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foundation and  
strengthening our  
community**



# **MWV WORKFORCE HOUSING DESIGN CHARRETTE 2017 REPORT**



**[www.mwvhc.org](http://www.mwvhc.org)  
[www.whitemountainboard.com](http://www.whitemountainboard.com)**



The single biggest cause of migration out of the state, and to an even greater degree, out of Mt. Washington Valley, is the lack of affordable rental and owner occupied housing. The most impacted demographic are young families. According to nationally recognized demographer expert, Peter Francese, the deficit of first time home buyers in New Hampshire is likely to be a serious drag on home sales over the next 5 to 10 years.

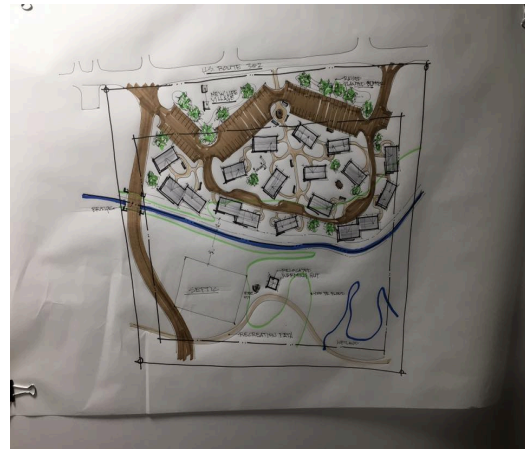
The MWV Housing Coalition is hosting a MWV Workforce Housing Design Charrette which will take place on October 19, 2017, to demonstrate how creative design and strategic zoning can be used to promote housing affordability. This benefits area home sales, and ultimately, it will lead to a more prosperous economy right here in the Valley.

### WHAT IS A CHARRETTE?

The term "charrette" is derived from the French word for "little cart." In Paris during the 19th century, art professors circulated with little carts to collect final drawings. Students would jump on the "charrette" to put finishing touches on their presentation minutes before the deadline.

A charrette in today's world is **an intensive planning session where citizens, planners, and other housing industry professionals collaborate on a vision for development.** While the properties are real, the exercise is hypothetical because it falls outside the municipal permitting process. The benefit of a hypothetical process is that it removes the sometimes contentious working relationships that occur between developers and municipalities. Participants can discuss how local regulations impact the cost of development, and the ways in which the impediments to affordability can be removed.

In 2013 and 2016, the MWV Housing Coalition partnered with the White Mountain Board of Realtors and area business and community leaders to present charrettes examining the possible uses of area land parcels, and the possibility of reusing and revitalizing an existing building. Below are examples of the 2013 Charrette design in Fryeburg (left) and the 2016 design in Bartlett.



*Examples of density driven land development designs for workforce housing created at the 2013 and 2016 MWV Workforce Housing Design Charrettes.*

As we did in 2013 and 2016, the MWV Workforce Housing Design Charrette will provide teams of planners and housing development professionals with a hands-on experience that tests development concepts and local regulations **affecting opportunities for the potential building of owner occupied family homes as well as rental units.** The objective is to create family homes on one property and rental units on the other that fit in with their surrounding landscapes, and are suitable for workforce housing. Team members will select and design workforce housing units deemed suitable for properties in the MWV. **We welcome citizen participation in the development of these designs!**



# Our Community



# Our Community Hospital

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# **MWV WORKFORCE HOUSING DESIGN CHARRETTE OVERVIEW**

## **PROJECT GOAL:**

- To demonstrate how creative design and strategic land use policies can stimulate the development of affordable housing by hosting a workforce housing design charrette using sites with the potential for re-use, revitalization, and right sized rural (land development).

## **PROJECT OBJECTIVES:**

- Stimulate creative design concepts for workforce housing in a relatively short period of time by engaging professionals with expertise in key areas, elected officials, and community stakeholders.
- Test the financial feasibility of workforce housing design concepts by determining site acquisition, site work, landscaping, structure requirements, building materials, and construction costs.
- Test the limits of existing zoning by highlighting potential barriers to the development of workforce housing.
- Identify strategies to overcome barriers on a particular site.

## **PROJECT OUTCOMES:**

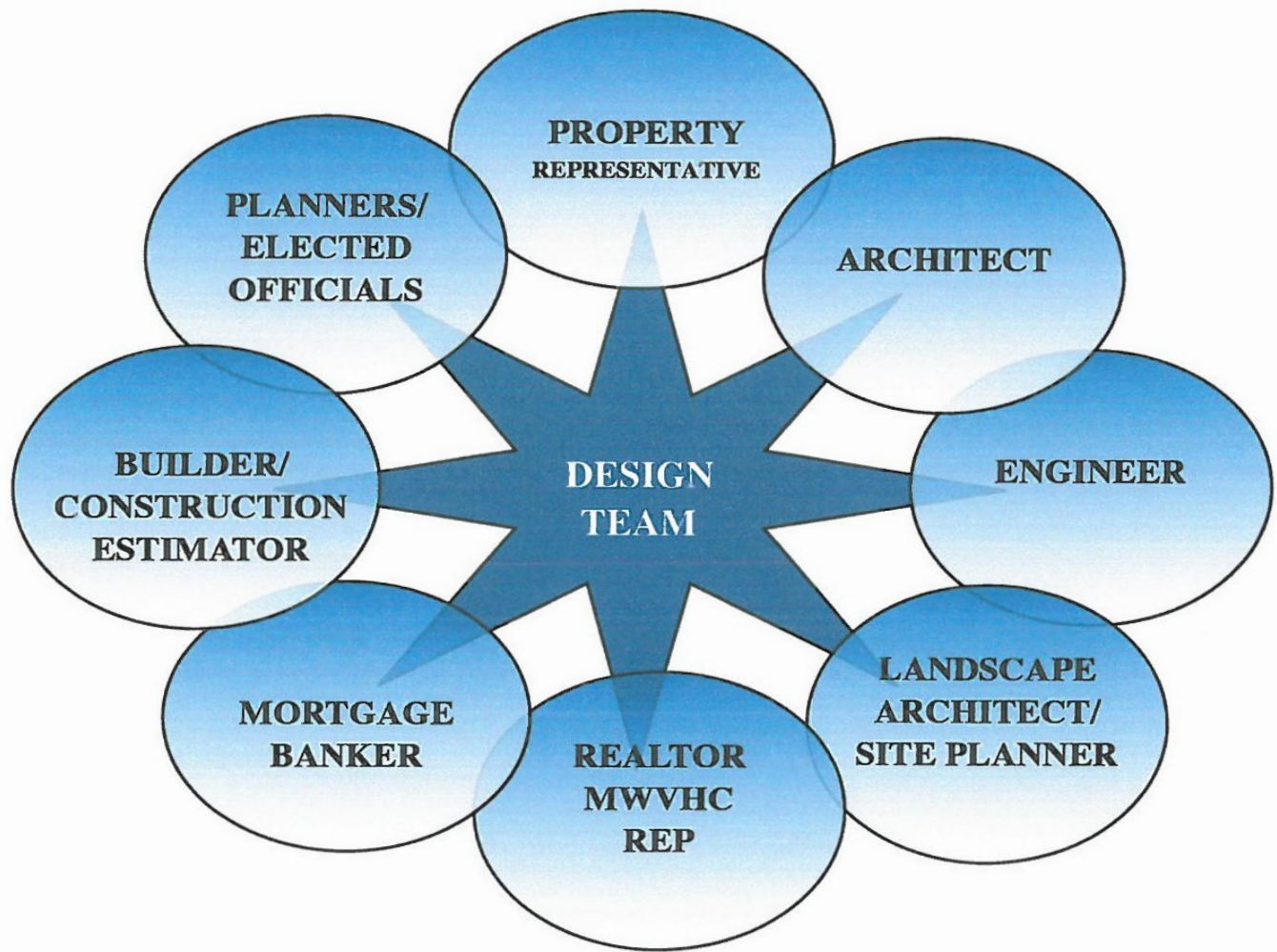
- Promote an honest dialogue and working relationship between the development community and municipalities.
- Develop long-term relationships with participants, increasing the likelihood that the charrette site and/or other sites, will be developed for workforce housing.
- Foster improved understanding of workforce housing issues including the need for workforce housing, zoning implications, challenges, financial and design

## **CHARRETTE BENEFITS:**

- Professionals from multiple disciplines come together to form an integrated design team engaged in a “whole building design”.
- Having the architect, landscape architect, contractor, realtor, banker, planners, and property representative working together in the same place improves project creativity and productivity.
- As questions arise about design, feasibility or impacts, the person who has the answer is likely to be in the room.
- Open and honest dialogue; a focus on the big picture, as well as the details; and the creative burst of energy that ensues produces collaborative agreement on the product and the local regulations that impact affordability.



