

CONWAY PLANNING BOARD
MINUTES
APRIL 3, 2003

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CONWAY PLANNING BOARD

MINUTES

APRIL 3, 2003

A meeting of the Conway Planning Board was held on Thursday, April 3, 2003 beginning at 3:00 p.m. at the Conway Town Office in Center Conway, NH. Those present were: Chair, Sheila Duane; Vice Chair, Robert Drinkhall; Secretary, Conrad Briggs; David Robinson; Town Manager, Earl Sires; Planning Director, Thomas Irving; and Recording Secretary, Holly Meserve.

TOWN WARRANT – ARTICLE 45

Mr. Briggs made a motion for the Planning Board to oppose Article 45 in regard to modifying the construction plans of phase 5A of the bypass to not widen Route 16. Mr. Sires stated that this is a petitioned article. Mr. Briggs stated the time to argue this was five years ago. Mr. Robinson stated that he is in favor of the motion. Ms. Duane stated that she has an opinion, but the Board should leave it to the people. Ms. Duane stated that we represent the people and personal opinions of the Board should be left out. Mr. Drinkhall agreed with Ms. Duane. **There was no second**, therefore, the motion died.

MASTER PLAN UPDATE

The Board discussed final edits to be forwarded to RKG regarding the public hearing draft of the Master Plan. The Board discussed the implementation strategies and time line priorities.

OTHER BUSINESS

Small Undertakings – Article 123-4.A.4: Mr. Irving informed the Board of two small undertakings that had been granted; one for Mario's Restaurant (PID 235-38) for the front entrance and one for a change-of-use without site modifications at Willow Place Mall (PID 235-40).

Meeting adjourned at 4:43 p.m.

Respectfully Submitted,

Holly L. Meserve
Recording Secretary

Resources		Years		
Action	Labour Hours	1-2	3-5	6-10
A1	900			
A2	100			
A3	200			
A4				
B1	100			
B2	100			
B3	100			
B4	100			
B5	100			
C1	300			
C2				
C3	100			
C4	100			
C5	100			
C6	100			
C7	250			
C8	100			
D1	200			
D2	100			
D3	100			
D4	250			
D5	200			
E1	100			
E2	250			
E3	50			
F1	600			
F2	10			
F3	50			
G1	600			
G2	100			
G3	100			
G4	100			
G5	10			
Totals	5570	0	0	0

CHAPTER 2

IMPLEMENTATION

STRATEGY

1. Introduction

The Conway Master Plan is a document that defines where the community wants to be in the future and how it will get there. In order for the town to realize this collective vision and achieve the results identified by the community, an effective implementation strategy must be established. This chapter of the master plan outlines key actions that the town should take over the next decade to realize the goals outlined during this planning process.

The implementation strategy is organized within seven areas of *Recommended Actions*. These include: Housing; Economic Development; Municipal Services and Infrastructure; Roadways and Transportation; Recreation; Sense of Community; and Land Use. Each Recommended Actions section is composed of one or more issue statements that identifies the strategic objective being addressed. These are followed by a series of specific actions, along with an accompanying time frame for the proposed action and suggestions for organizational responsibility for implementation. Specific policy goals and primary objectives discussed in Chapter 1 (A Vision and Future Land Use Plan for Conway) are also identified for each *Recommended Action*. A total of thirty-two recommendations (plus an additional eight suggested concepts or approaches) are contained within the strategy. These recommendations represent a realistic and practical set of actions which could reasonably be implemented over the next decade.

It must be recognized that the Implementation Strategy, like the master plan, is not a stagnant document. Once adopted, it must be revised and updated periodically to ensure the proposed actions, based on current conditions in Conway, are still appropriate.

2. Recommended Actions

A. Housing

Issue A1 - Like many communities across the state, the lack of housing choices for households with middle and lower income levels has become one of the more pressing concerns facing Conway and the Mount Washington Valley. Creating equitable

solutions to housing problems will require a combination of local initiatives, as well as cooperation with the private sector and neighboring communities.

