

PURPOSE

Engaging conversations with people is a hallmark of good community planning. To help better understand the unique issues impacting Waterville Valley, the Consulting Team reached out to a broad cross-section of long-term residents, business owners and town officials to help us better understand the context within which the Study is happening.

WHO WE TALKED WITH

In all some 15 different interviews were held. These conversations were informal and often free-flowing. They covered a wide variety of topics; some directly related to specific concerns, others more general in nature. While the specific conversations with stakeholders are kept confidential to encourage an open and frank discussion, the general composition of the stakeholder group included:

- Representatives from businesses including lodging, retail, real estate and restaurant
- Recreational providers including Waterville Valley Resort
- Key department heads from the Town of Waterville Valley
- Representatives from associations including WVAIA, Silver Streaks and the Lodging Association.

WHAT IS A “WORD CLOUD”

To help better illustrate some of the breadth in the conversations with stakeholders we have prepared a series of graphic “word cloud” images (*see next page*).

A “word cloud” is a visual representation of text. The size, placement and proximity of words relative to each other correlates in some way to the frequency and consistency in use. While this is not an exact science, this representation can be a useful and interesting way to explore what people are saying.

KEY OBSERVATIONS

The stakeholder group was diverse in their interests and were passionate about the elements they felt contribute to the high quality of life in Waterville Valley; natural beauty of the area, being at the “*end of the road*”, the feeling of safety and security, the small-town “vibe” and the unique recreational experiences. From these conversations many “themes” emerged that more fully illuminated the context for this project.

Come to visit, end up staying

One common story that came though during the stakeholder interviews went something like this - “*came to Waterville Valley, fell in love, decided to stay or buy*”. The motivations that prompted the initial visit were widely varied. For some it was to introduce their children (or themselves) to alpine skiing at the Waterville Valley Resort. For others, it was to support their children’s alpine or freestyle training at BBTS. For still others, it was because someone told them it was a special place. And so they were converted.

The roll that BBTS (as well as the Hockey Academy) has and continues to play as an incubator of new owners/residents should not be discounted. Anecdotally, nearly half of recent real estate sales have been influenced in some way by BBTS. Recent discussions about BBTS offering more year-round academic and training opportunities would only appear to strengthen its position as a “*draw*” to the community.

“CAME TO WATERVILLE VALLEY, FELL IN LOVE, DECIDED TO STAY OR BUY”

The Town at the End of the Road

While several people echoed the town’s motto “*the town at the end of the road*”, what they seem to be highlighting was the sense that geographic isolation helps makes the community both unique and safe. For many Waterville Valley is -

- “*off the road*”
- “*where “kids can be independent”*”
- “*slower*”
- “*a place to escape to*”
- “*family-oriented*”
- “*where things slow down*”

The importance of hiking, walking and Nordic skiing in the community and the quality of the extensive network of trails was often noted; although some lamented at the inconsistency of maintenance of this trail system. Most stakeholders felt that the roads, sidewalks and mobility infrastructure in Town was generally good, but there was some concern that future growth, particularly in the core area, might disconnect things.

Us and Them

The long-term stability of the Waterville Valley Resort was a key concern within the stakeholder group. The perceived lack of investment at the Resort was often cited as a major frustration. This frustration appears to be focused on the feeling that opportunities are not being capitalized on and that the Resort’s history implies it can (and should) be a stronger player in the winter. Some suggested that the lack of summer mountain-oriented programming (more mountain biking, zip-lines) is a lost opportunity. The “*mountain could do more to....*” was a frequent comment.

While this sense of frustration resonated strongly with many, some also felt it was time to move past it; the “*town can’t change the mountain*”. This was sometimes conveyed with a sense of fatalism; uncertainty that things can change to the positive.

What appears to have emerged from all this is an “*us and them*” mentality and a sense that community interests are not well

Engagement

aligned. This sense of misalignment was not limited to the relationship with the Waterville Valley Resort. Many raised concerns on the direction of BBTS, WVAIA, WMAC, Hockey Academy, the Rey Center, etc.

It seems that the community has too many silos and perhaps a lack of collective discussion on shared interests. As one person stated, it's time for a *"meeting of the minds"*. Or as stated by another, *"What do we want to be when we grow up?"*

**“VISITORS DON’T SEE THE DISTINCTION
BETWEEN THE TOWN AND THE RESORT...
NEED TO HAVE UNITY”**

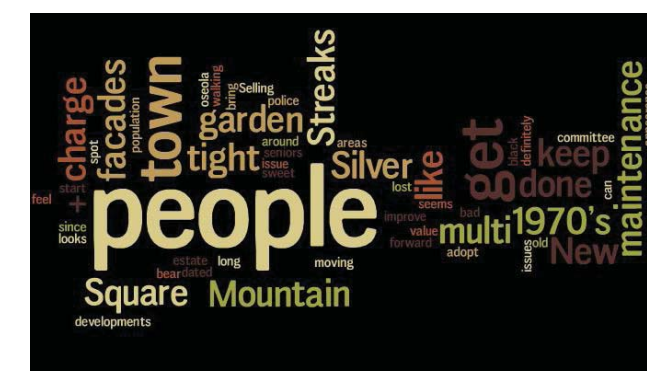
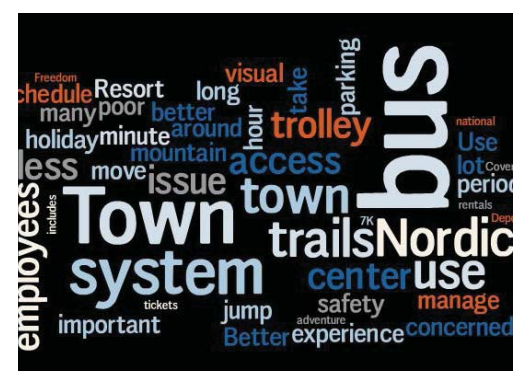
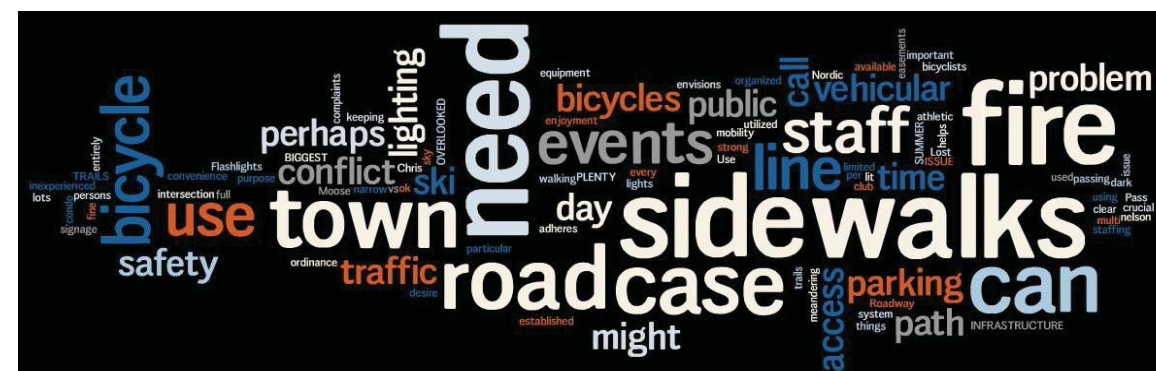
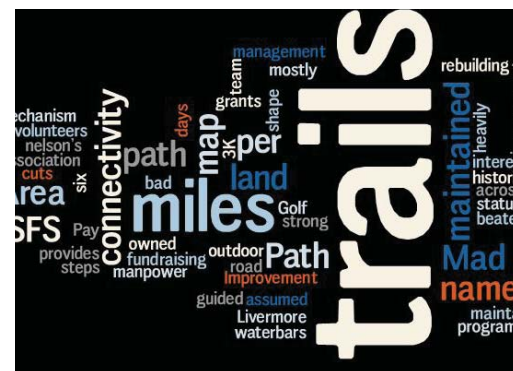
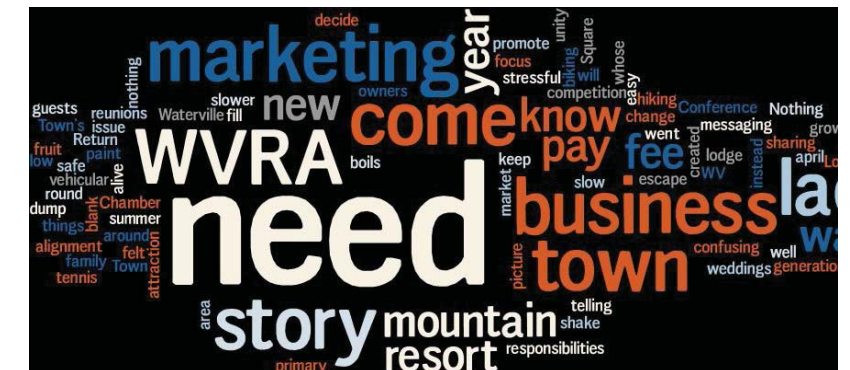
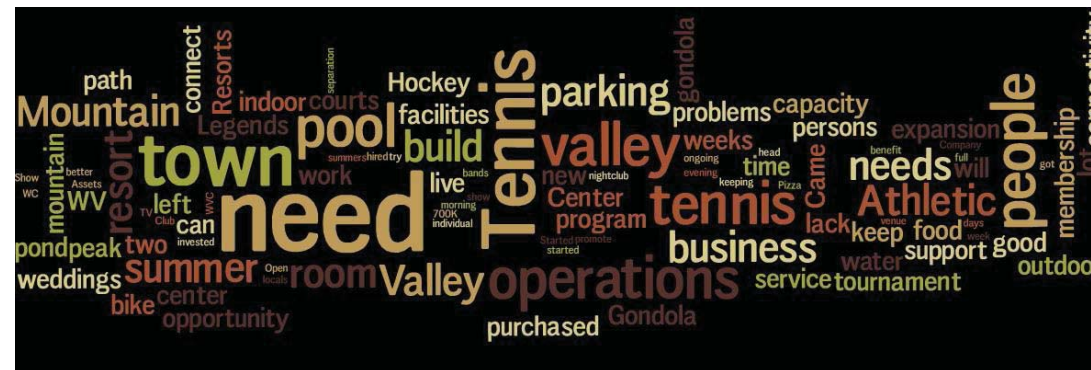
Building a Common Brand, Telling the Story