**AREAS OF EXPERTISE THAT WILL BENEFIT  
THE MWV WORKFORCE HOUSING DESIGN CHARRETTE**



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## ***MWV WORKFORCE HOUSING DESIGN CHARRETTE TEAM***

### ***ACTIVITIES***

Prior to the start of the process, sites will be identified, design teams will be recruited for each site, and team captains will be appointed. Each team will receive copies of all relevant and available site information, team expectations and team activities prior to the first team meeting. The charrette event, itself, will occur over the course of one and half days, with the first being the shorter of the two days. On day one:

1. Members will gather in the late afternoon at or near the site for a team meeting. The facilitator will make introductions and review the goal and objectives of the charrette, expectations of the team, and the plan for the afternoon. The owner and/or the architect will provide a history of the site, known limitations and possibilities, and best approaches to achieve goals.
2. The site walk/tour takes place immediately following the team meeting. Pertinent aspects of the site will be identified along the way.
3. After the site walk, the sponsors will host a design team dinner meeting to:
  - Examine how the character of the building or site and surrounding neighborhood will be best served by a workforce housing structure, complex, and/or development, in terms of size and design.
  - Determine if mixed use (commercial and residential) will be an asset to the project.
  - Determine if mixed income (market rate units in combination with affordable units) will be needed to provide a return to the developer.
4. Following dinner, the Team will host a Listening Post for abutters, elected officials, and interested community members who want to share their thoughts about what should happen at the site for the good of the neighborhood, town, and region. All comments will be documented. The listening post concludes the activities of day one.

On day two both design teams convene at a facility with breakout rooms and dining facilities to accommodate a day long process. On day two:

1. Teams convene for a breakfast meeting. After introductions, team captains provide overview of their team's site, opportunities, challenges, and community input received at the listening post.
2. After breakfast, each team will retreat to their respective breakout room to brainstorm development ideas, given the limitations of the site and community input. Once the best and affordable development concept emerges, the team will create drawings, budgets, financing and zoning strategies to make it work.
3. Each team will report out in front of the other design teams and invited members of the public, including people participating in the listening post.



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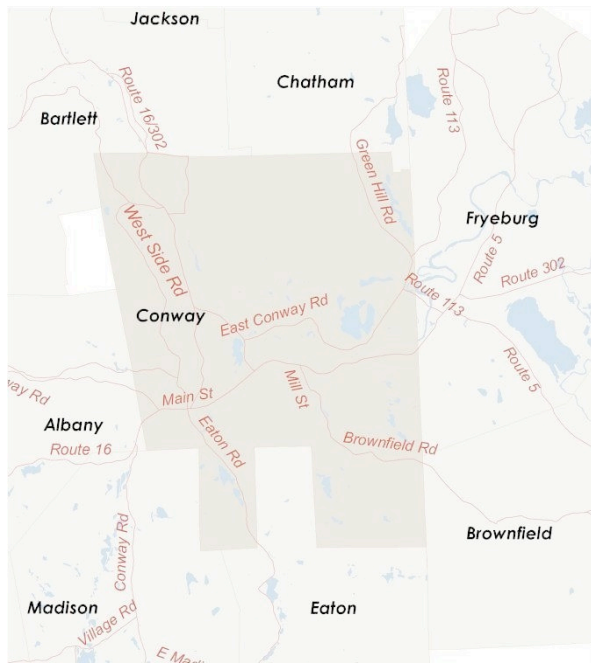
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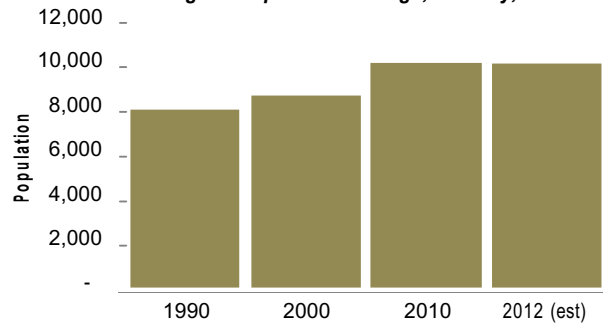
\*Consult a tax advisor for information regarding the deductibility of interest and charges

## CONWAY PROFILE



<b>Area:</b>	71.7sq.miles
<b>Population(2012est.):</b>	10,070
<b>Household Size<math>\Delta</math> ('00-'10):</b>	2.27 à 2.22
<b>Median Age:</b>	44.8
<b>Median Household Income:</b>	\$45,395
<b>Average Property Value:</b>	\$198,500
<b>Median Mthly Mortgage:</b>	\$1,524 <b>Rent:</b> \$850
<b>Housing Occupancy:</b>	<b>Own:</b> 64% <b>Rent:</b> 36%
<b>Housing Vacancy:</b>	<b>Own:</b> 2.8% <b>Rent:</b> 0.0%

**Fig. 1 - Population Change, Conway, 1990-2012**



## INTRODUCTION

Conway is located in the heart of the Mt. Washington Valley. The town spans 72 sq. miles and is home to 10,070 residents. Data from the 2012 American Community Survey suggests that the population growth trend prior to 2010 may have slowed in recent years (Fig. 1). Household size decreased between 2000 and 2012, but only slightly, and much less so than in the region overall. Residents aged 40 to 65 years comprise the largest segment of the population, but unlike other towns within MWV, Conway has a fairly large youth population (Fig. 2). Roughly 60% of the population has received some form of post-secondary education (Fig. 3).

## EMPLOYMENT

Employment is dominated by the *retail, tourism* and *education & healthcare* sectors. Median household income is \$45,395, below the regional average, in large part because the majority of residents are employed in low-wage *tourism* jobs (Fig. 4).

Memorial hospital, with 350 employees, is the largest local employer (Table 1). In 2012, Conway registered a 5.7% unemployment rate, equivalent to the regional average.

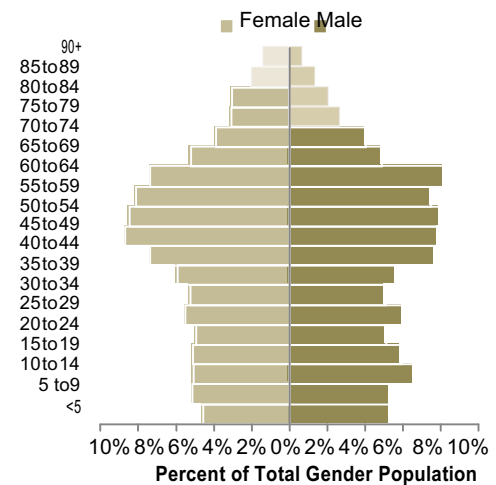
**Table 1 –Employment and Commuting Statistics, Conway, NH**

<b>Largest Employers</b>	<b>Product</b>	<b>Workers</b>
Memorial Hospital	Health Care	350
CSchool District	Education	274
Hannaford Bros.	Grocery	175
Red Jacket Inn	Hotel	156

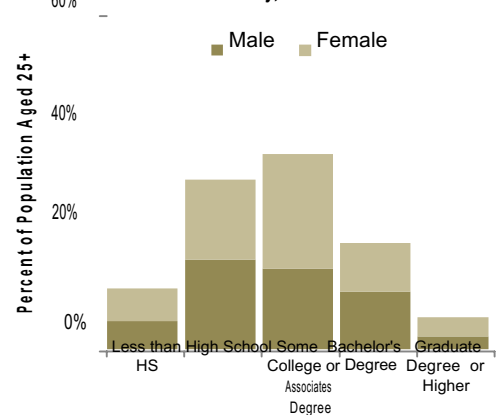
  

<b>Employment Location</b>	<b>In Town</b>	<b>In State</b>	<b>Out of State</b>
	70.1%	26.6%	3.3%

**Fig. 2 - Population, Conway, 2012**



**Fig. 3 - Educational Attainment Conway, 2012**





# Profile of Town of Conway (2015)

## HOUSING AFFORDABILITY

Annual housing costs relative to income in Conway are among the least affordable in the region. Housing costs for 34% of homeowners are in excess of 35% of household income. Renter housing is significantly less affordable; 43% of renters pay more than 35% of household income toward housing (Fig. 5). Conway very closely matches regional statistics across many socio-economic indicators, like housing affordability, because it is the largest MWV community.

