



Chapter 5: Plan Goals and Objectives

Individual choices about where to live, work and play all influence the development of a community. Through public meetings, the community survey, and review of alternative plans, Manchester residents identified their issues and priorities on the land use concepts. The Mayor, Board of Aldermen and Planning and Zoning Commission analyzed the community's comments and developed the following Comprehensive Plan Goals and Objectives as part of the April 2003 Steering Committee workshop.

Vision

The Manchester Comprehensive Plan is a strategic road map for the city to ensure optimum land use, sustainable services, economic growth, and continuation of its heritage.

Defining Goals and Objectives

The Future Land Use Plan and Comprehensive Plan priorities are based upon goals and objectives. Each has a distinctive meaning and purpose in the planning program:

Goals – Broad aspirations to guide city achievements.

Goals are the future of the plan; they are those things that the city wants to accomplish over the life of the plan. Goals are used by the community to:

- establish priorities for public and private discussion and consideration,
- identify needed public improvements and services, and as
- benchmarks for public investment.

Additionally, goals serve as the framework for more detailed decision-making.

Objectives – Course of action required to achieve a stated goal

The framework established by the community's goals is defined and filled-in by objectives, which are steps and considerations to help meet the stated goal. Objectives are statements of community intent against which individual actions and decisions are evaluated. Objectives should:

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- be sufficiently quantifiable to gauge the appropriateness of development applications,
- have a general timeframe, and
- be understood by both the decision-makers and the general community.

Objectives are actions that can be taken by various interests of the community in plan implementation.

Together, goals and objectives serve as the basis for development decisions. They are implemented by city legislative and policy actions, such as: zoning ordinance, design regulations, capital improvements programming, and building code enforcement.

Economic Development

Goal: Manchester should seek a balanced, diversified economy in order to maintain and enhance the quality of life of its citizens.

The land use objectives in this plan are intended to enhance the quiet, safe, and well-maintained neighborhoods and identify opportunities to maintain the level of the city services to which residents have become accustomed. In order to maintain this level of service and infrastructure for Manchester, the city has established economic development objectives to provide the opportunity to expand the tax base.

Objectives:

1. The Board of Aldermen should establish a coordinated economic development program.
 - a. The city should prepare a market analysis to evaluate market factors and land use factors (transportation, access, capital facilities) to identify growth and redevelopment opportunities along Manchester Road.
 - b. The city should work to assure desirable local development and employment opportunities that strengthen and stabilize the tax base.
 - c. The city staff should evaluate capital improvements so anticipated economic returns to the city are considered in establishing priorities.
2. Manchester should encourage steps to upgrade building conditions and appearances to reduce blight and/or economic disinvestment and improve the economic viability of all properties in Manchester.
 - a. The city should encourage rehabilitation of historic buildings where feasible.
 - b. Code enforcement officials should continue to require property owners to maintain their property in accordance with all applicable laws and city ordinances.

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- c. The Planning and Zoning Administrator, working with the Planning and Zoning Commission, should formulate design guidelines to encourage improvements in the appearance of buildings along Manchester Road.
- 3. Manchester should plan for appropriate commercial and office development opportunities that assure long-term benefits for the city.
 - a. The city should encourage commercial uses along Manchester Road and in the historic town center.
 - b. The city should encourage flexible and functional patterns of uses, such as retail, office and multi-family housing in the historic town center. All of these uses could be in one building or as part of a multi-building mixed-use plan.

Historic Town Center

Goal: Manchester should act as a catalyst with community organizations and the private sector to provide for the growth and redevelopment of the historic town center.

While Manchester has a great number of retail commercial uses, a prominent City Hall, and a collection of older structures, it does not have an area readily identified as the center of town. The historic town center along Manchester Road is recognized by some residents, but is not discernable

to much of the public. To create a distinct identity, Manchester must develop the potential of the historic town center into an active and lively destination within the city.