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
A. Housing			
<p>1. Amend the Town's land use policies to encourage the development of a variety of different residential dwelling types. These could include units above commercial establishments within the village core areas; high density residential developments adjacent to commercial establishments along Route 16; and, housing for elderly residents.</p> <p>Policy Goals and Objectives: A2, A3, G9 Implementation Responsibility: Planning Board Support Agencies: Planning Department</p>	X		
<p>2. Support and encourage the development of various types of affordable housing throughout the region.</p> <p>Policy Goals and Objectives: A1, A2, A3, A4 Implementation Responsibility: Board of Selectmen Support Agencies: Planning Board, Planning Department, MWVEC, North Country Council</p>	X		
<p>3. Review and revise Conway's development regulations to encourage the development of cluster subdivisions where appropriate.</p> <p>Policy Goals and Objectives: A1, A2, A3, A4 Implementation Responsibility: Planning Board Support Agencies: Planning Department</p>		X	
<p>4. Identify areas that are suitable for manufactured housing and amend the zoning ordinance to expand the provisions for manufactured housing to areas outside the Commercial Districts.</p> <p>Policy Goals and Objectives: A1, A2, A3, A4 Implementation Responsibility: Planning Board Support Agencies: Planning Department</p>		X	

B. Economic Development

Issue B1 – The economy in Conway and the region is based upon tourism. This is evidenced by the large number of lodging facilities, restaurants, commercial and retail establishments in the town and region. Over the past five years, the local and regional economy has generally faired well due to the record number of tourists visiting the

region, as well as increasing visitor spending. As the commercial and service hub for the Mount Washington Valley, most, if not all visitors traveling to, or through, the region visit Conway. This is due, in part, to Conway’s recreation facilities and scenic beauty, but also to the promotional and business support efforts of the region’s businesses, economic development organizations and chambers of commerce.

However, diversification of the employment and business base could create a more stable and sound local economy. Spreading Conway’s future economic “eggs” throughout a number of different baskets (such as light manufacturing, distribution or information technology) and building upon Conway’s past economic achievements will require both hard work and cooperation among many individuals and groups.

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
B. Economic Development			
1. Support and encourage the Mount Washington Valley Economic Council and it’s economic development planning and implementation strategies Policy Goals and Objectives: B1, B2 Implementation Responsibility: Board of Selectmen Support Agencies: MWVEC, local chambers of commerce, and MWV Chamber of Commerce, North Country Council, Town Manager.	X		
2. Foster a memorandum of understanding (MOU) between the Town of Conway, the North Conway Water Precinct and the Conway Village Fire District to ensure that water and sewer infrastructure are provided to Conway’s industrial zones). Prepare an action plan for facilitating infrastructure extensions beyond current precinct boundaries . Policy Goals and Objectives: B1, B3 Implementation Responsibility: Board of Selectmen Support Agencies: Town Manager, Planning Board, North Conway Water Precinct and Conway Village Fire District	X		
Recommended Actions	Time Period (Years)		
B. Economic Development (Continued)	1-2	3-5	6-10
3. Encourage the development of new commercial establishments on existing sites (infill) rather than on raw undeveloped land by amending Conway’s land use regulations. Policy Goals and Objectives: B4 Implementation Responsibility: Planning Board Support Agencies: Planning Department		X	
4. Encourage the establishment of Business Improvement Districts (BIDs) in North Conway Village and Conway Village.		X	

Policy Goals and Objectives: B1 Implementation Responsibility: Board of Selectmen Support Agencies: , local chambers of commerce			
5. Support the efforts of local economic development organization including the MWVEC, North Country Council and chambers of commerce. Representatives of the Planning Board and the Board of Selectmen should participate in and report on the efforts and activities of these existing agencies. Policy Goals and Objectives: B1 Implementation Responsibility: Planning Board and Board of Selectmen Support Agencies: Town Manager, Planning Department		X	

C. Municipal Services and Infrastructure

Issue C1 – As discussed in the Municipal Services and Infrastructure chapter, Conway has some unique service and infrastructure systems. As the master plan is the fundamental framework used to guide Conway through the next decade, it is critical that a coordinated linkage between infrastructure and service providers and land use planning efforts be formalized.

