Waterville Valley feasible is high speed internet. Waterville Valley is one of the fortunate towns in New Hampshire which has received a high-speed fiber cable connection via Spectrum. The federal definition of broadband set by the Federal Communication Commission is 25 megabits per second download and 3 megabits per second upload. While writing this segment in December 2021, three separate tests were performed from a home broadband connection in Waterville Valley with results significantly better than the federal standard, namely, on average, greater than 110 megabits/sec download and greater than 10 megabits/sec upload.

The problem of accelerating broadband distribution in the state of New Hampshire is being addressed by state and federal representatives, particularly in light of the *Investment and Jobs Act* which includes \$42 billion for states to deploy broadband, and with at least \$100 million going to every state, as long as it submits a plan for the use of the funds.

However the funds are allocated, Waterville Valley is already one of the fortunate towns in the state to have better than standard broadband service.

## Incomes

The median household income of \$105,000 estimated based on the 2015-2019 American Community Survey for Waterville Valley is substantially higher than the \$63,389 estimated for Grafton County as a whole. However, the margins of error associated with estimates for small towns are very large. The Town commissioned an income survey in 2020 in association with a water system improvement. That survey estimated the median household income as \$115,483 based on a 55% response rate from households served by the water system.

## Tax Base

As shown in the following table, Waterville Valley's single-family homes and condominiums form three-quarters of the town's tax base.

Waterville Valley Tax Base, 2020		
Category	Taxable Value	% of Taxable Value
Land in Current Use	\$12,995	0.00%
Residential Land	\$49,126,800	14.74%
Residential Buildings	\$261,095,100	78.35%
Commercial/Industrial Land	\$5,739,000	1.72%
Commercial/Industrial Buildings	\$14,584,700	4.38%
Utilities	\$2,682,500	0.80%
Total Valuation	\$333,241,095	100.00%

(Source: 2020 MS-1)



With the following factors — a strong tax base comprised primarily of developed, taxable land, high-quality homes and businesses, a small population, and a high percentage of homes used only seasonally — Waterville Valley is able to provide a high level of services and still maintain a relatively low tax rate. The full-value tax rate in 2019 was \$14.06, ranking 44th out of 235 incorporated municipalities in the state (1 being the lowest). (NH Department of Revenue Administration) Rates for several nearby towns are shown in the table below for comparison.

Waterville Valley Full Value Tax Rate Compared to Nearby Communities	
Town	2019 Full Value Tax Rate
Holderness	\$11.56
Lincoln	\$11.86
<i>Waterville Valley</i>	<i>\$14.06</i>
Woodstock	\$16.45
Thornton	\$18.96
Campton	\$22.63
Plymouth	\$24.86

(Source: NH Department of Revenue Administration)

Maintaining this beneficial position in the future with an increased number of students and aging infrastructure will require careful planning to ensure the growth in the tax base keeps up with the additional costs.

## 3.3 Housing

### The Roles of Housing in Waterville Valley

The town of Waterville Valley is unique among the towns of Grafton County and so is the role of housing. It is truly a peaceful valley surrounded by majestic mountain peaks. The natural beauty of the mountains and streams attracts people from all walks of life. The number of permanent, or year-round, residents is relatively small but growing. Most full-time residents are property owners, while a small percentage rent their dwellings. There are a large number of nonresident property owners, who come to Waterville Valley periodically for stays of various lengths. Some may come for weekends only, while others may stay for a season, either summer or winter. The housing needs of the full and

part-time residents are satisfied by single-family homes, condominiums, and to a lesser extent, by the lodges and hotels.

Waterville Valley is a community whose primary industry is hospitality, catering to enthusiasts of various snow and ice sports in the winter and golf, tennis, hiking and biking during the other seasons. Thus, it attracts many non-property-owning visitors who stay in the town for various durations. The housing needs of these visitors are satisfied through condominium rentals, lodges, and inns. The success of the town's businesses such as restaurants and merchants is dependent to a large degree on the availability of accommodation for visitors.



The majority of Waterville Valley's housing units are in condominium ownership. Many of these serve as second homes to non-resident property owners. Some condominium owners rent to other visitors, while others maintain their unit for personal use. Management of several resort businesses including the

Waterville Valley Resort and the ice arena has stressed the importance of short-term rental properties and hotel rooms in order to attract visitors. Today, in many communities, the easy availability and popularity of on-line rental services is increasing the number of houses and condominium units available for short-term rental. This had also been the trend prior to the COVID-19 pandemic when a sharp increase in the number of year-round residents occurred without a corresponding increase in the number of dwelling units.

Employees of the Waterville Valley Resort, restaurants, shops and the Town also have housing needs. However, the nature and high cost of Waterville Valley's housing stock has been a barrier to the labor force. As discussed earlier in Section 3.2 Economy, the vast majority of these employees find housing outside of the town. Local employers competing with those in other communities for workers would benefit from the town having a better understanding of the housing needs of employees.

## Housing Supply

The 2010 US Census reported 1,189 housing units in Waterville Valley. At that time, only 117 of those units were occupied by year-round residents, 96 by residents who owned their home and 21 by

residents who rented their home. With the exception of one unit that was for sale, the other 1,071 dwelling units were seasonal homes. Of the total housing stock, 178 dwelling units were single-family homes. The majority of dwelling units, 1,011, were listed by the US Census as "multi-family," a term the Census uses for anything with more than one dwelling unit. In Waterville Valley, these are the condominium units which make up more than a dozen developments.

Since the 2010 Census, few units have been added. According to building permit data reported to the NH Office of Strategic Initiatives, from 2010 through 2019, permits have been issued for 16 single-family homes and 3 multi-family units. New single-family homes include homes at Cascade Ridge, Moose Run, and other individual lots. The development of new condominiums has been limited in recent years. Currently there are two new townhouse style condominium projects in the works, one along the west side of Golden Heights Road and one adjacent to the Black Bear Lodge, south of Snows Brook Road.

The developable area of the town is limited by the large amount of acreage in the White Mountain National Forest. Scarcity of available land, difficult terrain and high construction costs are contributing factors to the cost of building new housing in Waterville Valley. Real estate records show that resale values have increased substantially while there is a shortage of units on the market. These factors have accelerated the increase in Waterville Valley real estate value over the last two years.

## Housing Costs

A vibrant, well-rounded community requires a population with a full spectrum of incomes to provide and consume its products and services. Available housing at a full spectrum of values is necessary to accommodate this population. Housing in Waterville Valley is made up of a variety of housing types from single bedroom condominiums to 6-bedroom single-family homes, with the corresponding wide ranging market values which vary greatly over time. Such variety results in diversified ownership of properties in Waterville Valley.

A recurring issue is a lack of housing affordable to many that work in town. Out of concern for a lack of "workforce housing" on a state-wide level, in 2008 the state legislature adopted RSA 674:58-61, stating that:

*In every municipality that exercises the power to adopt land use ordinances and regulations, such ordinances and regulations shall provide reasonable realistic opportunities for the development of workforce housing, including rental multi-family housing.*

The law defines workforce housing as that which is affordable for purchase by a 4-person household earning the county's median income and, for rental housing, that which is affordable by a 3-person household earning 60% of the county's median income. "Affordable" means housing costs do not exceed 30% of the household income. The 2021 figures for Grafton County are shown in the table below.

2021 HUD Affordability Figures for Grafton County			
Ownership		Renters	
100% of 2021 HUD Median Area Income Family of Four		60% of 2021 HUD Median Area Income Adjusted for a Family of Three	
Income	Estimated Affordable Purchase Price in Grafton County	Income	Estimated Affordable Monthly Rent in Grafton County
\$87,400	\$348,500	\$47,200	\$1,180

(Source: NH Housing)

NH Housing reports median purchase prices in Grafton County well below the figure identified as affordable to a family of four for the last four years:

2020	\$157,533
2019	\$192,000
2018	\$181,266
2017	\$170,000

Only the single-family home with the lowest assessed value in Waterville Valley falls within the HUD affordability limit. The assessed value of a building lot starts at \$125,000, precluding the development of "starter homes." Today very few units of any price or size are listed for sale, in part due to COVID-19 increasing demand for homes in northern New England where people are spread out and outdoor recreation opportunities abound. Complicating the situation is the fact that Waterville Valley has a unique housing supply and unique housing market. The median purchase prices are heavily influenced by turnover of condominium units, not all of which would be suitable for a family of four. In addition, the monthly homeowners' association fees must be factored into the cost.

The rental situation is also heavily influenced by the recreational nature of the community. NH Housing found no year-round rental vacancies in their last two rent surveys (2017 and 2018), but for the month of November 2021 Airbnb lists 15 rentals ranging from \$3,805 for the month to \$21,750, well above what would be affordable to a median income household.

Waterville Valley's ordinances and regulations do provide reasonable and realistic opportunities for the development of workforce housing, including rental multi-family housing, as required by the law. Unlike many New Hampshire communities, Waterville Valley's Zoning Ordinance encourages densely-developed housing. The "Lower Density" Residential District requires only one-half acre minimum lot size for a single-family home. Multi-family homes are a permitted use in the Higher Density Residential District, the mixed-use Village Commercial District, and the Commercial District. Municipal water and sewer make lot sizing for on-site wastewater systems unnecessary. Site plan review requirements are

minimal and subdivision regulations allow for a reduction in road right-of-way width for roads serving a single development. The affordability challenge in town continues to be one of market forces, limited land available for development and the unique nature of a recreation-based community.

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# Chapter 4.

## Recreation: A Joint Venture

### 4.1 Introduction

Recreation activities have been a mainstay of residents and visitors to Waterville Valley since the mid-1800s. The local economy is built upon the area's offerings of outdoor and indoor recreation activities encompassing a variety of interests for all ages and ability levels. The vision of the Town of Waterville Valley includes the ongoing provision of outstanding four-season recreation and cultural opportunities for residents and visitors. This includes preserving and promoting our existing recreation and cultural amenities, while being proactive about adding new activities that take advantage of our unique setting in the White Mountains, and our lifestyle as both a resort and hometown. Many recreation activities in town grew from or rely upon public-private partnerships in some way. The recreation and sports facilities and programs are envisioned to continue to be a joint endeavor involving the Town, school, businesses, private organizations, and the White Mountain National Forest.

Some objectives to keep in mind as we look to the future include:

- Continue to provide a broad range of multi-generational indoor and outdoor recreation activities that serve both year-round and seasonal residents and resort visitors.
- Focus on activities and facilities that are consistent with the natural mountain setting, are ecologically sound, and maintain our low key, quiet, friendly atmosphere.
- Foster existing public-private partnerships and continue to identify new opportunities for collaboration.
- Strive toward universal accessibility in recreation facility design.
- Continue to emphasize Waterville Valley as a community with high quality public and private recreation facilities located in an attractive place to visit or live.

## 4.2 History

### The Early Years

Nathaniel Greeley built a farmhouse on the floor of the valley around 1845. Shortly after he moved in, fishermen began arriving and asking to stay at the farmhouse. As word spread around Boston and business improved, the Greeleys opened a hotel. An ardent admirer wrote in the *Boston Journal* "Trouting is a great attraction for the gentlemen, many brooks prolific in the spotted beauty emptying them into the main river" (1877 *Boston Journal*, cited in Grace H. Bean, **THE TOWN AT THE END OF THE ROAD: A HISTORY OF WATERVILLE VALLEY**, 1983). The Mad River and its tributaries were loaded with native, wild brook trout and limit catches were common. Keeping fish was the fashion of the time back then (Grace H. Bean, **THE TOWN AT THE END OF THE ROAD: A HISTORY OF WATERVILLE VALLEY**, 1983).

As modes of transportation improved, the town's proximity to Boston meant there were a growing number of sportsmen, artists, writers and city dwellers that desired a retreat and found it here. In the 1850s, hiking, bridle paths, bowling and croquet were popular activities, followed in subsequent years by tennis and golf, and eventually by cross-country skiing and alpine skiing. All gained popularity as more visitors found their way to the White Mountains. (Grace H. Bean, **THE TOWN AT THE END OF THE ROAD: A HISTORY OF WATERVILLE VALLEY**, 1983)

In the early years, Waterville Valley was primarily a summer destination resort with some winter recreation as well. Organized skiing first started on Mount Tecumseh in the 1930s with the construction of two Civilian Conservation Corps (CCC) ski trails. "The first Mt. Tecumseh Ski Trail was cut in 1934, running to the west of the current Mt. Tecumseh hiking trail, from the Tripoli Road vicinity to the summit area. The vertical drop of the trail was around 2,400 feet. The trail was abandoned sometime after 1940." (NewEnglandSkiHistory.com, *Mt. Tecumseh, Waterville Valley, New Hampshire*, [www.newenglandskihistory.com/cccskitrails/NewHampshire/mttecumseh.php](http://www.newenglandskihistory.com/cccskitrails/NewHampshire/mttecumseh.php), updated April 9, 2015)

Concurrently, in 1934, the Black and Blue Trail Smashers (BBTS) Ski Club was founded.

*The hearty souls were so committed that they climbed Mt. Tecumseh with saws, axes, and shovels to clear narrow ski runs by hand. Today, BBTS is one of the oldest ski clubs in the USA.* (SkiNH.com website, *Waterville Valley—A Resort Rich in Ski History*, [www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history](http://www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history), February 11, 2019)

"The second Mt. Tecumseh Ski Trail was cut by the CCC in 1937, running from Tripoli Road to a subpeak of Mt. Tecumseh. A few hundred vertical feet shorter than the old trail, the new trail continued to exist as a ski trail through the early 1960s, at which point it was incorporated into the new Waterville Valley Ski Area." (NewEnglandSkiHistory.com, *Mt. Tecumseh, Waterville Valley, New Hampshire*, [www.newenglandskihistory.com/cccskitrails/NewHampshire/mttecumseh.php](http://www.newenglandskihistory.com/cccskitrails/NewHampshire/mttecumseh.php), updated April 9, 2015)



Meanwhile, across the valley from Mt. Tecumseh, the Waterville Inn winterized in the 1930s and was looking to attract skier visitors. The owners (Waterville Valley Association) constructed a rope tow behind the inn in 1941. A snow cat was added in 1948, a beginner rope tow in 1950, and later, a T-bar. Sometimes known as Waterville Valley ski area, this development would eventually become Snow's Mountain in 1966 with the further development of Mt. Tecumseh. (NewEnglandSkiHistory.com, *Snow's Mountain, Waterville Valley, New Hampshire*, <https://www.newenglandskihistory.com/NewHampshire/snowsmtn.php>, updated June 16, 2020)

## Tom Corcoran's Waterville Valley

In "the summer of 1964, former Olympic ski racer, Tom Corcoran, came to the White Mountains to establish a ski area of his own. One of Corcoran's old acquaintances," internationally famous ski jumper and racer Sel Hannah of Sno-engineering "had done a feasibility study for Mt. Tecumseh. The two arranged a flyover of Waterville Valley and Corcoran instantly knew that he had found his resort." (www.SkiNH.com, *Waterville Valley—A Resort Rich in Ski History*, [www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history](http://www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history), February 11, 2019)

*When we flew over Waterville Valley, all the bells went off in my mind. It was exactly what I was looking for. From the air, it was obvious how it should be laid out and I could see its potential for great skiing.*

-Tom Corcoran, Waterville Valley Resort Founder. (www.SkiNH.com, *Waterville Valley—A Resort Rich in Ski History*, [www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history](http://www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history), February 11, 2019)

"In 1966 the scope and size of the town changed forever when the Waterville Company acquired all the private land in the valley and began creating a four-season integrated destination resort. Guided by a resort Master Plan, the Waterville Company sought to create a highly integrated resort and sport community with a unique natural appeal to both residents and vacationers." (Grace H. Bean, **THE TOWN AT THE END OF THE ROAD: A HISTORY OF WATERVILLE VALLEY**, 1983)

Also in 1966, the "group led by Tom Corcoran opened Waterville Valley for its first season" (Wikipedia, *Waterville Valley Resort*, 2021) and many more firsts were to follow. The following year, 1967, "Corcoran and John Fry created the first amateur junior racing program" (NASTAR). "In 1968 eight ski areas signed on to take part in the inaugural season for NASTAR racing, with the first pacesetter trials taking place at Waterville Valley" (www.SkiNH.com, *Waterville Valley—A Resort Rich in Ski History*, [www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history](http://www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history), February 11, 2019).

Waterville Valley first hosted World Cup alpine events in slalom and giant slalom in 1969 and was a regular stop on the tour for most of the 1980s (Wikipedia, *Waterville Valley Resort*, 2021). Also in 1969, Waterville Valley formed the first freestyle instruction program, making the resort the birthplace of freestyle skiing. The following year, Corcoran and Doug Pfeiffer organized the first National Open Championships of Freestyle Skiing on the Sunnyside trails. (www.SkiNH.com,

*Waterville Valley—A Resort Rich in Ski History*, [www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history](http://www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history), February 11, 2019)

“In 1971, legendary freestyle skier, Wayne Wong, traveled to Waterville Valley from Vancouver at the age of 21 on \$200 of sponsorship money to compete in the World Cup Freestyle Finals on the slope of True Grit. Following that event, Wong became Waterville Valley’s head freestyle coach in 1973 and still has close ties to the resort. By the 1990s, Waterville Valley fully embraced the sport of freestyle skiing by building the second freestyle terrain park in the Northeast. Decades later Waterville Valley has produced a number of Olympians, including 2010 gold medalist Hannah Kearny, who trained at BBTS.”

([www.SkiNH.com](http://www.SkiNH.com), *Waterville Valley—A Resort Rich in Ski History*, [www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history](http://www.skinh.com/blog/waterville-valley-a-resort-rich-in-ski-history), February 11, 2019)

Over time, a wide array of private, public and nonprofit entities have developed in Waterville Valley, working together to offer four season sports and recreation activities in a natural setting. The goal continues to be to integrate the many different activities to form a seamless experience for residents and guests.

## 4.3 Activities

The roots of the community as a recreation resort with robust public-private partnerships have resulted in a wide variety of recreation and cultural opportunities in every season. While the specific activities vary a bit from year to year, the tables on the following pages is intended to illustrate this abundance of recreation opportunities available at Waterville Valley.

Recreation Activities Available in Waterville Valley			
Season	Recreation activity group	Recreation activities	Recreation organizations / Locations
Year-Round	Indoor fitness classes	Yoga, Pilates, Cycling, T'ai Chi, Boot Camp	Waterville Valley Parks and Recreation Department White Mountain Athletic Club
	Indoor fun	Escape room	Break Free 603, LLC
	Indoor sports	Basketball, Climbing walls/towers, Hockey, Ice skating, Open gym, Pickleball, Swimming, Volleyball, Tennis	Waterville Valley Parks and Recreation Department White Mountain Athletic Club Waterville Valley Ice Arena
	Outdoor sports	Hiking, Mountain biking (incl. fat biking), Walking, Snowshoeing, Cross-country skiing	Waterville Valley Parks and Recreation Department Local trails 4-mile loop Waterville Valley Resort
3-Season	Outdoor fun	Kayaking, Canoeing, Pedal boat, Standup paddleboard, Camping, Chair lift rides, ResortBoard/Onewheel (experiences), Tubing (water)	Corcoran Pond Waterville Valley Parks and Recreation Department Waterville Valley Resort White Mountain National Forest
	Outdoor sports	Croquet, Disc golf, Fishing, Golf, Hiking, Road biking, Skateboarding, Trail running, Hunting	Local roads Local trails Corcoran Pond Mad River, West Branch Mad River Waterville Valley Athletic & Improvement Association Waterville Valley Golf Club Waterville Valley Parks and Recreation Department Waterville Valley Resort White Mountain National Forest

Recreation Activities Available in Waterville Valley			
Season	Recreation activity group	Recreation activities	Recreation organizations / Locations
Summer & Holidays	Outdoor fun	Climbing tower, Tubing, Kayaking, Canoeing, Pedal Boats, Standup Paddleboards	Waterville Valley Parks and Recreation Department Mad River, West Branch Mad River Waterville Valley Resort (WVR)
	Outdoor sports	Golf, Swimming, Tennis, Mountain biking	Waterville Valley Parks and Recreation Department Corcoran Pond Waterville Valley Golf Course Waterville Valley Resort White Mountain Athletic Club (WMAC)
	Kids camps	Kids summer camps	Waterville Valley Black & Blue Trail Smashers Waterville Valley Parks and Recreation Department Waterville Valley Resort
Winter	Skiing	Alpine sports, Nordic skiing	Waterville Valley Parks and Recreation Department Waterville Valley Adaptive Sports Waterville Valley Athletic & Improvement Association Waterville Valley Black & Blue Trail Smashers Waterville Valley Resort
	Snowshoeing	Snowshoeing	Local trails Waterville Valley Athletic & Improvement Association Waterville Valley Parks and Recreation Department Waterville Valley Resort White Mountain National Forest
	Tubing	Tubing (snow)	Waterville Valley Golf Club

Cultural Activities Available in Waterville Valley		
Season	Cultural activities	Cultural organizations / Locations
Year-Round	Adult programs, e.g., Weekly speakers, Literary discussion group, Writers workshop	The Rey Cultural Center
	Annual book sale, Books to borrow	Waterville Valley Osceola Library
	Astronomy	The Rey Cultural Center
	Community gardens and nature trail	The Rey Cultural Center
	Events, e.g., Easter egg hunt, Fishing derby, Bingo, Team trivia, DIY workshops, Special Olympics NH events, Ice cream socials, Independence Day parade, Artisan fair, Ugotta Regatta, Rally in the Valley, Starry Nights, 4th Family carnival, Chalk fest	Waterville Valley Parks and Recreation Department Waterville Valley Resort
	Fireworks, e.g., Independence Day, New Years Eve, Summers, Winters	Town Waterville Valley Resort
	Independent retailers and restaurateurs	Waterville Valley Resort Town Square White Mountain Athletic Club Waterville Valley Golf Clubhouse
	Kids programs, e.g., Nature, art & STEAM, Summer camp, Storytime	The Rey Cultural Center
	Seasonal festivals, e.g., Fall foliage fest, Halloween Spooktacular, Santa/treelighting in Town Square	Waterville Valley Parks and Recreation Department Waterville Valley Resort
Summer-Fall	Animal encounter series	Waterville Valley Resort
	Artist in residency	The Rey Cultural Center
	Food festivals, e.g., Chowderfest & Brews, Chocolate Fest, Chili Challenge	Waterville Valley Resort
	Live music (Town Square summer concert series)	Waterville Valley Resort
	Sunday morning church choir	Waterville Valley Resort

Cultural Activities Available in Waterville Valley		
Season	Cultural activities	Cultural organizations / Locations
Summer	Art walk	The Rey Cultural Center
	Drive-in movies	Waterville Valley Foundation
	Movies in the park	Waterville Valley Parks and Recreation Department
	Music in the Valley	The Rey Cultural Center
	Summer theater	Shakespeare in the Valley
	Waterville Valley town history walks Trolley tours Cellar hole hikes	Waterville Valley Historical Society Waterville Valley Parks and Recreation Department

## 4.4 Recreation Providers

### White Mountain National Forest (WMNF)

The vast majority of the town of Waterville Valley, 40,159 acres or 98%, is managed by the U.S. Forest Service as part of the White Mountain National Forest (WMNF). The primary purpose of the National Forest system is to provide a sustainable supply of forest products while protecting the watersheds. In 1960 recreation was added as a purpose. Over time recreation has been recognized in forest plans as a forest resource important to local economies. For those seeking a less developed, more natural recreation experience, the WMNF offers fishing, a range of camping options and many miles of trails for nonmotorized use.



Although the Mad River and its tributaries still contain some wild brook trout, fishing today depends primarily on the state stocking program. The Mad River is stocked with both brook and rainbow trout. Flat Mountain and Livermore Greeley Ponds are stocked with brook trout and provide a hike-in experience.

Those wishing to camp can stay in the Waterville Campground or in the backcountry, including at the Flat Mountain Pond shelter. Groups can use the Osceola Vista group campground.

The hiking, biking and cross-country ski trails of Waterville Valley are quite extensive and diverse. Experiences range from short trails that follow old roadways to several mile-long challenging mountain trails. Trails range from a challenging Mt. Tripyrmaid loop to a walk along the Big Pines Trail. Trailheads for trails leading to Sandwich Mountain are located along Route 49. Snow's Mountain trailheads are located primarily in the north end of town. Livermore Road and Greeley Pond Trail are the source of many trails that branch off from these primary trails. The trailhead for the two major mountains, Mt. Osceola and Mt. Tecumseh, are located off Tripoli Road (closed in winter). Other trailheads accessing Waterville Valley's backcountry can be found in the communities south of the Sandwich Range Wilderness and on the Kancamagus Highway to the northeast.

Maintenance of the trails in the WMNF depends on public-private partnerships. The Waterville Valley Athletic and Improvement Association (WVAIA) is the primary caretaker of the hiking trail system in Waterville Valley's White Mountain National Forest lands. The WVAIA depends on volunteer participation with support from the Town and the Waterville Valley Parks and Recreation Department. Heavy trail work such as stair building and tree cutting is outsourced. Long-range plans include extending and connecting trails to form more loop trails, such as connecting the Big Pine trail to the Scaur Trail and the Scaur to Flume Brook Trail.

## Waterville Valley Resort

### **WATERVILLE VALLEY RESORT SKI AREA**

The Waterville Valley Resort ski area is located on leased land within the White Mountain National Forest. "Built on Mount Tecumseh, with a summit elevation of 3,997 feet (1,218 m) above sea level, the ski trails extend to a high point on the south ridge of the mountain at 3,840 feet (1,170 m), offering a vertical drop of 2,020 feet (615 m)." (Wikipedia, *Waterville Valley Resort*, 2021)

The Resort has numerous programs that attract a variety of skiers and snowboarders. There are packages for beginners to bring them back again, a nursery with skiing for toddlers, programs for young and older children, programs for women, and specialty clinics for people with specific interests. The Resort also initiated and supports a program, JETS (Junior Enrichment Through Sports), for children in the local school district to ski at Waterville Valley on winter weekends.

Snowboarding has kept this industry invigorated; Waterville Valley Resort has worked hard at integrating this market into the mountain operation. Waterville Valley Resort has four terrain parks and a half pipe. The Resort is host to many snowboarding special events to bring more snowboarders to Waterville Valley each year.