Another pervasive sentiment expressed was that Waterville Valley does not have a “brand” and needs one. We did not, however, hear unanimity on the ***purpose*** of a brand. Some felt it was needed to solidify economic opportunity and promote sustainability. Others thought it could help shape the pattern of growth and development.

Many ideas were expressed for what might constitute the “brand” for Waterville Valley. The most strongly held ideas encompassed aspects of the uniqueness of the physical setting, the natural and unspoiled beauty of the place, its multiple-season appeal, the “*small-town*” feel and the recreational heritage. Many potential elements of a brand seemed to transcend stakeholder groups.

We also heard that some individual groups have and continue to communicate a “brand” for Waterville Valley; *“a place for families”, “the hiker’s mecca”, “a place apart”,* etc.” What most seemed to recognize was that this was all happening within a *“vacuum”* and often the messages that emerge are not consistent. This inconsistency, in both in tone and (sometimes) substance, may create “confusion” within the marketplace. No single voice tells the real “story” of Waterville Valley. People believe it exists, but it has not yet been discovered.

Stakeholder Discussions



STAKEHOLDER MEETINGS

“WORD CLOUD”

Not a One-Season Town

While winter may have been the primary draw to Waterville Valley, it's the summer and fall which keep them coming back. Some felt that the community was *"stronger"* in the summer when interests were better aligned. Summer is "growing" as one participant noted and the opportunity for economic development is better. Focusing on *"weather independence"* was noted as a potential good strategy. Again, the limited non-winter offerings provided by the Waterville Resort were also noted as a detriment to the success. A strong feeling was that more can be done (e.g. expanding mountain biking).

The business that weddings provide in the summer is strong and some thought the potential for more exists. Challenges include finding suitable staffing and lack of facilities to support them. The lack of flexible indoor/outdoor space was an oft-cited comment. The decision of BBTS to further expand its offerings into the non-winter months suggested a recognition that Waterville Valley is a multi-season town.

Perhaps the most compelling narrative around this theme relates to how people feel that summer is *"the town's time"*; what is going on is more diverse and more dynamic. Events happen nearly every weekend and opportunities abound. The "program" also become richer; focusing on more diverse recreation, music, arts and literature. The roads, trails and sidewalks are engaged for all modes of transport with walking and bicycling leading the pack.

Ideas, ideas, ideas.....

Beyond the broad thematic takeaways described above, we also heard many ideas for improving and revitalizing the community. These ranged from strengthening the connections between the town and the resort (gondola, better transit) to expanding facilities to better embrace the arts and culture.

COMMUNITY SURVEY #1

As a part of the engagement process outlined for the Study, the Consulting Team recommended that a community survey be prepared and distributed to help better understand the underlying issues related to mobility and revitalization. The first community survey was designed to better understand who lives/visits Waterville Valley, what they do while they visit and how they get around.

Methods

The survey was designed and launched through surveygizmo.com and was distributed via several proprietary mailing lists from the lodging associations, Town of Waterville Valley, and the seasons pass list from the Waterville Valley Resort. While not statistically controlled in its distribution, it was delivered broadly to people who live and/or visit the area.

The survey consisted of up to (depending on responses) 32 questions covering demographics, visitation and use patterns. For those who were "residents" of town, the survey also asked specific questions on the town master plan and its promotion of pedestrian improvements. The survey was open from May 5th to June 23, 2014.

Response

During the survey period, 604 persons completed the online survey. Of these, 462 completed it in full with the balance "partially" completing it. It should be noted that even partial surveys were included in the analysis; some participants simply did not answer all questions (either out of apathy or question irrelevance).

Regardless, the response was significant and certainly useful to this process in helping understand base conditions in Town. A complete summary of the full survey can be found as **Appendix C** to this report.

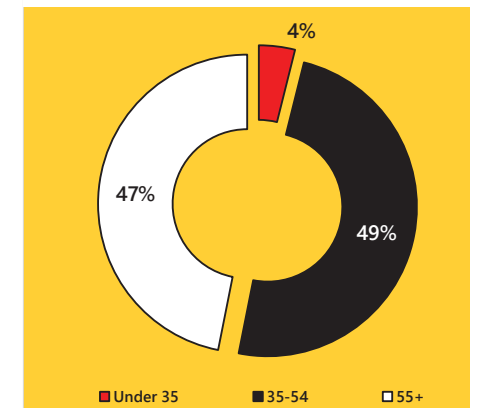
Demographics

About 47% of respondents were aged 55 years or greater. Slightly more (49%) were between 35-54 years of age. Having a sizeable response from a younger cohort is a good indicator that the survey was able to reach deeply into the owner/visitor user base.