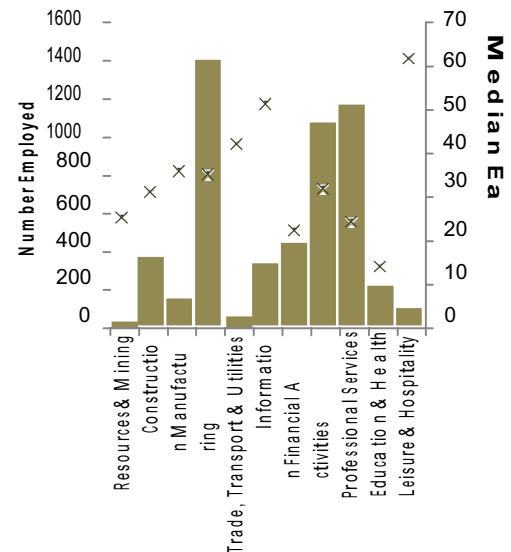
## HOUSING STOCK

The trend in MWV has been toward greater home ownership between 2000 and 2012; however Conway has seen a decline in homeownership over this period (Fig. 6). The housing stock has also shifted toward more multi-unit buildings. One fifth of the owner-occupied housing stock is in structures with five or more units. Two- and three-bedroom dwelling units still dominate the local housing market. Conway experienced one of the strongest housing construction booms in the region between 1980 and 2000. Nearly 40% of all housing in town dates from this period.

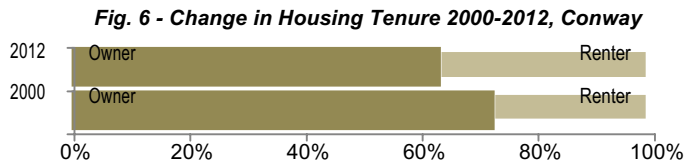
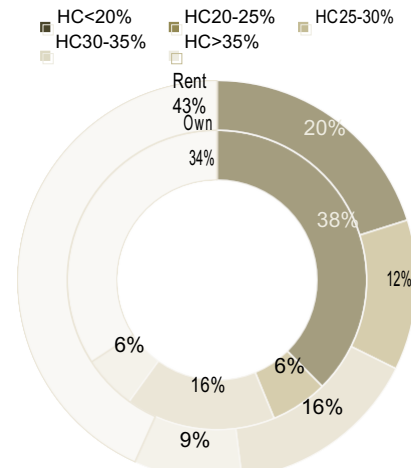
## LAND USE AND INFRASTRUCTURE

Conway has two public water systems, as well as a community septic and public wastewater treatment facility. Telecommunications networks are well established; however it is not clear if all areas of town have access to high-speed internet. The Town revised its Master Plan in 2008 and updated the Zoning Ordinance in 2012.

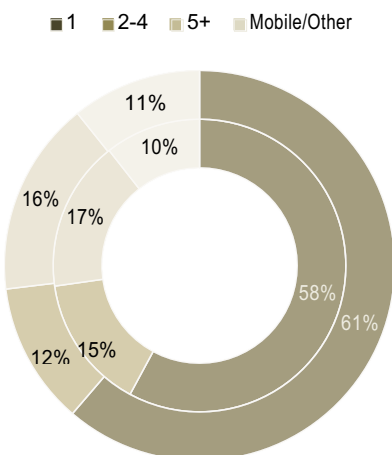
**Fig. 4 - Employment & Earnings(x) by Sector, Conway, 2010**



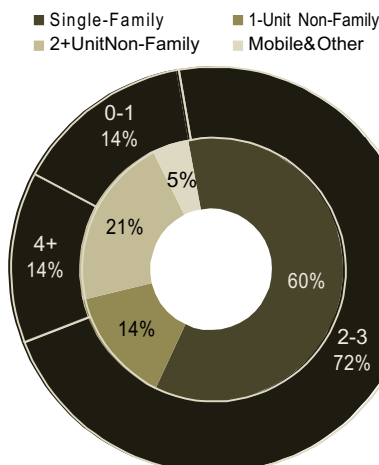
**Fig. 5 - Housing Costs (HC): Income Conway, 2012**



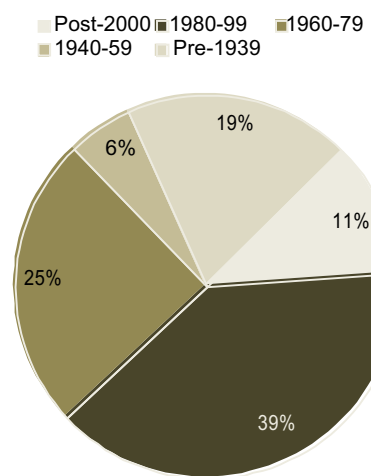
**Fig. 7 - Housing Units, Conway 2000 (Outer Ring) 2012 (Inner Ring)**



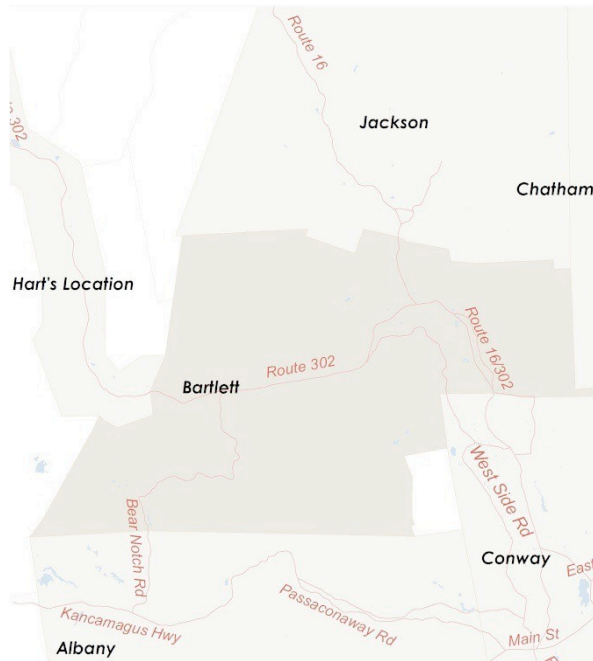
**Fig. 8 - Owner Housing, 2012 Bedrooms (Outer Ring) Type (Inner Ring)**



**Fig. 9 - Housing Year of Construction, 2012**

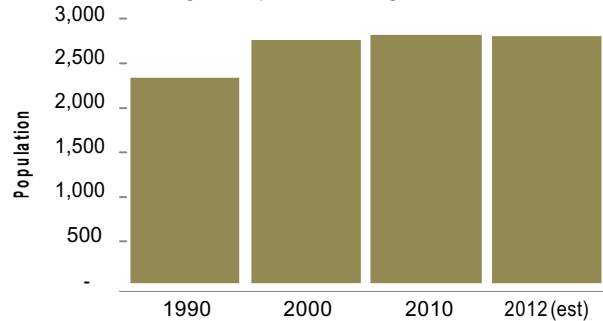


## BARTLETT PROFILE



<b>Area:</b>	74.8sq.miles
<b>Population (2012 est.):</b>	2,768
<b>Household SizeΔ('00-'10):</b>	2.23 à 2.13
<b>Median Age:</b>	48.2
<b>Median Household Income:</b>	\$45,320
<b>Average Property Value:</b>	\$228,800
<b>Median Mthly Mortgage:</b>	\$1,109
<b>Housing Occupancy:</b>	<b>Own:</b> 82% <b>Rent:</b> 18%
<b>Housing Vacancy:</b>	<b>Own:</b> 2.1% <b>Rent:</b> 5.7%

**Fig. 1 - Population Change Bartlett, 1990-2012**



## INTRODUCTION

Bartlett is located on the western boundary of Mt. Washington Valley. The town spans 75 sq. miles and houses 2,768 residents. Data from the 2012 American Community Survey suggests that the population growth trend prior to 2010 may have slowed in recent years (Fig. 1). Household size decreased between 2000 and 2012, but to a lesser extent than in the region (a 4.5% decrease versus 5.7% for the region). Residents aged 40 to 65 years comprise the largest segment of the population, while those aged 20 to 30 years represent the smallest cohort (Fig. 2). Less than half of the population has received post-secondary education – only 9% hold a graduate degree or higher (Fig. 3).