Since the Sunnyside expansion of the late 1960s, Waterville Valley's skiable terrain had remained largely unchanged until the Green Peak expansion in 2017. A second phase still in the planning and permitting phase would expand the Green Peak area down toward Tripoli Road and connect the ski area to the village core via a gondola. (NewEnglandSkiHistory.com, *New Hampshire: Waterville Valley Resort: Expansions*, updated January 21, 2017). The 2020 10-Year Master Development Plan (MDP), developed in partnership with the U.S. Forest Service (USFS) over three years, was accepted by the

USFS in February 2020. The plan includes a boundary extension, allowing for 140 acres terrain expansion with 15 new trails, additional parking, new buildings for events and dining, as well as four new Nordic trails and two lift replacements in addition to the gondola. (waterville.com, Waterville Valley Resort press release, February 4, 2020) The Resort will need additional water for snowmaking. However, any expansion requires the Resort and U.S. Forest Service to work through the National Environmental Protection Act (NEPA) process to evaluate the potential environmental impacts and alternatives.

From its inception until 1994, the Waterville Valley Resort was owned by Tom Corcoran’s Waterville Company. After a brief period of ownership by two different large ski companies, members of the Sununu family of New Hampshire and a group of area investors purchased the resort in October 2010. (Wikipedia, *Waterville Valley Resort*, 2021)

Waterville Valley Resort Ski Area Ownership History			
Seasons	Company	HQ Location	CEO
1966 to 1994	Waterville Company, Inc.	Waterville Valley, NH	Tom Corcoran
1994 to 1995	S-K-I Ltd. (Sherburne-Killington-Investments)	Killington, VT (Delaware corporation)	Preston Leete Smith, founder of Killington, CEO, Chairman of the Board
1995 to 1996	American Skiing Company	Bethel, ME	Leslie B. Otten, of LBO, CEO, President
1996 to 2010	Booth Creek Ski Holdings, Inc.	Truckee, CA	George N. Gillett Jr., CEO, former owner of Vail and Beaver Creek ski areas
2010 to today	Waterville Valley Holdings, LLC	Waterville Valley, NH	Chris Sununu, CEO & Director (2010-16), General Manager (2013-15); John H. Sununu, CEO and Chairman of the Board (2016-today)

(Sources: newenglandskihistory.com; boothcreek.com; encyclopedia.com; <https://www.crunchbase.com/organization/american-skiing-company>; Google search; Bob Fries; Tim Smith, President/General Manager, Waterville Valley Resort, June 6, 2022 (Ed.))

"In July 2019, the Sununu ownership group announced they had acquired much of the remaining undeveloped land in Waterville from the Waterville Company. By reuniting the development property and the ski area under common ownership, the transaction was seen as restoring the potential of the



resort's original master plan." (NewEnglandSkiHistory.com, *Waterville Valley Resort, Waterville Valley, New Hampshire*, October 2, 2019)

Waterville Valley Resort Developable Land Ownership History			
Years	Company	HQ Location	CEO
1965 to 1999	Waterville Company, Inc.	Waterville Valley, NH	Tom Corcoran
1999 to 2019	Waterville Company, Inc.	Waterville Valley, NH	Bill Cantlin
2019 to today	Tyrell Development Company, LLC	Exeter, NH (Delaware LLC)	No CEO (Michael Sununu, Manager of Sununu Enterprises, LLC is acting agent)

(Sources: newenglandskihistory.com; Feingold, Jeff. *Sununu family increases holdings in Waterville Valley real estate: Company continues effort to build on 'year-round recreation destination.'* *NH Business Review*, July 10, 2019; OpenCorporates: The Open Database of The Corporate World, August 7, 2021, [https://opencorporates.com/companies/us\\_nh/812957](https://opencorporates.com/companies/us_nh/812957); Tim Smith, President/General Manager, Waterville Valley Resort, June 6, 2022 (Ed.))

This long history of local ownership has led to a high level of collaboration between the Resort, the municipality and local nonprofits. Having an economically viable ski resort is critical to the long-term economic viability of Waterville Valley. During the winter season it is one of the key businesses that brings in seasonal and day guests. In addition to downhill and cross-country skiing and snowboarding, the Resort provides a summer camp; skateboard park; an adventure center for cross-country skiing, snowshoeing, and fat bikes, with trails for all levels, lessons and tours; and mountain bike terrain. The nonmotorized trails interwoven with the village and largely maintained by the Resort are an important feature of the community character in Waterville Valley.

## **SUMMER CAMPS**

Through the years, Waterville Valley Resort has offered summer camps that have accommodated various interests. Most recently, the Resort's Cascades Summer Camp, an overnight camp for children ages 9-12 years old, was established to offer a variety of activities that take advantage of all that is offered in town and the region.



## **WATERVILLE VALLEY SKATEBOARD PARK**

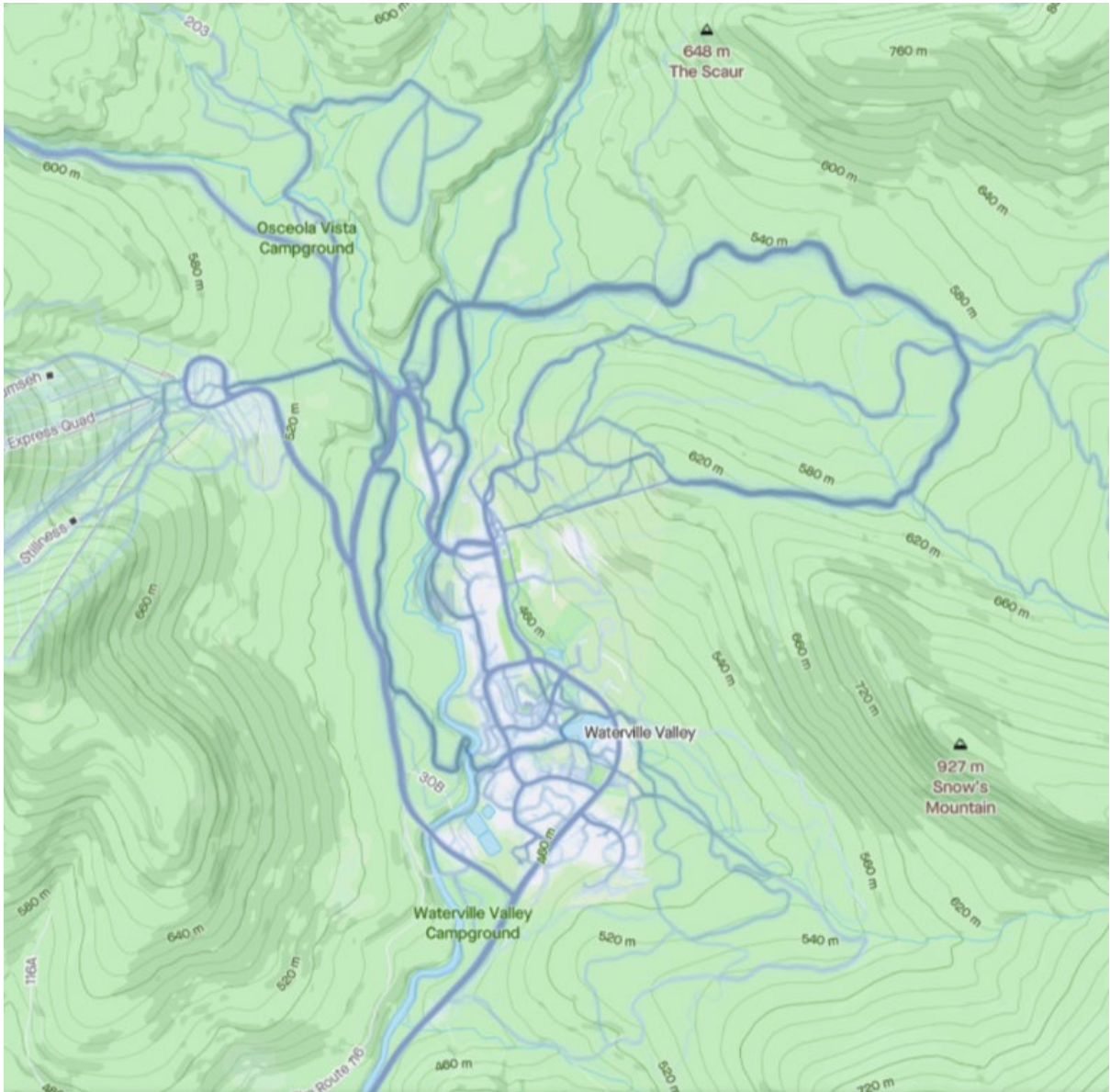
The Skateboard Park is an amenity to the village core especially for the teen segment of the community. It is located across from the Black Bear Lodge on land designated for parking. In the future, relocation or elimination is likely.

## **WATERVILLE VALLEY ADVENTURE CENTER**

The Waterville Valley Adventure Center encompasses 70+ kilometers of groomed trails for cross-country skiing, snowshoeing, and fat biking. As shown on the map on the following page, there are two networks of trails ranging out from the village, one at the south end and another to the north. Some are on WMNF land through a special use permit and some are on easements on private property in the village. The south end trails can be reached from the village core and the north end trails are reached by the Depot Camp parking lot.







Popularity of Waterville Valley bike routes and trails among users of Strava sports app. Bolder blue lines indicate a larger number of rides logged by users of the sports app Strava. (Source: Strava heatmap, bicyclists, generated 1/10/22)

## Town of Waterville Valley

### **WATERVILLE VALLEY PARKS AND RECREATION DEPARTMENT**

In 1979, the town voted to approve the formation of a municipal recreation department, which would be annually funded through the town's operating budget for the purpose of offering quality leisure activities that foster a sense of community for residents and visitors alike. Programming initially took place at various locations throughout Waterville Valley: at the inns, the town offices, the library, and outdoors.

As recreation programs grew, the need for a facility became apparent. In 1989, the town residents voted to build a facility to house the Waterville Valley Parks and Recreation Department adjacent to the Elementary School located at 3 Noon Peak Road. The spaces that have been used by the Parks and Recreation Department include a gymnasium, staff offices, a multi-purpose room, stage, kitchen, cafeteria and an art & music room. Most of these spaces have now been transformed into classroom space to accommodate the sharp increase in student population during the COVID-19 pandemic, and none are available to the Parks and Recreation Department during school hours. After school, the Parks and Recreation Department uses the gymnasium and cafeteria to run the afterschool program, art club, Dungeons and Dragons, adult pickleball, Irish dance, basketball and other activities. Many of the programs are run simultaneously to accommodate the community needs after the close of school each day.

The Parks and Recreation Department also maintains Packard's Field and supervises the field activities, maintains the adjacent playground for those 5-12 years old, and operates Corcoran Pond beach and boat rentals.

The Parks and Recreation Department additionally hosts a variety of services and operates an extensive array of programs for all ages year-round, with the busiest times being the 10 weeks of summer and vacation periods throughout the school year. Programs include summer day camps for 5 to 15-year-olds, social events for families, after-school care, specialty athletic camps for youths, and rental space for private functions. The Department evaluates the success of past-season activities and makes changes to offerings as needed. The Parks and Recreation Department's goal is to provide "recreation and leisure services to the residents and guests of Waterville Valley, and the greater-Plymouth region" (Facebook, Town of Waterville Valley Parks and Recreation Department).

In addition to activities and programs that take place utilizing Town-owned facilities, the Parks and Recreation Department also develops programs that build upon the town's wealth of opportunities in the surrounding National Forest. The town of Waterville Valley is home to five of the forty-eight 4000-footers in New Hampshire. "Hike Waterville Valley" ([www.hikewatervillevalley.com](http://www.hikewatervillevalley.com)) is a Parks and Recreation Department initiative to offer education and information on the town's hiking trails in coordination with resource management agencies, local nonprofits and the Waterville Valley Resort. Detailed maps of the trail system, including the 34-mile Skyline Loop, are available at the Town Hall and at the Parks and Recreation Department. The Parks and Recreation Department sponsors two

hiking patch programs: Redliner 125 and Pathfinder 70. Also in the works is the Waterville Valley Living Museum Trail App which will allow users to digitally access troves of information specific to this area. A wide range of topics will be searchable from home, and there will also be information linked to specific locations, for instance when standing atop the summit of Mt. Osceola, one could learn about the glaciers that shaped the valley, the trees growing at that elevation, the ravens often seen soaring there, details about the rock upon which one is standing, or nearby historic sites. Essentially the goal is to create a “Wikipedia museum” of Waterville Valley that can be investigated as you are walking through the landscape.

### **WATERVILLE VALLEY ICE ARENA**

The Waterville Valley Ice Arena was built in 1986 by the Waterville Company as an amenity to the Resort. The ice-skating arena operated on a six-month schedule, weather permitting, that ran from the beginning of October through the end of March. The facility was refrigerated in the summer of 1995, and became the home of the Plymouth State College hockey program for both practices and games until 2010 when Plymouth State opened its own arena.



From 1997 to 2011 the facility was owned, operated and maintained by the Town. In 2011, the Town entered a 10-year lease agreement with The Hockey Academy (THA) out of Hudson, New Hampshire. In 2021 the lease was renewed with an option to purchase. The Hockey Academy has run hockey tournaments and managed public skating times for twenty-plus years.

THA runs hockey tournaments for twenty-plus weekends per year primarily between October and March, driving business for local lodges, restaurants and retail outlets. On average each hockey tournament brings in 20 teams with 15 players, 2 coaches and 3 additional family members per player per team, equaling over 20,000 visitors to Waterville Valley per year. Each player’s and coach’s family is required to reserve their rooms through central booking at Waterville Valley’s lodges.

While the economic impact during tournament weekends for Waterville Valley is evident, the upsell on revisits is not quantifiable. However, there is undoubtedly an influence for revisits for skiing, hiking and other activities offered in Waterville Valley. The Hockey Academy estimated that the total economic benefit of the rink through hockey tournaments is approximately \$10 million per annum (THA, 2019).

In 2021 the rink upgraded its refrigeration system, audio system and other infrastructure items. THA looks forward to continuing to invest in the arena over the coming years in terms of rink infrastructure, rink aesthetics and venue events.

## CORCORAN POND

In 2008, the Waterville Company donated a 7.05-acre parcel of land in the village core including Corcoran Pond to the Town. The donation included approximately five acres of pond/land, a concrete and earthen dam, a boat dock and a beach area. The donation also included a 10-foot-wide non-specific easement for a footpath around the pond and a view easement from the east end of the pond towards Town Square and Mount Tecumseh from the Valley Road bridge. In 2018, the Town purchased an additional 0.43-acre parcel of land between the beach and the Golden Eagle Lodge which expanded the Corcoran Pond parcel.



The Town stocks Corcoran Pond with one and two-year-old brook and rainbow trout. It is a single, barbless hook, catch and release fishery. The Waterville Valley Parks and Recreation Department and Rey Cultural Center run their fishing programs on Corcoran Pond and the Mad River. The pond is also host to an annual youth fishing Derby, "Casting for Kirby."

## Local Nonprofits

### **WATERVILLE VALLEY BLACK & BLUE TRAIL SMASHERS (WVBBTS)**

WVBBTS/SSEF (Snow Sports Education Foundation) is a 501(c) (3) non-profit educational foundation which operates Waterville Valley Academy and the BBTS Snow Sports Club. The Club, organized in 1934, is one of the oldest and most well-known clubs in the country. They have built new facilities at Snow's Mountain, the most recent being a Sport Specific Training Center with a trampoline and gymnastics floor and other sport-specific amenities.

WVBBTS has extended their programming outside of the winter season window with more fall, summer, and spring activities that complement their strong winter programs. This includes camps, dryland training and conditioning and athletic training for the snow sports that they serve. They created new venues at Snow's Mountain including building a dry-slope venue with an airbag.



### *BBTS Snow Sports Club*

The BBTS Snow Sports Club is a weekend training program for young athletes, ages 5 through 18, for athletes dedicated to pursuing higher performance in alpine racing, freestyle skiing and snowboarding. The BBTS Snow Sports Club also offers a Masters program for alpine racers 18 and up.



### *Waterville Valley Academy (WVA)*

Waterville Valley Academy, founded in 1972, is a snow sports boarding academy designed for full time student athletes in grades 6 – 12. Students are involved in alpine racing, freestyle skiing and snowboarding in parallel with their academics.



### **WATERVILLE VALLEY ATHLETIC & IMPROVEMENT ASSOCIATION (WVAIA)**

In 1888 a group of guests at the Greeley's hotel formed the Waterville Athletic and Improvement Association (Grace H. Bean, **THE TOWN AT THE END OF THE ROAD: A HISTORY OF WATERVILLE VALLEY**, 1983). The members participated in hiking and group picnics. From the start the WVAIA took care of local trails. Today they are the major partner to the U.S. Forest Service for maintenance of Waterville Valley's White Mountain National Forest trails.

### **WATERVILLE VALLEY ADAPTIVE SPORTS (WVAS)**

Waterville Valley Adaptive Sports is a nonprofit that operates out of a specially-designed space in the Waterville Valley Resort ski area base lodge. WVAS is "dedicated to empowering individuals with disabilities through access and instruction in sports and recreation for life." With both professional staff and numerous volunteers, WVAS "provides snowsports lessons for hundreds of clients with a wide range of disabilities." ([www.watervilleadaptive.com](http://www.watervilleadaptive.com), accessed 2021) Lessons for both children and adults are provided on downhill and cross-country skiing, for groups and individuals ([www.waterville.com](http://www.waterville.com)).

## THE REY CULTURAL CENTER

The Rey Cultural Center is a 501(c)(3) nonprofit organization founded in 2006 and headquartered in Waterville Valley.

*Margret and H.A. Rey, authors of the Curious George children's book series and former summer residents of Waterville Valley, New Hampshire, were artists and adventurers, historians and naturalists, gardeners and stewards. Today their pursuits live on in the Margret and H.A. Rey Center, a nonprofit organization dedicated to honoring the Reys' spirit of curiosity and discovery by increasing understanding and participation in art, science, and nature through programs for youth, adults and families.*

*The lives of Margret and H.A. Rey were filled with continued learning and community service. The Reys were active in writing and illustration; astronomy; natural history; photography; environmental action (including calls for renewable energy); concern for animals; the simple joys of gardening, walking and bicycle-riding; and, of course, children's experiential learning. These life pursuits of the Reys form the basis [sic] Rey Center programs. This mixture of art and science, the physical and intellectual, young and old, and ever-present curiosity, is the foundation for a multi-generational center for learning and exploration.*

(<http://thereycenter.org/about-us.html>)

The Rey's Waterville Valley home was donated to the Town in 1992. The Cottage was moved to its present location adjacent to the school on land donated to the Town by the Waterville Company. Along with the Cottage itself, the Town acquired permission to use its current name the "Curious George Cottage." The Rey Estate, through the Combined Jewish Philanthropies, made a generous donation to start the nonprofit Margret and H. A Rey Center in 2006. The bequest from the Rey Estate plus matching funds from a number of Waterville Valley community members and support from the Town of Waterville Valley provided the financial foundation to start the organization that exists today.

The current location adjacent to the school and energy upgrades are part of the Rey Cultural Center's plan to create a Curious George Cottage Campus to showcase the Cottage as a "green" demonstration house and build a Community Garden centered on the Curious George Nature Trail.

The Rey Community Gardens continue to expand and make growing space available for community members for a small fee and for students for planting, events and educational purposes as well as providing green space. In progress are additional educational gardens and a greenhouse.

The Curious George Nature Trail, originally funded by the Rey Estate with assistance from the New England Wildflower Society, showcases a variety of natural plant communities and is also used as part of the outdoor classroom for the Rey Cultural Center programs for students and the public.

The Rey Cultural Center continues to operate out of the Curious George Cottage, where community members gather for discussion groups, speakers and classes; and for public stargazing nights in conjunction with the New Hampshire Astronomical Society. Other Rey Cultural Center programs include year-round early childhood education and youth programs, a summer Art Walk and a partnership with the New Hampshire Music Festival to bring music to Waterville Valley each summer. (<http://thereycenter.org>)

## **WATERVILLE VALLEY FOUNDATION**

"The Waterville Valley Foundation was established in 1977 as a fund-raising organization in support of the [sic] Waterville Valley Adaptive Sports. Over time, the Foundation expanded its charter to include assistance to other programs and projects including the Rey Cultural Center, the Waterville Valley Athletic and Improvement Association, the Waterville Valley Parks and Recreation Department, the Waterville Valley Elementary School, and Shakespeare in the Valley." ([www.watervillevalleyfoundation.org](http://www.watervillevalleyfoundation.org))



## **Local Businesses**

### **WATERVILLE VALLEY GOLF CLUB**

The public and membership nine-hole golf course has been an attraction for visitors to Waterville Valley for over 100 years and is a major attraction during the summer and fall. Tubing has also been added as a winter activity.

The restaurant and bar facilities are used to host private and public events, such as weddings, Kentucky Derby parties, and other gatherings.

### **WHITE MOUNTAIN ATHLETIC CLUB**

The White Mountain Athletic Club, which is privately owned and membership-driven, is a hub of recreation activities in the village. The facility includes two indoor tennis courts, an indoor and an outdoor swimming pool, weight room, and exercise and other special purpose areas.

Visitors to Waterville Valley staying at WVRA-member (Waterville Valley Resort Association) hotels are offered the opportunity to use the facility as a part of their stay. Residents and property-owners are offered various levels of membership. Non-members who are neither hotel guests nor guests of members may use the tennis facilities only, for a fee. The Club offers a variety of fitness programs throughout the year, and more during the vacation periods to accommodate the increase of visitors.

### **WATERVILLE VALLEY TENNIS CENTER**

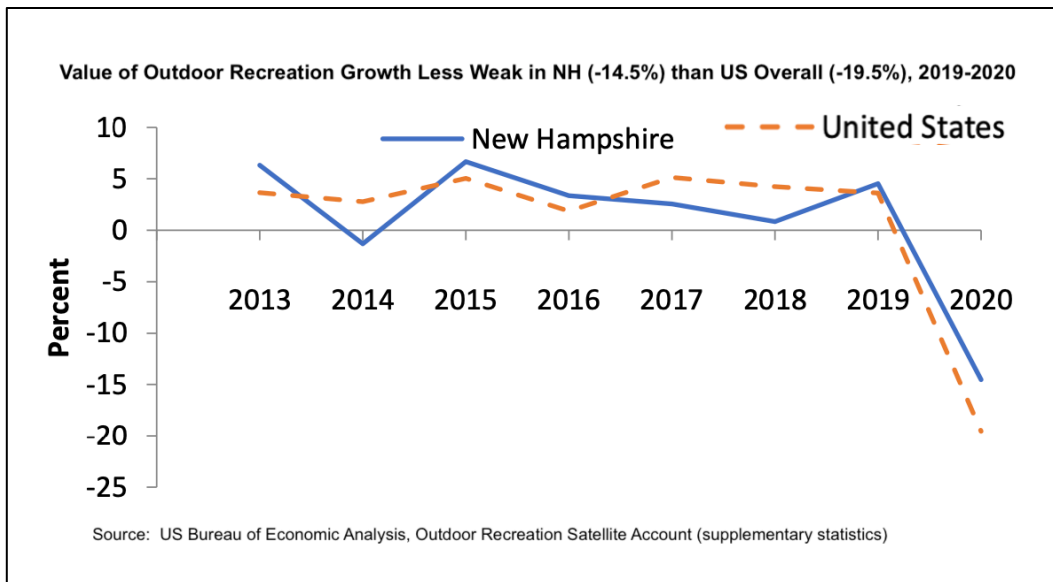
The Waterville Valley Tennis Center is an award-winning 18 clay court outdoor tennis facility consistently named by **TENNIS MAGAZINE** as one of the 50 greatest tennis resorts in the U.S. Tennis has flourished in the north side of town of since 1884, making it one of the oldest and most endearing assets in Waterville Valley. The 5-month outdoor season includes lessons for all ages, tennis camps, round robins, tournaments and social events. The two indoor courts at the Athletic Club, and a successful women's level 3.5 tournament team that plays all over the state and hosts matches, complement the outdoor courts.

### **WATERVILLE VALLEY RESORT ASSOCIATION (WVRA)**

The Waterville Valley Resort Association was formed in 1995 to promote the growth and prosperity of the community and expand recreation and athletic interests. Most local businesses are members along with the Town, school, and several other nonprofits. The Association hosts [www.visitwatervillevalley.com](http://www.visitwatervillevalley.com), package deals for visitors, and is a cosponsor of the shuttle.

## **4.5 Opportunities**

Waterville Valley is fortunate to be located within New Hampshire, a state that had five consecutive years of positive economic growth in outdoor recreation before COVID-19. Additionally, as shown in the graph on the next page, our state's COVID-era outdoor recreation economic shrinkage was less than the country overall.



In addition to our recreation history, public and private organizations, and infrastructure, we have a carefully planned community to support the residents and visitors who come here seeking outdoor recreation:

- An extensive line-up of activities offered by the Waterville Valley Parks and Recreation Department
- A fully-equipped Public Safety Department (police/fire/EMS)
- A wide variety of residences to rent or own: single-family homes, townhouses, and condominiums, as well as condo-hotels and inns
- Recreation-oriented shops and services in Town Square
- An ever-more walkable village core with a wide variety of shopping and dining experiences, and free shuttle bus

Data indicate that participation in outdoor recreation activities has increased nationwide during the COVID-19 pandemic. “In 2020, 53% of Americans ages 6 and over participated in outdoor recreation at least once, the highest participation rate on record. As the COVID-19 pandemic...forced a nationwide shutdown, outdoor spaces became places of refuge to safely socialize, improve physical and mental health, connect with family and recover from screen fatigue. Remarkably, 7.1 million more Americans participated in outdoor recreation in 2020 than in the year prior.” (Outdoor Foundation, *2021 Outdoor Participation Trends Report*, 2021) This is a rare opportunity, and our challenge as a community with a recreation-based economy is to take advantage of it and convert as many of these temporary residents as possible into full-time residents or long-term regular visitors. However, the Outdoor Foundation also warns that about one-quarter of new participants say they don’t want to continue their new outdoor activities, a number that may grow sharply as consumers return to pre-pandemic habits (Outdoor Foundation, *2021 Outdoor Participation Trends Report*, 2021).

As shown in the following table, the top five most popular outdoor activities by US participation rate are generally non-winter.

Five Most Popular Recreation Activities in US in 2020			
Popularity	Recreation activity	Percent of Americans	Millions of participants
1	Running, jogging, trail running	21.0%	63.8
2	Hiking	19.0%	57.8
3	Freshwater, saltwater & fly fishing	18.0%	54.7
4	Road, mountain & BMX biking	17.3%	52.7
5	Tent, backpack & RV camping	15.8%	47.9

(Source: Outdoor Foundation, *2021 Outdoor Participation Trends Report* (based on 2020 data, 2021))

Waterville Valley is able to offer some form of all five of these activities. This translates to viable opportunities to expand Waterville Valley’s non-winter recreation offerings, and bolster our goal to strengthen our year-round recreation economy.