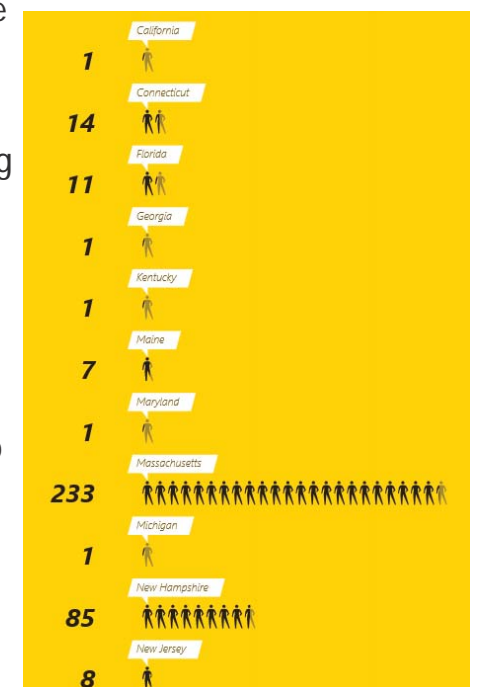
Of the responses, about 17% indicated they were "year-round residents". The vast majority were seasonal.

For those who were not year-round residents, the overwhelming majority of respondents were from Massachusetts (about 59%). A sizeable (21%) of respondents were from other places in New Hampshire. While respondents were mostly concentrated from areas in relative close proximity to Waterville Valley, some indicated homes as far away as California, New Mexico, and Kentucky.

HOW OLD ARE YOU?



WHERE DO YOU LIVE?



75%

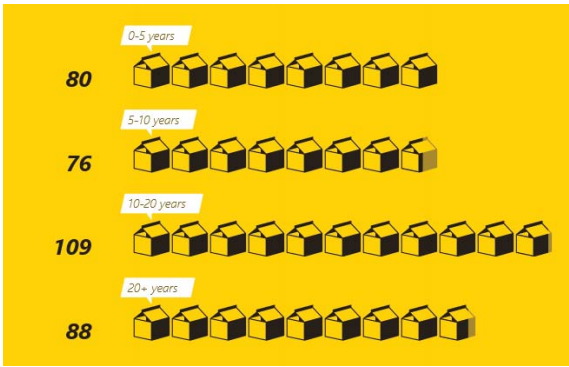
PERCENTAGE OF RESPONDENTS WHO INDICATED THEY HAVE HOUSEHOLD INCOMES IN EXCESS OF \$100,000/YEAR

Ownership Patterns

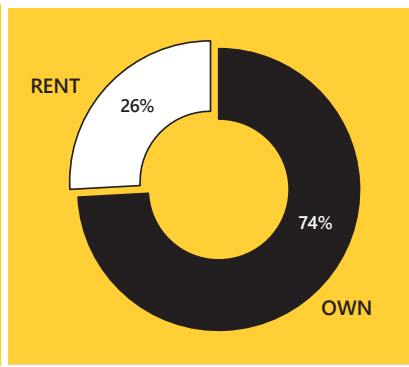
Of the 74% of respondents who indicated that they own their properties in Waterville Valley, almost 56% have owned it more than 10 years and nearly 25% have owned 20 or more years.

Despite the poor economic conditions of the past five years, recent owners were also noted. A primary reason for this may be the relatively low price of real estate at Waterville Valley as compared to other mountain resort areas in the northeast. The high concentration of condominiums makes entry into the market easier. Additionally, it is likely influenced by the presence of recreational and educational venues such as BBTS and the Hockey Academy which attract families.

HOW LONG HAVE YOU OWNED?



DO YOU OWN OR RENT?

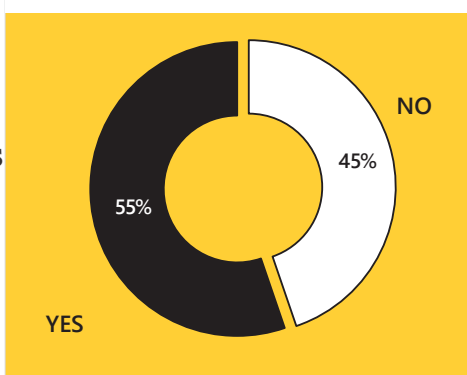


Children and Families

We've heard much during our discussions about how important families are to the Waterville Valley dynamic.

Interestingly, 45% of respondents indicated that they do not have children under 18 years of age in their households. This seems consistent with the fact that a large percentage of respondents were over 55 years old.

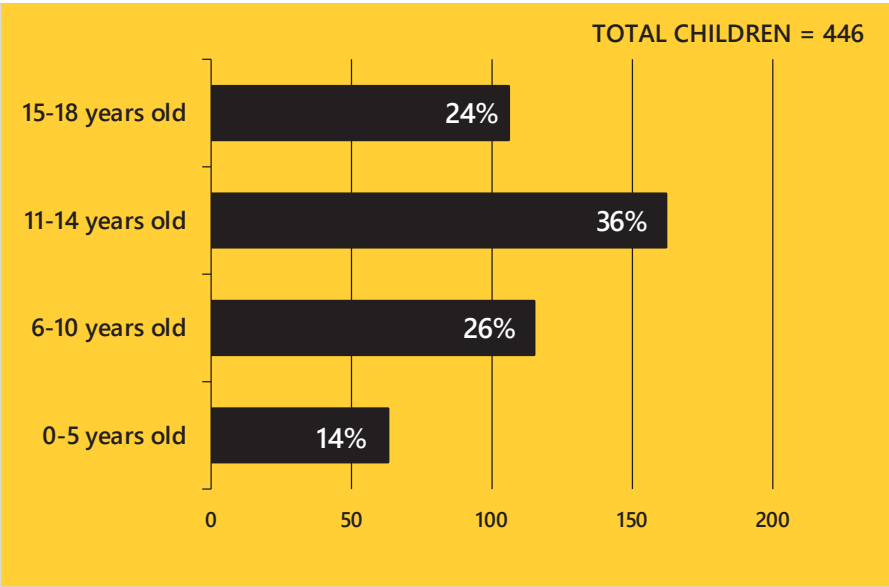
DO YOU HAVE CHILDREN UNDER 18?



Children and Families (continued)

For those who had children living at home, they indicated that over half of them were older than 11 years of age. Only 14% of respondents indicated children younger than 6 years of age.

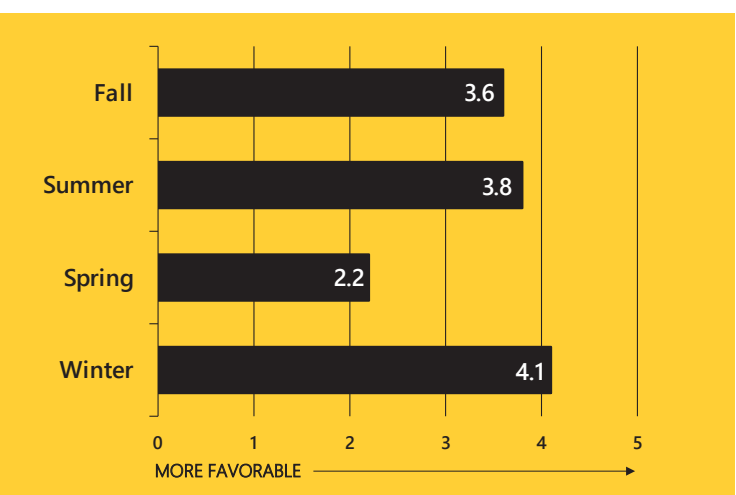
HOW OLD ARE YOUR CHILDREN?



Seasonal Visitation Patterns

We also wanted to know something about the seasonality of visitation- when people actually come to Waterville Valley. We knew winter would be popular, but we were very surprised that so many respondents ranked summer and fall nearly as favorably.