## EMPLOYMENT

Employment in Bartlett is dominated by the *tourism* and *retail* industries (Fig. 4). Median household income is \$45,320, below the regional average. Higher wages in the *construction* industry are available to a small number of residents, while the majority of the population is employed in low-wage *tourism* establishments (Fig. 4). The largest local employer is Mt. Attitash Lift Corporation, a ski resort with 360 (seasonal) employees (Table 1). In 2012, Bartlett held the lowest unemployment rate in the region, tied with Eaton, NH.

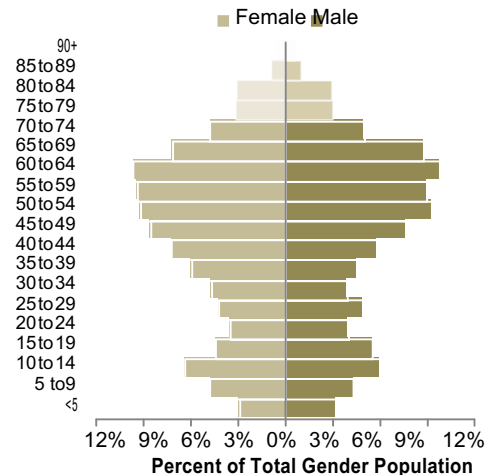
**Table 1 – Employment and Commuting Statistics, Bartlett, NH**

<b>Largest Employers</b>	<b>Product</b>	<b>Workers</b>
Mt Attitash Lift Corp.	Ski Area	360
Festival Fun Parks LLC	Amusement Park	255
Red Parka Pub	Restaurant	95
Wooden Soldier	Toy Manufacturer	68

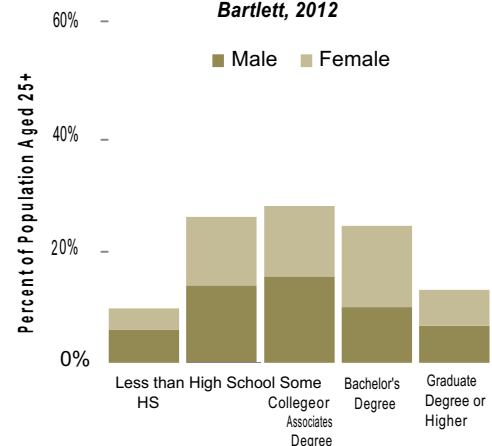
  

<b>Employment Location</b>	<b>In Town</b>	<b>In State</b>	<b>Outof State</b>
	33.5%	59.5%	7.0%

**Fig. 2 - Population, Bartlett, 2012**



**Fig. 3 - Educational Attainment  
Bartlett, 2012**





### HOUSING AFFORDABILITY

Annual housing costs relative to income in Bartlett are among the more affordable in the region. 28% of year-round homeowners face housing costs exceeding 35% of household income (Fig. 5) – 18% less than the regional average. Renter housing is slightly less affordable: 30% of renters pay more than 35% of household income toward housing (Fig. 5). Although renter affordability is less than homeowner affordability, 28% fewer renters in Bartlett are faced with very high housing as compared with the region.

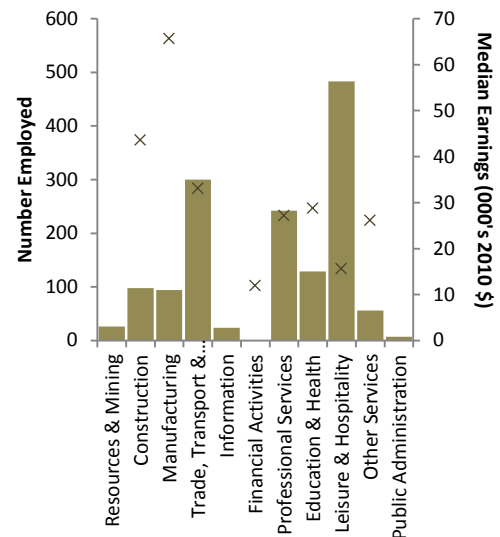
### HOUSING STOCK

Housing tenure in Bartlett has shifted between 2000 and 2012 toward greater homeownership (Fig. 6). The housing stock, predominantly single-family, 1-unit homes in 2000, has shifted dramatically by 2012 to include a much larger share of multi-unit residences. Half of owner-occupied homes are 1-unit properties, two-thirds are 2-3 bedrooms in size. Bartlett witnessed a dramatic housing construction boom between 1980 and 2000 that has slowed significantly since.

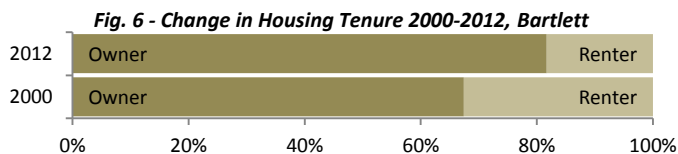
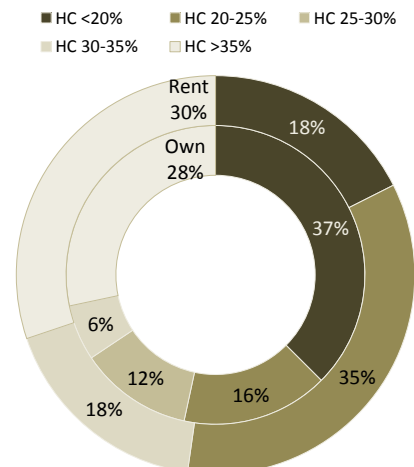
### LAND USE AND INFRASTRUCTURE

Bartlett has three public water systems but does not currently provide public sewer infrastructure. Wastewater treatment is contracted to the private sector. Telecommunications networks are well established throughout town. All residential and commercial properties have access to high-speed internet and mobile telephone service. The Town revised its Master Plan in 2012 and updated Zoning Ordinance in 2013.

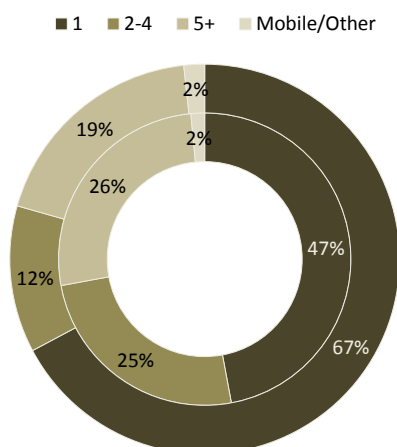
**Fig. 4 - Employment & Earnings (x) by Sector, Bartlett, 2010**



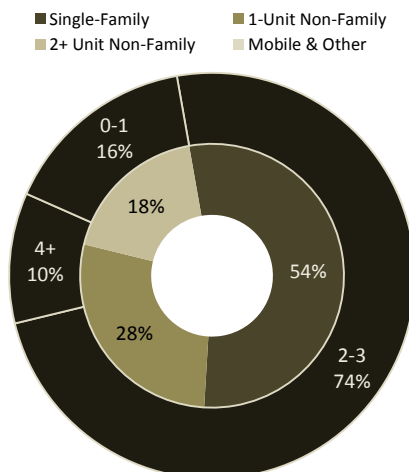
**Fig. 5 - Housing Costs (HC) : Income Bartlett, 2012**



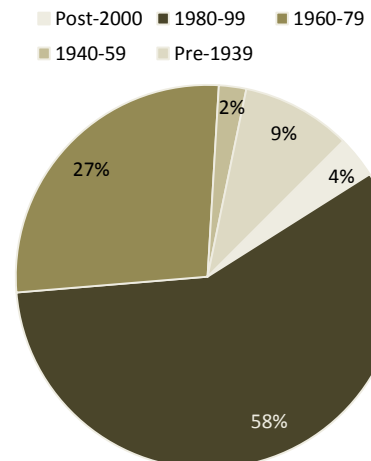
**Fig. 7 - Housing Units, Bartlett 2000 (Outer Ring) 2012 (Inner Ring)**