The unique nature of Waterville Valley's trail system cannot be overemphasized. Our trails range from backcountry or even wilderness hiking in the National Forest to a paved loop around the village core. Trails are available for those on foot, including the growing number of trail runners, as well as fat bikes, mountain bikes, and cross-country skiers. This is all made possible through a model of cooperation among the national and municipal governments, volunteer groups, developers and outdoor recreation businesses. It is a feature of the community that, if better known, may attract more families and outdoor enthusiasts to live or to vacation during currently off-peak times.

As shown in the table on the next page, looking at the value added for New Hampshire's outdoor activities ranked by 2019 (pre-pandemic) figures, winter activities such as skiing/snowboarding and other snow activities rise to the top six. New Hampshire is truly a four-season recreation state, and it is up to the Waterville Valley community to continue to build on the opportunities offered by our location and natural resources.

## Most Popular Outdoor Activities by Value Added, New Hampshire, 2019

(Orange shaded = top-half state rank; Grey shaded = negative growth)

Popularity ('19 \$ basis)	Recreation activity	7-yr CAGR (%) 2012 - 2019	2-yr CAGR (%) 2017 - 2019	2019 (\$K)	State Rank (out of 50)
<b>Existing Waterville Valley Activities with Recent <i>Growth</i> in Value-added</b>					
1	Skiing/Snowboarding	3.2	8.3	129,476	7
2	RVing	3.7	3.2	20,764	36
3	Game Areas (includes Golfing and Tennis)	2.9	5.4	19,096	n/a
6	Other Snow Activities (dog mushing, sleighing, snowmobiling, snowshoeing, tubing)	0.8	3.9	91,261	7
10	Climbing/Hiking/Tent Camping	4.3	5.7	36,481	31
13	Fishing (excludes Boating)	9.8	3.3	25,813	38
14	Field Sports	5.4	7.6	24,231	n/a
18	Bicycling	0.9	4.6	10,240	35
19	Canoeing/Kayaking	1.3	6.2	4,784	n/a
<b>Existing Waterville Valley Activities with Recent <i>Shrinkage</i> in Value-added</b>					
7	Hunting/Trapping	5.0	-3.4	74,326	17
15	Festivals/Sporting Events/Concerts	0.1	-4.0	21,396	n/a
16	Productive Activities (includes Gardening)	3.8	-1.8	18,559	n/a
17	Equestrian	6.5	-0.2	11,406	46
<b>Activities <i>Not Applicable</i> to Waterville Valley</b>					
4	Sailing, Other Boating	3.5	3.9	13,934	38
5	Shooting (includes Archery)	4.5	-2.7	02,081	17

8	Amusement Parks/Water Parks	6.2	6.6	55,502	n/a
9	Motorcycling/ATVing	-0.3	-6.1	43,803	38
11	Air and Land Guided Tours/Outfitted Travel	3.9	10.2	33,880	n/a
12	Water Guided Tours/Outfitted Travel (includes Boating and Fishing Charters)	2.1	2.0	27,250	n/a
20	Recreational Flying	2.5	2.4	3,801	42

Note: Although 2020 data were available, 2019 data were used due to the effect of the COVID-19 pandemic on 2020 figures.

(Sources: US Bureau of Economic Analysis, SAOACTVA - *Outdoor Recreation Satellite Acct Activities-Value Added, by state* (accessed Dec 2021); Analysis)

Winter sports will continue to be one of the main attractions in Waterville Valley. It is expected that the Waterville Valley Resort will be making major investments over the next ten years in new facilities, ski terrain, and the long-planned gondola connecting the ski area and village core. The growing hockey community and local organizations such as Waterville Valley Adaptive Sports all add to the reputation of the town as a go-to place for winter sports. The Town partners with the business community where possible, such as sharing the cost of the shuttle bus with the Waterville Valley Resort and the Waterville Valley Resort Association, but critical factors are out of the Town’s control. These include climate change and private ownership decisions. It will be important for both the Town and WMNF to continue to work cooperatively with the Waterville Valley Resort to ensure their continued success.



Summer is also a busy time with the golf course, hiking trails, mountain biking, camps, tennis and various events. Waterville Valley’s quietest season for recreation is spring, referred to as “mud season” for a reason. This season is less favorable for outdoor mountain recreation; some hiking and biking trails need to be closed for periods of time in the spring to avoid damage. Spring is also a period when many of our second-home residents and visitors with school-age children are busy at home with after-school and weekend sports teams. Bicycling is one activity that is perfect for spring (road only)



as well as summer and fall. With increased on-road bicycling, there will be a need for more attention to signage, bike paths and lanes, and rider education. Also, as noted earlier, running is currently the most popular sports activity nationally.



Some key municipal and private facilities are aging and in need of upkeep and modernization. These include the Waterville Valley Parks and Recreation Department and some of the infrastructure at the ski resort. It will be important in future years for the Town and others to plan for increased maintenance costs and renovations and modernization of facilities when needed, and to continue to be proactive about accommodating changing tastes and offering new sports activities. As participation in dispersed activities such as hiking and biking continue to increase, restroom facilities in key locations will become increasingly important. It is also especially important to keep up with the interests of young people as the Resort has done with the skateboard park, mountain biking and fat bikes in winter.

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# Chapter 5. Natural, Scenic and Historic Resources

## 5.1 Introduction

The White Mountain National Forest (WMNF) comprises the majority of the land area in Waterville Valley. Within the town boundaries and encircling the village are 40,159 acres of natural resource lands managed by the U.S. Forest Service (USFS) for the sustainable provision of forest resources to the public including clean air and water, recreation, timber, fish and wildlife, important habitats, conservation education, minerals, heritage resources and scenic resources. A detailed Natural Resource Inventory (NRI) focused on the privately and municipally-owned lands forming the village of Waterville Valley was recently completed for the Conservation Commission. *Natural Resources of Waterville Valley, New Hampshire* developed by Ecosystem Management Consultants in January 2020 provides more detailed information on many of the topics discussed here. As a town with its village nestled within this vast area of land permanently protected from most development, the focus on natural resources in this plan is two-fold: (1) how to be good stewards of the natural resources on our private and municipal land, and (2) how to be good neighbors to the natural resources in the White Mountain National Forest. Our overlapping goals with the U.S. Forest Service include ensuring that land use planning decisions and development activities do not degrade water quality or bring harm to fish and wildlife.

## 5.2 Natural Resources

### Groundwater

The aquifer that supplies the drinking water for Waterville Valley's residents, businesses and visitors is quite extensive, originating from the north along the Mad River tributaries in the National Forest. As shown on the map on the next page, the aquifer encompasses most of the developed area of town. This is both because of the location of the village at the bottom of the geographical bowl and because of the nature of the glacial soils located here, known as stratified drift. Stratified drift aquifers consist primarily of sand and gravel that was deposited in layers by the glaciers as they retreated. In New Hampshire these are the deposits most able to produce groundwater in the volumes needed for public supply wells.



The aquifer beneath private and municipal lands poses both a benefit, for water supply purposes, and a concern. With human activity comes the risk of contamination. Care must be taken to manage nonresidential use of hazardous and toxic materials and petroleum products, road salt and lawn chemicals, and to educate homeowners on the importance of keeping such materials out of the ground and water. Fortunately, the town has no industrial land uses. All commercial properties are connected to the Town sewer system. To help keep bacteria, nitrates and household chemicals out of the groundwater that provides the town's drinking water, all homes within the wellhead protection zone (400' radius) were connected to Town sewer at the Town's expense. Any home within the aquifer protection zone (1,000' radius) has Town sewer service available and is mandated to connect to Town sewer when their septic system fails. Waterville Valley also has a covered salt storage facility; however, a mix of salt and sand is used on West Branch Road and Boulder Path and straight salt on other town roads. Elevated salt levels in groundwater and surface water can have negative health impacts on both people and wildlife.

## Surface Water

The entire town of Waterville Valley falls within watersheds of surface waters identified as Outstanding Resource Waters by NH Department of Environmental Services (NHDES) (Outstanding Resource Waters, October 2011, NHDES). These are surface waters of such high quality that they are considered to be an important state and national resource; no degradation of water quality is allowed.

As described in *Natural Resources of Waterville Valley, New Hampshire* (Ecosystem Management Consultants (EMC), January 2020) and shown on the map on the next page, all of the water that falls on the village side of the mountains and melting snow has to pass through the village of Waterville Valley to reach the Mad River. Any that does not percolate into the ground travels to the river via Snow's Brook, the nearly four miles of intermittent streams and drainage systems mapped by EMC, or as sheet flow across the land surface. A growing body of research has shown that inadequate stormwater management is the primary cause of water quality deterioration associated with human activity.

Increased stormwater runoff results from impervious surfaces such as roofs, yards, driveways, paths and roads. It is now understood that it is best to both reduce the amount of stormwater runoff and return as much of it as possible to the ground on-site. This maintains groundwater infiltration and prevents sediments and other pollutants from being carried to nearby water courses. In addition to increased pollutant load, stormwater impacts on surface water include higher temperatures, changes to fish populations, more frequent high flows during wet weather — more frequent and more severe flooding — and lower flows during dry weather. The resulting erosion of stream banks and channels causes further deterioration of the habitat. Disturbed areas, particularly those on the steep slopes in the areas of the community away from the valley floor, also contribute sediments to the stormwater runoff. The goals of stormwater management are to both keep runoff to a minimum and to prevent sedimentation.



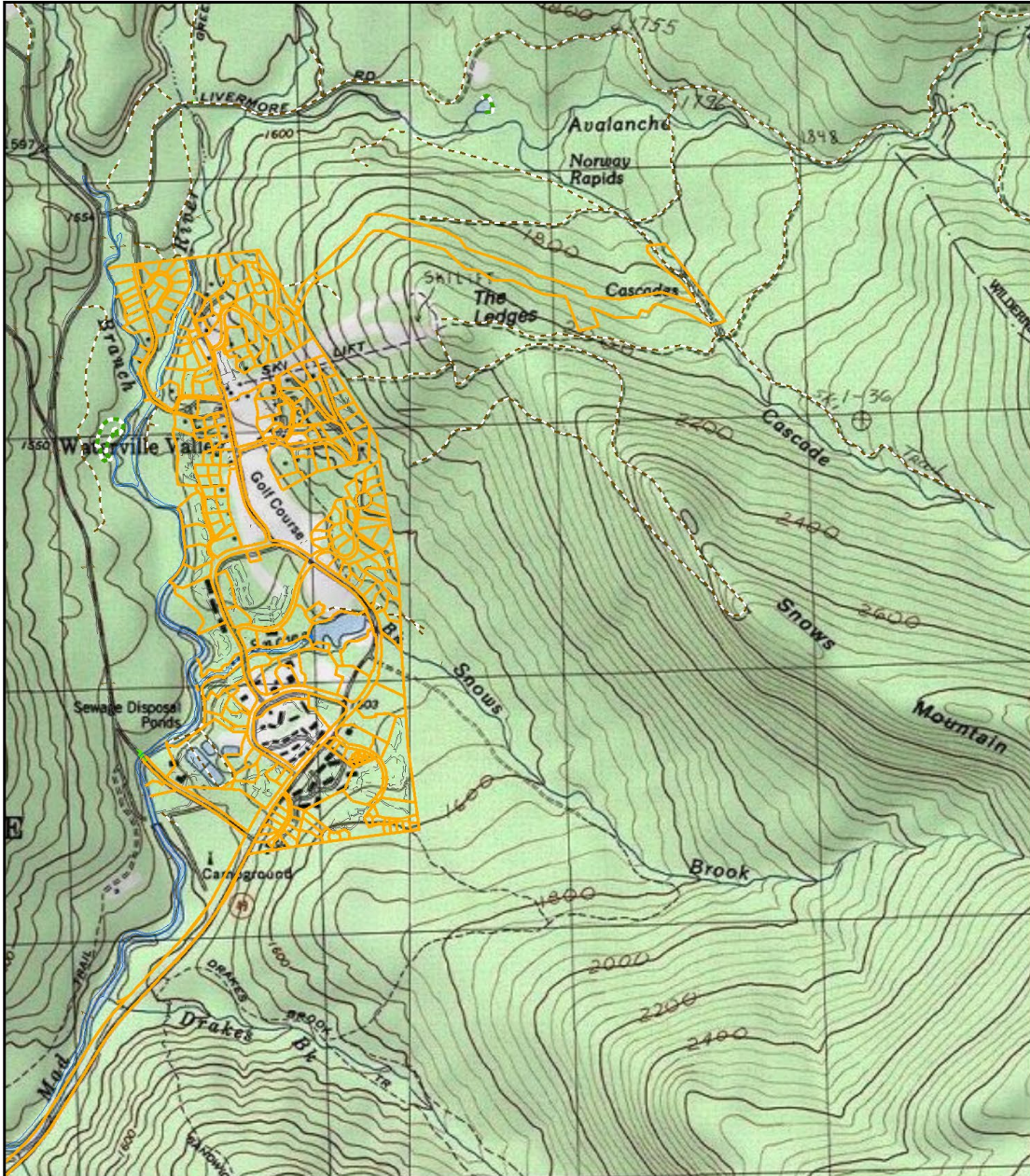
**Village Area, Waterville Valley, NH**  
 Showing Private, Municipal and State-  
 Owned Property Outlined in Orange,  
 on USGS Topographic Base Map



December 24, 2021

www.cai-tech.com

0 1800 feet



Data shown on this map is provided for planning and informational purposes only. The municipality and CAI Technologies are not responsible for any use for other purposes or misuse or misrepresentation of this map.

Rain and snow melt must pass through the village of Waterville Valley to reach the Mad River.

These goals are best accomplished at the development level with attention to limiting the percentage of a lot that can be covered with impervious surfaces and ensuring that any increase in runoff is provided an opportunity to percolate into the ground. Both of these techniques can be a challenge in Waterville Valley, first because of the small amount of land available for development and also because of the steep slopes in some areas. The best approach to stormwater management needs to be evaluated on a case-by-case basis by an engineer. The Town's Subdivision Regulations were recently updated to strengthen stormwater management provisions; however, the Site Plan Regulations are outdated and should be amended.

The Town's earlier Subdivision Regulations and current Site Plan Review Regulations actually require stormwater to be collected and carried to watercourses by drainage ditches and pipes. We now realize that this approach resulted in higher peak flows, flooding, scouring, sedimentation, and destruction of aquatic habitat. Ecosystem Management Consultants (EMC) noted that “there are no stormwater treatment or retention ponds in the Village other than minor swales and ditches” (*Natural Resources of Waterville Valley, New Hampshire*, January 2020). In addition, many earlier drainage systems are undersized and unable to handle extreme weather events. EMC identified 44 culverts in the village and recommended assessing each culvert to ensure adequacy for 50-year storm events and replacing as needed. They also identified 17 locations that should be prioritized based on their analysis of subwatershed configuration and downstream floodprone areas. Regular inspection and maintenance of public and private stormwater infrastructure is also required to ensure blockages do not occur.

In some locations, eliminating perched culverts (where the outlet is above the surface of the brook), like the ones shown in the photo to the right in nearby Thornton, and replacing with a natural bottom, would also restore aquatic habitat connectivity. Although the Mad River in Waterville Valley is stocked, many stream segments in Waterville Valley are still considered to be habitat for wild Eastern brook trout (NH Fish & Game 2021 stocking report; Eastern Brook Trout Joint Venture). Brook trout are considered to be an indicator species of high water quality.



Perched Culverts, Chickenboro Brook, Thornton (Source: NH Geological Survey, NH Aquatic Restoration Mapper)

Most surface waters in Waterville Valley are protected by U.S. Forest Service management; however, several other stretches are affected by human activities on private and municipal lands. These include the lower portion of Snow's Brook and Corcoran Pond, the lower portion of the West Branch of the Mad River, a long stretch of the mainstem of the Mad River forming the western boundary of the village, a short stretch by the Thornton line, a stretch of the Wonalancet River in the very southeast corner of town, and a bit of Cascade Brook. Currently, only the Mad River mainstem is protected by the NH Shoreland Water Quality Protection Act (SWQPA). Only minimal protection is provided by the SWQPA, consequently at least 147 communities in the state have incorporated shoreland protection provisions into their local zoning

(NH Office of Planning and Development (FNA NH Office of Strategic Initiatives), *2019 Municipal Land Use Regulation Survey*). These provide for setbacks for certain human activities and a vegetated shoreland buffer, also called a “riparian buffer.” Many good examples are available that represent updates of the 2008 model published by NHDES (**INNOVATIVE LAND USE PLANNING TECHNIQUES: A HANDBOOK FOR SUSTAINABLE DEVELOPMENT**, 2008).

Vegetated shoreland buffers have many benefits to surface waters and aquatic ecosystems. Shoreline vegetation and the layer of organic matter that builds up underneath it slow down the stormwater runoff that occurs naturally along with that which results from impervious surfaces such as roads, roofs and driveways. This riparian buffer traps sediment and other pollutants before they reach the river or brook. Sedimentation of Snow's Brook and Corcoran Pond has been an ongoing and expensive problem.

Vegetation also provides necessary shade for aquatic species, provides important habitat corridors, and slows the advance of some harmful invasive species. The Town Code Enforcement Officer assists the NHDES in the enforcement of Shoreland Protection Act requirements along the Mad River; however, the state law provides only minimal protection and NHDES's enforcement capacity is quite limited.

In the 1990s, following a thorough review of available research and consultation with natural resource professionals and state and federal regulators, New Hampshire experts recommended a minimum naturally vegetated buffer width of 100 feet for removal of pollutants and some of the needs of wildlife (Chase, Deming, and Latawiec, **BUFFERS FOR WETLANDS AND SURFACE WATERS: A GUIDEBOOK FOR NEW HAMPSHIRE COMMUNITIES**, 1997). The 100-foot width had been shown to be associated with 60% or better removal rate for pollutants. Subsequent research has reached the same conclusion. Studies have also shown that sensitive habitat areas and many wildlife species require larger buffers. Considering the relatively small amount of privately-owned land in Waterville Valley, the 25-foot vegetated buffer recommended by Ecosystem Management Consultants (*Natural Resources of Waterville Valley, New Hampshire*, January 2020) combined with public education would be a better fit for the community.

Only limited wetland areas are located in the village. In *Natural Resources of Waterville Valley, New Hampshire* (January 2020) Ecosystems Management Consultants (EMC) found that, other than the large wetland fringe at Corcoran Pond, the largest wetland identified was less than one-half acre in size. EMC reported that the most frequent wetland type was a forested patch along an intermittent stream. These areas and those where wetland plants have revegetated drainage ditches play an important role in stabilizing soils to prevent sedimentation and in filtering and slowing stormwater.



## Wildlife

In the map on the following page from the NH Fish & Game *Wildlife Action Plan*, the areas shown in pink are among the top 15% highest ranked habitats in the state based on biodiversity, arrangement of habitat types on the landscape, and lack of human impacts. As shown, the riparian corridors in Waterville Valley's village play an important role in the town's habitat. The area in mustard around the village is among the top-ranked 50% of habitat based on an assessment that also considered resiliency and connectivity. The observations of moose, black bear, bobcat, coyote, gray fox, mink, river otter and snowshoe hare by Ecosystems Management Consultants during the field portion of the natural resource inventory confirm the importance of this habitat to numerous species (*Natural Resources of Waterville Valley, New Hampshire*, January 2020). While protection of the riparian corridors will have multiple benefits including water quality, flood protection and habitat, the proximity of residents and visitors to these important habitats warrant additional considerations. Ecosystem Management Consultants provides the following observations and guidance:

*In terms of wildlife, perhaps the best conservation action in the Village Area would be to discourage unnatural and intrusive behaviors by native wildlife around the human settlements. Exposed garbage cans, dumpsters, compost piles, and other food attractants are well known to disrupt the natural human avoidance tendencies of bears, coyotes, foxes, raccoons, skunks, and other wildlife. Because of the density of the development in the Village, the outer edges are the most prone, and should be carefully watched. Observations of sunflower seed in bear scat, chicken bones in coyote scat, and plastic in fox scat confirmed this concern while walking the perimeter of the Village in the fall. Proper disposal and handling of food waste is one way that this can be avoided; taking bird feeders in before April 15th and not putting them out before the end of November is another way to minimize bear acclimation to humans. (Natural Resources of Waterville Valley, New Hampshire, January 2020)*

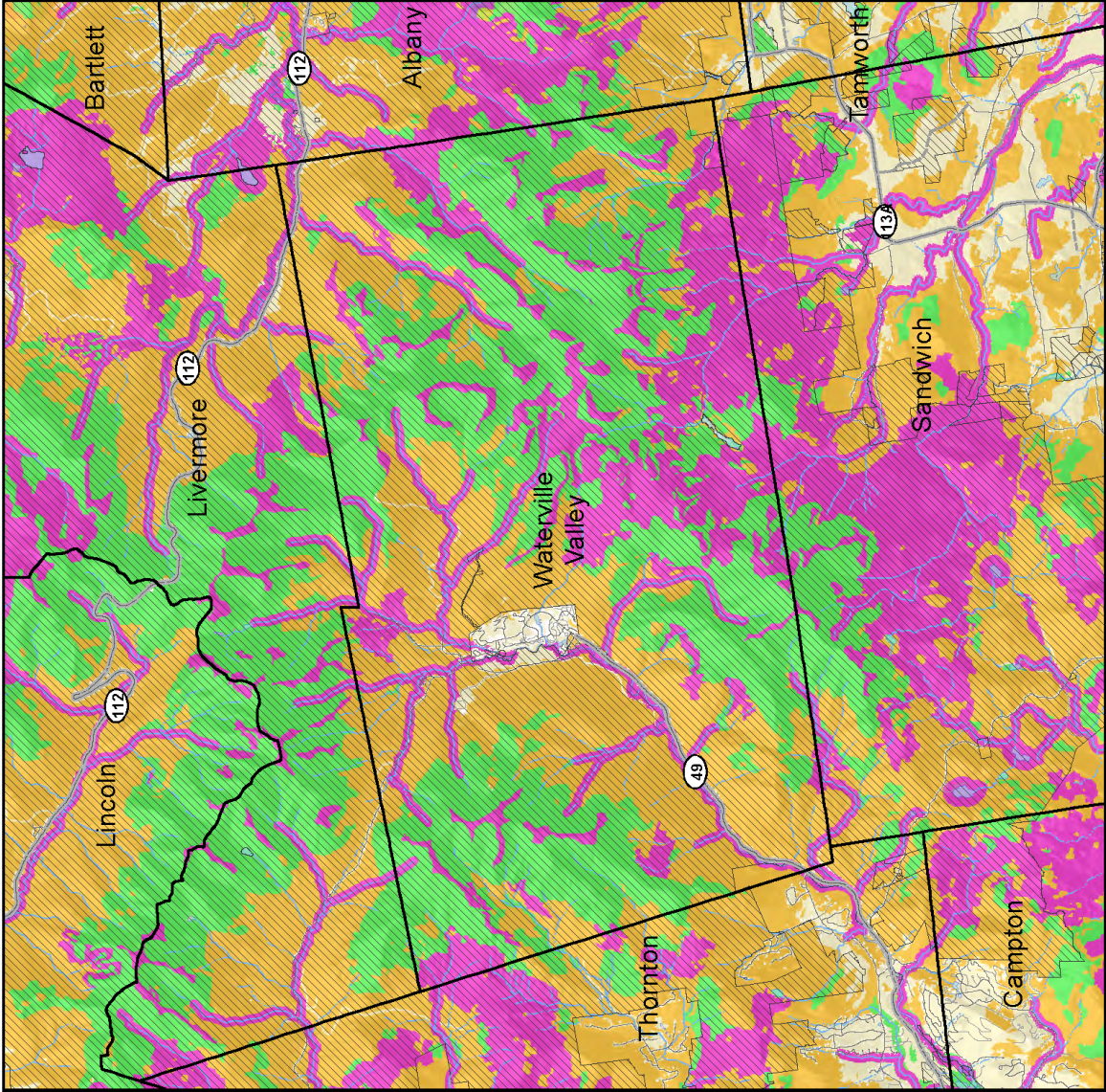
Additional steps that can be taken to be good neighbors to the wildlife around us include:

- Ensure that small pets don't become a food source to wildlife.
- Avoid invasive species.
- Fully shield lighting and direct away from stands of trees and other habitat areas.
- Fence garden areas.
- Incorporate methods to avoid encouraging human-wildlife interaction into homeowners' association documents.

(Source: NH Department of Environmental Services, **INNOVATIVE LAND USE PLANNING TECHNIQUES: A HANDBOOK FOR SUSTAINABLE DEVELOPMENT**, 2008)

**2020 HIGHEST RANKED WILDLIFE HABITAT BY ECOLOGICAL CONDITION**

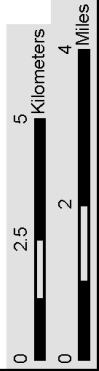
- Highest Ranked Habitat in New Hampshire
- Highest Ranked Habitat in the Biological Region
- Biological region = TNC ecoregional subsection for terrestrial habitats or Aquatic Resource Mitigation region for wetlands and floodplain forest.
- Supporting Landscapes
- Conservation or public



Base map data provided by NH GRANIT at UNH May 2020. Intended for planning use only.



Sept. 2015, spatial data Apr. 2020



## Invasive Species

Invasive species are non-native species that have the potential to do economic or ecological harm due to their ability to outcompete local species. Of most concern in Waterville Valley are invasive plants and insects that affect forest health. According to John Gunn, Research Assistant Professor of Forest Management at University of New Hampshire, non-native species such as burning bush, glossy buckthorn, multiflora rose, and Japanese barberry already make up at least 30 percent by species of all plants in New England (*UNH Scientist Takes Aim at Invasive, Non-Native Plants Threatening NH's Forests*, NH Agricultural Experiment Station, March 20, 2017). Gunn and other researchers are trying to learn more about what steps landowners and forest managers can take to make our forests more resistant to invasive species to protect forest health. Non-native insects such as the Emerald Ash Borer are also expected to be a growing concern as our climate continues to warm.