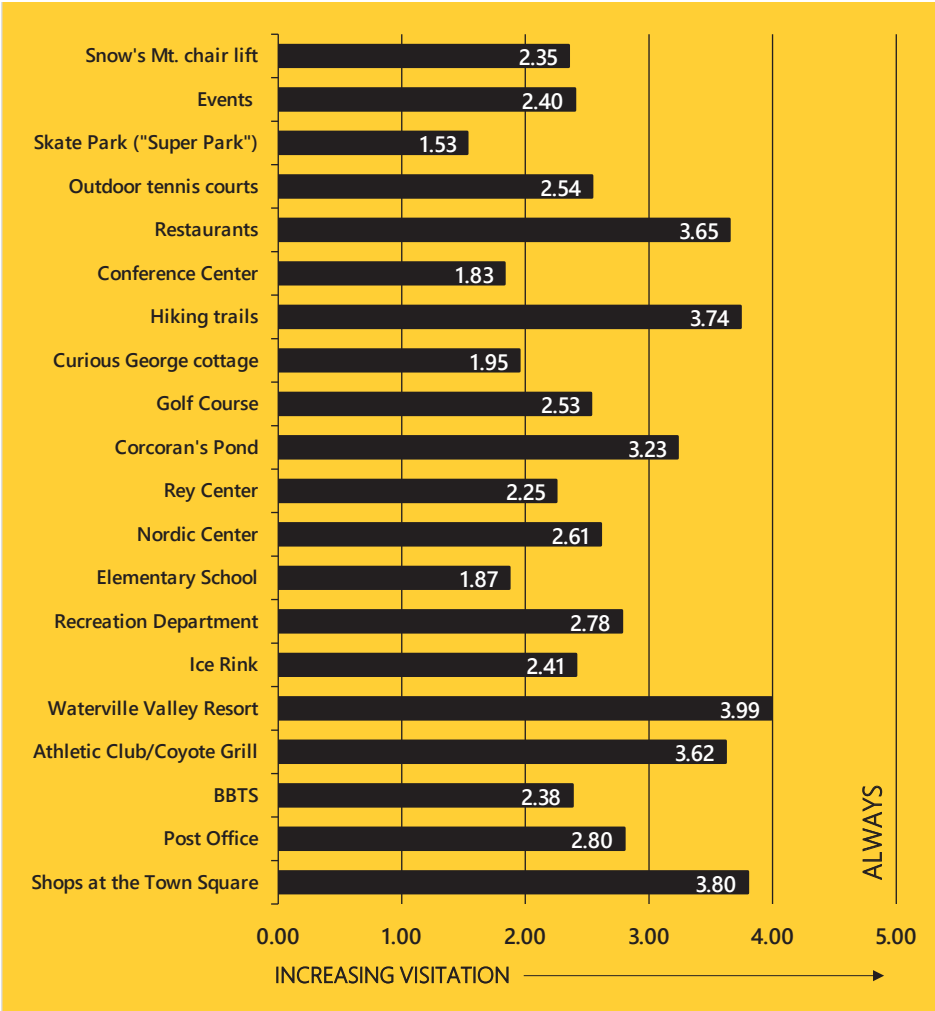
WHAT IS YOUR FAVORITE SEASON?



Where People Go

So, when people actually come to Waterville Valley what do they do and where do they go? We asked respondents to indicate how often they went to various places around Town. While the Waterville Resort and Town Square were high on the list, hiking trails and area restaurants also ranked very highly as nearly "always" visited.

WHERE DO YOU VISIT WHILE IN TOWN?

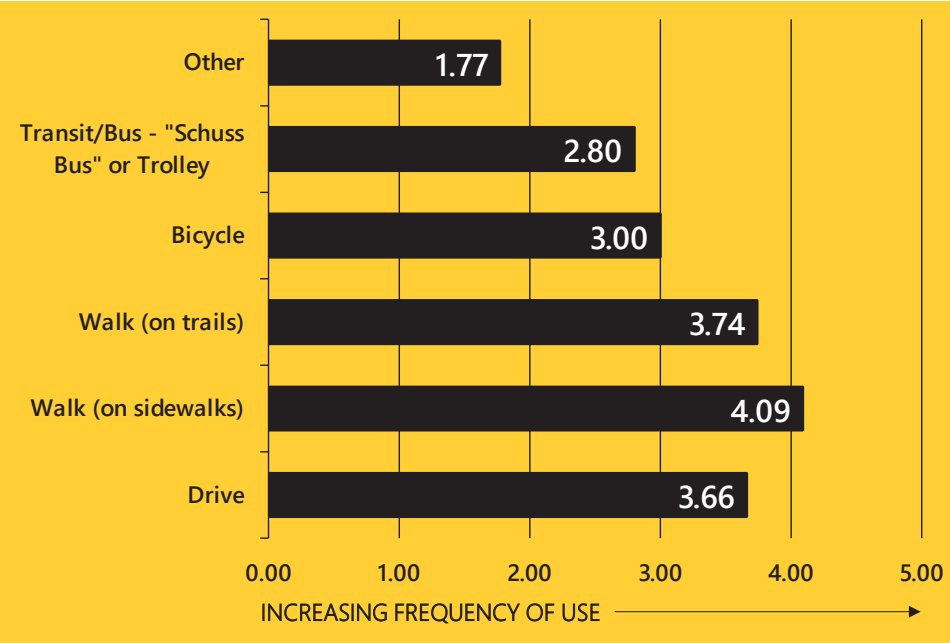


TOP 5 MOST VISITED PLACES: WATERVILLE VALLEY RESORT / TOWN SQUARE / HIKING TRAILS / RESTAURANTS / ATHLETIC CLUB

Patterns of Mobility

We asked respondents to indicate their frequency of use for various ways of “getting around”; walking, biking, transit and driving. Interestingly, walking was the primary mode of transportation with over 98% indicating they walk at some point during their stay. Use of transit was the lowest of the options provided. Subsequent questions drilled in more deeply on this issue and the results showed only about 35% of respondents indicated any usage of the transit system. Overall satisfaction with the transit system was generally low.

HOW DO YOU GET AROUND?



35%

PERCENTAGE OF RESPONDENTS WHO INDICATED USING THE TRANSIT SYSTEM AT SOME POINT DURING THEIR VISIT

CHOWDERFEST

From the onset the engagement process for the study sought to be broad and attempt to reach out to as wide an array of stakeholders as possible. Chowderfest, as one of the big events during the year, draws both locals and seasonal visitors and was identified as a great place to engage members of the community.

On May 25, 2014, the consulting team set up a booth in Town Square during Chowderfest. The team handed out background information on the Study, signed people up for future engagement, and asked visitors to the booth to “Place a Dot on the Spot” to identify the most important place in Town to them. The result was twenty-eight colored dots spread out widely within Town (and a few for the Waterville Valley Resort). One of the biggest surprises were the several dots positioned at the Cemetery! Oh...and the Chowder was great too!



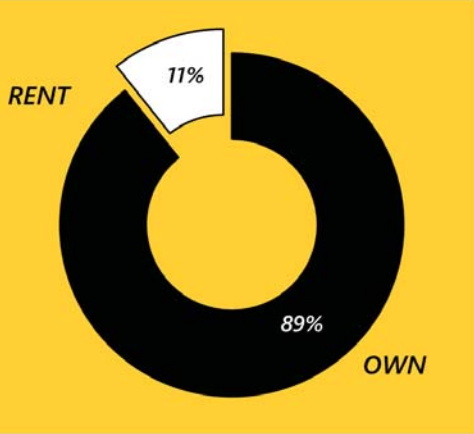
COMMUNITY SURVEY #2

Using the same web-delivery and distribution approach as for Community Survey #1, a follow-up survey was undertaken from September 11 to September 28, 2014, resulting in 254 responses. This second survey focused more deeply on the themes identified during the stakeholder discussions and the analysis of them. Questions ranged from issues related to the Town’s “brand” to what might help improve the use of the transit system.