Issue C2 – All proposed infrastructure improvements in Conway should be evaluated in terms of impacts on future growth and development. To the extent possible, improvements should not be undertaken if it is determined that these improvements will foster excessive growth and development in environmentally sensitive areas or areas identified as locations for low-density residential development.

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
C. Municipal Services and Infrastructure 1. Encourage the Conway School District to prepare a comprehensive Capital Improvements Plan that identifies the town's infrastructure needs over the next ten years. Policy Goals and Objectives: C2, C3, F3 Implementation Responsibility: Conway School District and Board of Selectmen Support Agencies: Town Manager	X		
2. Encourage multi-purpose use of school facilities that accommodates a community center in the school design. The center would serve as a facility for performing arts, cultural activities and public gatherings. Policy Goals and Objectives: C3, F3		X	

<p>Implementation Responsibility: Board of Selectmen Support Agencies: Town Manager</p>			
<p>3. Review municipal services, infrastructure and programs every five years to adapt to the changing demographic characteristics (growing number of near seniors and seniors, etc.) of the town's population.</p> <p>Policy Goals and Objectives: C1, C8, F2 Implementation Responsibility: Board of Selectmen Support Agencies: Town Manager and Municipal Departments</p>		X	X
<p>5. The Town should continue its support for interconnecting the CVFD and NCWP infrastructure systems. Additionally, the town should assist in the process by accessing any state and federal funding sources (i.e. CDBG and CDAG grants) that may promote interconnection.</p> <p>Policy Goals and Objectives: C5 Implementation Responsibility: Board of Selectmen Support Agencies : Town Manager, CVFD & NCWP, NCC</p>	X	X	

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
C. Municipal Services and Infrastructure (Continued)			
<p>6. The Town should Establish a memorandum of understanding with the CVFD and NCWP to plan, establish priorities and coordinate water and sewer improvements and expansion on a town-wide scale.</p> <p>Policy Goals and Objectives: C7, G11 Implementation Responsibility: Board of Selectmen Support Agencies: Planning Board, CVFD and NCWP</p>	X		
<p>7. Hire a professional, independent consultant to conduct an examination of opportunities for coordination and cooperation among Conway's fire and emergency service providers.</p> <p>Policy Goals and Objectives: C7 Implementation Responsibility: Board of Selectmen Support Agencies : Town Manager</p>		X	

<p>[REDACTED]</p>		<p>X</p>	
<p>8. Establish a Capital Improvements Program Committee to prepare and maintain an annual capital improvement program of municipal capital improvement projects over a period of at least six years in accordance with RSA 674:5. Policy Goals and Objectives: C1, C8, F2 Implementation Responsibility: Board Of Selectmen Support Agencies: Planning Board, Town Manager</p>			

D. Roadways and Transportation

Issue D1 – Over the past twenty years, roadway and transportation issues have been one of the most important issues confronting the residents of Conway. Concerns relating to the Conway Bypass, most notably the environmental implications and necessity, have been, and will continue to be debated for some time. It should be noted that as a productive and pragmatic planning tool, the master plan has included recommendations that work within the established plan for the proposed bypass roadway improvements. It is felt that an opportunity exists to capitalize on these improvements by incorporating necessary design features where appropriate which will improve Conway’s quality of life.

Issue D2 – Throughout the Master Plan process, residents indicated that parking was one of the key issues in several areas of Conway. Residents generally agreed that there was too much parking in some portions of the town, while parking spaces were at a premium in others. Generally, typical parking standards have been designed to accommodate the largest potential volume of vehicles for a respective land use. They also tend to disregard the supply of public parking spaces within the local area - spaces which could potentially be used for a respective development. Conway is in a unique position to review and revise its parking regulations to better reflect the distinctive and individual land use characteristics, as well as vehicular travel patterns found within the village and non-village areas.