## Climate Change

Regardless of disagreements on how much various factors such as fossil fuels, deforestation and modern agriculture have contributed to climate change, the data show that our climate has been warming, and researchers agree that this trend will continue. Adapting to climate change will include staying abreast of current research focused on the Northeast and ensuring our forest ecosystem is diverse enough to be resilient to insects and disease which may gain a competitive edge in our warmer environment. Warmer temperatures are also likely to mean an eventual decrease in our traditional winter sports economy. Modeling specific to northern New Hampshire indicates increased precipitation, particularly in winter and spring, and an increase in extreme weather events. This will mean attention to stormwater management will become even more important to prevent erosion and protect our water quality and roads.

## Dark Skies

The dark night sky allows for wildlife and natural ecosystems to remain undisturbed by human light and for residents and visitors to enjoy the night sky. Proper design of outdoor lighting is important for maintaining the dark night sky. Some of the lighting design issues are glare, over-lighting, light trespass, and skyglow. Waterville Valley's Zoning Ordinance manages these impacts of outdoor lighting in the village. It is important that the requirements be enforced. In addition, the Town should provide input for the consideration of WMNF when the Waterville Valley Ski Resort adds lighting on the mountain.

## 5.3 Conservation Commission

The Waterville Valley Conservation Commission is appointed by the Selectboard to work on conservation and natural resource issues as authorized by RSA 36-A:1-6. The commission works closely with town, state and federal officials as well as local citizens. This includes working with property owners to educate them about the land they own as well as the land around them. The current focus areas of the commission are stormwater runoff and the resulting sedimentation of

surface waters and wetland protection. The commission contracted with Rick Van de Poll and Environmental Management Consultants to produce the *Natural Resources of Waterville Valley, New Hampshire* (January 2020) to guide its work. The commission also manages a 1.8-acre piece of property recently acquired by the Town for its water resource protection value.

## 5.4 Scenic Resources



The tastefully designed built environment surrounded by scenic mountain landscape is an essential ingredient of the character of Waterville Valley. White Mountain National Forest ownership of the surrounding forestlands and hillsides ensures that the surrounding scenery will remain largely intact. Logging and logging roads can sometimes impact these views temporarily; however, much of Waterville Valley is in the Sandwich Range Wilderness where these activities are prohibited. Land use regulations and the review of specific developments should continue to pay special attention to both site and building design to ensure it is appropriate to the context. Some specific tools include: placing a building perpendicular to the street (with the gable end toward the road); having parking to the side, rear or underneath; compatibility with the height, massing, roof shapes, and window proportions of the majority of other similar buildings; exterior surfaces covered with wood or red brick, or man-made materials that simulate these siding materials, including clapboard-look siding; and breaking up long outside walls with the addition of architectural features such as portico entries, dormers, and variation in exterior surface covering. Lighting and signage styles, bus shelters and other amenities all need to be carefully chosen to blend and complement the desired community character and add to the sense of place.

The surrounding site landscaping should help the developed area blend in with natural surroundings, for example, small clumps of natural vegetation instead of hedgerows, vegetation of various sizes,

and minimal lawn areas. Vegetated buffers between roadways and development also help reduce visual impacts.

Visual impacts should also be considered in road design and maintenance. The width of a road, design of bicycle and pedestrian ways and stormwater management facilities, and guardrail choices all affect scenic character.

NH Route 49 from Campton to Waterville Valley is part of the River Heritage Trail state scenic byway. This provides the Town, through its representative on the Scenic Byways Council, the opportunity to participate in planning and marketing for this and other area byways. Benefits include being highlighted on scenic byway maps and eligibility to apply for funding for certain enhancements. White Mountain National Forest ownership of much of the land along NH Rote 49 ensures protection of this scenic corridor. In addition, New Hampshire state law prohibits the NH Department of Transportation from issuing sign permits for outdoor advertising in the state's right-of-way on scenic byways other than on-premises signs and certain directional signs (RSA 238:24).

## 5.5 Historic Resources

Native Americans, collectively later known as the Abenaki, almost certainly hunted, fished, and generally stewarded the land now known as Waterville Valley for thousands of years. Although no archeological or documentary evidence of Abenaki settlements has yet been found in Waterville Valley, there was likely a trail through the valley linking Abenaki settlements in the Holderness/Plymouth area to those in the Conway area.

Since the colonial period, Waterville Valley has had a colorful history as a short-lived farming community, logging venue and recreation area. Today, the incorporated town is a prime recreation destination. For those interested in the more recent history of Waterville Valley and the surrounding area, several great resources exist, including [whitemountainhistory.org](http://whitemountainhistory.org); **THE WATERVILLE VALLEY, A HISTORY, DESCRIPTION AND GUIDE** by A.L. Goodrich (of which there are three editions since 1892); **THE WATERVILLE VALLEY** by Nathaniel L. Goodrich (1952); **THE TOWN AT THE END OF THE ROAD: A HISTORY OF WATERVILLE VALLEY** by Grace Hughes Bean (1983); **THE WATERVILLE VALLEY GUIDEBOOK** by Steven D. Smith (2020); and the Waterville Valley Historical Society - [www.watervillevalleyhistory.org](http://www.watervillevalleyhistory.org).

However, much of the physical evidence of this history is being lost. There are no sites in Waterville Valley on the State or National Register of Historic Places and no New Hampshire Historical Highway Markers. Locations of logging camps and old dam sites are being lost to the forest and locations of the original hotel and cottages are being lost to memory. One approach to preserving and educating the public on this rich history would be to establish a museum where archives and other artifacts could be preserved and accessed for education and research purposes. Both paper maps and GPS coordinates are also important tools for capturing the town's history and sharing it with the public. It would be possible to compile information onto a single historic Waterville Valley map and then coordinate with the White Mountain National Forest and other partners with inclusion on trail maps and internet-based educational tools such as apps and GPS coordinate-based interpretive guides.



# Chapter 6. Land Use

## 6.1 Introduction

Waterville Valley's village was planned as a four-season recreation-based mixed-use community over a decade before the term "planned unit development" first appeared in New Hampshire's land use statutes. Tom Corcoran's plan was based on a series of concentric circles. The innermost circle, the Town Core, should encompass commercial, recreation as much as possible (Corcoran's Pond and Adventure Center), and transient lodging (Snowy Owl Inn). These functions provide density to support each other. The next circle would provide "warm beds," meaning more inns and hotels, and timesharing. The next circle out would contain high-occupancy condominiums for rental or owner use. Next would be higher priced condominiums with primarily owner usage. Finally, the outermost circle would be for single family homes.

The planned development remains the most useful lens to apply to the Town's land use regulations and to the land use pattern in the village today. Waterville Valley's legacy as a planned resort community, designed with a vision and higher degree of comprehensive planning than most communities, has led to a unique housing mix and quality of development serving both year-round and seasonal residents. Development in the village has generally followed the original master plan that divided the village into five different zones according to the land's natural constraints and overall design intentions.

The White Mountain National Forest (WMNF) comprises the vast majority of land within Waterville Valley (40,159 acres). The U.S. Forest Service is responsible for managing this woodland area for its recreational and natural resources. The WMNF is required to update its forest management plan every ten years and the Town participates in this process.

The 471-acre village is totally surrounded by National Forest. Adjacent to the village is Waterville Valley Resort's ski area on leased National Forest land. The Resort is the largest employer in Waterville Valley. Two primary commercial properties, the Waterville Valley Conference Center and Town Square, are owned by the same investment firm as the ski resort. The remaining undeveloped lands in the village core are also controlled by the same investment firm once again. The balance of the village is under private and municipal ownership and includes Town facilities, privately-owned commercial and recreational properties and private residential properties.

This unusually close relationship between the major development decisions in the village, the ski resort and other anchor business properties has been the case for most of the town's recent history and has been of benefit to the community. It also requires a more comprehensive look at decisions made by the Town, balancing the needs of our economic base with those of our residents and property-owners. This includes zoning changes voted on by Town Meeting, decisions of the Zoning Board of Adjustment, and the site plan review and subdivision regulations adopted and administered

by the Planning Board. This does not mean that any private business should dictate municipal decisions, but that the unusual nature of the town's economic base needs to be considered, and in most circumstances, when in conflict with the desires of a handful of property owners, should be given greater consideration. This chapter will look at the zoning districts, existing development, and some considerations for future land use.

## 6.2 Zoning

In order to ensure good design and planning, the Town first adopted a zoning ordinance in 1973; this ordinance largely mirrored the Waterville Company's master development plan. The ordinance has been amended regularly to reflect changing circumstances and new information. Waterville Valley's Zoning Districts are shown on the map on the following page and described briefly below. Note that land used for a governmental purpose by the Town is exempt from the Zoning Ordinance.

### Commercial 1 (C1)

A portion of the village core is zoned Commercial 1. A wide range of recreation, institutional, commercial, and transportation uses are allowed here, as well as multi-family dwellings. In the Commercial 1 District, dense development typical of a vibrant village center is encouraged. There are no minimum lot sizes and setbacks are minimal.

### Village Commercial (VC)

Adjacent to the commercial center, adjacent to the municipal complex, and on one corner of Valley Road and Noon Peak Road are lands zoned Village Commercial. In the Village Commercial district, all types of residential uses are allowed along with a wide range of recreation, institutional, commercial, and transportation uses. Only one and two-family homes have a minimum lot size (half acre). Setbacks are moderate.



### Higher Density Residential (HDR)

The majority of land to the south, west and northwest of the village core is zoned Higher Density Residential. In this district all types of residential uses are allowed and other land uses are limited. The minimum lot size ranges from a half acre for one and two-family homes to an acre for multi-family dwellings. Setbacks are moderate.





# Zoning Districts

Waterville Valley, NH

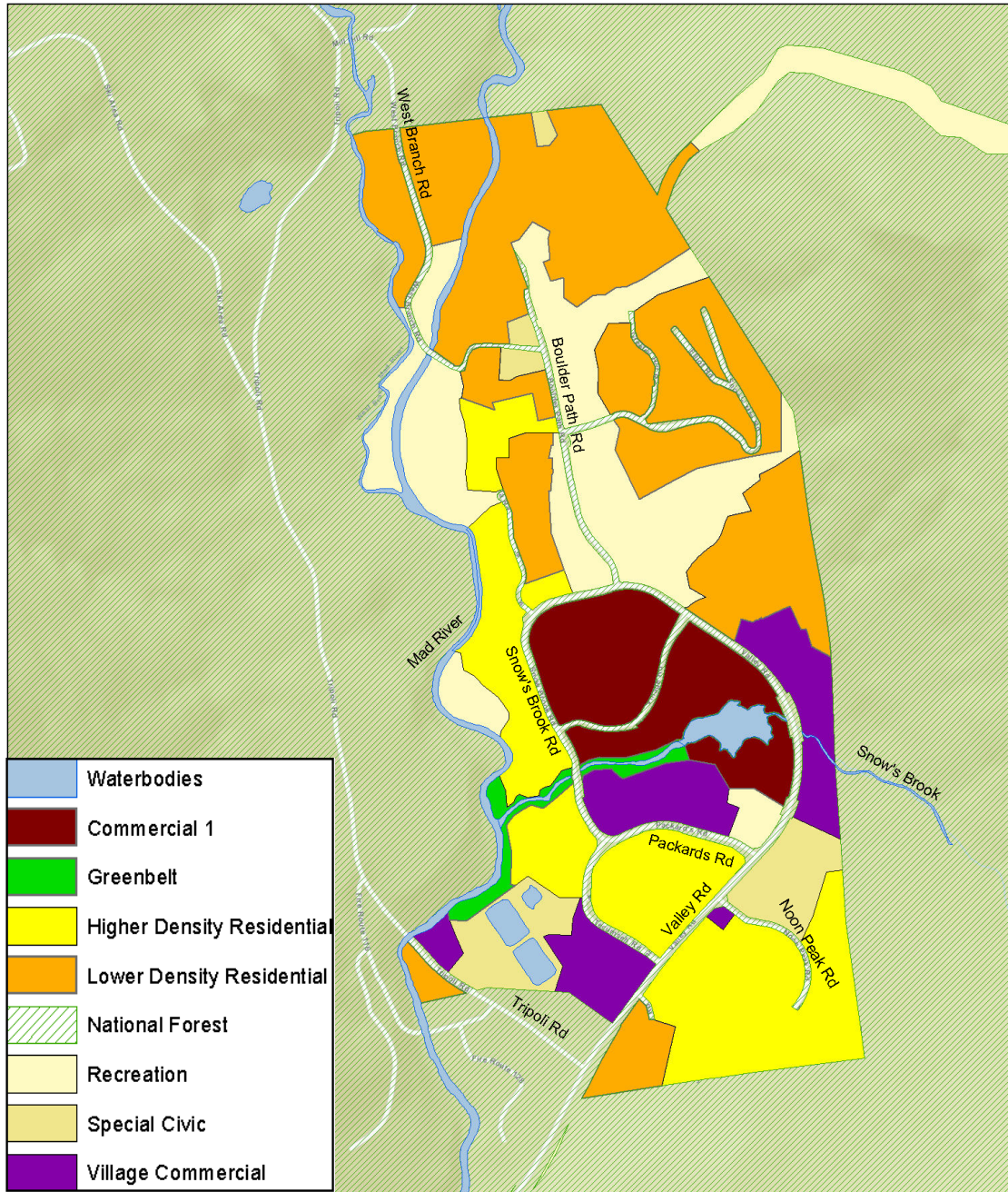


April 2, 2022

Data shown on this map is provided for planning and informational purposes only. The municipality and CAI Technologies are not responsible for any use for other purposes or misuse or misrepresentation of this map.

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## Lower Density Residential (LDR)

The majority of land to the north and northwest of the village core, as well as two small areas to the south, are zoned Lower Density Residential. Three privately-owned parcels of land accessed through Thornton on 6 Mile Bridge Road on the Mad River are also zoned Lower Density Residential. In this zoning district only single-family homes and attached accessory dwelling units are allowed and other land uses are limited. The minimum lot size is also a half acre and setbacks are moderate; however, almost 50 lots are at least one acre in size.

## Special Civic (SC)

Several parcels throughout the village are zoned Special Civic. These include several Town-owned parcels along with the Waterville Valley Elementary School, White Mountain Athletic Club, and WVBTS Ski Educational Foundation. This zoning district provides for institutional/public uses, indoor and outdoor recreation, and transportation. Storage facilities and contractor's yards were also added as allowed uses in this zoning district; however, the reason behind this change may no longer be relevant.

## Recreational (REC)

Several parcels throughout town are zoned Recreation. These include certain town-owned lands, the Waterville Valley Golf Course, and several other privately-owned properties. A privately-owned parcel in the very southeast corner of town adjacent to Albany and Sandwich, accessed off of NH 113A in Tamworth, is also zoned Recreation. This district provides for primarily indoor and outdoor recreation with limited other uses.

## Snow's Mountain Special Zoning Area (Snow's)

In 2012 one parcel in the Recreation District was rezoned to permit sports-academic institutions and programs. The Snow's District provides for recreation and schools.

Note that the language describing this district in the Zoning Ordinance needs to be corrected. The Town Meeting article said "in the vicinity of Tax Map 103, Lot 43" but the Zoning Ordinance description references a specific portion on the lot described in imprecise terms.

## Greenbelt (GB)

Several strips of town-owned land along Snow's Brook and the Mad River are zoned Greenbelt. An additional parcel acquired by the town that includes a portion of Snow's Brook shoreline east of Valley Road was rezoned to Greenbelt in March 2022.

## White Mountain National Forest (WMNF)

The remainder of the town of Waterville Valley is in the White Mountain National Forest. The federal government is not bound by the town's zoning ordinance. However, the Town participates in the WMNF updates of the 10-year forest management plan and receives notice of planned harvests.

## 6.3 Existing Land Use

### Village Land Use

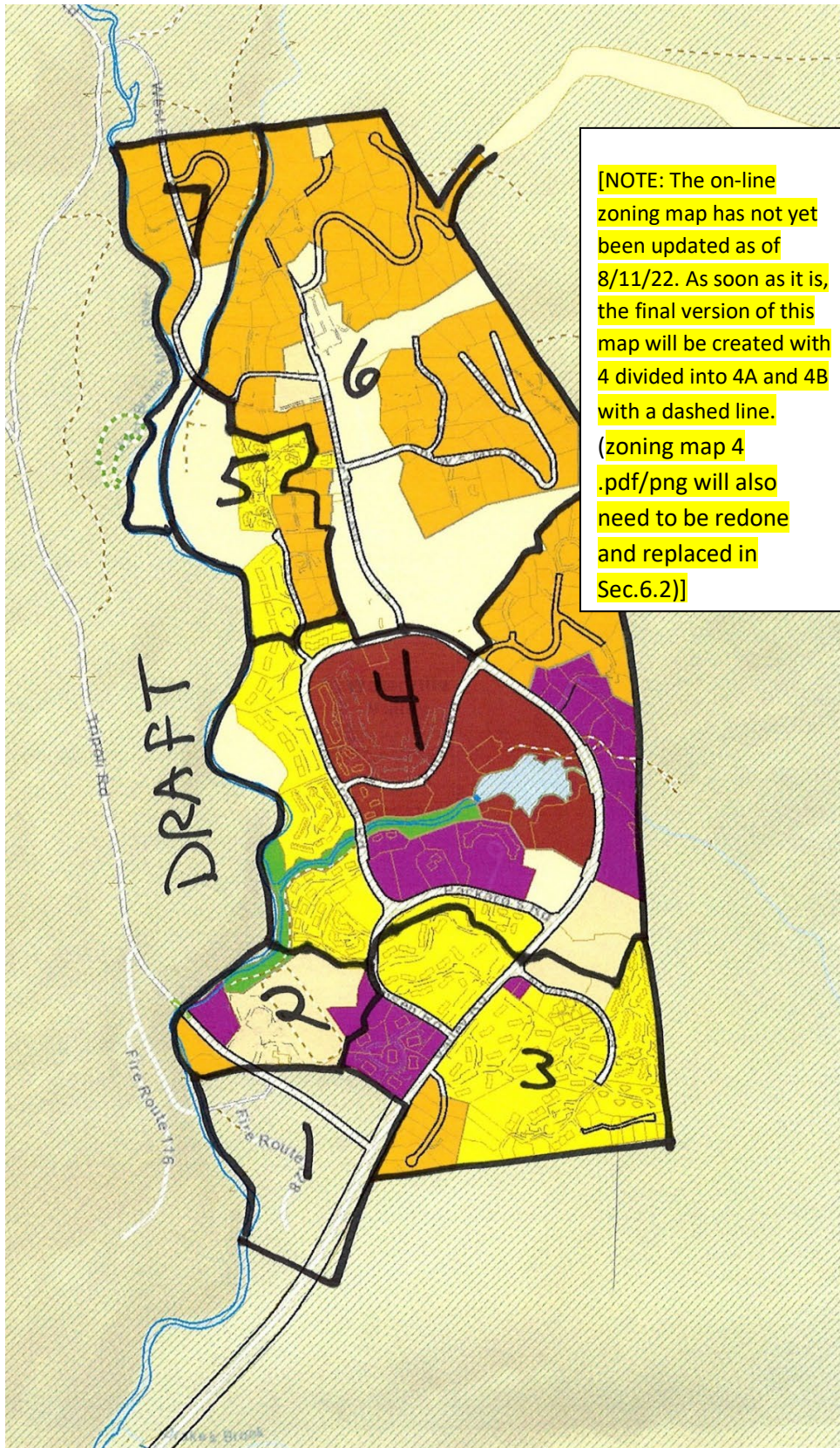
The map on the following page is solely intended as a tool for describing the existing land use in various parts of town. The number on the map corresponds to the descriptions that follow.

#### **1. GATEWAY**

This area of town is the most heavily traveled by vehicles arriving and leaving practically all of Waterville Valley's residential, commercial, recreational, and special civic zones. Indeed, many people do not realize that this is not the entrance to the town of Waterville Valley but rather the entrance to the village within the White Mountain National Forest. The gateway is the terminus of NH Route 49, the only paved road in and out of the village that is open year-round, and the beginning of Tripoli Road, which leads to the ski resort and, further on, to parking for the town's main year-round recreational trailhead, Livermore Road/ Depot Camp, located on WMNF land. (Beyond Livermore Road, Tripoli Road is mostly a dirt road that traverses the Thornton Gap west into Thornton. The WMNF does not maintain/open the road for vehicular traffic from approximately November through May.) All of the gateway land is owned by the WMNF which operates the Waterville Campground located here off of Tripoli Road. The town provides some utility services to the campground. The State and Town hold road right-of-way easements, and the Town must work with the WMNF and the State to install any structures (such as signs).

#### **2. TRIPOLI ROAD/MUNICIPAL SERVICES**

This area of town includes four zoning districts - Special Civic, Village Commercial, Greenbelt, and Lower Density Residential. The primary use is municipal services which take up the largest land portion of the area. Town Hall, the Department of Public Safety, the Department of Public Works, the Town Transfer Station, the Wastewater Treatment Plant with its lagoons and drying beds, and the Salt/Sand Storage Building are located here in the Special Civic Zone. There are also two small parcels, totaling about 2 acres, zoned Lower Density Residential on one of which sits a single-family home. Lastly, a small ribbon of land zoned Greenbelt runs along the Mad River on the northern edge of the area and contains a portion of the Village Trail hiking trail.



### **3. VILLAGE SOUTH**

This area is one of the town's primary residential areas and contains three zoning districts - Higher Density Residential, Lower Density Residential, and Village Commercial. This area is almost completely developed with single and multi-family homes, the vast majority of residences being condominiums managed by condominium associations. The town's Elementary School and the town-owned Curious George Cottage (leased to the non-profit Rey Cultural Center) are located in this area. The office and storage area of a small property management firm and a telephone switching station are also located here in separate Village Commercial zones.

#### **4A. VILLAGE CORE**

From the beginning of the modern resort's development, the village core was intended to be the commercial center, with lodging, private residences, recreation facilities, restaurants, and small retail stores. Two important Town-owned recreation sites are located in this area - Corcoran Pond/Beach (which includes the dam) and the Ice Arena. The Town leases space in the Town Square commercial development for its contract U.S. Post Office and leases out the Ice Arena to The Hockey Academy. The Town has plans to develop an all-season trail around the pond which will connect to the Village Trail (hiking and cross-country use) and other cross-country trails maintained by the Waterville Valley Resort. The largest landowner in this area, the Tyrell Development Company, has presented its current master development plan for the area to the Planning Board. The plan calls for intensive development of the land, adding two hotels, condominiums, and retail shops that will cater to visitors and residents. The owner also plans to locate a gondola terminus in this area, the other end of which will be located at the ski resort in the White Mountain National Forest.

The village core contains all of the town's commercially zoned property (C1) as well as a large section zoned Village Commercial intended for mixed residential/commercial development. There is also a small ribbon of land zoned Greenbelt along Snow's Brook leading west from Corcoran Pond to a picnic area and hiking trails along the Mad River. On the corner of Packards Road and Valley Road is Town-owned Packard's Field and town playground, zoned Recreation. There are plans to develop a portion of this land as a beach pavilion area. In addition, the private Chapel Committee is continuing to explore the possible purchase of +/- 0.4 acre of town land on the pond edge to construct a chapel.

#### **4B. ADJACENT TO VILLAGE CORE**

A variety of land uses and zoning districts surround the village core. To the northeast of the village core is the Lost Pass Road subdivision, zoned Lower Density Residential and almost built-out with single-family homes. South of that neighborhood is a large area zoned Village Commercial. This area, accessed by Golden Heights Road and Valley Road, is a mix of single-family homes and undeveloped lots. Plans were recently approved by the Planning Board for a 13-unit development, including two six-unit buildings. The Town recently purchased one of the remaining undeveloped lots that is primarily wetland and is to be stewarded by the Conservation Commission. That lot was recently rezoned Greenbelt.

Continuing clockwise around the village core, on Valley Road across from Packards Road, are two lots owned by the White Mountain Athletic Club and zoned Special Civic. The club is on one lot and the other is wooded. South and west of the village core is Higher Density Residential zoning, with several condominium developments and the Valley Inn.

## **5. OSCEOLA**

This residential area contains three zoning districts - Lower Density Residential, Higher Density Residential, and Recreation. All lots but one Lower Density Residential lot have been developed. The large Recreation Zone land is undeveloped and includes an informal hiking/cross-country trail, a hiking trail along the Mad River, and a rocky beach area also along the Mad River. All of these amenities are on private property and the current owner allows the public to use them. However, they are not maintained for use unless the owner does so.

## **6. BOULDER PATH**

This land use area is the historic “North End” of the village which was first developed for recreation in the late 19th century. Several homes from that era and a bit later still exist. This area comprises primarily Lower Density Residential development, three major recreation facilities - the Waterville Valley Golf Club, the Waterville Valley Tennis Center, and the Snow’s Mountain Chair Lift - in the portion zoned Recreational - and a special Snow's Mountain Special Zoning Area in which is located the facilities of the Waterville Academy and the Waterville Valley Black and Blue Trail Smashers (WVBBTS). Also located here are the Town cemetery, the Town-owned Osceola Library, and the two large, buried Town water reservoirs.

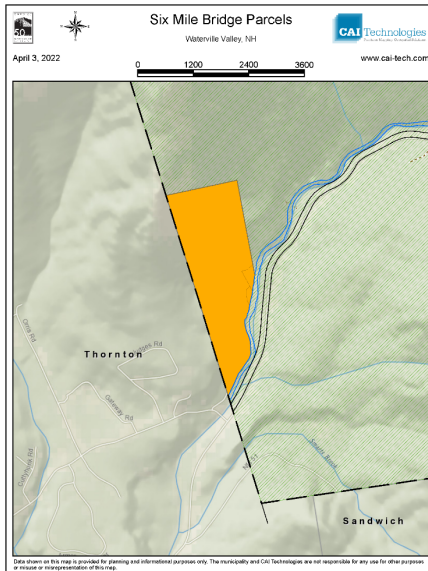
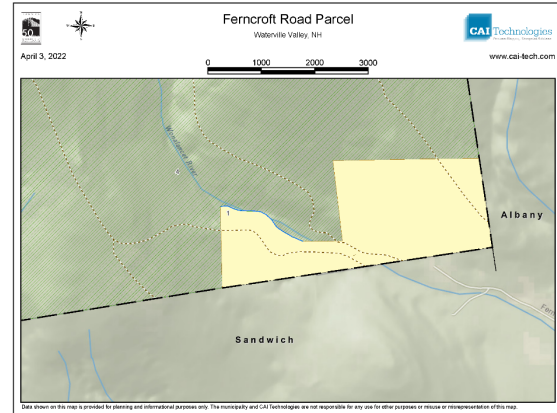
## **7. WEST BRANCH**

This land use area includes Lower Density Residential and Recreation Zones. All but two residential lots have been developed. The Recreation and Lower Density Residential Zones contain several key cross-country and hiking trails that connect the village with the many North End cross-country and hiking trails located in the White Mountain National Forest. West Branch Road is an important Town-maintained way for access to the White Mountain National Forest’s Livermore Parking/Trailhead area, as well as another access to Tripoli Road and the many hiking trails that branch off of that seasonal road (closed in winter) for approximately eleven miles northwest via the Thornton Gap into the Town of Thornton. In addition, the town’s primary water treatment facility and two of its three active wells are located here. (The third, Well #4, is located in the White Mountain National Forest due north of this area. The buried water line from this well runs a significant distance from north to south through this land use area.) Lastly, there is a small electrical transformer station located at the northern edge of this area.

