

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 to get there. In order for the town to realize its collective vision and achieve the desirable results identified by the community, an effective implementation strategy must be established. This chapter presents actions that the town should take to realize the goals that emerged from this planning process.

This implementation strategy has seven areas of *Recommended Actions*. These seven areas include: Housing; Economic Development; Municipal Services and Infrastructure; Roadways and Transportation; Recreation; Sense of Community; and Land Use. Each section presents issue statements that identify 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 concerning 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 twenty-three recommendations (plus an additional four suggested concepts or approaches) are contained within the various Recommended Actions. 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 that the proposed actions, based on current conditions in Conway, are still appropriate. Moreover, the Planning Board should prepare an annual report on the progress being made relative to this implementation strategy.

1. Recommended Actions

A. Housing

Issue A1 - Like many communities across the state, 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			
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. Policy Goals and Objectives: A2, A3, G9 Implementation Responsibility: Planning Board (PB) Support Agency: Planning Department			X
2. Support and encourage the development of various types of affordable housing throughout the region. Policy Goals and Objectives: A1, A3, A4 Implementation Responsibility: Board of Selectmen (BOS) Support Agencies: PB, Planning Department, Mount Washington Valley			X

Economic Council (MWVEC), North Country Council (NCC)

- 3. Review and revise Conway's development regulations to encourage the development of cluster subdivisions where appropriate.
 Policy Goals and Objectives: A1, A2, A3, A4
 Implementation Responsibility: Planning Board
 Support Agency: Planning Department X

- 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. The town should also revise its development standards for manufactured housing developments. X
 Policy Goals and Objectives: A3, A4
 Implementation Responsibility: Planning Board
 Support Agency: Planning Department

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 its economic development, planning and implementation strategies. Policy Goals and Objectives: B1 Implementation Responsibility: Board of Selectmen Support Agencies: MWVEC, Chambers of Commerce (COCs), NCC, and Town Manager.		X	
2. Foster a memorandum of understanding (MOU) between the Town of Conway, the North Conway Water Precinct (NCWP) and the Conway Village Fire District (CVFD) to ensure that water and sewer infrastructure are provided to Conway's industrial zones. Policy Goals and Objectives: B1, B2 Implementation Responsibility: Board of Selectmen Support Agencies: Town Manager, PB, NCWP and CVFD		X	
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: G9, G14 Implementation Responsibility: Planning Board Support Agency: Planning Department			X

- 4. Encourage the establishment of Business Improvement Districts (BIDs) in North Conway Village and Conway Village.
 Policy Goals and Objectives: B1 X
 Implementation Responsibility: Board of Selectmen
 Support Agency: Chambers of Commerce

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 for guiding Conway through the next decade, it is critical that a coordinated linkage between infrastructure, 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 school district’s infrastructure needs for Conway over the next ten years. Policy Goals and Objectives: C2, C6, F3 Implementation Responsibility: Conway School District and Board of Selectmen Support Agencies: Town Manager, SAU 9 Superintendent		X	
2. Encourage multi-purpose school and municipal facilities. This should include investigating the feasibility of a community center in the proposed school design. The center would serve as a facility for performing arts, cultural activities and public gatherings. Policy Goals and Objectives: C2, F3 Implementation Responsibility: Board of Selectmen Support Agency: Town Manager		X	
3. The town should continue its support for interconnecting the CVFD and NCWP infrastructure systems and assist in the process by accessing any state and/or federal funding sources (i.e. CDBG and CDAG grants) that may promote interconnection. Policy Goals and Objectives: C3 Implementation Responsibility: Board of Selectmen Support Agencies: Town Manager, CVFD & NCWP, NCC		X	
4. The town should prepare a comprehensive water and sewer infrastructure plan that complements the development objectives represented in this master plan. This infrastructure plan should incorporate the precinct infrastructure plans and water and sewer service extensions to non-precinct areas. Policy Goals and Objectives: G4, C2, G3, B1 Implementation Responsibility: Board of Selectmen			X

Support Agencies: Planning Board, CVFD and NCWP

5. Examine opportunities for coordination and cooperation among Conway's fire and emergency service providers.

Policy Goals and Objectives: C5

X

Implementation Responsibility: Board of Selectmen

Support Agencies: Town Manager, Precincts

6. 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.

X

Policy Goals and Objectives: C1, C4, C6, F2

Implementation Responsibility: Board Of Selectmen

Support Agencies: Planning Board, Town Manager

D. Roadways and Transportation

Issue D1 – Over the past twenty years, roadway and transportation issues have represented some of the most important issues confronting the residents of Conway. Concerns relating to the Conway bypass, most notably relating to 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 and other 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 planning process, residents indicated that parking was a key issue 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 in order 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

1. 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.

X

Policy Goals and Objectives: D3, D5, D6

Implementation Responsibility: Planning Board,

Support Agencies: Planning Department and Public Works Department

2. 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.

X

Policy Goals and Objectives: D2

Implementation Responsibility: Planning Board

Support Agencies: COCs, CVFD, NCWP, SAU9, Planning Department

3. 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.

Policy Goals and Objectives: D3, D4, F1

Implementation Responsibility: Planning Board

Support Agencies: Board of Selectmen, Town Manager, Planning Department

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. In essence, these many natural features provide the foundation for Conway’s unique quality of life. As such a key 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 E. Recreation	Time Period (Years)		
	1-2	3-5	6-10
<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 Access Committee Support Agencies: BOS, Conway Conservation Commission (CCC)</p>	X	X	X
<p>2. Working with the Recreation Access Committee, the town should prepare and adopt a bikeway/greenway/multi-modal plan that connects public spaces and accommodates both roadside and off-road bikeway trails throughout Conway.</p> <p>Policy Goals and Objectives: E2, E3 Implementation Responsibility: Planning Board Support Agencies: Conway Recreation Access Committee, Board of Selectmen, CCC</p>		X	
<p>3. Establish a committee to determine the feasibility, funding options and potential location for recreation facilities such as a municipal skateboard park, tennis courts, etc.</p> <p>Policy Goals and Objectives: E4 Implementation Responsibility: Board of Selectmen 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)

F. Sense of Community

1-2 3-5 6-10

1. Prepare village plans for North Conway Village, Conway Village and Center Conway Village that identifies desirable infrastructure and aesthetic enhancements. The plans should also suggest design standards that can be used to protect and enhance the characteristics that make each village special. These plans should be adopted and incorporated into the Conway Master Plan.

X

Policy Goals and Objectives: F1, G3, G4

Implementation Responsibility: Planning Board

Support Agencies: Board of Selectmen, Planning Department, Chambers of Commerce

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)

G. Land Use

1-2 3-5 6-10

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:
 - Performance based zoning standards that address development related impacts. Provisions for signage, parking facilities and layout, vista protection, and landscaping should be included. The design standards should also include illustrations of practical design alternatives.
 - Incentives such as density bonuses for developments that complement 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).

X

Policy Goals and Objectives: G1, G2, G3, G4, G5, G6, G8, G9, G10

Implementation Responsibility: Planning Board

Support Agency: Planning Department

2. 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.

Policy Goals and Objectives: G8, G13, G15

X

Implementation Responsibility: Conway Conservation Commission

Support Agency: Board of Selectmen