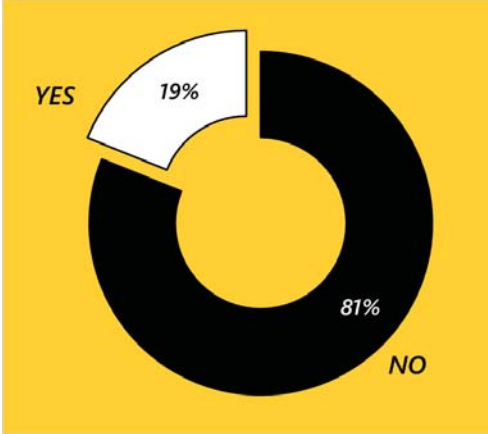
Demographics

The second survey skewed slightly older, but the distribution between renters and owners and year-round/seasonal was similar to survey #1. About 58% of respondents had taken the first survey.

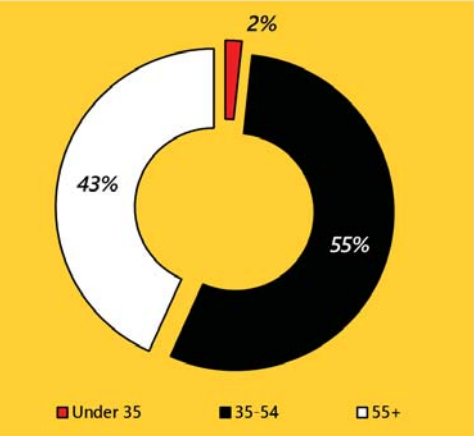
DO YOUR OWN OR RENT?



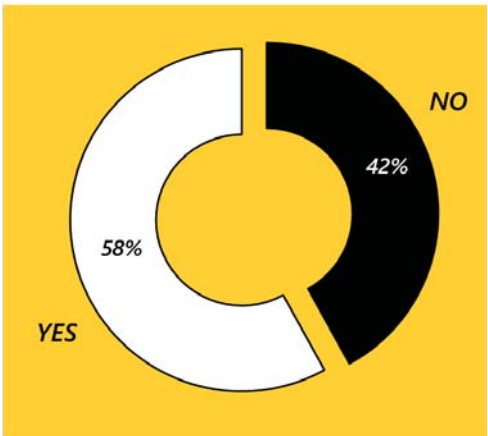
ARE YOU A YEAR-ROUND RESIDENT?



HOW OLD ARE YOU?



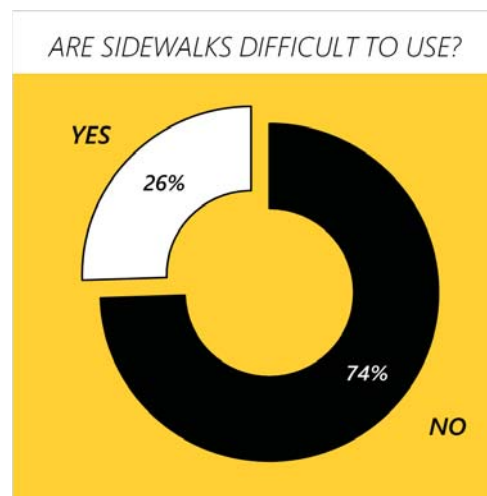
DID YOU RESPOND TO SURVEY #1?



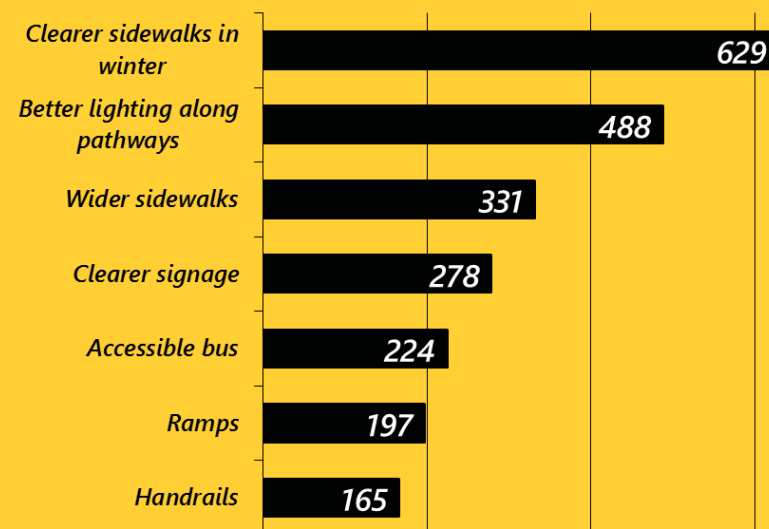
Use of Sidewalks

We asked several questions about the use of existing sidewalks and whether or not they could be improved.

The results suggest people generally felt that the sidewalks were convenient and easy to use, but better maintenance in winter and improving lighting along them might be beneficial



WHAT WOULD IMPROVE USE OF SIDEWALKS



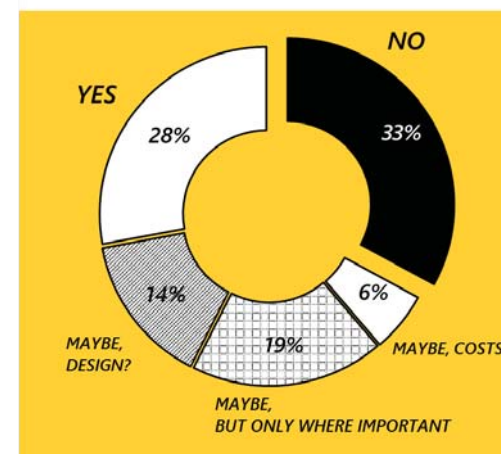
86%

PERCENTAGE OF RESPONDENTS INDICATING EITHER OUTRIGHT OR QUALIFIED (COSTS/DESIGN) SUPPORT FOR A NEW SIDEWALK ALONG TECUMSEH ROAD

Improving Key Assets

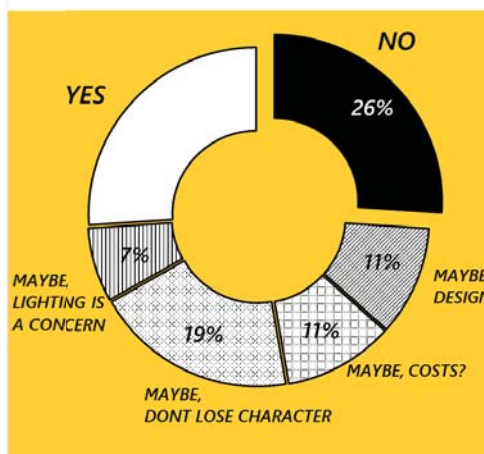
As the technical analysis suggested, several parts of the pedestrian system have been identified as needing repairs. We asked a number of questions to gauge support for improvements to a range of elements. In asking these questions, we focused not solely on "yes or no", but asked what things should be considered for a respondent to say "yes"; things like costs, design, location, etc. The results showed that about 30% of respondents lean against most of these suggestions, but the majority have at least some level of support for them.