## Other Areas of Town

### **FERNCROFT ROAD PARCEL**

A single 168-acre privately-owned parcel is located at the very southeast corner of town. This parcel is accessed off of NH Route 113A in Tamworth via Ferncroft Road through Albany and Sandwich. The parcel is zoned Recreation and is in the Current Use Program.



### **SIX MILE BRIDGE PARCELS**

On the Thornton side of town there are three privately-owned parcels on the Mad River. These are accessed by the Six Mile Bridge Road out of Thornton. Two small lots (0.84 and 1.8 acres) are developed and a 109-acre parcel remains undeveloped. The undeveloped parcel is in the Current Use Program and receives the 20% Recreation Discount for allowing hunting, fishing, hiking, nature observation, skiing, and snowshoeing. All three parcels are zoned Lower Density Residential.

### **WHITE MOUNTAIN NATIONAL FOREST**

The White Mountain National Forest comprises 40,159 acres, 98% of Waterville Valley's 40,910 acres. The supremacy clause of the U.S. Constitution exempts the federal government from local regulation.

### **SKI AREA**

The Waterville Valley Resort holds a special use permit from the U.S. Forest Service to construct and operate a downhill ski resort on WMNF land within the town of Waterville Valley. Development there is governed by agreements reached between the Resort and the WMNF. The town's Departments of Public Safety and Public Works provide municipal services to the resort. The Resort has presented a master plan to the Planning Board for the ski area which includes a significant expansion, as well as a gondola connecting Town Square to the ski resort. Any improvements made by the Resort in the lease area have to go through the WMNF approval process.

The Waterville Valley Resort also operates trails for Nordic skiing and trails and terrain for mountain biking in the National Forest under another special use permit.

## 6.4 Future Land Use

Waterville Valley's village is comprised of 471 acres of private and Town-owned lands, nested within the National Forest. The majority of this land is either already developed or is zoned for less intense activity such as open space or recreation. This makes it critical to consider future land use decisions - from zoning changes to facility improvements - very carefully and in a comprehensive manner, considering the future needs of residents, property-owners, visitors and the local business community.

### The Symbiotic Nature of Waterville Valley

When the majority of development took place in Waterville Valley, the ski resort and majority of developable land were under the control of Tom Corcoran's Waterville Company. In 1994, the Waterville Company sold the ski area, the conference center and Town Square. The remaining undeveloped land in the village core continued to be owned by the Waterville Company. In 2010, the ski area, conference center and Town Square were acquired by the current owner, Waterville Valley Holdings. In 2019 Tyrell Development Company acquired the remaining developable commercial land previously owned by the Waterville Company, including the parcels adjacent to Town Square. Sununu Enterprises is both principal of Waterville Valley Holdings and of Tyrell Development Company. This means that the Waterville Valley Ski Resort, conference center, Town Square, and the remaining developable land in the town's commercial center are once again under the control of a single investment group.

As the major employer and economic driver in town, the Waterville Valley Resort's future plans are also relevant to the future growth and development of the village. The U.S. Forest Service has approved further development at the ski resort, to include the construction of a subsidiary base lodge, the construction and running of a gondola between the center of town and the ski resort, opening additional downhill skiing terrain, and further developing and improving the cross-country ski and mountain bike trail system. As these development plans are moved from the drawing board to shovels in the ground, and later come to fruition, the town is likely to experience another period of growth, although much less land is available for that growth than was true during the late 1970s to the early 1980s.



As the owners of the majority of the remaining undeveloped land in the village core, the decisions made by Tyrell Development Company will have a substantial impact on the character of the village core, tax base and need for and impact on town facilities. The company's current development plan includes: the construction of two new hotels; a mixed retail/condominium development; the building of more condominium units, to include along Corcoran Pond; and a gondola from the center of town to a new Green Peak base lodge located on the WMNF lease area.



The lack of available single-family home lots and additional land to subdivide into house lots will likely mean the next period of growth primarily attracts seasonal residents and guests rather than year-round residents. This may help restore the tax base:student ratio that had benefited the Town prior to the COVID-19 pandemic-related spike in year-round population.

Development decisions made by local officials should focus on ensuring that the tax base continues to grow in proportion to needed facilities and services and that developers pay their fair share of needed infrastructure. The Town should continue supporting recreation businesses so that the town will continue to attract visitors, and support local businesses that serve other needs of residents, property owners, and visitors and depend on their business to survive. This does not mean that any private business should drive municipal decision-making, but that the success of local businesses should be one consideration along with the needs of existing residents and property-owners. It is a symbiotic relationship - maintaining property values for individual homeowners depends on the success of the primary resort business.

## Development Limitations

### **LIMITED ACREAGE**

By far the greatest development limitation in Waterville Valley is limited acreage; the vast majority of land is White Mountain National Forest. On the 471 private and municipal acres that form the village, there must be a range of housing choices, businesses, activities and services to support year-round and seasonal residents and visitors, and the tax base to provide the desired level of services. This location is a big part of what makes Waterville Valley special, but it also poses a challenge when more land would be desirable for a particular use or when a different balance in land uses is desired.

Decisions about development of remaining land must be made very carefully, and opportunities for increased density identified where appropriate to make the most of this limited land.

Although it was likely driven primarily by the real estate market, from a land use perspective, much of the land in town has been underdeveloped, that is, developed at a lower intensity than permitted by the Zoning Ordinance. This is true for lot size, lot coverage and the type of development. For example, almost 50 lots in the Lower Density District are one acre or more despite the minimum requirement being only a half acre. Similarly, many properties in the Village Commercial District have been developed at a lower intensity that allowed, for example, with single-family homes instead of multifamily or mixed use. Each example represents a reduction in the potential future population, customer base and property tax potential of the town. With a village area of only 471 acres, the cumulative effect of these piecemeal decisions has had serious impacts on the town's future.

## **TOPOGRAPHY**

In simple terms, the village area of Waterville Valley is like one side of a bowl. Water falling on impervious surfaces such as rooftops, paths and driveways in the steeper areas of town moves quickly to the flatter lands below, carrying with it any loose disturbed soils and then slowing and settling. This landscape poses special challenges to developers, with, in many cases, costly solutions. The Town's role is to ensure that development in one area does not threaten the safety of the public or municipal employees, cause harm to those in another area, or a burden to taxpayers in the future. This means ensuring that roads, driveways and building sites are of appropriate grades; safe for occupants and municipal personnel; and that stormwater runoff does not leave the site in increased volumes or velocities.

In typical situations, managing stormwater means reducing increases in runoff and making sure whatever runoff is created from rooftops, walkways, driveways and parking areas enters the ground on-site. On steep slopes with thin soils found in some areas of town, an additional component of site design should be an engineering study to ensure that the soils have the capacity to handle the increased volume of water. When soils are overloaded with moisture beyond capacity, landslides can occur. The town's Hazard Mitigation Plan includes the following Action Item:

Review the Zoning Ordinance and discuss changes to the regulations that could reduce the impact of the future hazards identified in this Plan. Consider amending the regulations to limit the construction of new homes and buildings on steep slopes.

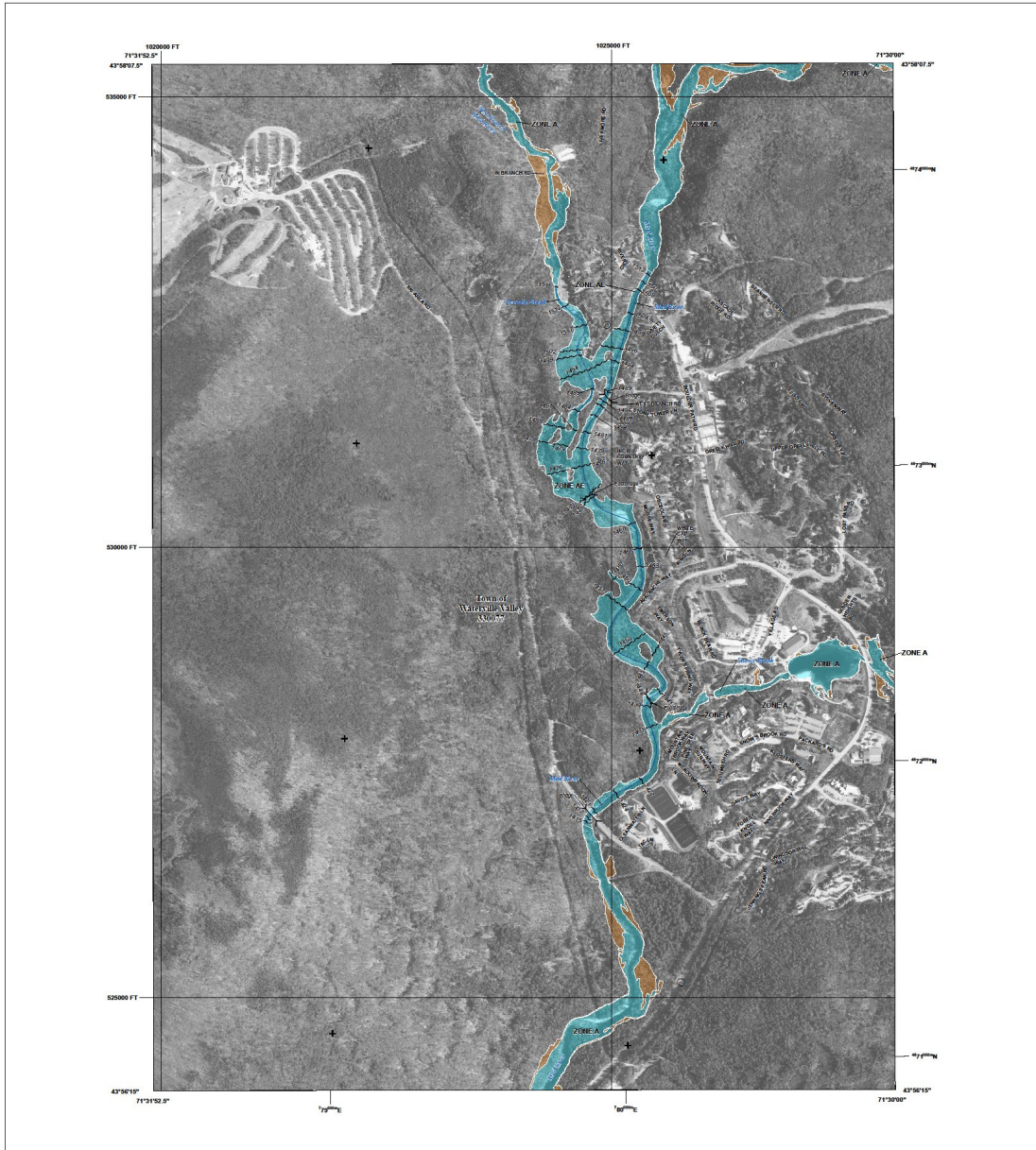
Model ordinance language is available that enables communities to manage development on steep slopes rather than prohibiting it.

The Hazard Mitigation Plan also discusses concerns about excessively steep driveways. These are especially a concern in icy conditions and a threat to residents as well as emergency responders when vehicles can't safely navigate the driveway. The Hazard Mitigation Plan mentions driveway permits as a tool for addressing this; however, driveway permits only apply to the "curb cut" and the impacts of

the driveway on the town road. A limit on driveway slope would need to be added to the Zoning Ordinance.

### **FLOODPLAINS AND EROSION HAZARD AREAS**

Flood hazard area mapping by the Federal Emergency Management Agency (FEMA) was recently updated along the Mad River and Snow's Brook. The provisional FEMA flood map on the following page shows what is known as the 100-year floodplain in blue and the 500-year floodplain in mustard. It is important to keep in mind that 100-year flood is actually the flood that was calculated as having a 1% chance of happening each year. In the past ten years there have been seven emergency or major disaster declarations related to flooding in Grafton County (*Waterville Valley Hazard Mitigation Plan Update, 2021*). Scientists predict that the documented warming trends will lead to even more frequent severe weather events in the future.



**FLOOD HAZARD INFORMATION**

SEE THE REPORT FOR DETAILED LEGEND AND INDEX MAP FOR FULL PANEL LAYOUT  
**THE INFORMATION DEPICTED ON THIS MAP AND SUPPORTING DOCUMENTATION ARE ALSO AVAILABLE IN DIGITAL FORMAT AT [HTTPS://MSC.FEMA.GOV](https://MSC.FEMA.GOV)**

- SPECIAL FLOOD HAZARD AREAS**
  - Without Base Flood Elevation (BFE) (Zone AE, AD, AN, VE, AR)
  - With BFE or Depth (Zone AE, AD, AN, VE, AR)
  - Regulatory Floodway
  - 0.2% Annual Chance Flood Hazard, Areas of 1% annual chance flood with average depth less than one foot or with discharge areas of less than one square mile (Zone X)
  - Future Conditions 1% Annual Chance Flood Hazard (Zone X)
  - Area with Reduced Flood Risk due to Levee (Zone X)
  - Area with Flood Risk due to Levee (Zone D)
- OTHER AREAS OF FLOOD HAZARD**
  - NO SCREEN Area of Minimal Flood Hazard (Zone X)
  - Area of Undetermined Flood Hazard (Zone D)
- OTHER AREAS**
  - Channel, Culvert, or Storm Sewer
  - Levee, Dike, or Floodwall
- GENERAL STRUCTURES**
  - 18.2 Cross Sections with 1% Annual Chance Water Surface Elevation
  - 17.5 Cross Sections with 1% Annual Chance Water Surface Elevation
  - Coastal Transect
  - Coastal Transect Baseline
  - Profile Baseline
  - Hydrographic Feature
  - Base Flood Elevation Line (BFE)
- OTHER FEATURES**
  - Limit of Study
  - Jurisdiction Boundary

**NOTES TO USERS**

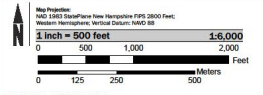
The information and symbols shown on this Flood Insurance Rate Map (FIRM), including products associated with the FIRM, including historic versions, the current map date for each FIRM panel, due to updates provided by the National Flood Insurance Program (NFIP), is provided, subject to the NFIP Mapping and Update Schedule at <http://www.fema.gov/nfip> or the NFIP Flood Map Service Center website at <http://www.floodmaps.com>. Available products also include a graphical history of each Change in Flood Insurance Study Report, dated digital versions of the map, many of these products can be ordered or obtained directly from the website.

Coordinates shown on an adjacent FIRM panel may contain a portion of the adjacent panel as well as the current FIRM track. These may be ordered directly from the Flood Map Service Center at the number listed above.

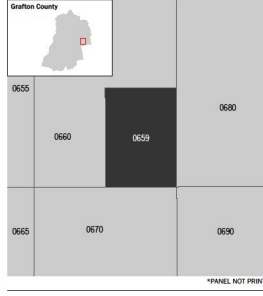
For community and countywide map dates refer to the Flood Insurance Study Report for the jurisdiction. To determine if flood insurance is available in this community, contact your insurance agent or call the National Flood Insurance Program at 1-800-455-3242.

Base map information shown on this FIRM provided by the University of New Hampshire (2016), the USGS (2015), and the US Census Bureau (2010).

**SCALE**



**PANEL LOCATOR**



**FEMA**  
 National Flood Insurance Program

**NATIONAL FLOOD INSURANCE PROGRAM  
 FLOOD INSURANCE RATE MAP**

**GRAFTON COUNTY, NEW HAMPSHIRE**  
 All Jurisdictions

PANEL 659 of 1185

Panel Contains:  
 COMMUNITY NUMBER PANEL SUFFIX  
 Waterville Valley, Town of 330077 0659 F

**PRELIMINARY  
 12/13/2021**

VERSION NUMBER  
 2.6.3.6  
 MAP NUMBER  
 3300770659F  
 MAP REVISED

Another important consideration in siting future development is riverbank erosion. NH Department of Environmental Services (NHDES) describes the erosion hazards associated with flooding like this in its *Flood and Geologic Hazards Environmental Fact Sheet (CO-GEO-10)*:

*Floods pose inundation risks to properties and infrastructure in floodplains adjacent to rivers, but there is also danger from sudden channel scouring and riverbank collapse, bridge abutment failure and culvert washouts, or even wholesale changes in the course of rivers. The risks are highest during active flood events, when rivers and streams, with high velocities, have the greatest ability to erode and shape the streambeds and banks, particularly in steeper terrain north and west of Concord. The most dramatic kind of erosion event, known as an “avulsion,” occurs when a river cuts through one of its banks and erodes an entirely new path, usually abandoning its old path in the process.*

The town's Hazard Mitigation Plan noted that erosion along the Mad River is a concern, especially since Tropical Storm Irene. The Plan noted that property is being lost and homes threatened.

Current trends in the frequency and intensity of weather patterns make it imperative that future development be located outside of both flood hazard areas and fluvial erosion hazard areas whenever possible, and that efforts continue to increase the resilience of existing structures and infrastructure. Protecting future development from risk from extreme weather events will require managing activity in both areas.

## Future Land Use Issues

In general, the current zoning ordinance is a good guide for future land use. The Planning Board regularly amends its regulations and proposes amendments to the town's Zoning Ordinance to keep them up to date with state enabling legislation, to improve and clarify language after being presented a new viewpoint or changed circumstances, and to keep up with current trends and needs. It is important to keep an eye on the big picture when making these incremental changes, keeping the town on track toward the community vision and goals. Four planning issues in particular should provide a lens through which future zoning and land use regulation changes should be considered: housing, a vibrant village center, economic resilience, and stormwater runoff.

### **HOUSING**

The lack of housing affordable to the workforce has been identified as a barrier to staffing and sustaining local businesses in Waterville Valley as it has state-wide. A range of options have gotten a closer look across the state including public/private partnerships, more lenient accessory dwelling unit regulations, cottage-type or tiny home development, and creative methods for increasing housing density in an attractive manner. In Waterville Valley, options are limited by the small amount of land available for private development. Much of the land in town has been developed at a lower density than the Zoning Ordinance would have allowed, especially in the LDR and VC zoning districts,

with the result that the number of dwelling units at buildout will be significantly smaller than would have been possible otherwise. The limited number of residences in turn contributes to the higher cost.

The Town and its businesses may have to take unusual and creative steps to address this situation. When considering future changes to zoning and other land use regulations, the Planning Board should consider whether the change is likely to impact the affordability of housing for the employees of local business, institutions and the Town. In addition, the Town should support creative solutions proposed by local businesses when consistent with the vision and goals of the community.

### **VIBRANT VILLAGE CORE**

A vibrant village core is important both to the success of local businesses and to the character of the community. Year-round and seasonal residents and visitors enjoy the events, shops and restaurants after a day on the slopes, trails or other recreation activities. In addition to staff, increased housing opportunities would provide a larger year-round population to support local businesses. Other land use considerations that can help support local businesses in the town's commercial center are density and flexibility. Some land in the center of town has been developed at a substantially lower density than permitted. Businesses need each other to thrive, and, in Waterville Valley, pedestrian traffic as well. The more businesses, activities, and hotel rooms that can be fit in the town's commercial center with it still feeling like an attractive walkable village, the better for all. Ideally, for both the business community and the tax rate, the town will retain some of the COVID-19 in-migration *and* provide additional lodging for visitors.

Land use regulations related to density should be carefully reviewed by the Planning Board. This includes ensuring that efficient use is made of land in the village core in terms of residential uses, setbacks, open space requirements, and lot coverage. In the Village Commercial District, single-family and two-family homes should only be allowed when part of a larger densely developed complex. When looking at density, the opinions of nearby residents need to be balanced with the good of the community as a whole. In addition, when considering other future changes to zoning and other land use regulations, the Planning Board should consider whether the change is likely to impact the vibrancy of the village core and should consider creative approaches proposed by local businesses when consistent with the vision and goals of the community.

### **ECONOMIC RESILIENCE**

Increased housing opportunities and a vibrant village core will help in making local businesses more resilient. For a community with a recreation-based economy, much more is out of the town's hands. Weather patterns and the global economy all affect leisure activities and second home buying. The COVID-19 pandemic was a rare example of a global crisis bringing more people into the community year-round, but at the same time it negatively impacted many businesses and activities. The new year-round residents included those staying year-round in what were previously their seasonal homes as well as people purchasing or renting. It is too soon to know what percentage of this population will choose to remain in the community year-round once the pandemic has become endemic.

One thing that is clear is that the more year-round activities that are available the better this will be for all local businesses. This is not only because weather-dependent activities are in nature's hands, but also because year-round activities attract year-round residents. High speed internet enables those who can work remotely to choose the high quality of life offered by Waterville Valley.

The Town should work collaboratively with local businesses and organizations to ensure that year-round recreation businesses are able to expand, grow and change as needed.

## **STORMWATER**

Increased development, whether to increase housing opportunities or enhance the vibrancy of the village core, will mean increased stormwater runoff. This will be one of the town's biggest challenges as changing weather patterns are more frequently bringing storms that out-size both the ability of the land to easily absorb the rainwater and the infrastructure we once thought adequate. Addressing this will require a two-pronged approach. One will be treating existing stormwater infrastructure like any other municipal system in terms of assessing its capacity to meet current needs and planning and budgeting for improvements. The second will be ensuring future developments plan adequately for stormwater. This means minimizing stormwater runoff through low impact development techniques where practicable and providing opportunities for any stormwater runoff created to slowly percolate into the ground.

The Planning Board should apply these principles in the review of proposed developments. The town's Subdivision Regulations were recently updated to modernize the stormwater management requirements among other changes. The stormwater management requirements in the Site Plan Review Regulations should be updated next. At present, these regulations lack language regarding reducing stormwater runoff and contain requirements that we now understand to be harmful to local watercourses.

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# Chapter 7. Infrastructure

## 7.1 Introduction

While Waterville Valley's population may feel large after almost doubling over the last decade to the current 670 residents (Town records, 8/8/2022), the number of people actually present in the town is typically much larger. This is due to those who work in town (approximately 300 more people commute *to* Waterville Valley than commute *from* Waterville Valley), those with seasonal homes, visitors for periods of time from one night to a season, and those who come to recreate or participate in an event for a day. It is estimated that on a busy weekend, the number of town occupants may reach 4,000 to 6,000 people.

Waterville Valley has benefitted from long range planning and land ownership and development patterns to produce an exceptionally high level of services for such a small community. To serve residents and visitors well and continue to be a place that attracts clientele to support local businesses, the town has developed a sophisticated water and sewer infrastructure thought to be unique among towns of this size, as well as professional police, fire and EMS departments, staffed by officers who are cross trained in each discipline. Waterville Valley boasts a parks and recreation department which offers many programs including day camps and guided hikes. The town library is housed in the old schoolhouse which had also served as the town hall before the construction of the current facility in 1982. Through careful planning and investment, Waterville Valley maintains a high level of municipal services that contribute to its desirability as a resort destination. This high degree of infrastructure also necessitates a high degree of attention and ongoing investment to continue to serve the community.

## 7.2 Transportation

Waterville Valley strives to be a pedestrian-oriented community that is dedicated to the safe and efficient movement of people and goods by multiple modes of transportation throughout the year. Appropriate transportation facilities and services will allow this unique town to grow while maintaining its appealing atmosphere. The integrated transportation system is envisioned to operate as a joint public-private partnership that considers four-season mobility, accessibility, economic growth and development, safety and environmental quality. The objectives for this integrated accessible transportation system include:

- Safe streets to serve all public needs.
- Transit and pedestrian/bicycle facilities and services to reduce dependency on the automobile.
- Safe, extensive and coordinated sidewalks, bike routes, trails and paths.

- Adequate and well-coordinated attractive short-term and long-term parking for residents and visitors.
- Modes of transportation integrated with each other.
- Clear responsibilities for public and private provision and operation of all modes.

## State-Maintained Roads

Approximately half, 6.94 centerline miles, of the publicly-maintained highway mileage in Waterville Valley is maintained by the NH Department of Transportation (NHDOT Yearly Data Snapshot, January 2, 2019). This includes NH Route 49 to the intersection with Tripoli Road, Tripoli Road to the intersection with the Ski Area Road, and a bit more than a half mile of the Kancamagus Highway that passes through the very northeast corner of town.

## Town-Maintained Roads

The Town of Waterville Valley owns and maintains 6.7 centerline miles of roads throughout the village area of town. In addition, the Town maintains an additional .6 miles of Tripoli Road which is owned by the White Mountain National Forest. This section extends from the intersection of Ski Area Road to the bridge at Depot Camp. This brings the total of Town-maintained roads to 7.3 miles, which are all serviced by the Waterville Valley Department of Public Works and Municipal Services.

Class V Highways					
Road	Length (LF)	Road	Length (LF)	Road	Length (LF)
Bean Bender	360	Jennings Peak	810	Tecumseh	1315
Boulder Path	3861	Lost Pass	1150	Tripoli	3076
Cascade Ridge	2482	Noon Peak	1589	Valley	5174
Drakes Brook	100	Osceola	1045	Village	1577
Flat Mountain	400	Packards	1240	West Branch/West Branch Extension	3950
Golden Heights	350	River	1025	<b>Total</b>	<b>36,666</b>
Greely Hill	965	Snows Brook	2672		
Jasinski	675	Snows Mountain	2850		

(Source: Town of Waterville Valley, 2022)

Some Highway Block Grant Aid Funds are available to towns from NHDOT each year for local road maintenance. It is important to complete the annual road inventory for NHDOT each year, especially when previously private roads are accepted for town maintenance as the funds are based on miles.

The loop formed by Valley Road, Snows Brook Road, and Packards Road are classified by NHDOT as major collectors and are the highest priorities within the local road network.