**Fig. 8 - Owner Housing, 2012 Bedrooms (Outer Ring) Type (Inner Ring)**



**Fig. 9 - Housing Year of Construction, 2012**



## Rental Cost Survey: Vacancy Rates by Year

Region: TOWN

Area : Bartlett

Year	All Units	2 Bedroom Units	Year	All Units	2 Bedroom Units
2017	0.0%	0.0%	2003	2.7%	6.7%
2016	4.5%	0.0%	2002	0.0%	0.0%
2015	7.1%	14.3%	2001	3.3%	6.3%
2014	0.0%	0.0%	2000	14.3%	28.6%
2013	0.0%	0.0%	1999	13.8%	14.3%
2012	0.0%	0.0%	1998	0.0%	0.0%
2011	33.3%	0.0%	1997	25.0%	25.0%
2010	0.0%	0.0%	1996	20.0%	75.0%
2009	20.0%	25.0%	1995	25.0%	100.0%
2008	0.0%	0.0%	1994	20.0%	28.6%
2007	0.0%	0.0%	1993	11.1%	0.0%
2006			1992	80.0%	
2005	0.0%	0.0%	1991		
2004	0.0%	0.0%	1990	0.0%	0.0%

Source: New Hampshire Housing's Annual Residential Rental Cost Survey

## Rental Cost Survey: Vacancy Rates by Year

Region: TOWN

Area : Conway

Year	All Units	2 Bedroom Units	Year	All Units	2 Bedroom Units
2017	1.8%	0.0%	2003	0.5%	0.0%
2016	1.4%	1.4%	2002	0.6%	0.0%
2015	0.7%	0.0%	2001	0.6%	0.0%
2014	2.3%	1.1%	2000	1.5%	1.2%
2013	1.1%	2.2%	1999	2.6%	1.6%
2012	1.1%	1.1%	1998	1.3%	0.0%
2011	6.5%	8.0%	1997	1.8%	1.4%
2010	9.8%	10.2%	1996	1.9%	1.3%
2009	8.2%	5.6%	1995	3.8%	4.3%
2008	8.2%	7.4%	1994	6.6%	3.5%
2007	3.5%	4.8%	1993	11.7%	18.6%
2006	3.6%	4.8%	1992	8.6%	6.7%
2005	1.1%	0.0%	1991	7.7%	0.0%
2004	1.5%	1.1%	1990	21.8%	14.3%

Source: New Hampshire Housing's Annual Residential Rental Cost Survey



# CONWAY SITE – DAY 1

## OCTOBER 12, 2017; 3:30 PM – 8:00 PM

### DESIGN TEAM:

Josh McAllister, HEB Engineers; Gordon Cormack, Cormack Construction; Mike Couture, Architect; Jacques Couture, Architect; Andy Dean, Cooper Cargill & Chant; Allen Gould, TD Bank; John Shapleigh, BNH; Evelyn Whelton, BNH; Greydon Turner, Pinkham RE; Theresa Bernhardt, Pinkham RE; Mary Seavey, Conway BOS

### SITE WALK:

The design team met at 3:30 p.m. on Thursday, October 12<sup>th</sup> at the MWV Tech Center. Victoria Laracy, the MWVHC Executive Director, made opening remarks and introductions. Greydon Turner, the listing realtor, described the MWV Tech Center's lots 2,3, and 4. Total acreage is approximately 7 acres.

### OBSERVATIONS:

The acreage is zoned Residential/Agricultural (RA) and is serviced by municipal water and sewer and fiber optics. Current zoning allows for 32 units/apartments. There is only one access/egress to Route 16, therefore, additional development on the property may require upgrades to route 16.

There is the potential to connect to Lamplighters Trailer Park for a second access/egress. A second egress could reduce the amount of work to be done on Route 16.

### DINNER DISCUSSION:

- Given the significant setback from the road, a several story building may be palatable; it is much cheaper to go up than out.
- Offering a certain percentage of units at an affordable or discounted rate may help garner increased density from the Town of Conway.
- Lot 4's boundary line can be moved to accommodate development.

### COMMUNITY DISCUSSION:

Six members of the community were in attendance. Victoria Laracy opened the discussion by describing the charrette exercise. She also explained that the design team is focused on developing affordable rental apartments on the subject property. The purpose of the next hour is to hear what the community would like to see on the site.

The goal will be to incorporate community needs into the design, if possible. Greydon Turner followed up with a description of the subject property.

There were no questions regarding appropriateness of this type of development or concerns about rental property. There was significant conversation about the need for more rental properties and, specifically, affordable rental properties.

#### Comments:

- When asked what people in attendance would like the rental complex to look like, one member answered “I don’t care what it looks like, I just want it to exist. There is a dire need for long-term rentals.”
- Air BNB has taken long-term rental property and turned it into short-term vacation rentals.
- There is also a great need for rentals for seasonal workers.
- Conway’s Town Manager, Tom Holmes, and Conway’s Welfare Officer, BJ Parker, were in attendance. They said the Town is struggling to meet the needs of the working homeless. Many who are in need of long-term rentals have significant credit issues and struggle to come up with first and last month’s rent.



# BARTLETT SITE – DAY 1

## OCTOBER 10, 2017; 3:00 PM – 8:00 PM

### DESIGN TEAM:

Eric Grenier, HEB Engineers; Claude Pigeon, AR Couture Construction; Chris Doktor, Olson Lewis Architects; Ed Harrigan, Northway Bank; Lindsey Maihos and Jim Pitman, Coldwell Banker Wright Realty; Cathy Steesy, Attitash Realty, LeeAnn O'Hara, Verani Real Estate; Victoria Laracy (*Facilitator*), MWVHC; Theresa Kennett (*Scribe*)

### SITE WALK:

The design team met at 3:30 p.m. on Tuesday, October 10<sup>th</sup> at the Bartlett site located on Route 302, just south of the Fields of Attitash. After opening remarks and introductions by Victoria Laracy, the MWVHC Executive Director, the team departed for a site walk of the subject property.

### OBSERVATIONS:

The parcel is commercially zoned and consists of 13 acres of undeveloped land with 530 feet of road frontage on Route 302. The property falls within the lower Bartlett Water District and a hookup is located at the corner of the lot.

Approximately 7 of the 13 acres are comprised of wooded highland located in the center of the parcel. The remainder of the acreage consists of a ravine, which slopes down approximately 30 feet and which surrounds the highland area. The soils are desirable for development.

The northerly boundary of the property is located in the ravine and abuts the Maine Central Railroad tracks. The westerly boundary is located in the ravine, is less treed, and abuts The Fields of Attitash. The southerly boundary runs along 302 and includes one curb cut. The easterly boundary abuts ????

### DINNER DISCUSSION:

- The highland acreage is desirable for development.
- The easterly ravine lends itself well as a natural playground for young children.
- The fact that there is only one curb indicates a potential development would have to be serviced by a single access.
- Affordability may be achieved by considering very dense, cluster development consisting of duplexes as well as single-family homes.



## COMMUNITY DISCUSSION:

Twelve members of the community were in attendance. Please see the attached attendance roster.

Victoria Laracy opened the discussion by introducing members of the design team and describing the charrette exercise. She also explained that the design team is focused on developing affordable housing on the subject property. The purpose of the next hour is to hear what the community would like to see on the site. The goal will be to incorporate community needs into the design, if possible. Eric Grenier followed up with a description of the subject property. Attendees asked questions, which generated a great deal of discussion, particularly around affordability, rental property, and zoning regulations.

***Q1:** How many houses will be included in the final plan?*

**Answer:** The exact number is currently unknown; the soils and slope of the parcel will be further studied to determine the maximum number possible. Clustering homes will allow for greater density on the buildable acreage. The stock may consist of a combination of duplexes and single-family homes.

***Q2:** Would you consider designing rental property on the site because people who work in the service industry cannot afford to buy a home, nor can they afford market rate rentals. Bartlett needs affordable rental housing for service industry employees. Otherwise, businesses will have to close their doors.*

**Answer:** This particular charrette is designed to demonstrate that with improved zoning around lot size and frontage, housing can be more affordable. In addition to service employees, firemen, teachers, police officers, and other professionals cannot find affordable homes to buy. In order to attract and retain essential workers, access to affordable homes for purchase is critical.