SHOULD THE TOWN IMPROVE CROSS-WALKS

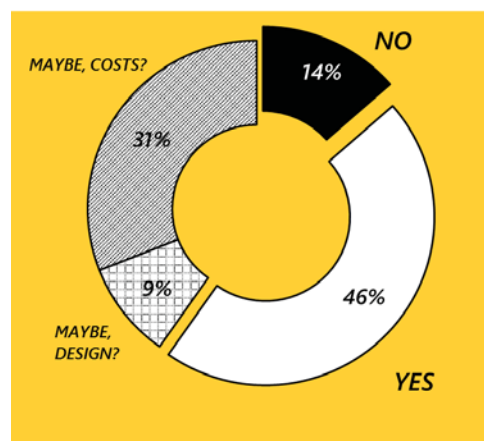


Community support was much higher, when respondents were asked whether a sidewalk should be constructed on Tecumseh. Only 14% of respondents indicated a "no" position. However, a substantial number were concerned about potential costs and what the design might require.

IMPROVING TRAILS NEAR SNOW'S BROOK



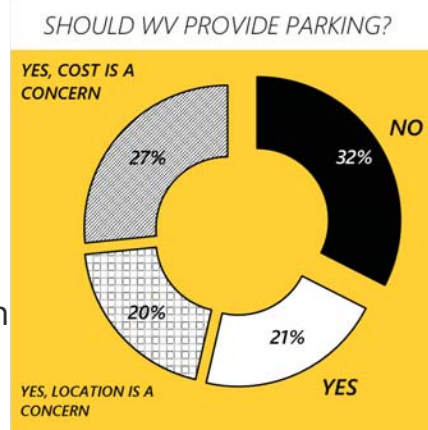
SHOULD THE TOWN BUILD A SIDEWALK ON TECUMSEH?



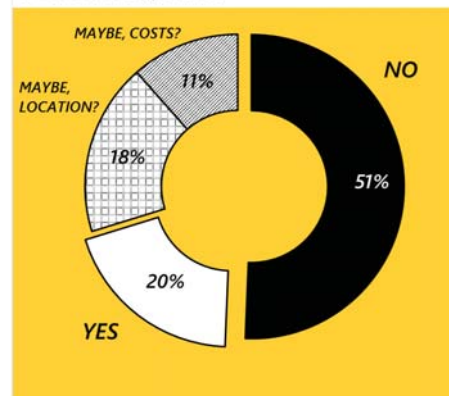
Parking and "Town" in the Core

Parking is and will continue to be an important component within the Town Core area. We asked whether the Town should create municipal parking in the core. About 32% of respondents indicated "no", but a sizeable large majority had qualified support of the idea; cost and location of parking being the most indicated qualifying factors.

We also asked whether respondents felt the Town should have some "presence" in the core; a green, meeting house or public facility. Some comments from respondents expressed confusion over what "civic" meant. Only a narrow majority of respondents indicated "no", suggesting that future discussions about how the town can maintain visibility in the core are important.



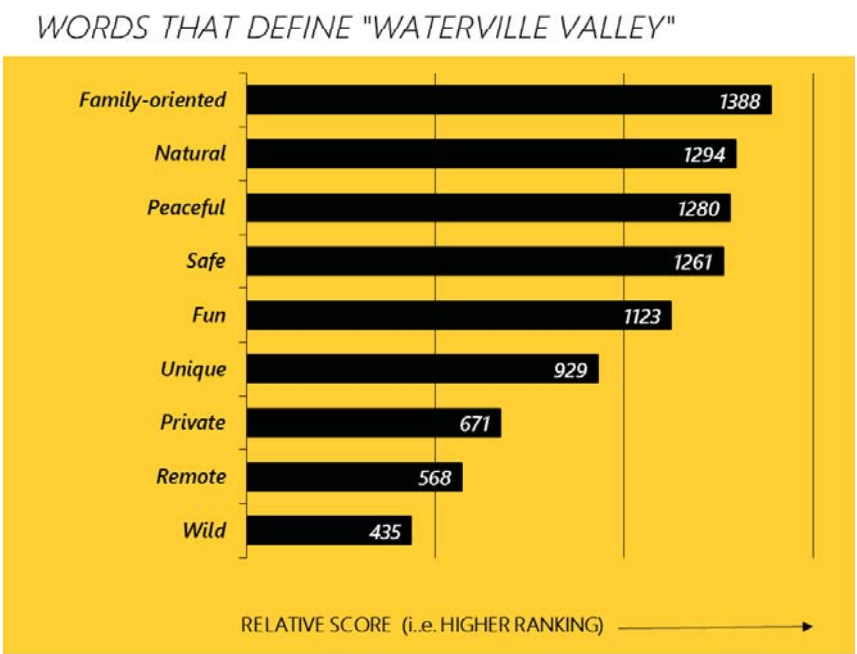
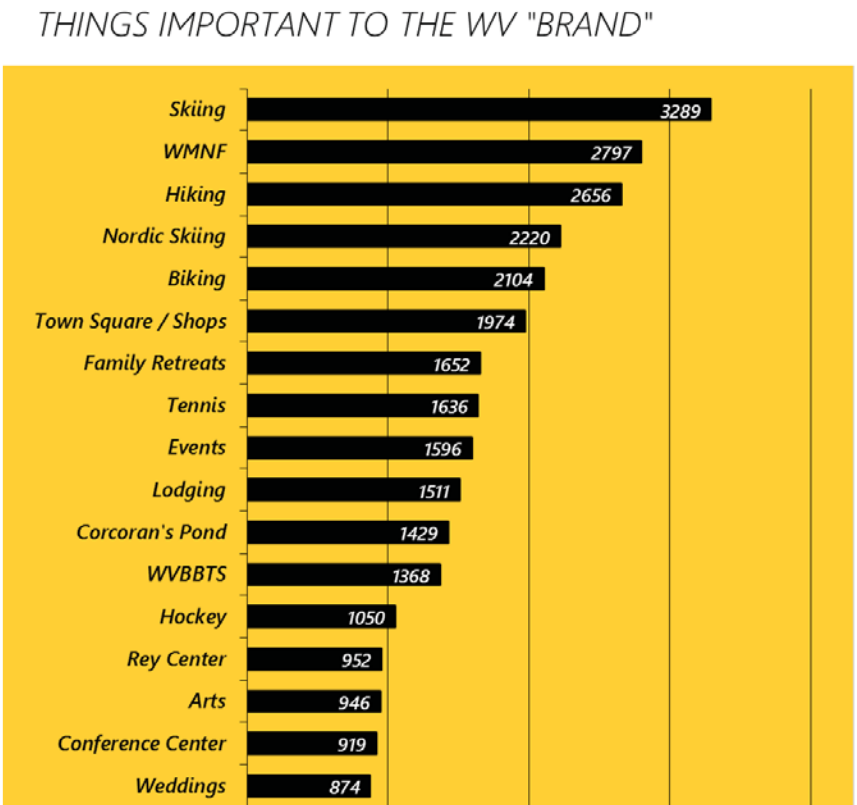
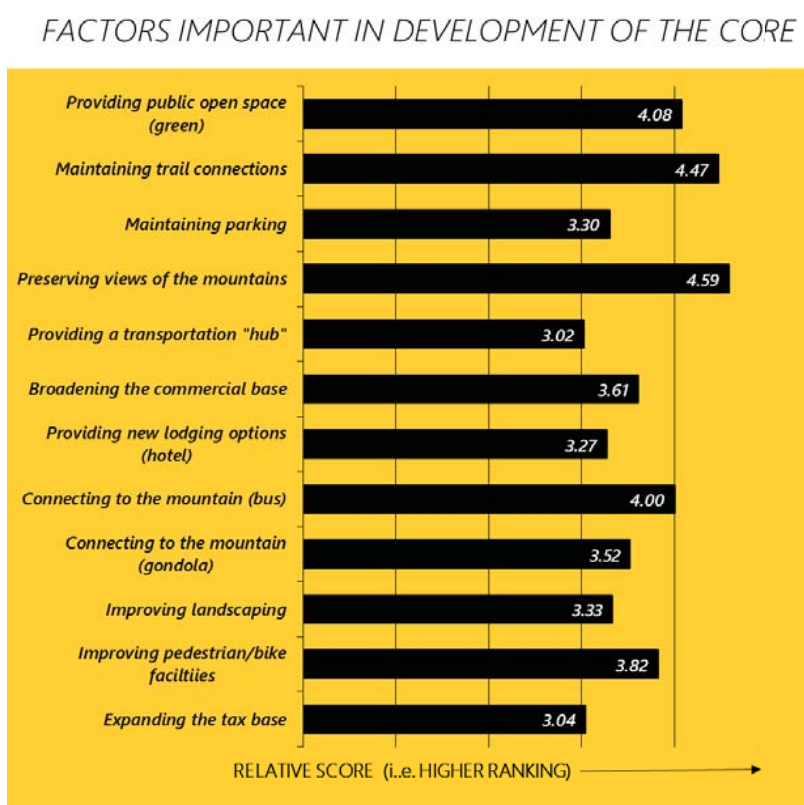
SHOULD THERE BE A CIVIC PRESENCE IN TOWN SQUARE?