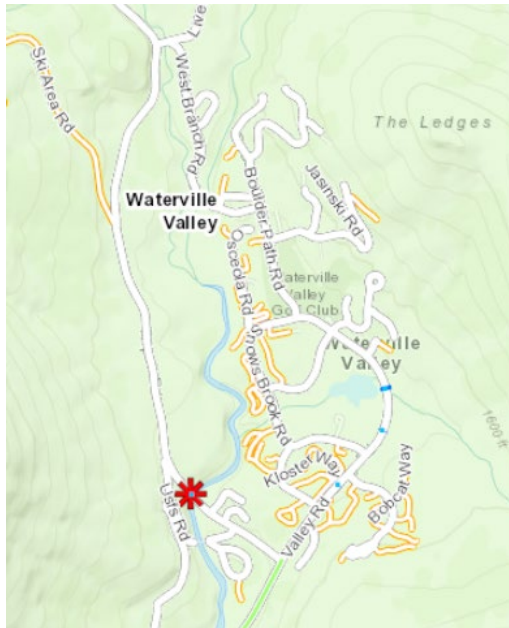
From the intersection with the Ski Area Road northward, Tripoli Road is owned by the U.S. Forest Service (USFS). However, there is a maintenance agreement between the USFS and the Town providing for the Town to maintain the road from the Ski Area Road intersection to the USFS bridge at Depot Camp. This section also provides the only secondary access to and from the town (in addition to NH Route 49). From the USFS bridge at Depot Camp north and west into Livermore, Thornton and Woodstock, Tripoli Road is open only from May to October. This raises possible safety issues for emergency access in the event of the closure of NH Route 49. The Town should continue to seek alternatives for year-round secondary access to the Town.

In the spring of 2020, the Town put out a Request for Services to engineering firms for design and planning services for all Town roads. HEB Engineers was chosen and provided the Town with an Inventory and Management Plan in January, 2021 followed by a Roadway Improvement Plan in March, 2021. Pending repaving plans include about 4,100 linear feet of Valley Road to the intersection of Tecumseh Road, Tecumseh Road to the intersection of Snows Brook Road and Snows Brook Road to the intersection of Valley Road and Village Road. These improvements include a bike and pedestrian lane that was recommended by the Pedestrian Study and Town Core Working Group in 2015.

As part of the Pedestrian Village Study, VHB provided the following summary of traffic volumes (“LOS” means level of service; the letters describe how well an intersection is handling the volume of traffic similar to the way letter grades describe schoolwork):

*The southern segments of Valley Road and Tripoli Road carry the highest peak hour volumes (between 500 and 560 vehicles per hour) within the project study area while the local streets, such as Tecumseh Road, Packards Road, Snows Brook Road, and Village Road, carry lower hourly volumes (less than 200 vehicles per hour). As a result of the busiest volume within the study area, the eastbound movements from Tripoli Road at the intersection of Valley Road operate at a LOS D during the Saturday morning peak hour and a LOS B during the Saturday afternoon peak hour. All other intersections with considerably lower volumes operate at good levels of service (LOS B or better) and short delays. Even though these peak hour volumes are reflective of a Saturday during a peak holiday ski weekend, the amount of capacity used is very low (no more than 43 percent at the busiest location). In summary, traffic operations throughout the study area are good throughout peak holiday ski season and will be even better during non-peak periods. (VHB, Pedestrian Village Study, Appendix A - Existing Conditions Traffic Operations Evaluation, June 20, 2014)*

## Private Roads



The remainder of the road network is located on private property. These roads are maintained by the property owners through individual contracts or through cooperative associations. These roads are shown in orange on the map to the left.

Road centerlines in village. Private roads shown in orange.  
(Source: NH Department of Transportation, 2021)

In the past certain private roads were constructed to standards below that of Town roads. The area of the road was allowed to be considered as part of the minimum lot size of the underlying lot, and inadequate width was set aside for shoulders and drainage. Golden Heights Road is an example of a road that was constructed in this manner and later taken over by the Town. This practice has posed challenges for the town road crew as well as those who purchase these lots, cost town taxpayers for improvements that should have been completed by developers, and threatened the safety of cyclists and pedestrians.



In 2020 the Planning Board amended the Subdivision Regulations and eliminated this practice. The regulations now make clear that private roads are required to meet the same design and construction standards as roads intended for dedication to the Town. Developers planning roads that will serve no more than twenty homes can request approval for a somewhat reduced right-of-way width provided

they can demonstrate adequate width for all future utilities, grading and drainage, and safe passage for users, including cars, trucks, bicycles and pedestrians. Even roads serving multiple sites or buildings on the same lot, such as in a condominium complex, must meet the same design and construction standards as roads intended for dedication to the Town except for a discrete right-of-way. Stronger, more detailed provisions were also included in the revised Subdivision Regulations to help ensure that private roads are constructed and maintained properly.

## Parking

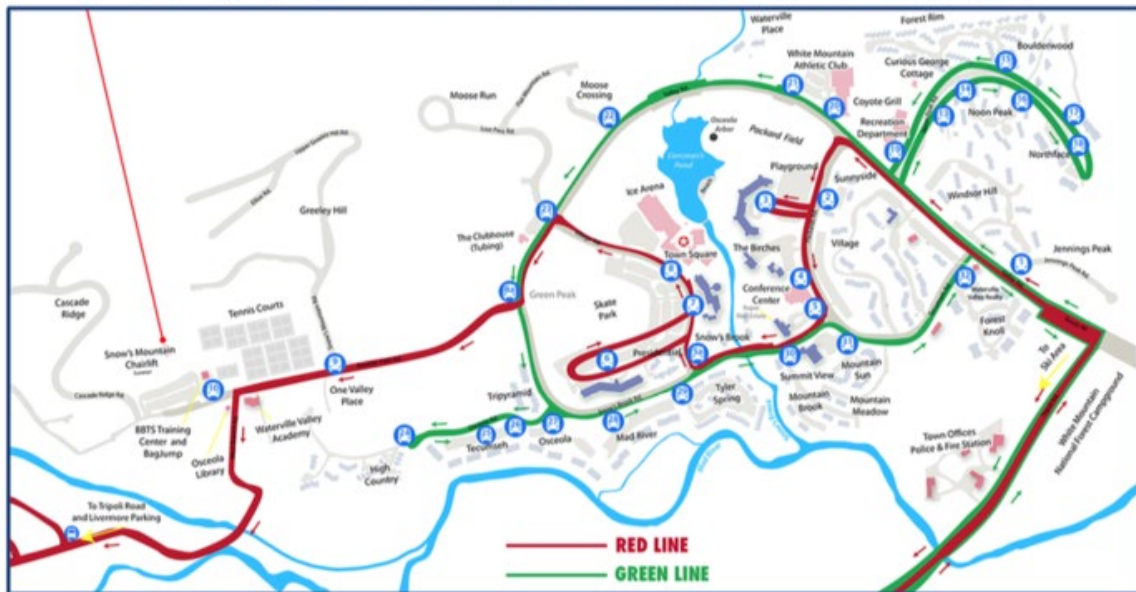
Although the Town's parking requirements have since been improved to enable greater flexibility, shared and on-street parking, past practices and incremental development of the village core resulted in inefficient parking in the village core. This piecemeal unattractive result is not in keeping with the otherwise attractively planned and landscaped character of the community. The Town will need to work collaboratively with landowners and easement holders to support the improvement of this situation.



## Shuttle Bus Operation

Since 1994, the combined efforts of the Town, the owners of the Waterville Valley Resort, and other local businesses have shared the cost to provide the “Schuss Bus” service throughout the village. The objective of this shuttle service is to connect lodges, condominium complexes, the White Mountain Athletic Club, Town Square, and other locations in town to each other and to the Ski Resort, thereby reducing vehicular traffic in town.

# RESORT SHUTTLE



(Source: [www.waterville.com](http://www.waterville.com))

The Waterville Valley Resort operates a fixed route, free-fare shuttle bus service with circulation routes and designated stops within the village and between the village and ski area. Some limited demand service is also provided. The system is operated through an annual memorandum of understanding with the Town and the Waterville Valley Resort Association. Under the current agreement, the Waterville Valley Resort provides 50% of the operating budget and the Town and Waterville Valley Resort Association each provide 25%. The current fleet provided by the Waterville Valley Resort consists of passenger vehicles for winter and special purpose service. There also exists a trolley that operates in the non-ski seasons (spring, summer and fall).

This shuttle service significantly reduces the number of vehicles traveling between the village and the ski area in the winter. In the summer it provides an important linkage shortening the walk for some between their home, rental or lodge to the town's commercial center and anchor recreational amenities.

In 2014 the Town completed a comprehensive transportation study which included recommendations for continued operation and improvements to the shuttle bus system.

## Getting to Waterville Valley

### **INTERSTATE HIGHWAY SYSTEM**

Waterville Valley's village is a mere fifteen minutes from Interstate 93 Exit 28 in Campton via NH Route 49. The interstate highway system easily connects the town with all major cities of the northeast U.S. as well as Montreal.

### **AIR**

The closest full-service general aviation airport is the Laconia Municipal Airport in Gilford. The closest public airport is the smaller Plymouth Municipal Airport in Plymouth. The Manchester Airport (MHT) provides extensive commercial service to the US and the world. In addition, helicopter access is available for medical evacuations.

### **RAIL**

In White River Junction Vermont, Amtrak connects passenger rail service to Boston, New York and Montreal. In the year 2001 Amtrak also launched passenger rail service through eastern New Hampshire between Portland, Maine and Boston.

### **INTERCITY BUS SERVICE**

Waterville Valley is serviced by Concord Coachlines bus service in Plymouth. There are trips daily going south to Concord, Manchester and Boston as well as to northern New Hampshire. However, there is currently no public transportation between Plymouth and Waterville Valley.

### **INDIVIDUAL RIDES**

There is no local taxi service. The closest service is out of Holderness. Shuttle service is available to major airports. Services such as Uber and Lyft connecting riders with drivers are increasing in availability.

### **MOTOR CARRIER SERVICE**

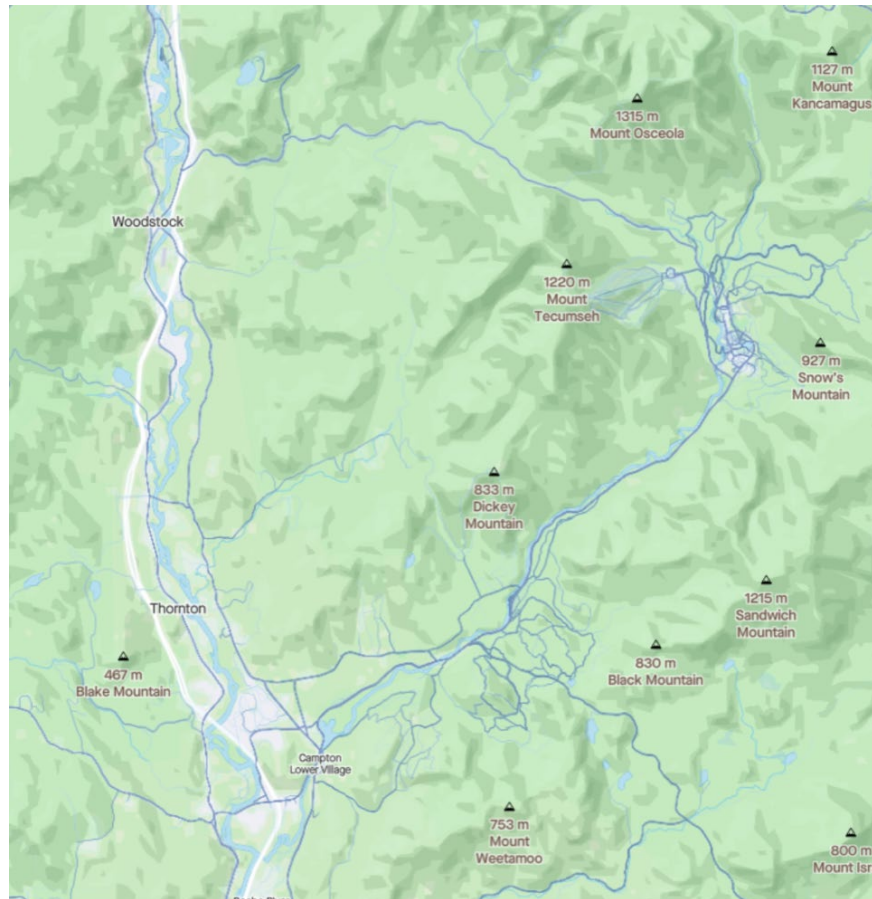
There are many inter-and intrastate trucking firms serving Waterville Valley. Many have daily schedules that afford immediate service. Federal Express, Airborne Express and United Parcel Service also serve Waterville Valley on demand. Those services offer next day package delivery.

## Bicycle and Pedestrian Infrastructure

Waterville Valley's pedestrian and bicycle infrastructure serves as both an integral part of the town's transportation system and as a means for outdoor exercise for both residents and visitors. The goal is to have this system be as seamless as possible, integrated with the road network, accesses to key locations, NH Route 49, and in-town and WMNF trail networks. An essential element to maintaining

the safe village feel to the community as the Resort grows and additional commercial development takes place will be maintaining a transportation system that is easy to navigate by automobile *and* safe to walk and bike. In Waterville Valley, many homeowners and visitors should only need their car for trips outside of town.

On-line social media tools are popular with a certain segment of outdoor sports enthusiasts. One such program is Strava. The Strava heat map to the right shows bike rides in blue that were uploaded by subscribers during 2021. This map illustrates the important role of NH Route 49 in the area's bicycling infrastructure. This highway is shown on NHDOT's bicycle route maps as a recommended route. NHDOT reported an annual average daily traffic volume of 1543 automobiles (the sum of eastbound and westbound) in 2019 just east of Upper Mad River Road near the Waterville Valley-Thornton town line (NHDOT Transportation Data management System, accessed 1/10/22). This road has paved shoulders of 4 to 6 feet on both sides along its length and gravel shoulders and a cleared area beyond that to maximize visibility.



Popularity of Waterville Valley area bike routes and trails among users of Strava sports app. Bolder blue lines indicate a larger number of rides logged by users of the sports app Strava.)

Source: Strava Heatmap, generated 1/10/2022

NHDOT reported an annual average daily traffic volume of 1543 automobiles (the sum of eastbound and westbound) in 2019 just east of Upper Mad River Road near the Waterville Valley-Thornton town line (NHDOT Transportation Data management System, accessed 1/10/22). This road has paved shoulders of 4 to 6 feet on both sides along its length and gravel shoulders and a cleared area beyond that to maximize visibility.

The network of multi-use trails and paths interwoven through the community is a significant ingredient of the community's unique character. Recognizing this fact, the Planning Board commissioned a report from the SE Group and VHB to identify suggestions for creating a more pedestrian-friendly town core. The resulting study, the *Pedestrian Village Revitalization Study*, was completed in 2015 and identified some key tasks on which the town should focus to achieve this goal, these include:



- Create a clearly branded, comprehensive wayfinding plan for signage on both streets and trails, including a “gateway” entrance to the town, to clearly identify arrival and the look of the town’s signage.
- Improve the sidewalks, crosswalks, and trails. There are areas in town where there are no sidewalks, they are too narrow to support the required use, or they are in such a location that they cannot be upkept during winter months. The crosswalks should be more uniform and painted to be more visible as well as ADA accessible from curbed sidewalks. While there are numerous trails across the valley floor, many guests do not use them because they can be difficult to navigate.
- Engage more with the waterfront in the town core both along Snow’s Brook and Corcoran Pond. Look into ways to reestablish the bridge crossing that was washed away during hurricane Irene.
- Encourage bicycling as a safe alternative to vehicular traffic with the use of “sharrows” (shared use arrows) on the roadways, more bicycle racks, wider shoulders, bike lanes or the creation of multi-use pathways for both pedestrians and bicycles. Bike racks on shuttle buses would serve to integrate the two transportation alternatives.
- Make our transit system more streamlined and welcoming. For the in-town buses that are used during winter and summer seasons reduce wait time and increase the number of shelters. Also, keep open options for a future gondola connection between the mountain and valley floor.
- Address parking in the town core with a number of options that range from reconfiguring the existing lot in the village core to be more pedestrian friendly to planning for a potential future parking structure.
- Strike a better balance with dark sky compliant lighting and safety for pedestrians out walking in the dark, especially in the village core.

Under the guidance of the Town Core Working Group, a number of these recommendations have already been implemented. There is a gateway sign welcoming all to Waterville Valley, as well as a wayfinding plan created with this gateway for a cohesive look for future signs. A portion of Village Trail along Snow’s Brook from the dam at the pond to Snows Brook Road has been reengineered to be level for easy access, reinforced for longevity, lit with pedestrian-level dark sky compliant lighting, and marked with newly branded wayfinding signs to identify destinations. Crosswalks have been repainted in the ladder fashion for higher visibility, and the crosswalk at Village and Valley Roads was moved to better accommodate crossing needs. A bus shelter has been constructed at Town Square as an example for future shelters. Roadside vegetation is being better managed with an eye toward line of sight, and the in-town speed limit was reduced from 30 mph to 25 mph in order to reduce vehicle - bicycle/pedestrian conflicts further. In addition, the Waterville Valley Athletic & Improvement Association released a new map that includes a detailed map of the “village core” on one side.

In addition, additional traffic calming has been instituted in the form of two radar speed signs. One is currently at the entrance to the village on the right as vehicles enter, which flashes the speed in orange until the vehicle slows to below 30 mph. The second is on the opposite side of the road (facing the

opposite direction) on Valley Road before the White Mountain Athletic Club which works in a similar fashion. They both record and store data on the number of cars passing as well as their speeds. This will enable the Town to assess their effectiveness.

There are additional plans in the works for both a trail circling Corcoran Pond and multi-use pedestrian and bicycle pathways on all town roads. These have been preliminarily engineered, but with unknowns from the impact of the COVID-19 pandemic, the very expensive need to invest in the town's wastewater treatment system, and development uncertainties, the Town is waiting on implementation. The recently increased federal infrastructure funding may assist the Town in moving some of these projects forward.

## 7.3 Community Facilities

### Town Hall/Department of Public Safety Complex

The original building was built in 1971 and the Town Hall wing was added in 1982. The Town Hall/DPS Complex houses all administrative operations for the Town and the Public Safety Department.



This includes offices, customer service areas, meeting rooms, police booking room and holding cell, and sleeping quarters for per diem DPS staff. The building also includes vehicle parking bays for police and fire vehicles, maintenance areas and equipment storage space for emergency management equipment. This building has high-speed internet access and an automatic diesel generator sized to provide power to the entire building. There is a small kitchen and four bathrooms. The top story over approximately 1/3 of the building is an unheated storage space for Town and Public Safety records and equipment.

The Town Offices currently do not meet all Federal and State regulations regarding Public Safety and Administrative operations as well as some existing building codes. Shortcomings can be grouped into three main categories:

1. Insufficient Administrative and Public Safety office and storage space for current and future needs.
2. Public Safety needs for interviewing, processing and holding individuals is limited and may be in conflict with administrative operations.
3. Current building has meeting space limitations, ADA compliance shortcomings, and technology deficiencies.

Current operations are hampered by these and the potential for future growth is limited by the facility.

Challenges facing the replacement and upgrades to the Town Hall/Public Safety facility are exacerbated by the need to fund immediate needs in Town utilities and other infrastructure such as roads. Given changing regulations and increasing demands on the facilities, the Town will have to develop ways to address the needs in the near future.

## Department of Public Works Garage

Built in 2014, the DPW Garage houses all vehicles and equipment for the Highway and Solid Waste departments. The building was constructed with an isolated vehicle bay which is used to house the trash truck in the winter. The facility includes a bathroom and breakroom for the staff. The building has a hardwired connection with the Town Hall/DPS complex for phone and internet connectivity. The most serious shortcoming in this building is the lack of back-up power source in the event of a long-term electrical outage.



## Maintenance Bay and Sand and Salt Storage

Constructed in 2009, this building houses the Town maintenance bay and open-ended salt and sand storage space. The maintenance bay is the primary work area of the town mechanic and is used to maintain all Town vehicles and equipment including DPW and Parks and Recreation Department. The shop has a vehicle lift for light vehicles. In the winter, the maintenance bay is used to store the DPW backhoe so it can be easily used to load salt and sand onto the plow trucks. The building does not have any back-up power (e.g. generator or connections for a mobile generator). This is a major concern as power from this building is used at the Town fuel pump.



Outside of the Town Hall there are several parking spots for general public use which are co-located with the salt and sand shed, Public Works maintenance area and the Department of Public Safety vehicle bay aprons. This increases potential risk for customers during vehicle and equipment maintenance periods and inclement weather operations.

## Solid Waste

### **TRANSFER STATION**

The Town has maintained a small area above the wastewater treatment lagoons as a transfer station including a demolition debris dumpster, a metal pile, a tire pile, a brush collection area and a yard clipping storage area. This upper transfer station also includes a small storage shed/shelter for the attendant which used to be the switching station for the community cable TV provider. Current recycling or disposal outside of regular Municipal Solid Waste (MSW) operations at the transfer station include scrap metal, electronics, appliances and tires. Materials are stored in the open or in moveable storage containers. Excess space in the storage containers is utilized for Public Works equipment. There is a small brush burn pile as well as an area for grass clippings and other yard waste at the facility as well.

In the vicinity of this Transfer Station, the Town maintains several MSW dumpsters for single family residences and as overflow for condominium property owners. These dumpsters are accessible at all times. Future concerns for this facility center around relocation as a result of land/construction requirements for the new Wastewater Treatment Plant. The Town is planning to temporarily relocate the MSW dumpsters to an area adjacent to the upper transfer station off of Tecumseh Road during the treatment plant construction project. Once plans for the new treatment plant are complete, the Town can begin to make more definitive plans for MSW Collection and Disposal as well as Recycling Operations.

### **RECYCLING**

The Selectboard has tasked the Municipal Solid Waste Committee (MSWC) to provide recommendations for effectively and affordably dealing with the solid waste generated by our community.

Currently, the 65+ dumpsters throughout the town, plus the 8 located adjacent to the public works building, are emptied on a weekly basis and the contents are driven by the municipal trash truck to be dumped at the landfill in Bethlehem, NH. The MSWC is studying methods to reduce the cost of hauling trash out of town; an overall reduction in the amount of municipal solid waste generated seems an obvious first step. In addition to minimizing the consumption of single use items, other methods for reduction include recycling and composting.

Single stream recycling was a viable option for the town for several years; however, when the global market for recyclables collected in this way was greatly reduced, the town was no longer able to afford to collect most household recyclables. Multi stream recycling is the best option for bringing recyclables to market. The Recycling subcommittee of MSWC and the Citizens' Recycling Group are working with the NRRRA (Northeast Resource Recovery Association) and other partners in the region to find a cost-effective path forward for recycling items such as corrugated cardboard, paper, glass and certain plastics. This method of recycling does require significantly more room and infrastructure for collection and storage, as well as more staff to oversee this process.

The recycling subcommittee has also been tasked with researching composting, which has not been attempted at a municipal level in Waterville Valley. In 2018 the EPA studied food waste and estimated that 21.6% of solid waste is composed of food waste (<https://www.epa.gov/facts-and-figures-about-materials-waste-and-recycling/food-material-specific-data>). Garbage disposals add to the volume of solids that have to be removed from the wastewater thereby increasing the cost of operating the Town's wastewater treatment facility. Reducing Waterville Valley's food waste in our municipal solid waste stream would not only help mitigate global warming, but it would also provide significant savings to the town. If municipal composting is not feasible for the town, another alternative is to incentivize private composting by property owners.

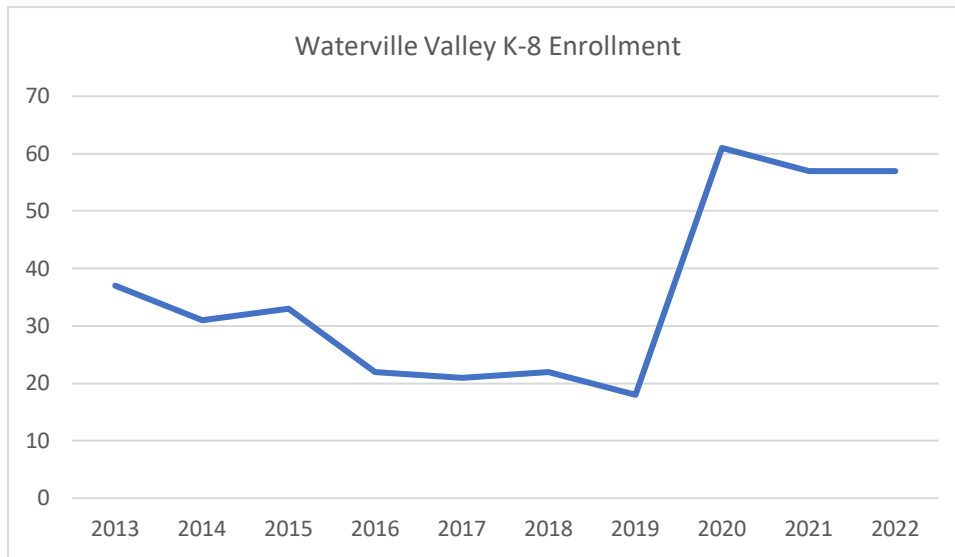
Land is needed for the appropriate collection of recyclable materials; the materials must be bound and stored in a dry condition until enough are collected to merit the cost of hauling them to market. If municipal composting were to be considered, this would also require a significant amount of land. The current wastewater project will eventually provide the town with some needed space, since the new treatment system will not require the lagoons that are currently in use. It will be important for the town to plan for optimal use of the lagoon areas once that land is usable. Additional space for solid waste management activities such as recycling and composting is one possibility.

## Waterville Valley Elementary School

Waterville Valley is part of SAU48 along with Campton, Ellsworth, Holderness, Plymouth, Rumney, Thornton and Wentworth. Students in each town except Ellsworth receive K-8 education in their own community and most attend Plymouth Regional High School for grades 9-12.



The Waterville Valley Elementary School building was constructed in 1972. In 1989 the Town voted to construct an addition to house the Parks and Recreation Department. The school building was designed for 45 students. As shown in the graph on the next page, following a period of generally declining enrollment, the student population suddenly increased as a result of immigration during the COVID-19 pandemic. The current enrollment is 57 students (SAU48, 1/6/22). By reconfiguring various rooms and use of the multipurpose room it is estimated that the school now has a capacity of approximately seventy students (School Board member). Enrollment is expected to remain in the mid-50s for the foreseeable future.