Recommended Actions	Time Period (Years)		
D. Roadways and Transportation	1-2	3-5	6-10
<p>2. Review and revise the Town’s land use regulations to address flexibility in street design and encourage alternative designs that would complement neighborhood streetscapes while maintaining safety and efficiency. Policy Goals and Objectives: D6</p>			

Implementation Responsibility: Planning Board, and Public Works			
<p>3. Review and revise Conway's land use regulations to encourage more flexible, usable and appealing parking system throughout the town. Specific emphasis should be placed on sizing parking lots based on reasonable demand, encouraging shared parking facilities, establishing a "parking credit" program, and parking facility placement and landscaping.</p> <p>Policy Goals and Objectives: D2 Implementation Responsibility: Planning Board Support Agencies: Conway Village Chamber of Commerce, CVFD, MWVCO, NCWP, Planning Department</p>	X		
<p>4. Fund and retain a professional design consultant to prepare plans for gateways at major entrance points to Conway as well as street cross-section plans and traffic calming measures in North Conway Village and Conway Village.</p> <p>Policy Goals and Objectives: D3, D4, D7, F1 Implementation Responsibility: Planning Board Support Agencies: BOS, Town Manager, Planning Department</p>		X	
		X	

E. Recreation

Issue E1 – The residents of Conway are in an enviable position of being able to take advantage of an extensive assortment of trails and pathways throughout the community. It is one of the many natural features which provides the foundation for Conway's high quality of life. As such an important feature, it is important for the town to take action to protect and enhance Conway's trail system for the benefit of both residents and tourists.

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
<p>E. Recreation</p> <p>1. Support the efforts of the Conway Recreation Access Committee to create a network of multi-purpose trails to connect significant athletic, recreation and open space areas. Participation and partnership should also be extended to local environmental groups and snowmobile clubs and other recreation trail users.</p> <p>Policy Goals and Objectives: E1 Implementation Responsibility: Conway Recreation Trails Access Committee Support Agencies: BOS, Conway Conservation Commission</p>	X	X	X

<p>2. Working with the Recreation Trails Access Committee, the town should prepare and adopt a bikeway/greenway/multi-modal plan that accommodates both roadside and off-road bikeway trails throughout Conway.</p> <p>Policy Goals and Objectives: E3</p> <p>Implementation Responsibility: Planning Board</p> <p>Support Agencies: Recreation Access Committee, BOS, Conway, Conway Conservation Commission</p>		X	
<p>3. Establish a committee to determine the feasibility, funding options and potential location for a municipal skateboard park.</p> <p>Policy Goals and Objectives: E4</p> <p>Implementation Responsibility: BOS</p> <p>Support Agencies: Town Manager, Recreation Department</p>	X		

F. Sense of Community

Issue F1 – Conway truly is a community of villages. In addition to the scenic quality and access to outdoor recreational activities, the unique design features and identity of each village adds to the attractiveness and distinctiveness of Conway. Conway residents generally identify themselves not so much as living in the *Town of Conway*, but rather by their respective village. Conway’s development and growth over the past century and a half has been rooted within its villages. With so much community identity resting within the villages it is important to preserve and enhance the qualities which make each village unique, and, at the same time, create spaces which unify and bond the town as a whole.

Issue F2 – Increasingly master plans are being created in order to be a “living document” – a reference to evaluating and updating the master plan at regular intervals to keep the document relevant. Typically, revisions and updates are completed on an ad hoc or chapter by chapter basis by municipal planning officials or planning board members. Although this type of revision may be adequate for some communities, future master plan updates should be completed within a comprehensive unified approach, such as a strategic master plan. If completed in its entirety and by a single party this document would serve as a cohesive addendum to the master plan for future revisions.