Future Growth - Balance

At the center of the Study is the need to better inform future growth within the Town Core. While the Town's Master Plan articulates a vision, getting a broader community consensus will be extremely beneficial; particularly if Town resources are needed to achieve desired outcomes. We asked respondents to rank a variety of factors relative to how important they are to future growth in the core.

While economic imperatives ("expand the tax base", "broaden the commercial base") were oft cited, the three most highly ranked factors included maintaining views of the mountains, maintaining trail connectivity and supporting a public green space. This suggests that balance in future development is essential; assuring that new growth finds ways of enhancing connectivity while supporting renewal in economic vitality.



COMMUNITY PICNIC

As a diverse resort community it can be difficult at times to connect with neighbors. People come to stay and visit at varying times of the year and when in town, are often busy doing the things they love. This can make the planning process for a community much more difficult. To help encourage community participation for the Study, the Town held a “Community Picnic” on August 22, 2014. About 70 people came to the event and enjoyed the company of their friends and neighbors, some really great food provided by local businesses and information on the Study.

As an exercise during the event, participants were asked to place “dots” on a series of question boards. The questions covered a wide range of items including gauging support for sidewalk and bicycle improvements, transit upgrades to considering a new bridge across Snow’s Brook.

The evening included a lot of great conversation (and some debate). Participants left messages in a comment box that provided additional clarity on concerns and issues.

Graphic results from the informal poll are provided as an **Appendix E** to this Study.



Defining a “Brand”

Lastly, we asked respondents to rank “things” (places, activities, etc.) and “words” that might contribute to the sense of “brand” at Waterville Valley. The purpose of this question was to poll respondents on what is most important to communicate when telling the story of Waterville Valley. Not surprisingly, things like skiing, the National Forest and hiking scored most highly as being important to the “brand”. Words and phrases like “family-oriented”, “natural” and “peaceful” also scored highly in the survey results. .

Defining a “brand” for Waterville Valley, while definitely not something this Study can achieve, is a crucial step to assure the external message to guests and visitors is aligned with community sentiment.

A complete summary of Community Survey #2 is provided as **Appendix D** to this study.



ARRIVING AT THE AUGUST COMMUNITY PICNIC



SHARING FOOD AND CONVERSATION AT THE COMMUNITY PICNIC



CONVERSATIONS DURING THE AUGUST COMMUNITY PICNIC AND PUBLIC MEETING

WHAT PEOPLE SAID | WHAT WE LEARNED

Provide a better experience

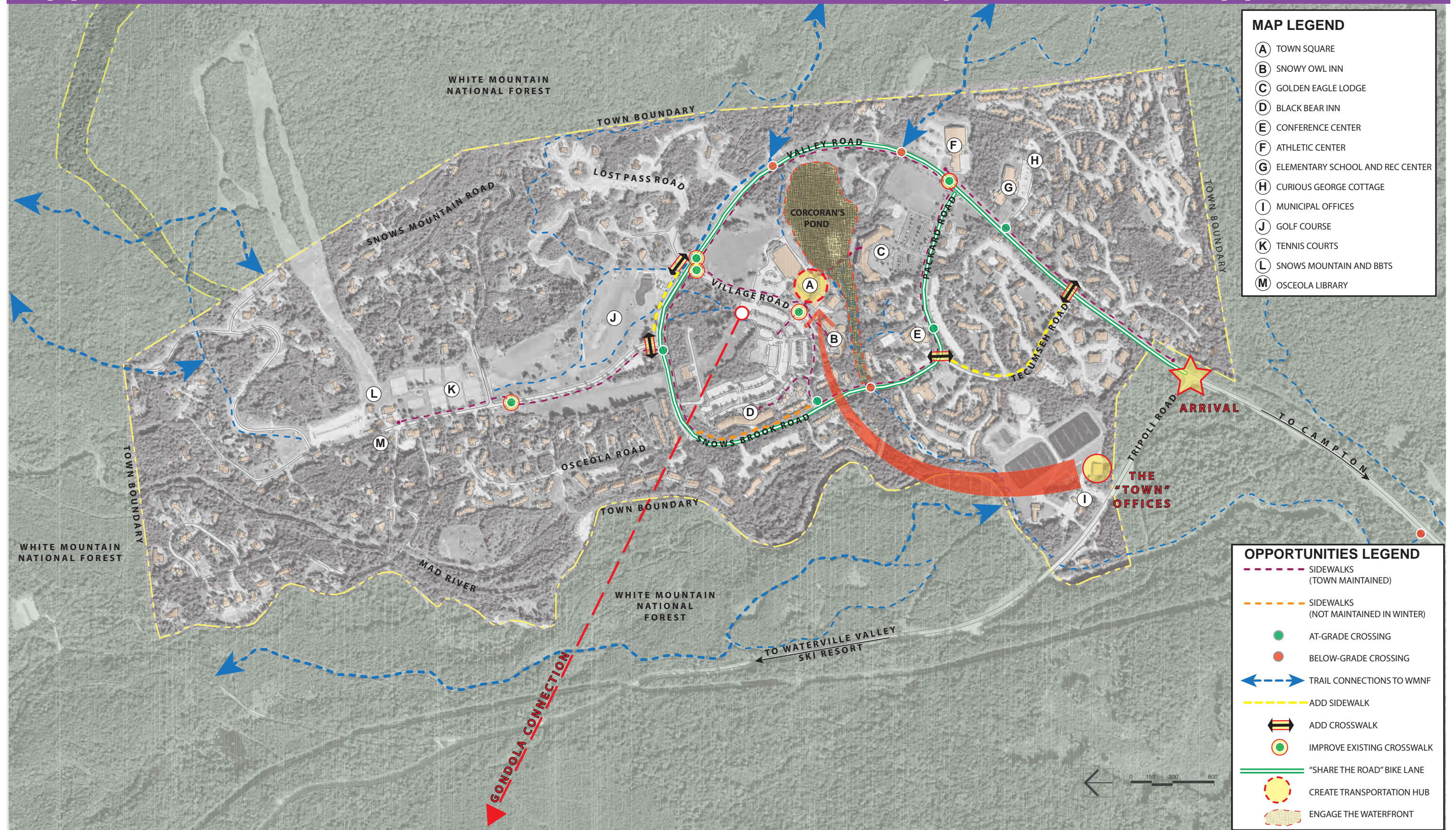
- People seemed to want to improve the quality of pedestrian spaces; adding bike accommodations, making things cleaner and more attractive (landscaping).
- Signage and better communication of information was often cited as lacking. “I’ve lived here for 13 years and have not seen a bus route map!”
- Need better signage of trails - “you have to be a local to know where to go”.
- Night lighting needs to be improved along the sidewalks. “It’s too scary to walk at night without a flashlight”.
- People have dogs - we need “poop bags”.
- The bus has too many stops - “takes FOREVER”.
- Some “Loved” the idea of a gondola connection to the Mountain.
- Need to get skiers to come to town - “a physical connection possible?”