(Sources: NH Department of Education (2013- 2020); Waterville Valley Elementary School (2021-2022))

## Parks and Recreation Department

Since 1992, the Parks and Recreation Department has been located within the Waterville Valley Elementary School building. The Town and School have historically engaged in a building use agreement to share use of the common areas including the multi-purpose room, kitchen, cafeteria, gymnasium, gym storage closet, art room, lobby, and gym-adjacent restrooms. The large increase in residents which occurred in 2020-2021 has meant a correspondingly large increase in school enrollment which currently exceeds the original design capacity. As a result, the common areas have been converted into classrooms or other full-time education spaces. The multi-purpose room, which had been used for a large number of the Parks and Recreation Department’s activities, is no longer available during the school year as it remains continuously set up as a classroom. The gymnasium is no longer available for Parks and Recreation Department use during school hours. In addition, the equipment storage room shared by both the Parks and Recreation Department and the school for both storage and some activities is currently overcrowded. These changes, at least in the short-term, have severely curtailed the ability of the Parks and Recreation Department to provide programming to toddlers and adult residents, as well as to guests of the community. The long-term issue will be identifying whether the increased use of the facilities is permanent and what steps should be taken to address limitations on Town recreation programs, such as construction of a new facility for the Parks and Recreation Department.

## Curious George Cottage

Built in 1960 and donated to the Town in 1992 by Margaret Rey, who, along with her husband Hans Augusto Rey, created the Curious George children's books. The Cottage has been used variously as a daycare facility, meeting place, and museum. The building is currently the home of the Margaret and H. A. Rey Center, a non-profit group focused on cultural and education programs for all ages. A 15-year lease to the nonprofit's Rey Cultural Center began in 2010.



The Town is responsible for the building capital improvement costs and the non-profit is responsible for operations and programming costs. The facility includes a manual observatory structure (currently inoperative), a community garden area with a covered pavilion and a nature trail walking path adjacent to the Cottage. Parking is shared with the Parks and Recreation Department and the Waterville Valley Elementary School.



Beginning in 2021 the Rey Cultural Center began offering a preschool for ages 3-5 at the Curious George Cottage. It basically follows the same schedule as the Waterville Valley Elementary School.

## Corcoran Pond - Dam, Beach and Boat Dock

In 2008, the Waterville Company donated a 7.05-acre parcel of land in the village core, including Corcoran Pond, to the Town. The Town's Corcoran Pond property includes the pond, concrete and earthen dam, a boat dock and beach area. In the vicinity of the pond, the Town also owns a 10-foot-wide non-specific easement for a footpath around the pond and a view easement from the east end of the pond towards Town Square and Mount Tecumseh from the Valley Road bridge.

The pond is used for recreation in addition to its use by the Waterville Valley Resort for snowmaking. Boats for Corcoran Pond are stored on open racks at the dock site during the boating season. Support equipment for boating is stored in the space beneath the gazebo at the site where it is susceptible to dirt and liquids dropping through the planked floor above. Winter storage of boats and support equipment is in a storage pod kept at the Town transfer station site. Consideration should be given to improving existing or providing better seasonal storage of the support equipment for the boating activities.

The NH Department of Environmental Services monitors bacteria levels in the pond in the summer to ensure the safety of those using the public beach. The Town is responsible for ensuring compliance with safety protocols.

The dam is 253 feet long and 17 feet high, forming a pond of 4.4 acres (NH Department of Environmental Services). It is rated as a "High Hazard Dam" by NHDES based on the damage that would occur in the event of a failure; the rating is not related to condition. The Town completed a major renovation to the earthen parts of the dam in 2019. Concrete matting was buried in the earthen embankment to prevent erosion in the event of overtopping during a flood event. The dam now meets all current specifications for a high hazard class dam.

The pond is stocked for youth fishing events. The trout in the pond grow about three inches over the summer feeding on leaches, scuds and nymphs. Unfortunately, the fish do not survive the winter. Winterkill is common in shallow ice-covered ponds where the water is depleted of oxygen. The Town completed a dredging project in the pond which provided sufficient deep spots for some trout to survive the winter. However, since Tropical Storm Irene in 2011, siltation has been increasing as sediments carried by the moving water upstream drop out when the water reaches the dammed portion. The Town is currently looking into options for a second dredging project in the next five years. The Conservation Commission is looking into stream restoration upstream to reduce future siltation.

## Packard's Field and Parks and Recreation Department Playground

Packard's Field was built in the 1980s as a soccer and recreation field owned and maintained by the Town. The field is used for Parks and Recreation Department programs, is available for private rentals, and is otherwise free for the public to use. In 2021, the field was used for the first time by an athletic team from the Waterville Valley Elementary School – the Middle School Soccer Team. The field also includes an area which has a public playground.



The playground equipment was replaced in September 2021 to meet all current safety and accessibility requirements. To address drainage issues a surface treatment program is being developed to rehabilitate the field. Further drainage repairs will be developed if the surface treatment is not successful.

## Waterville Valley Ice Arena

The Ice Arena was built in 1986 by the Waterville Company and operated by the company for a few years as an indoor/outdoor pavilion. The company installed refrigeration equipment in the early



1990s and donated the arena to the Town. The Town operated the arena from 1995 until 2011. In 2011, the Town entered a lease agreement with option to purchase with The Hockey Academy to operate the arena. The lease was extended for an additional ten years in 2021 under the same terms. The Town is responsible for capital maintenance of the building within the terms of the lease agreement; however, improvements are undertaken through a cooperative arrangement with The Hockey Academy as part of its lease agreement.

## Osceola Library

Built in 1875, the library is a historically significant building in the town. It is located at the intersection of Boulder Path Road and West Branch Road at the north end of town. In addition to being the Town Library, the building serves as a meeting place and was formerly a one-room schoolhouse. The library is operated under the supervision of the Library Trustees with maintenance assistance from the Town Public Works Department.



## Wastewater Treatment Plant and Collection System

### WASTEWATER TREATMENT PLANT

Built in 1973, the Wastewater Treatment Plant (WWTP) is a tertiary treatment facility rated to treat up to 550,000 gallons per day (0.55 mgd). The plant treats wastewater from almost all properties in town per requirements established and monitored by the US Environmental Protection Agency (EPA) and the NH Department of Environmental Services. Wastewater is treated in a series of three lagoons: two treatment lagoons and one sludge removal lagoon. The area covered by the treatment lagoons is considered a registered dam by the State of New Hampshire and is regularly inspected by the NHDES Dam Bureau.

New EPA requirements went into effect on April 1, 2022. The permit requirements are very stringent and will require a complete plant rebuild. The Town must complete the replacement of the WWTP and treatment lagoons with an entirely new facility by October 1, 2026. The estimated cost of the new plant is yet to be determined.

Several modern treatment technologies are available; each has its advantages and disadvantages. An engineering study is in the process of determining the best option for the Town's new facility. The latest technology offers treatment that meets the new permit limits and can be modified if more stringent limits are imposed through future permits. The major challenge for the construction of the new plant is that the existing plant must be maintained and operated until the new plant is fully

operational. This presents a challenge for siting the new facility and construction operations as there are limited options for accessing additional land. Due to the age of the existing plant, the Town is also faced with balancing repair costs with a limited remaining operational life for the system.

Once the new plant is operational, the existing plant building and lagoon areas can be repurposed. It is expected that final designs for the new plant will be available by mid-2023 and planning can begin on reuse of the land.

## **COLLECTION SYSTEM**

The Town has 7.7 miles of sewer mains in the wastewater collection system and 195 manholes with structures. There are only 31 properties that are *not* served by the Town's wastewater collection system – all on Snows Mountain Road, Greeley Hill Road and Jasinski Way. This means that the town is 97% covered by the Town sewer system. Several properties on West Branch Road and River Road are still on septic systems; however, they have Town sewer service available and are only grandfathered for use of their septic systems until those systems fail. The only septic systems in town currently that cannot be connected to Town sewer are on Snows Mountain Road. These properties are not in the wellhead protection zone and do not pose any threat to our drinking water sources. The cost of installing the collection lines necessary to connect these properties vs. the benefits does not support making such a large investment.

The wastewater collection system is mostly gravity sewers. The majority of the sewage collection system is as old as the treatment plant with the exception of a few areas more recently added to the system. There is a pressurized collection main on West Branch Road and River Road which pumps to a gravity manhole at the intersection of Stone Tower Lane and West Branch Road. Both systems are relatively new being installed between 1972 and 2015.

The Sewer Department has determined that the older portions are made of asbestos cement piping consisting of short sections, typically 8 feet in length, with bell and spigot connections. Although there are no known cross connections between stormwater systems and the Town sewer system, over the years the seals in these connections can deteriorate and groundwater can infiltrate the wastewater collection system. Over time, manhole cover seals can also deteriorate and allow rainwater to enter. The extent of such infiltration can be measured by comparing the amount of potable water produced by the water supply system to the amount being treated in the wastewater system. The difference is attributable to groundwater infiltrating the system. Currently that amount of infiltration into the collection system is 20% to 25%. This leakage increases the amount of effluent being deposited into the river. This will need to be addressed in the future, in part to meet new EPA requirements for a maintenance program for the collection system.

The Town's new EPA permit requires the annual approval of a detailed collection system maintenance and replacement plan. This is a new permit requirement which puts capital maintenance, repairs and replacement plans under the review of the EPA and the NHDES. These requirements will increase future costs with mandatory evaluation of some portions of the collection system starting in 2023.

## Water Supply

The Town's municipal water supply system is comprised of a water treatment building, three active wells, two storage reservoirs and the distribution system. This system has adequate capacity to serve the requirements of the town at full buildout. A challenge to the current water distribution system is that all water wells and treatment systems are on the west side of the Mad River and nearly all users are on the east side of the Mad River. The Town is currently making improvements to the distribution system discussed in detail below.

### **CENTRALIZED WATER TREATMENT BUILDING (CWTB)**

Built in 2014, the centralized water treatment building (CWTB) is located off of West Branch Road on the west side of the Mad River near the West Branch Road bridge. The building houses a 22,500-gallon concrete holding/mixing tank, chemical pumps and storage, and pumps to transfer treated water into the water distribution system or the water reservoirs on Snow's Mountain. The equipment is all in excellent condition. The chemical introduction is precisely controlled by the latest technology.



The system provides pre-mixing of chemicals added into the water supply at the mixing tank prior to introduction into the distribution system. The Town is connecting Well #2 and Well #3 to the CWTB so they will go through the same treatment process as Well #4. This will provide consistent water treatment, simplify testing processes, and improve water quality to users throughout the system. As part of this project, the Town will install a second distribution pipe across the Mad River which will provide redundancy in getting treated water to all users. The connection/river crossing project also includes the installation of a back-up power generator which is able to run all of the CWTB and all well pumps.

Pursuant to the federal Safe Drinking Water Act, the Town must report to NH Department of Environmental Services (NHDES) regarding the results of periodic sampling and testing. The current system remains in compliance with state and federal standards.

### **WELL #1**

Drinking Well #1 is no longer in service.

## **WELL HOUSE AND DRINKING WATER WELL #2**

Drinking Water Well #2 is a gravel packed well put into service in 1973. Production is rated for 270 gallons per minutes. Built in 1990, Well Building #2 includes the drinking water well pump and associated in-line treatment facilities for Drinking Well #2. During the improvement project to connect Well #2 to the CWTB, the building will be



updated and will continue to house the wellhead and control panels for the pump. The building will also continue to be used for storage.

## **DRINKING WATER WELL #3**

Drinking Water Well #3 is located on a peninsula of land bordered by the Mad River to the east and the West Branch of the Mad River to the west just off of West Branch Road. It is a gravel packed well put into service in 1985 and is permitted to produce 180 gallons per minute. The well will be connected to the CWTB during the connection/river crossing project providing the same treatment levels as the other wells in the system.

## **DRINKING WATER WELL #4**

Drinking Water Well #4 is located in the White Mountain National Forest via a Special Use Permit off of Livermore Road near Depot Camp. This is a gravel packed well put into service in 2014 and is permitted to produce 300 gallons per minute. The well is connected to the centralized treatment building via a transmission pipe along the Connector Trail.

## **WATER STORAGE RESERVOIR #1 AND RESERVOIR #2**

Reservoir #1 was built in 1985. Reservoir #2 was built in 2005. The reservoirs are located side-by-side on Snow's Mountain on an easement area granted by the WVBBS Ski Educational Foundation. The two reservoirs have a combined capacity of approximately 875,000 gallons. The two main purposes of the reservoirs are to (1) provide water pressure to the water distribution system via gravity and (2) provide storage capacity for emergency fire-fighting requirements. The reservoirs are filled on an as-needed basis via a water main easement area on the Snow's Mountain ski slope. Water levels are monitored and controlled via an electronic system with a main control panel at the wastewater treatment plant. The reservoirs are inspected periodically, most recently in July 2021; no major deficiencies were noted in either structure. However, some deterioration and root penetration have been noted on Reservoir #1 due to its age. There should be continued monitoring and corrective action taken when needed to preserve the integrity of the reservoir.

## **DISTRIBUTION SYSTEM**

The Town has about 12 miles of water mains in the water distribution system and 85 fire hydrants. The water distribution system is pressurized primarily by gravity with water flowing into the system from the reservoirs.

The water mains are ductile iron pipe (D.I.P.) for the older portions and plastic pipe (HDPE) for the newer portions. Water services are copper. Water main breaks are common, often occurring during the winter months. Some are caused by frozen water pipes due to insufficient cover or insulation; however, the most common cause is a fracture in the D.I.P. resulting from deterioration and stress in the pipe. There are areas in town, such as along Snows Mountain Road, where these breaks are more common.

As the D.I.P. water mains continue to deteriorate, water main breaks will become more frequent. A study should be performed to determine what could be done to stem the deterioration and to extend the usable life of the existing pipes. A program of replacement should be developed and funded by means of the Capital Improvements Plan for time when pipe maintenance becomes more expensive than its replacement. Where it is needed, it would be advisable to replace pipe in conjunction with contiguous road reconstruction projects.

## **WATER SYSTEM SECURITY**

As part of the connection/river crossing improvement project, security of the water system will be improved physically and remotely. The project will include the installation of fence and gate structures encompassing the CWTB and Well Building #2. There are already security fences around Well #3 and



This pump station was built during the Cascade Ridge Subdivision development in 2005. The station contains two pumps used to boost water pressure to several properties located on Bean *Bender Road*.

Well #4. New on-line controls with improved cybersecurity features will also be installed on all computer controls.

## Waterville Valley Cemetery

The Town owns a very small cemetery. The Town Manager administers the cemetery regulations. Given the current town population and use over time, it can be estimated that additional space will be needed in about twenty years. Any expansion of the cemetery will require acquisition of additional land.

## 7.4 Other Town-Owned Land

### Open Space

In addition to the land required for current and future facilities, certain other Town lands are owned for their conservation and/or recreation value. These include, for example, a recently purchased parcel on Snow's Brook upstream from Corcoran Pond and Greenbelt areas along Snow's Brook and the Mad River. There are various easements for hiking/biking/cross-country trails across these properties. These lands have not been formerly conserved. A management plan would help ensure the long-term stewardship of conservation values on these lands. The newly acquired wetland parcel may benefit from more formal conservation.

### Stone Tower

Last, but not least, the Town of Waterville Valley owns a medieval tower...well not really medieval. The Tower was constructed in 1880 at the direction of summer resident Reverend J.M. Buckley following the claim that "Waterville Valley had everything but a ruin." The two and a half story tall tower was donated to the Town by Regina and Ronald Doyle. The tower is located on a small town-owned and maintained parcel of land adjacent to Stone Tower Lane.

## 7.5 Information Technology and Cybersecurity

The Town uses third party managed contract services for Information Technology (IT) support. The current IT contract provides the Town with on-site and remote software support and security, as well as off-site data storage and back-up services. The IT agreement also includes provisions for equipment upgrades and replacement on a regular schedule. Emergency equipment replacement is accomplished through the operating budget of each department. A goal of the Town is to move off of a physical server and have the Town's data hosted entirely in a cloud environment. This will provide the Town with increased accessibility of data, enhanced retention capabilities and strengthened data security.

The Town has begun to leverage resources by engaging our IT managed services provider, insurance company, and the Department of Homeland Security's Cybersecurity and Infrastructure Security

Agency (CISA) to take all the necessary steps to protect the Town’s cyber infrastructure. In partnering with these agencies, it is the Town’s intent to harden its defense against cybersecurity threats by conducting scheduled vulnerability scanning, remote penetration testing and transition into a .gov domain. Additionally, the Town is in the process of creating an Incident Response Plan (IRP) to address how the Town responds to cybersecurity incidents. Once crafted, the Town’s employees will be trained in accordance with the steps described in the IRP.

## 7.6 Energy

In the decade ahead, demand for power and the rates paid by towns and others are expected to continue to increase (ISO New England, [www.iso-ne.com](http://www.iso-ne.com)). The Selectboard formed the Renewable Energy Committee last year to look at alternative energy development in Waterville Valley. The Selectboard was interested in investigating systems for Town-owned buildings along with public/private cooperation options across the entire community.

The committee recommended continuing to include a focus on energy conservation including energy audits of Town-owned buildings and constructing new buildings to LEED specifications. The committee also identified opportunities in Waterville Valley for solar panels, including on rooftops and on the site of the current wastewater lagoons when they are no longer in use for that purpose, and encouraged the Town to investigate wind and hydropower as well.

The committee also suggested that Waterville Valley give close consideration to community power. New Hampshire’s Community Power law (SB 286; RSA 53-E) became effective October 1, 2019. It authorizes local governments to become the default electricity provider for their residents and businesses. This includes offering innovative customer services and programs, competitively procuring electricity supply, and working with regulators, utilities and businesses to modernize the state’s electrical grid and market infrastructure. (NH Municipal Association, *Community Leaders Join Together to Develop Community Power New Hampshire*, **NEW HAMPSHIRE CITY AND TOWN MAGAZINE**, May/June 2020) As of October 2021, thirteen municipalities and one county had joined the Community Power Coalition of New Hampshire to work together on these activities ([www.cpcnh.org](http://www.cpcnh.org)).

The committee also noted the lack of electrical vehicle (EV) charging stations in town for visitors. There is currently only one EV charging station in town and use is limited to Windsor Hill condominium owners and guests. As the number of electric and hybrid vehicles continues to increase at a rapid pace, the availability of EV charging stations is becoming increasingly critical for resort destinations such as Waterville Valley. These will need to be located at lodging and recreation destinations since Waterville Valley does not have public parking areas.

## 7.7 Capital Improvements Plan (CIP)

The Planning Board is tasked with developing and maintaining an up-to-date Capital Improvements Plan for at least five years of needed facility improvements and equipment replacements across all

Town departments. The CIP is a tool for prioritizing these expenses and determining the most beneficial method of payment, e.g., one-time expense, bond or save in advance using a capital reserve fund. The CIP provides the Selectboard with the Planning Board's recommendations each year regarding items for inclusion in the budget to be presented to Town Meeting. An important goal of the CIP is to avoid large fluctuations in the town tax rate whenever possible. For this reason, it is important to take the school district's capital plans into consideration as well.

The Planning Board has a CIP subcommittee which reviews plan updates each year with the Town Manager and Department Heads. The Planning Board reviews the draft plan and makes recommendations to the Selectboard. The Selectboard approves funding sources for the current year plan and develops warrant articles for funding authorization by Town Meeting. During the year the Town Manager provides regular updates to the Selectboard and Planning Board on the status of projects for the current fiscal year.



# Chapter 8. Action Plan

After careful consideration of Waterville Valley's resources, demographic and land use trends, infrastructure and needs, the Planning Board developed the following Action Plan listing its recommendations for furthering the community's vision and goals. The Action Plan is intended to provide direction to municipal decision-makers and other partners regarding the town's future growth and development. Both recommended policies and measurable action items are included. Implementation of specific recommendations will occur at various paces depending on a multitude of factors such as the urgency of the need, available funding, staff capacity, cooperation from other partners, and voter support. Both leadership and good communication will be required to implement the plan.

For each policy or recommendation, the Action Plan includes some of the Town departments and other entities that would need to carry it out. The Planning Board's recommendation for the lead on each recommendation is shown in bold. In addition, some of the Master Plan goals that would be achieved by implementing each recommendation are also indicated.

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8.1 General	Responsible Party <b>(Lead in Bold)</b>	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
1. Continue to engage the community - year-round and seasonal residents, property-owners and local businesses - in important decisions to ensure that the community continues to grow and develop in a positive way.	<b>Selectboard, Planning Board, Conservation Commission</b>	x	x	x	x	x	x	x	x
2. When new issues emerge in the future, utilize the Master Plan goals to guide decision-making.	<b>Selectboard, Planning Board, Conservation Commission</b>	x	x	x	x	x	x	x	x
3. Explore examples from other recreation-focused communities to see what improvements the Waterville Valley community could make toward universal accessibility. Utilize AARP's Age-Friendly Community program and other examples as resources.	<b>Planning Board, Selectboard, Town Core Working Group</b>	x	x		x		x	x	
4. Continue to participate in regional planning through membership in North Country Council and active participation on its Transportation Advisory Council.	<b>Selectboard, Town Manager, Town Meeting, Planning Board</b>			x	x	x			
5. Actively use the Master Plan as a guide to Town activities and decision-making. Hold a meeting of municipal boards annually to celebrate progress and prioritize next steps.	<b>Planning Board, Selectboard, Town Manager, Conservation Commission</b>	x	x	x	x	x	x	x	x

8.2 Recreation	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Partnerships</b>									
1. Continue to foster and support public-private partnerships and collaboration and cooperation among recreation providers to offer residents and guests a well-integrated recreation experience.	<b>Parks &amp; Recreation Department,</b> Selectboard, Nonprofits, Private Business, WMNF	x		x	x	x	x	x	
2. Continue to support the local nonprofits that play important roles in making Waterville Valley a four-season recreation-focused community, including the Rey Cultural Center and Waterville Valley Athletic & Improvement Association.	<b>Selectboard,</b> Town Meeting, Parks & Recreation Department	x		x	x	x	x	x	
3. Continue to work collaboratively with the town's businesses and nonprofits through participation in the Waterville Valley Resort Association and coordinate efforts to promote Waterville Valley as a destination for both day and overnight guests.	<b>Parks &amp; Recreation Department,</b> Town Manager, Selectboard, Town Core Working Group	x		x	x		x	x	
4. Continue to coordinate with nonprofits and businesses on the planning of events regarding timing and planning for complementary types of events.	<b>Parks &amp; Recreation Department,</b> Town Manager, Selectboard	x		x	x			x	

8.2 Recreation	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Waterville Valley Resort</b>									
5. Continue to work cooperatively with the Waterville Valley Resort, WMNF and other landowners toward a well integrated recreation experience, e.g., develop connectivity between residences and lodging and ski trails without using private vehicles.	<b>Town Manager, Selectboard, Parks &amp; Recreation Department, Planning Board</b>	x						x	
6. Support the Waterville Valley Resort's efforts to implement the 2020 10-Year Master Development Plan, including expansion of the WMNF lease area. Provide input as needed to advocate for opportunities to improve alignment with the Town Master Plan vision and goals.	<b>Town Manager, Selectboard, Planning Board</b>				x			x	
7. Offer assistance to the Waterville Valley Resort with the evaluation of alternative locations for the skateboard park if desired.	<b>Planning Board, Town Manager</b>				x	x		x	

8.2 Recreation	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Waterville Valley Parks and Recreation Department</b>									
8. Continue to support the needs and activities of the Waterville Valley Parks & Recreation Department to augment and complement the activities available through the private sector.	<b>Town Manager, Selectboard,</b> Recreation Director, Town Meeting, Planning Board						x	x	
9. Continue to provide high quality facilities and programs to complement the offerings of other recreation providers. Regularly analyze facility space needs and accommodations for residents and guests.	<b>Parks &amp; Recreation Department, Selectboard,</b> Town Meeting	x			x		x	x	
10. Continue to offer guided hiking trips and other outdoor programs to draw attention and expose guests to Waterville Valley's historic, first network of trails in the U.S.	<b>Parks &amp; Recreation Department</b>				x	x	x	x	x
11. Continue to integrate social media and information technology into programs and activities to enrich the user experience and expand outreach.	<b>Parks &amp; Recreation Department,</b> Town Manager	x			x			x	x

8.2 Recreation	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Ice Arena</b>									
12. Continue to work cooperatively with owner/operator to support upkeep and increased use of the ice arena and eventual purchase by a private entity.	<b>Selectboard</b> , Town Manager, Town Meeting						x	x	
<b>Corcoran Pond</b>									
13. Encourage youth fishing programs, like the annual "Casting for Kirby," and stocking and public fishing use of Corcoran Pond.	<b>Parks &amp; Recreation Department</b> , Public Safety				x			x	
14. Create events that integrate beach and Town Square.	<b>Parks &amp; Recreation Department</b>				x			x	
15. Continue boat rentals on Corcoran Pond.	<b>Parks &amp; Recreation Department</b> , Town Meeting, Selectboard				x			x	

8.2 Recreation	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
16. Cooperate with other landowners to create an accessible Pond Loop pathway.	<b>Town Core Working Group</b> , Parks & Recreation Department, Planning Board, Town Manager, Selectboard	x			x			x	
<b>Bicycle and Pedestrian Infrastructure</b>									
17. Continue to strive for seamless integration of town trail planning and pedestrian infrastructure, with the nonmotorized trail network interwoven with the village area an important element of community character.	<b>Town Core Working Group</b> , Selectboard, Town Manager, Parks & Recreation Department, Planning Board	x			x	x	x	x	
18. Strengthen safety measures such as bicycle rider education and signage for shared lanes and trails. Promote cooperative efforts with WMNF and Waterville Valley Resort.	<b>Public Safety, Parks &amp; Recreation Department</b> , Town Manager, Selectboard	x	x		x		x	x	



8.2 Recreation	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Trails</b>									
19. Continue to cooperate with WMNF, Waterville Valley Resort and other partners to connect trails to form loop trails for hiking, cross-country skiing and snowshoeing.	<b>Parks &amp; Recreation Department</b> , Town Manager, Selectboard				x			x	
20. Encourage owners of land and trail easements to continue to work cooperatively to maintain connectivity when land is developed or other improvements are made.	<b>Planning Board</b> , Town Manager, Selectboard, Conservation Commission	x			x			x	