That said, there is no question that the region needs rental property. Creating an adequate supply of affordable housing requires many different solutions. A number of tourist regions throughout the country have found solutions through collaboration among employers, government, and developers. One member of the audience described an affordability lottery provided by the city of Jackson Hole, Wyoming. She suggested that it could be a tool to provide affordability in MWV towns, particularly for employees in the service industry.

**Q3:** Can you define affordability for home ownership?

**Answer:** According to Housing and Urban Development (HUD) the upper limit of affordability for families making the median family income of \$63,900 per year in Carroll County is \$239,000. However the upper limit for many young working families in MWV is beyond their reach. The team will strive to achieve a purchase price between \$170,000 and \$200,000. The banker on each team will figure out the required down payment and monthly mortgage payment, including taxes and insurance, for each type of loan available.

**Q4:** What type of homes are you thinking about designing; upscale, large homes or starter homes? Will modular homes be considered? Will mobile homes be considered.

**Answer:** The exercise is focused on demonstrating how affordability can be achieved through improved zoning. Therefore, the designed homes will not be large or upscale but they will be attractive and very livable, particularly for young families. Modular homes may be considered because they are financeable and, like stick built homes, they appreciate with the market. Mobile homes, on the other hand, do not appreciate and are much more difficult to finance.

**Comment:** I think that the elderly need to be considered as well; many would like to downsize to a smaller home or an apartment. I also think that transportation can be an issue for both young and old. We need a bus system that can transport people to and from work, the hospital, etc.

**Q5:** How do you change zoning?

**Answer:** The zoning ordinance changes are accomplished by passing articles at town meeting. The best way to get an article passed is to work with the planning board because it is the entity charged with ensuring that the zoning ordinance meets the needs of the community.

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# Workforce Housing Design Charrette Day 2

## Design Day

### October 19, 2017

### 9:30am -6:00pm

The Bartlett and Conway design teams (as identified in the written reports from Day 1) participated in a daylong session aimed at developing an affordable housing solution on each parcel. Each team worked on their respective parcels, starting with a review of information gleaned from day one, brainstorming potential development solutions, and estimating costs to test affordability.

In each case, a specific design solution was identified, financial options and cost estimates were determined, and conceptual drawings were finalized. The session culminated with a presentation from each team describing their development, its costs, affordability, and the zoning regulations that were tested. More than 40 MWV residents attended the presentation.

Conway Team Members bottom picture, left to right  
Allan Gould, Josh McAllister, Jacques Couture, Theresa  
Bernhardt, Gordon Cormack, Michael Couture



Bartlett Team Members above picture, left to right  
Kerri Richards, Chris Doktor, Cathy Steese, Ed  
Harrigan, Claude Pigeon, Eric Grenier

## **BARTLETT REPORT:**

The Bartlett Design Team (Team) was charged with developing an affordable, aesthetically pleasing housing complex on a thirteen-acre, commercially zoned parcel, served by water but not sewer. The site is located along Route 302, just south of the Fields of Attitash. Given the slope of the land, the Team determined approximately six acres to be suitable for development. The absence of wetlands and presence of fitting soils provide an opportunity for several houses to be constructed on the developable land.

In order to achieve affordability, the development was organized as a planned unit development (PUD), in a configuration that minimized infrastructure costs. A mix of two larger, market rate houses was included with 24 affordable housing units. A portion of the frontage was carved off to accommodate a potential retail center.

**The affordable rate houses were clustered in the center of the lot and two market rate homes were situated near the back of the buildable acreage. Parking for the affordable housing units was centrally located. Fourteen thousand square feet were devoted to an onsite community septic system.**



The affordable rate houses were small, two or three bedroom homes, each with the potential to accommodate an accessory dwelling unit. The provision of a potential ADU will assist with Bartlett's dire need for rental housing as well as provide income to the homeowner. The average selling price was \$191,804 and the average monthly cost of ownership – mortgage, taxes, and insurance - was \$1,280.

The above-described development would provide a developer with a 30% return on investment. That is certainly a desirable return but it will not be realized until Bartlett's density and setback regulations are improved.

#### BARTLETT SITE'S DEVELOPMENT COSTS

LAND ACQUISITION	\$ 249,000
SOFT COSTS	15,000
ENGINEERING & ARCHITECT FEES	120,000
SITE DEVELOPMENT	482,000
BUILDING CONSTRUCTION	3,120,000
DEVELOPER'S ONP	<u>1,000,000</u>
TOTAL	\$ 4,986,900
AVERAGE COST PER UNIT	\$ 191,804
EST. COST OF OWNERSHIP	\$ 1,280



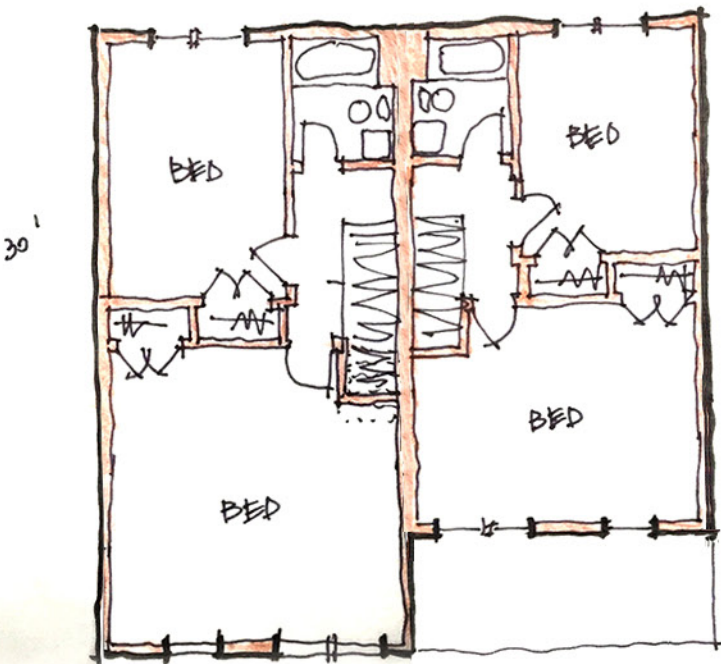
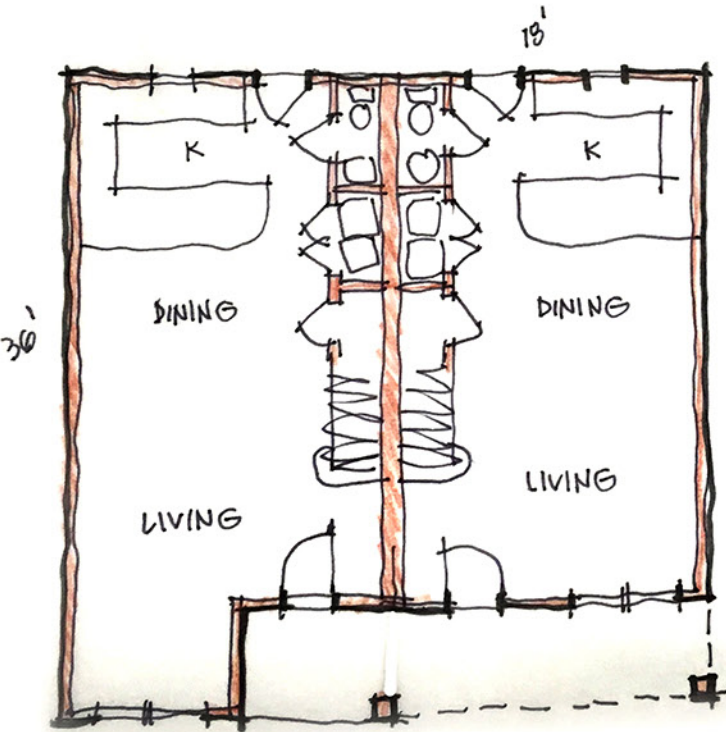


# 2017 Workforce Housing Design Charrette

## Bartlett Property



0 Route 302  
Bartlett, NH  
13.2 Acres

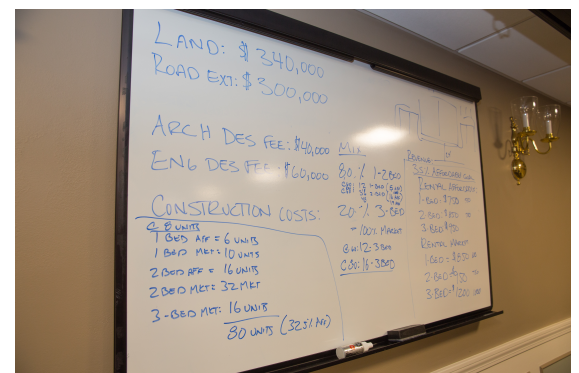




## CONWAY REPORT:

The Conway Design Team (Team) was charged with developing an affordable, aesthetically pleasing rental complex on a seven-acre parcel of land located in the rural-agricultural zone on Technology Lane in Conway, NH. Town water and sewer serve the site.