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
<p>F. Sense of Community</p> <p>1. Specific village plans for North Conway Village, Conway Village and Center Conway Village should be created to identify desirable infrastructure and aesthetic enhancements that are unique to each village. These plans should also identify design standards that protect and enhance the characteristics that make each village special. These plans should be adopted and incorporated into the Conway Master Plan.</p> <p>Policy Goals and Objectives: F1, G1</p>		X	

Implementation Responsibility: Planning Board Support Agencies: BOS, Planning Department			
2. Prepare an annual report identifying the successes, problems, challenges, progress and possible changes required relative to the implementation of the Master Plan. Policy Goals and Objectives: G2, F2 Implementation Responsibility: Planning Board Support Agencies: Planning Department	X		

G. Land Use

Issue G1 – In order to accomplish the policies suggested in this master plan, the zoning ordinance and other land use regulations will have to be changed. In addition to changing Conway’s land use regulations, other approaches have been recommended, including the preparation of a redevelopment plan for the Kearsarge Metallurgical brownfield site.

Recommended Actions	Time Period (Years)		
	1-2	3-5	6-10
G. Land Use			
1. Review and revise Conway's land use regulations so that they are consistent with the goals and policies of the Master Plan. The revised regulations should consider the following concepts: ▪	X		
Recommended Actions	Time Period (Years)		
G. Land Use (Continued)	1-2	3-5	6-10
▪ Performance based zoning standards that define possible development related impacts (such as noise, parking, etc.) for village districts and commercial and industrial development proposals. Specific requirements for signage, parking facilities and layout, vista protection, and landscaping should be included. The design standards should also include illustrations of practical design alternatives.			

<ul style="list-style-type: none"> ▪ Incentives such as density bonuses that are available to developers that choose to develop properties in a manner that is compatible with the goals of the Conway Master Plan. ▪ Zoning district boundaries that support the goals and objectives outlined in this master plan ▪ Development and design regulations that are specific to distinct areas of the town (i.e. villages and non-village areas). <p>Policy Goals and Objectives: G1, G2, G3, G4, G5, G6, G7, G9, G10</p> <p>Implementation Responsibility: Planning Board, Support Agencies: Planning Department</p>			
<ul style="list-style-type: none"> ▪ ▪ ▪ 	X		
<p>3. Work with the Nature Conservancy and similar organizations and foundations as well as private landowners in the acquisition of development rights, conservation land and open space areas throughout Conway.</p> <p>Policy Goals and Objectives: G8, G13, G14</p> <p>Implementation Responsibility: Conway Conservation Commission Support Agencies: Board of Selectmen</p>		X	

Recommended Actions	Time Period (Years)		
G. Land Use (Continued)	1-2	3-5	6-10
		X	X

	X		
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Patricia Jones
PO Box 537
Center Ossipee, NH 03814
Country

March 26, 2003

Conway Planning Board
PO Box 70
Center Conway 03813

Dear Chairman,

I am writing this letter to invite a member of your Planning Board to join the Mount Washington Valley Economic Council's subcommittee on Regional Planning. Our committee has been working to increase the amount of information available to people in the twelve town region about Workforce Housing. We have held two informational sessions in the area. We hosted two Candidates' Nights where candidates were asked what they plan to do about housing in the area. We have written articles for the newspaper on the subject. We would also like to change peoples' attitudes about workforce or affordable housing, but that is a much more difficult task.

I was directed to Tom Irving for some questions I had about where I could find good examples of new affordable housing. After we had talked for awhile, he suggested that I contact you to see if anyone would like to join our group. We meet every other month on the third Friday at 8:00 AM at the Council offices. The next meeting is scheduled for May 16, 2003.

We applaud your efforts to get something moving which will provide more housing, and we are very interested in how we can work together.

Sincerely,
Pat Jones, Chairman of the Regional
Planning Committee of the Mount
Washington Valley Economic
Council