8.3 Natural, Scenic and Historic Resources	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Water Quality</b>									
1. Keep abreast of cost effective new technology/treatment options to replace or reduce the use of road salt.	<b>Public Works Director,</b> Town Manager, Selectboard, Conservation Commission		x	x					x
2. Continue to monitor chloride levels in surface water when using road salt.	<b>Water/Wastewater Superintendent,</b> <b>Conservation Commission</b>		x						x
3. Continue to investigate possible septic system failures and work with NHDES on enforcement and follow-up as needed.	<b>Health Officer,</b> Public Works Director, Conservation Commission			x					x
4. Educate homeowners on alternatives to household chemicals and the importance of keeping such materials out of the water and ground.	<b>Conservation Commission,</b> Water Department			x					x
5. Continue to participate in household hazardous waste collections.	<b>Public Works Director,</b> Selectboard		x	x	x		x		x

8.3 Natural, Scenic and Historic Resources	Responsible Party <b>(Lead in Bold)</b>	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
6. Consider amending the Zoning Ordinance to require an erosion control and stormwater management plan developed by an engineer when development activities take place on slopes over 15%.	<b>Planning Board</b> , Town Meeting		x			x			x
7. Amend Site Plan Review Regulations to strengthen stormwater management provisions.	<b>Planning Board</b> , Water/Wastewater Superintendent		x			x			x
8. Explore funding for stream restoration of Snow's Brook upstream from Corcoran Pond.	<b>Conservation Commission</b> , Selectboard, WMNF			x			x	x	x
9. Consider amending Zoning Ordinance to regulate activities and protect riparian vegetation in 25-foot buffer to surface waters.	<b>Planning Board</b> , Town Meeting, Conservation Commission		x			x			x
<b>Invasive Species</b>									
10. Stay abreast of invasive plants and insects that may pose a threat to Waterville Valley forests and educate residents and guests.	<b>Conservation Commission</b> , WMNF								x

8.3 Natural, Scenic and Historic Resources	Responsible Party <b>(Lead in Bold)</b>	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Wildlife</b>									
11. Educate homeowners on behaviors that negatively impact neighboring wildlife like unsecured trash, compost, pet or bird food, unfenced gardens and outdoor lighting of tree stands and other habitat areas.	<b>Conservation Commission,</b> Waterville Valley Elementary School, Rey Cultural Center								x
<b>Dark Skies</b>									
12. Ensure that the Town's Outdoor Lighting Regulations are administered and enforced.	<b>Planning Board, Code Enforcement, Selectboard</b>								x
13. Advocate for dark sky compliant lighting at the ski resort.	<b>Planning Board, WMNF, Code Enforcement</b>								x
<b>Conservation Commission</b>									
14. Continue to support the work of the Conservation Commission.	<b>Selectboard, Town Manager, Town Meeting</b>								x

8.3 Natural, Scenic and Historic Resources	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Town Conservation Land</b>									
15. Develop a management plan for Town-owned conservation land.	<b>Conservation Commission, Selectboard</b>					x		x	x
16. Explore the pros and cons of, feasibility, and potential conservation easement holder for certain Town-owned conservation and recreation lands.	<b>Selectboard, Conservation Commission</b>	x						x	x

8.3 Natural, Scenic and Historic Resources	Responsible Party <b>(Lead in Bold)</b>	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Scenic Resources</b>									
<p>17. Continue to review the site design and building design of proposed developments to ensure it is appropriate to the context. Some specific tools include: placing a building perpendicular to the street (with the gable end toward the road); having parking to the side or rear or underneath; compatibility with the height, massing, roof shapes, and window proportions of the majority of other similar buildings; exterior surfaces covered with wood or red brick, or man-made materials that simulate these siding materials, including clapboard-look siding; and breaking up long outside walls with the addition of architectural features such as portico entries, dormers, and variation in exterior surface covering. Review land use regulations to ensure they are achieving these goals.</p>	<p><b>Planning Board, Code Enforcement</b></p>								<p>x</p>

8.3 Natural, Scenic and Historic Resources	Responsible Party <b>(Lead in Bold)</b>	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
18. Strive for landscaping for proposed developments that will help it blend in with natural surroundings, for example, small clumps of natural vegetation instead of hedgerows, vegetation of various sizes, and minimal lawn areas. Vegetated buffers between roadways and development also help reduce visual impacts. Review land use regulations to ensure they are achieving these goals.	<b>Planning Board</b> , Code Enforcement								x
19. Continue to pay careful attention to the design of amenities such as lighting, signs, and bus shelters to ensure that they add to the sense of place and community character.	<b>Planning Board</b> , Selectboard, Public Works Director, Code Enforcement, Town Core Working Group								x
20. Consider visual impacts in road design, including the width of a road, design of bicycle and pedestrian ways and stormwater management facilities, and guardrail choices.	<b>Public Works Director</b> , <b>Planning Board</b> , Town Manager, Selectboard, Town Core Working Group								x
21. Continue to participate in North Country Scenic Byway Council to actively participate in stewardship of the scenic character of NH Route 49.	<b>Town Manager</b> , <b>Planning Board</b> , Selectboard				x				x

8.3 Natural, Scenic and Historic Resources	Responsible Party <b>(Lead in Bold)</b>	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Historic Resources</b>									
22. Compile known locations of such historic features as logging camps and dam sites and original hotels and cottages on a single map and capture GPS coordinates and coordinate with WMNF and other partners on ways to incorporate it in trail maps, apps and other educational tools.	<b>Parks &amp; Recreation Department</b> , Historical Society, WVAIA						x	x	
23. Continue to work toward a museum where archives and other artifacts could be preserved and accessed for educational and research purposes	<b>Historical Society</b> , Town Meeting							x	



8.4 Land Use	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>General</b>									
1. Consider all decisions affecting future land use - from zoning amendments to facility improvements - very carefully and in a comprehensive manner, considering the future needs of both residents and the business community relative to the goals of the Master Plan.	<b>Planning Board, Selectboard, Town Manager</b>	x	x	x	x	x	x	x	x
<b>White Mountain National Forest</b>									
2. Continue to participate in the updates to the WMNF 10-year Plan.	<b>Selectboard, Planning Board</b>				x			x	x
<b>Zoning Districts</b>									
3. Amend the Zoning Ordinance to articulate the exact boundaries of the Snow's Mountain Special Zoning Area.	<b>Planning Board, Town Meeting</b>							x	

8.4 Land Use	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
4. Review the allowed uses in Special Civic and consider removing storage facilities and contractor yards.	<b>Planning Board</b> , Town Meeting	x							x
<b>Waterville Valley Resort</b>									
5. Support the efforts of the Waterville Valley Resort to connect the village core and ski area with a privately-financed and operated gondola.	<b>Planning Board, Selectboard</b> , Town Manager, Town Meeting	x		x	x			x	
6. Stay abreast of future development plans of large landowners, including that planned for the WMNF lease area.	<b>Planning Board, Selectboard, Town Manager</b>			x	x		x		
<b>Flood and Erosion Hazards</b>									
7. Consider amending the Zoning Ordinance to prohibit development activities within flood and fluvial erosion hazard areas.	<b>Planning Board</b> , Town Meeting		x			x			x

8.4 Land Use	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Workforce Housing</b>									
8. Engage homeowners and businesses in an examination of options for increasing opportunities for housing affordable for the town's workforce.	<b>Planning Board</b>	x		x	x	x		x	
9. Carefully consider the likely impact on the affordability of housing in town for employees of local businesses, institutions and the Town when considering future changes to zoning.	<b>Planning Board</b>	x		x	x	x		x	
10. Support creative solutions proposed by local business to the workforce housing shortage when consistent with the vision and goals of the community.	<b>Planning Board, Selectboard, Town Manager, Town Meeting</b>	x		x	x	x		x	
11. Encourage the development of housing that is affordable to working individuals and families to help build up a year-round workforce.	<b>Planning Board, Selectboard, Town Manager, Town Meeting</b>	x		x	x	x		x	

8.4 Land Use	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Vibrant Village Core</b>									
12. Engage homeowners and businesses in an examination of opportunities to increase density in the Commercial 1 and Village Commercial Districts to promote a more vibrant village core. Consider, for example, eliminating single and two-family homes in VC when not part of a densely developed complex of at least moderate size, and reducing setbacks when not abutting residential districts or existing homes.	<b>Planning Board</b> , Town Meeting, Selectboard	x		x	x	x		x	
13. Consider amending the Zoning Ordinance to permit a higher density of single family homes and two-family homes in the Higher Density Residential District and Village Commercial District when in a PUD.	<b>Planning Board</b> , Town Meeting	x		x	x	x		x	
14. When considering zoning amendments, ensure that there will be no likely negative impact on the vibrancy of the village core.	<b>Planning Board</b>	x		x	x	x		x	

8.4 Land Use	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
15. Support creative approaches proposed by local business for increasing the vibrancy of the village core when consistent with the vision and goals of the community.	<b>Planning Board, Selectboard</b> , Town Manager, Town Meeting, WVRA	x		x	x	x		x	
16. Support the Resort's efforts to reinvigorate the village core, including with the construction of a new conference center.	<b>Planning Board, Selectboard</b> , Town Manager, Town Core Working Group			x	x	x			
17. Support the creation of a shared work space for telecommuters and self-employed residents in the village core with shared office equipment.	<b>Planning Board</b> , Town Manager, Selectboard			x	x	x			
<b>Local Business</b>									
18. Continue to encourage a diverse array of small, independent businesses.	<b>Planning Board, Selectboard</b> , Town Manager, Town Meeting				x	x			

8.4 Land Use	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
19. Carefully consider the impacts on local recreation businesses (and other local businesses dependent on their success for their own sustainability) when considering changes to the Zoning Ordinance and other land use regulations.	<b>Planning Board,</b> Recreation Director			x	x			x	
20. Work collaboratively with local businesses and organizations to ensure that year-round recreation businesses are able to expand, grow and change in a manner consistent with the vision and goals of the community.	<b>Selectboard,</b> Planning Board, Town Manager, Recreation Director			x	x	x		x	
21. Ensure that the Town's land use regulations enable businesses to exercise flexibility when facing changing circumstances.	<b>Planning Board,</b> Selectboard, Code Enforcement			x	x	x		x	
22. Support efforts of the business community to increase the volume of business during the mid-week and shoulder seasons to even out traffic and visitation and to assist local businesses.	<b>Planning Board,</b> <b>Selectboard,</b> Town Manager, WVRA			x	x	x		x	

8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Capital Improvements Plan</b>									
1. Continue to up-date the CIP annually.	<b>Planning Board, Town Manager, Department Heads</b>			x	x		x		
2. Adequately fund needed maintenance and programmed capital improvements annually.	<b>Selectboard, Town Meeting, Town Manager</b>	x	x	x	x	x	x	x	
3. Continue to consider use of capital reserve funds where appropriate.	<b>Town Manager, Selectboard, Town Meeting</b>			x					
<b>A Town for all Abilities</b>									
4. Periodically examine whether changes to services or in service delivery might be needed as the town's senior population ages. Consider simple low-cost approaches such as volunteer driver networks and phone trees to check on residents after winter storms and during power outages.	<b>Town Manager, Department of Public Safety, Selectboard</b>	x	x						

8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
5. Conduct a comprehensive accessibility needs assessment of the public buildings, hotels, restaurants, transportation, trails and sidewalks and develop a plan for improvement.	<b>Town Manager</b> , Department Heads, Private Business, Town Core Working Group	x	x				x		
<b>Transportation</b>									
6. Examine the alternatives for year-round secondary access to the town (in addition to the seasonal availability of Tripoli Road.) Include consideration of emergency vehicle-only access.	<b>Department of Public Safety</b> , Selectboard, WMNF, Town Manager, Emergency Management Director		x			x			
7. Complete NHDOT road inventory updates annually to ensure the maximum amount of Highway Block Grant Aid Funds is received.	<b>Public Works Director</b> , Town Manager			x			x		
8. Explore additional public transportation linkages such as connecting Plymouth's bus stop with Town Square and a shuttle bus for employees from neighboring towns.	<b>Planning Board, Selectboard</b> , Waterville Valley Resort Association	x							



8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
9. Ensure that transportation system improvements/changes do not impede the goal of a pedestrian-oriented, integrated, accessible transportation system.	<b>Planning Board</b> , Town Manager, Selectboard, Town Core Working Group	x	x				x		
10. Strictly enforce the provisions in the Subdivision Regulations regarding design, construction and maintenance of private roads.	<b>Planning Board, Selectboard</b> , Town Manager, Public Works Director	x		x		x	x	x	x
11. Periodically review and update Town Highways & Roads Regulation.	<b>Public Works Director</b> , Selectboard, Town Manager								
12. Continue to evaluate, support and promote the use of the shuttle bus system.	<b>Selectboard</b> , Town Manager, Town Meeting, Waterville Valley Resort Association	x			x				
13. Encourage the conduct of periodic shuttle ridership counts for winter and summer season.	<b>Selectboard</b> , Waterville Valley Resort Association	x			x				

8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Stormwater Management</b>									
14. Conduct a drainage system assessment and culvert inventory to evaluate adequacy for 50-year storm events and prioritize replacements.	<b>Town Manager, Department of Public Works, Selectboard, Conservation Commission</b>		x	x		x	x		
15. Plan and budget for needed improvements to the Town's stormwater infrastructure as with other municipal systems.	<b>Public Works Director, Town Manager, Selectboard, Planning Board CIP Subcommittee</b>		x	x		x	x		
16. Include stormwater inspection and maintenance in site plan and subdivision approvals.	<b>Planning Board, Public Works Director</b>			x		x	x		x
17. Ensure that future development minimizes stormwater runoff. Promote low impact development techniques where practicable and ensure there are increase in the volume or velocity of runoff.	<b>Planning Board, Public Works Director</b>		x	x		x	x		

8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Bicycle and Pedestrian Infrastructure</b>									
18. Continue to actively use the SEA-VHB Pedestrian Village Study as a guide to improvements.	<b>Planning Board, Town Core Working Group</b> , Selectboard, Town Manager	x	x	x	x	x	x		
19. Continue to identify and implement opportunities to implement attractive traffic calming devices to reduce speed and increase safety compatible with the character of the community.	<b>Town Manager, Department Heads</b> , Selectboard, Planning Board	x	x		x		x	x	
20. Create a bike path system that focuses on safety and connectivity.	<b>Town Core Working Group</b> , Town Manager, Parks & Recreation Department, Selectboard	x	x			x	x	x	

8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>Parking</b>									
21. Assist with the improvement of better coordinated village parking. For example, support amendments to prior approvals for individual village core developments as needed in order to improve the efficiency of parking overall.	<b>Planning Board, Selectboard,</b> Town Manager	x			x		x		
22. Encourage shared and other flexible parking arrangements that will lead to a more attractive village core and more efficient land use.	<b>Planning Board, Selectboard,</b> Town Manager	x			x				
23. Explore public-private partnerships for electric vehicle chargers.	<b>Renewable Energy Committee,</b> Town Manager, Selectboard, Waterville Valley Resort Association				x	x			
24. Ensure that adequate public parking is provided where needed.	<b>Selectboard,</b> Town Manager, Town Core Working Group	x	x		x		x	x	

8.5 Infrastructure	Responsible Party ( <b>Lead in Bold</b> )	<i>Livability</i>	<i>Safety</i>	<i>Town Tax Base/Tax Rate</i>	<i>Local Business Economy</i>	<i>Resilience</i>	<i>High Quality Community Facilities</i>	<i>Recreation opportunities</i>	<i>Natural, Scenic &amp; Historic Resources</i>
<b>School</b>									
25. Carefully monitor year-round population trends and expected school enrollment and address the need for additional space for recreation and education if needed. Consider alternative solutions to classroom space if needed.	<b>School Board</b> , Selectboard, Town Manager, Parks & Recreation Department						x	x	
<b>Recreation</b>									
26. Explore options for a new facility dedicated to use as a Town community center with programs for all ages. Such a space could provide an event venue, address recreation space needs, create revenue opportunities and provide an informal gathering space. The center should be sited and designed with consideration for visibility and universal accessibility, and, as possible, with proximity to Packard’s Field and the playground and connections to the trail system for summer hiking, biking, cross-country skiing and snowshoeing.	<b>Parks &amp; Recreation Department, Planning Board CIP Subcommittee</b> , Town Manager, Selectboard								

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27. Improve drainage and surface of Packard's Field.	<b>Parks &amp; Recreation Department, Town Manager, Selectboard, Planning Board</b>						x	x	
28. Improve seasonal storage of support equipment for boating.	<b>Parks &amp; Recreation Department, Town Manager, Selectboard</b>						x	x	
29. Explore opportunities to provide public restroom facilities for those visiting Waterville Valley to participate in outdoor recreation activities such as hiking.	<b>Parks &amp; Recreation Department, Town Manager, Selectboard</b>	x					x	x	x
30. Continue to work cooperatively with The Hockey Academy to steward this important facility.	<b>Selectboard, Parks &amp; Recreation Department</b>			x	x	x	x	x	
31. Continue to lease Curious George Cottage to the Rey Cultural Center for cultural and educational programs.	<b>Selectboard, Rey Cultural Center</b>							x	
32. Seek partnerships and funding to dredge Corcoran Pond.	<b>Town Manager, Selectboard, Planning Board CIP Subcommittee</b>							x	x
<b>Department of Public Works</b>									
33. Provide a back-up power supply for the DPW garage and maintenance bay/salt shed.	<b>Public Works Director, Selectboard, Planning Board</b>	x			x	x		x	

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<b>Transfer Station</b>									
34. Evaluate options for relocated transfer station if current space is needed for new wastewater treatment plant.	<b>Public Works Director</b> , Town Manager, Selectboard, Planning Board			x			x		
<b>Wastewater Treatment Plant (WWTP)</b>									
35. Develop plans for a new wastewater treatment plant capable of meeting current and projected EPA permit requirements for the next 50 years.	<b>Water/Wastewater Superintendent</b> , Town Manager, Selectboard, Planning Board			x			x		
36. Assess current WWTP conditions and make emergency repairs as necessary to maintain proper operations until the new plant can be brought on-line.	<b>Water/Wastewater Superintendent</b> , Town Manager, Selectboard			x			x		

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37. Develop and implement a capacity assurance, management, operations and maintenance (CMOM) program for monitoring and maintenance of the sewer collection system. The program will include ongoing maintenance of all sewer lines, manholes, and other related facilities. Factor in road improvements and other construction activities as a consideration in developing the maintenance priority list.	<b>Water/Wastewater Superintendent</b> , Town Manager, Selectboard, Planning Board			x			x		x
<b>Water Supply</b>									
38. Conduct periodic (every 5 years) interior inspection of both drinking water reservoirs. Make repairs or plan for replacement of the reservoirs as necessary.	<b>Water/Wastewater Superintendent</b> , Town Manager, Selectboard, Planning Board			x			x		
39. Complete the project to connect all active wells to the centralized treatment building and install back-up generator.	<b>Town Manager</b> , Selectboard, Planning Board			x			x		



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40. Complete implementation of the Water System Asset Management system. Prioritize water lines, valves and other water distribution facilities for replacement based on age and condition. Factor in highway improvements and other development activities when prioritizing replacements.	<b>Water/Wastewater Superintendent</b> , Town Manager, Selectboard, Planning Board CIP Subcommittee			x			x		
<b>Cemetery</b>									
41. Secure additional Town cemetery space.	<b>Selectboard</b> , Town Manager, Planning Board CIP Subcommittee						x		
<b>Information Technology and Cybersecurity</b>									
42. Ensure that the Town keeps up with needed IT and cybersecurity.	<b>Town Manager</b> , Selectboard, Planning Board CIP Subcommittee			x			x		
43. Ensure the Town keeps up with current information technology to enable residents and visitors to work remotely, and students and local businesses to participate on a level playing field with those in urban areas.	<b>Town Manager</b> , Selectboard	x			x	x			

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<b>Energy</b>									
44. Continue to conduct energy audits on municipal facilities and budget for improvements as appropriate.	<b>Town Manager</b> , Selectboard, Renewable Energy Committee			x		x	x		x
45. Construct new municipal facilities to LEED specifications.	<b>Town Manager</b> , Selectboard, Public Works Director, Water/Wastewater Superintendent			x		x	x		x
46. Explore membership in the New Hampshire Community Power Coalition.	<b>Renewable Energy Committee</b> , Town Manager, Selectboard			x		x			
47. Continue to explore opportunities for alternative energy generation.	<b>Renewable Energy Committee</b> , Town Manager, Selectboard			x		x	x		x
48. Pursue opportunities in the new federal infrastructure funding to install EV charging stations.	<b>Renewable Energy Committee</b> , Town Manager, Selectboard, Public Works Director				x	x	x		x

# Appendix A



# Waterville Valley Master Plan Public Workshop

September 21, 2019

Waterville Valley Elementary School Multi-Purpose Room

## Introduction

A widely advertised public workshop was held to gather input for the first steps in the process of reviewing and updating the Master Plan. The workshop was facilitated by Community Planning Consultant Tara Bamford. Anticipated uses of the information gathered included review of the Vision Statement section of the current plan, and identifying some of the general topic areas that should be considered in the update.

Seventy-eight participants signed the attendance sheet. After a brief introduction to the role of a master plan, participants were provided with index cards and asked to write down up to three characteristics of the town that they value the most. Index cards were collected and grouped to form categories for facilitating the discussion. Participants were then asked what was needed in order for the town to maintain and build upon the valued attributes.

The main categories of discussion are listed below along with a summary of points, concerns and ideas contributed by participants.

## Workshop Summary

The following is a summary of public comments made at the workshop.

### School

#### Strengths/Assets

- Lots of opportunities for students
- Indoor and outdoor opportunities
- A draw for young families
- Safety
- School is a focal point of the community
- Cultural activities within a short distance

#### Challenges/Needs

- The future of Waterville Valley is long-term residents with young children
- Need rentals and starter homes that are affordable for young families
- School enrollment is dropping
- Challenge to attract and retain young families

- Families can't afford housing to move into town
- Need affordable long-term rentals to help keep people in town, but more townhouses might just mean more weekenders
- Limited activities for young adults with children
- Have to look at whole spectrum of community for multi-generational growth

### Opportunities/Suggestions

- Working on a plan for the preschool
- Increase zoning density to decrease cost of housing, esp. on unbuilt land
- Lower tuition to bring in outside families
- Provide daycare to help young families and small businesses
- Make sure the town is home business friendly

## Public Land Access

### Strengths/Assets

- WMNF
- Shared spaces in town

### Challenges/Needs

- How to make the beauty of the mountains a greater asset to the town

### Opportunities/Suggestions

- A hiking center to access the mountains
- Expand mountain biking opportunities
- Community garden as one way to increase sustainability
- Buy additional land for town
- Make Tripoli Road year-round

## Trails (including hiking, running, mountain biking, Nordic)

### Strengths/Assets

- Trails for a wide variety of activities and ability level
- Well mapped in and around town
- Redliner 125 program

### Challenges/Needs

- How to market to potential residents who may think of Waterville Valley as just a ski resort
- Developing and maintaining trails with the USFS
- Safety on shared hiking/mountain biking trails

### Opportunities/Suggestions

- Look at what Kingdom Trails has done for Vermont's Northeast Kingdom
- Expand – dog sledding and horseback riding
- Build on Nordic skiing
- Development should not impede trail access

- Plan for E-bikes and scooters

## Bicycle and Pedestrian Friendly Streets

### Strengths/Assets

- Much of the community is walkable
- Everything is close together

### Challenges/Needs

- Speed limit enforcement
- Evaluate crosswalk safety

### Opportunities/Suggestions

- Separation between motor vehicles and bikes/pedestrians, e.g. 10 ft wide multi-use sidewalk in some areas
- Lights for safety when walking home after dark
- Dedicated sidewalks
- Encourage multi-use path ethics
- Consider combination speed table-crosswalk
- Increase bike etiquette awareness

## Snow Sports Culture

### Strengths/Assets

- Waterville Valley Resort – downhill and Nordic trails
- Major ice rink
- Trolley system - can park car once and get to everything without getting back in
- BBTS/WV Academy

### Challenges/Needs

- Town identity as more than WV Resort
- Convert more ski traffic to village center customers
- Epic Pass and Ikon Pass are a threat to small independently owned ski areas
- How to make sure visitors get more exposure to the community itself

### Opportunities/Suggestions

- Connect village and ski area with gondola
- Highlight other snow sports
- Everything that strengthens visitors' sense of community will help keep people coming back
- Strengthen connections with BBTS/WV Academy families to encourage moving here
- Grow and market community embrace of snow-sports and families

## Village Center

### Strengths/Assets

- Town Square

- Activities
- Amenities
- Walkable

#### **Challenges/Needs**

- Limited operating hours of the stores and restaurants
- Year-round day to day customer base for the stores and restaurants is limited
- Demand doesn't support the kind of market desired

#### **Opportunities/Suggestions**

- Co-working space
- Encourage high quality businesses
- Add more "hot beds," e.g., hotel

### **Four Season Recreation**

#### **Strengths/Assets**

- Public access

#### **Challenges/Needs**

- Weather
- Black flies
- Mud season
- Staffing

#### **Opportunities/Suggestions**

- Trails have potential for increased use
- Events to utilize and showcase what the town has to offer
- Packard Field is underutilized
- Increased population/residential density will help with seasonal activities in slow seasons
- Continue to support the great work the Recreation Department is doing

### **Clean Mountain Environment**

#### **Strengths/Assets**

- Natural beauty
- Quiet
- Health
- Clean water
- Dark skies
- Access to recreation

#### **Challenges/Needs**

- No recycling program



### **Opportunities/Suggestions**

- Increase effort to use as a draw for intentional visitors and residents
- Market the natural beauty, businesses and opportunities collectively
- Add to draw of clean environment for younger families by increasing energy independence, e.g., solar power, biofuels, goal of carbon neutral within 10 years
- Keep in mind the importance of the part-time resident, tourist, weekender

### **Small Town Resort Town**

#### **Strengths/Assets**

- End of the road feel, accessible but isolated
- Community
- Like an island surrounded by mountains
- Family friendly
- Safe

#### **Challenges/Needs**

- Need more people for viability, including tourists, seasonal and year-round residents
- Can be conflicts between small town feel and resort feel if not carefully planned and managed
- Lack of amenities keeps some people from moving here
- Hard to feel part of the community if seasonal
- Too many empty beds in town, e.g, not enough year-round residents
- Important balance between traffic and bustle of “big tent” events and small town feel
- Lack of jobs
- Contractor shortage
- Services for aging in place

#### **Opportunities/Suggestions**

- Make sure nonresident property owners feel connected and included
- Look for creative ways for seasonal residents to participate in community conversations remotely
- Move town board meetings to evenings
- Social media as opportunity
- Make it easy to work from home, e.g., broadband, designated work cafe