The MWV Tech Village and all of its property are served by one road off route 16. Recognizing that significant upgrades would be required by the State of New Hampshire if Route 16 was the only point of entrance and egress for an apartment complex, the Team determined it would be more affordable and



effective to build a connector road between the site and Lamplighter's Trailer Park, something the Park owner has expressed an interest in because it opens up more development opportunity. The cost of road construction could be shared, given the benefit that the Park would receive.

Another point of discussion during the brainstorming phase concerned the affordability that could be achieved by going up four stories as opposed to building single level units. In the end, the Team's decision was to construct twenty one-level buildings with three to four apartments in each structure, for a total of 70, mixed rate apartments. Twenty of the apartments are offered at an affordable rate and 50 are offered at market rate.

---

*Affordable Rents:*

# of Bedrooms	Cost	Sq. Ft.	# of Units
1 Bedroom	\$ 750	550	5
2 Bedroom	\$ 850	700	15

*Market Rents:*

1 Bedroom	\$ 850	600	9
2 Bedroom	\$ 950	750	27
3 Bedroom	\$1,200	1,000	14

The above-described development would provide a developer with an estimated annual return of 8%. However, it cannot be achieved unless Conway's density and setbacks are improved.

#### CONWAY SITE'S DEVELOPMENT COSTS

LAND COST	\$ 340,000
ROAD COST	300,000
ENGINEERING & ARCHITECT FEES	<u>100,000</u>
TOTAL FIXED COST	\$ 740,000
BUILDING COST	<u>6,926,850</u>
TOTAL COST	\$7,666,850



## TECH NOLOGY VILLAGE RESIDENTIAL DEVELOPMENT

### - EXISTING DENSITY FOR DISTRICT: RESIDENTIAL AGRICULTURAL (RA)

- 1/2 ACRE FOR FIRST UNIT, 10,000 SF FOR EACH ADDITIONAL

#### ALLOWED DENSITY:

$$\begin{aligned} \text{Lot 2} &= 2.23 \text{ AC} = 96,936 \text{ SF} \\ \text{Lot 3} &= 2.23 \text{ AC} = 97,156 \text{ SF} \\ \text{Lot 4} &= \frac{2.29 \text{ AC}}{6.75 \text{ AC}} = \frac{100,081 \text{ SF}}{294,173 \text{ SF}} \end{aligned}$$

$$21,780 \text{ SF} = 1 \text{ UNIT}$$

$$272,393 \text{ SF} = 27.24 \text{ UNITS}$$

$$28.24 \text{ UNITS} \approx 28 \text{ UNITS} \blacktriangleleft$$

### - HIGHWAY COMMERCIAL DENSITY

- PROXIMITY TO HIGHWAY COMMERCIAL DISTRICT JUSTIFICATION
- JUSTIFICATION BASED ON BUSINESS PARK

$$12 \frac{\text{UNITS}}{\text{ACRE}} \text{ PER ACRE IF } 25\% \text{ ARE RENTAL UNITS}$$

$$\text{ALLOWED DENSITY HC DISTRICT: } 81 \text{ UNITS } \blacktriangleleft$$

## REVENUE STRUCTURE:

• INITIAL GOAL 35% AFFORDABLE

• AFFORDABLE RENTAL COSTS

	\$	SF AREA
- 1 BED ROOM	\$750/MO	550 SF
- 2 BED ROOM	\$850/MO	700 SF

• MARKET RATE RENTAL COSTS

	\$	SF AREA
- 1 BED ROOM	\$850/MO	600 SF
- 2 BED ROOM	\$950/MO	750 SF
- 3 BED ROOM	\$1200/MO	1000 SF

## UNIT MIX (70 UNITS)

• ASSUME 70 UNITS BASED ON LOT AREA

• 80% 1 to 2 BED UNITS / 20% 3 BED UNITS

• WITHIN 1 to 2 BED UNITS 3-2BED TO 1 BED RATIO

- 1 BED ROOM UNITS	TOTAL = 14 UNITS
AFFORDABLE	= 6 UNITS
MARKET	= 8 UNITS

- 2 BEDROOM UNITS	TOTAL = 42 UNITS
AFFORDABLE	= 18 UNITS
MARKET	= 24 UNITS

- 3 BEDROOM UNITS	TOTAL = 14 UNITS
-------------------	------------------

## DEVELOPMENT COSTS

### FIXED COSTS:

- LAND ACQ: \$340,000
- LAMP LIGHTS ROAD EXT + NHDOT UPGRADES = \$900,000  $\approx \frac{1}{3}$  TO THIS  $\approx$  \$300,000
- ARCH/ENG/PERMIT FEES: \$100,000

TOTAL APPROX FIXED COSTS = \$740,000

### VARIABLE CONSTRUCTION COSTS:

TOTAL UNITS: 70 UNITS  
AVG SF : 733 SF  
COST/SF : \$135/SF

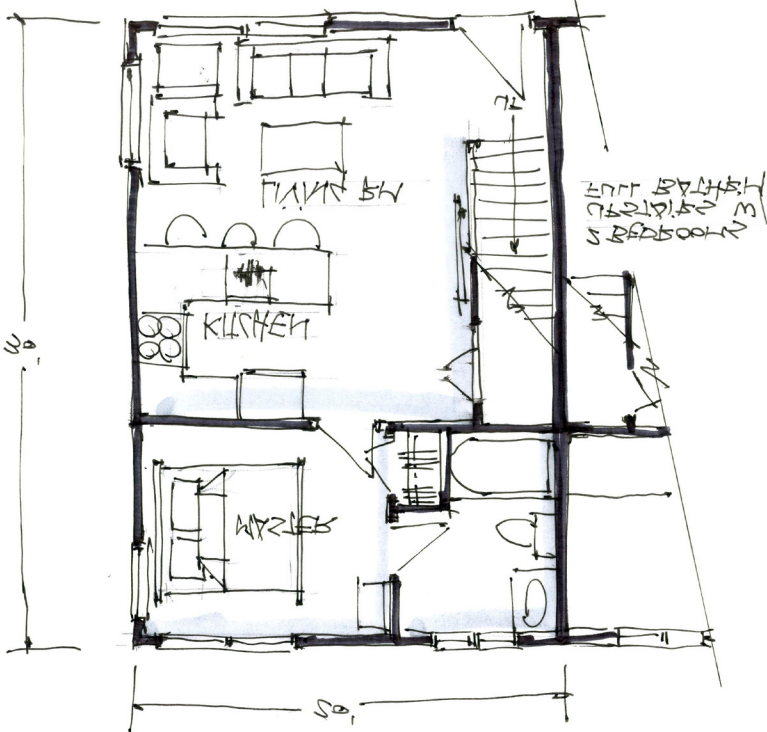
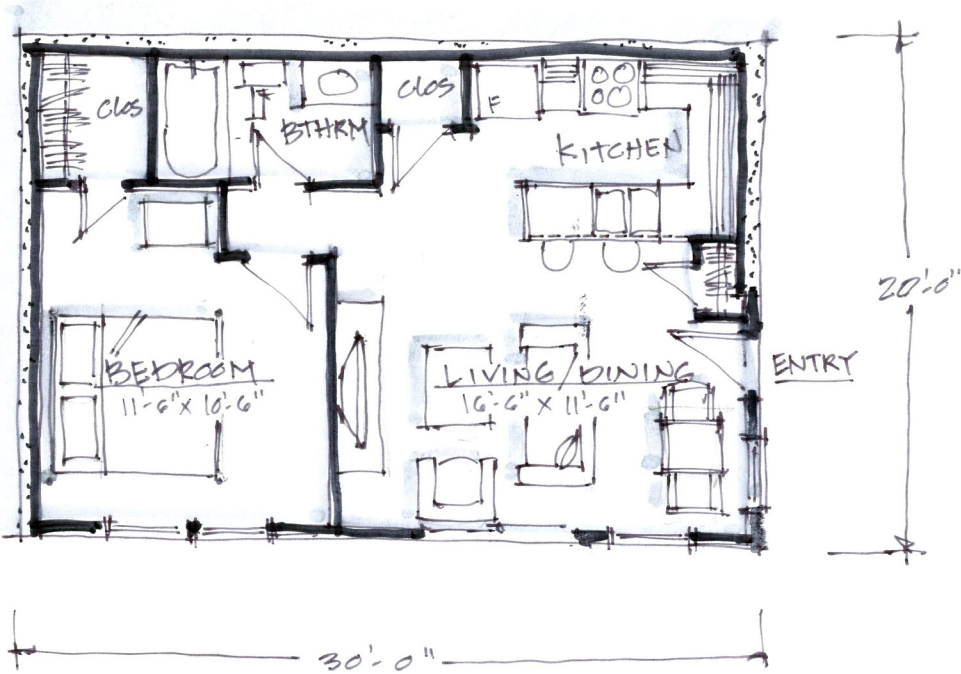
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TOTAL VARIABLE CONST COSTS = \$6,926,850.