Be Cautious

- Many expressed concerns about costs. “Can we afford all these things”.
- Some “didn’t understand what the “vision is” that is driving this process. What is the concern.
- The lack of on-mountain summer attractions “is not allowing Waterville Valley to operate at its full potential”.
- The existing infrastructure is “Great...if the Town would keep them clear of ice and snow!”
- Don’t overlight the town....”Dark skies lighting would be nice”.
- Vehicular speed is a concern particularly as “people are leaving town”.

“SNOWBLOW ALL EXISTING SIDEWALKS IN WINTER (INCLUDING ALL OF SNOWS BROOK). MAINTAIN IN SUMMER THE MAIN TRAILS INTO TOWN CENTER - SNOWS BROOK, ETC.”

-PICNIC PARTICIPANT



IDENTIFYING OPPORTUNITIES

Through the extensive engagement process and analysis, the Consulting Team identified a series of relevant themes that have helped shape our recommendations. These themes are expressed graphically on the figure to the left and in detail below.

UNIFY A BRAND

While many factions within the community have a “brand” and **focus their respective efforts in marketing and outreach** with that brand in mind, it is not unified. Having a “nested” brand is clearly reasonable given the various interests (resort, lodges, etc.). Seeking common brand identifiers that unify the message may help reduce market confusion AND provide a basis for ongoing community dialogue about the future direction of Waterville Valley.

CREATE AN ARRIVAL AND DEFINE THE VISITOR EXPERIENCE

As the “town at the end of the road”, Waterville Valley should work to set the tone at the point of arrival. A gateway feature, evoking a unified brand, can **establish in the visitor what the community is about**. It can promote clarity of movement in/ around Town, it can reinforce a sense of safety and security and it can be a beacon signaling “you are home”.



ARRIVING IN WATERVILLE VALLEY

After visitors and guests arrive you need to help shape their experience. Whether achieved through **wayfinding/signage, streetscape** improvements, **new lighting** or façade upgrades; improving the visual consistency of the approach to and within the Town Core would amplify the Waterville Valley brand. The form and character that these improvements take will need considerable community discussion, but in the end they can help support both the quality of life and economic sustainability.

PUT THE “TOWN” IN “TOWN CENTER”

While the history of Town is not as long or storied as some other towns in the region, establishing a civic presence within the center of town would help reinforce the fact that Waterville Valley is a real town. Whether it’s a meeting house, town office and/ or town green, creating a physical presence for the community within the center of town can strengthen the relationship between public interests and private development.

In addition to a “civic presence” in the Town Core, addressing parking in the future should recognize its broad importance to the public. Providing **parking to support commercial, recreational and civic functions** helps bolster long-term vitality. Making parking convenient is essential, as is connecting it with other pedestrian systems (sidewalks, bicycle paths, transit stops, etc.). Working in a collaborative way with private sector developers to establish a solid parking strategy will be an important step as the community grows.

MAKE PEDESTRIAN CROSSINGS VISIBLE

While Waterville Valley is a safe place by most metrics, **making pedestrian crossings more visible** can help emphasize this fact. Using signage, striping, flashing lights, or in some cases road surface treatments, the Town can communicate the importance it places on pedestrian safety. Adding consistent signage related to pedestrian uses would enhance local (including safe routes to schools) and visitor (mobility, recreational) needs.

RE-ENGAGE YOUR WATERFRONT

The less formalized trails that traverse along the banks of Snow’s Brook are an important link for the community. They help bring hikers and Nordic skiers safely into the center of Town. They have a low-key, natural quality that many seem to favor. Recognizing this, we also believe it may be possible to re-engage these trails to expand their functionality for overall pedestrian mobility. For example, **reconstructing the linkages from the Conference Center to Town Square** helps (quite literally) bridge two areas of significant visitor density. Allowing these linkages to function as part of a secondary pedestrian network does not mean they



REMNANTS OF BRIDGE ALONG SNOW'S BROOK

must lose their **natural character**, but they may need to be upgraded sufficiently to enhance safety, improve durability and leverage public access to outdoor spaces in support of adjacent commercial properties.

Additionally, the areas in and around Corcoran’s Pond are exceptional outdoor spaces. As a clear hub of activity, **expanding engagement with Corcoran’s Pond** can enhance its usefulness as a civic gathering space. This could include features like walking paths in/around the pond, outdoor gathering spaces, interpretive signage, or fitness course, etc.

CONNECT – INSIDE AND OUT

Waterville Valley sits in the middle of the White Mountain National Forest and along the route of many local and regional trail networks. The interior trail system is also robust, providing below and at-grade crossing points that enable pass through movement. When thinking of connectivity, the focus should be on **making the connections into and out of town as seamless as possible**. This might require preserving linkages when/if new development occurs, integrating signage and route maps to clearly identify the network, or adding new links.



TRAIL CONNECTIONS FROM TOWN

SHARE THE ROAD – YOU HAVE PLENTY

The technical analysis of the road network in Waterville Valley confirmed that traffic volumes are generally low and the roads have sufficient capacity to serve peak needs. As peak traffic inevitably occurs during the key weekends at the height of the ski season, roadways are often under-utilized. Recognizing this and the pervasive use/interest in bicycling, might provide an opportunity to create a robust “share the road” environment. While safety is of paramount concern, it may be possible through appropriate roadway treatments, signage and education, **to encourage bicycle use** on some of the town’s roadway to alleviate conflicts with pedestrians on sidewalks and help act as another means of slowing vehicular traffic.

TRANSIT - CONNECTING PEOPLE AND CONNECTING WITH PEOPLE

The transit system in Waterville Valley suffers most from a lack of consistency. Routes are not well understood and can change. Too many bus stops confuse riders. The seasonal changes in service don’t always align with need. The survey results and discussions with the public suggest that the ridership experience needs improvement.

In resort-oriented communities different models for management exist for providing transportation services. In all cases, resort-oriented communities understand that transit plays a vital role in supporting both resident and visitor experience. It’s not simply about connecting people to places; you need engagement with potential riders to turn them into advocates. **Make bus stops inviting** by adding enclosures, seating, signage, bike rack, ski racks and lighting. Brand the buses so they connect with the broader Town brand.

Exploring alternative models that **simplify the routing**, adroitly adapt to weekly/seasonal fluctuations in visitation, promote the brand identifiers and integrate with other forms of connectivity is a worthwhile effort for the Town. Recent changes proposed by Waterville Valley Resort might help address these issues.

THE TOWN/RESORT LINK – THINK SHORT AND LONG-TERM

The Town and the Waterville Valley Resort are linked. While the relationship is not always in alignment (and rarely are in resort-oriented communities), exploring ways to **enhance connectivity between the mountain and the town** are essential. This could take the form of building a gondola connection from the Town to the ski resort or enhancing the existing transit experience. It could mean exploring new facilities at the resort, but doing so with an eye on how to integrate those investments with the broader community fabric. Above all, consideration of the resort/town linkage needs to envision both the short and long-term. How things are today will not be how they will be tomorrow.



DIRECTIONS TO THE SKI AREA WHEN LEAVING TOWN