# 2017 Workforce Housing Design Charrette

## Conway Property





### **Acknowledgements**

The 2017 MWV Design Charrette was made possible by a grant from the National Association of Realtors and the generous support of our sponsors: Bank of New Hampshire, Northway Bank, The Memorial Hospital, Settlers Green Outlet Village Plus, Cormack Construction, Leone McDonnell and Roberts, Coldwell Banker Wright Realty, Pinkham Real Estate, Theresa Bernhardt, Hastings & Malia, Black Bear Realty and HEB Engineers.

This guidebook was developed by the Mt. Washington Valley Workforce Housing Design Charrette Steering Committee. For more information about the MWV Workforce Housing Design Charrette or the Mt. Washington Valley Housing Coalition, please contact Victoria Laracy at [vlaracy@mwvhc.org](mailto:vlaracy@mwvhc.org) or visit our website at [www.mwvhc.org](http://www.mwvhc.org)

For more information about the White Mountain Board of Realtors please contact: Janine McLauchlan at [janine@whitemountainboard.com](mailto:janine@whitemountainboard.com) or 603-733-4748



## **MWV Workforce Housing Design Charrette Steering Committee**

Kerri Richards: Coldwell Banker Wright Realty, MWV Housing Coalition

Theresa Bernhardt: Pinkham Real Estate, WMBR

Jac Cuddy: MWV Housing Coalition

Victoria Laracy: MWV Housing Coalition

Sam Johnson: Habitat for Humanity, MWV Housing Coalition

Lee Ann O'Hara: Verani Realty, WMBR

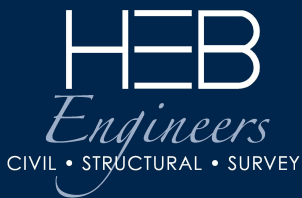
Cathy Steesy: Attitash Realty, WMBR

Lindsey Maihos: Coldwell Banker Wright Realty, WMBR

Jim Pitman: Coldwell Banker Wright Realty, WMBR

Greydon Turner: Pinkham Real Estate

Evelyn Whelton: Bank of New Hampshire, MWV Housing Coalition



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## CONWAY SITE DESIGN TEAM

### Technology Lane | Conway, NH

**Michael Couture:** Designer Architect North Conway, NH

**Josh McAllister:** HEB Engineers, North Conway NH

**Gordan Cormack:** Cormack Construction, Madison, NH

**Allan Gould:** TD Bank, North Conway NH

**Jacques Couture:** Architect, Conway NH

**Greydon Turner:** Pinkham Real Estate, North Conway NH

**Theresa Bernhardt:** Pinkham Real Estate, North Conway NH

**Mary Seavey:** Conway Selectman, Conway NH

## BARTLETT SITE DESIGN TEAM

### 0 Route 302 | Bartlett, NH

**Eric Grenier:** HEB Engineers, North Conway, NH

**Claude Pigeon:** A.R. Couture Construction Corp. Berlin, NH

**Chris Doktor:** OLSON LEWIS + Architects, Manchester, MA

**Ed Harrigan:** Northway Bank, Conway NH

**Lindsey Maihos:** Coldwell Banker Wright Realty, Conway NH

**Jim Pitman:** Coldwell Banker Wright Realty, Conway NH

**Cathy Steesy:** Attitash Realty, Bartlett NH

**LeeAnn O'Hara:** Verani Real Estate, Moultonborough, NH



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## **Tools for implementation**

**There are a wealth of resources for planning and funding to explore. When applying for grants and foundation monies, many of the funders require plans or a detailed program to be in place as an assurance that projects will be completed to qualify for funds.**

### **Planning Expertise:**

**NH Office of Environment and Planning  
NH Office of Travel & Tourism  
Division of Economic Development  
Division of Historical Resources  
NH Council of the Arts  
Small Business Administration  
NH Preservation Alliance  
Regional Planning Commissions**

### **Funding Resources:**

**Community Development Block Grants  
(CDBG) Economic Development Administration  
NH Department of Transportation  
Conservation License Plate Funds  
Land and Community Heritage Investment Program (LCHIP)  
Community Development Finance Authority (CDFA)  
Tax Increment Financing (TIF)  
Town Trust Funds  
NH Housing  
NH Charitable Foundation**

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## NEW HAMPSHIRE'S WORKFORCE HOUSING LAW – RSA 674:58-61

### *Why It's Important to New Hampshire's Economic Recovery & Growth*

#### ***A balanced housing market is essential to New Hampshire's economy.***

- For years the state has been faced with a shortage of housing for low and moderate income families – the backbone of our labor force.
- Home prices have fallen to 2003 levels but this was a time when prices were already very unaffordable. Rental housing costs have not dropped at all.
- When our economy is strong there is a demand for new entry level housing. Local zoning that prevents the market from meeting this demand inhibits economic growth.
- As our economy recovers, the demand for good starter homes and rentals will increase. The law gives municipalities the ability to determine the best location for new workforce housing.
- The workforce housing law gives the free market an opportunity to create good homes to purchase and attractive places to rent that our labor force desires.

#### ***The workforce housing law guides local officials to make decisions that are good for their communities and good for New Hampshire.***

- Local officials recognize that they have a legal responsibility to provide an opportunity for the development of reasonably-priced housing.
- A growing and diverse local economy yields stable property values.
- The law is a carefully crafted solution that balances the needs of the free market with New Hampshire's strong tradition of local control. It is the consensus of a broad coalition that includes the NH Municipal Association, the NH Business and Industry Association, and housing advocates.

#### **What the Law does not do**

- Doesn't impose a "one size fits all" approach.
- Doesn't override local decision-making authority – planning remains a local issue.
- Doesn't create quotas for housing construction.
- Doesn't create an obligation to build – municipalities only need to provide a reasonable opportunity to meet the demand for new homes.
- Doesn't require expenditure of municipal funds – there is no local fiscal obligation whatsoever.
- Doesn't shift the burden of proof – developers still must prove their case before a local board and in court if they appeal.
- Doesn't interfere with a community's ability to protect the environment, or otherwise address valid health, safety, or natural resource protection issues.

#### **What the Law does**

- Provides great flexibility to meet the demand for housing in a municipality.
- Protects municipalities from frivolous lawsuits by providing a clear local process for determining a development's economic viability.
- Gives local boards the authority to require demonstration of developers' costs in meeting local requirements.
- Provides safeguards to address the legitimate need of a community to regulate development for environmental and public safety concerns.
- Includes a definition of "affordable" by relating housing cost with the incomes of the local workforce.
- Recognizes that some communities have already provided their fair share of workforce housing.



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- Housing Needs and Preferences in New Hampshire
- Workforce Housing Challenge Guidebook
- Fair Housing Guidebook
- Housing, demographic, and economic data



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