Objectives:

1. The city should encourage growth and redevelopment in the historic town center, which includes the properties abutting Manchester Road from Highway 141 on the east to Sulphur Spring Road and Baxter Road on the west.
 - a. The city will lead redevelopment efforts within the historic town center.
 - b. The city should evaluate economic redevelopment resources to initiate revitalization projects. This would include identifying mechanisms to establish a redevelopment policy when incentives may be necessary. Minimum criteria should be established as to when incentives may be appropriate.
 - c. The city should identify opportunities for parking for buildings that are on lots too small for parking in the historic town center.
 - d. The city along with the Missouri Department of Transportation (MoDOT) should look for ways to improve vehicular and pedestrian circulation in and around the historic town center.

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- e. Redevelopment plans should focus on mixed uses, such as retail, restaurant, entertainment, night-life, and residential.
 - f. New automobile-oriented uses should be located outside of the historic town center. New automobile-oriented or automobile related uses (including drive-through commercial uses) should be prohibited.
 - g. The Manchester Athletic Association complex should be relocated to allow more intensive use to take place in proximity to the historic town center; every effort should be made to find an appropriate location within the Association's service area.
2. Manchester should develop a positive image of the historic town center.
- a. The city should prepare a marketing plan to encourage people to visit and new businesses to locate in the historic town center.
 - b. The city should implement a signage and landscape program to identify historic buildings, areas and monuments.
3. Manchester should work to attract activities and people.
- a. Redevelopment of the historic town center should include an active and interesting street scene with a public plaza or

meeting place, sidewalks, landscaping and streetscape, and open markets and cafes.

- b. The city should encourage or attract concerts, recreational events, cultural events, and fairs and festivals.

Design

Goal: Manchester should create an attractive community emphasizing historic charm and local architectural character.

West St. Louis County has a large number of suburban communities clustered closely together. In many cases, it is difficult to identify city boundaries. Manchester has made efforts to identify itself through the design elements used in the Highway 141 bridge and streetscape improvements between Highway 141 and Sulphur Spring Road. New developments within this area should incorporate these elements to further enhance a sense of place.

Objectives:

- 1. The city should establish design standards and a signature look for buildings and improvements.
 - a. New development or redevelopment should be compatible in scale and design with surrounding developments.

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- b. Where incompatible or dissimilar land uses occur, development and site design should be used to minimize or eliminate negative impacts. This could include:
 - Landscape buffers
 - Fencing
 - Berms
 - c. As further defined by architectural standards, new or redevelopment should incorporate high-quality materials, design in context with its surrounding area, and themes in keeping with the historic structures that exist in Manchester.
2. Manchester should conserve its unique identity and character by protecting significant historic structures.
 - a. The city should establish criteria for and identify key historic structures in the community. Initially, determinations should be based upon whether the structure is:
 - either habitable or subject to being occupied by a business or use; and
 - at least 75 years old; and
 - structurally sound; and
 - an example of locally unique/special architecture or designed by a renowned local architect; and
 - subject to continuing economically feasible use; and
 - will require less than 30% external modification.
 - b. Where possible, development should build upon historic and cultural assets by renovating buildings and/or requiring new buildings to complement the area's historical character and architectural scale.
 - c. The city should identify approaches to eliminate unsightly, sub-standard and obsolescent uses and remove buildings and structures that cannot be rehabilitated and which detract from the aesthetic appearance and economic welfare of the area.
 3. Public and private investment should be made in the streetscape and landscape of all areas of the community.
 - a. Streets and public spaces should incorporate landscaping, lighting, street furniture and signage.
 - b. Off-street parking areas should be landscaped to improve their appearance and provide shade and screen to the parking lot and adjacent uses.
 - c. The city should create gateways at all major entrances to the community.

Maintaining Quality of Life

Manchester should build on and improve its reputation as a quality residential community.

Manchester is part of a larger collection of communities within west St. Louis County. Factors that affect the surrounding communities will also affect Manchester, much the same as actions and redevelopment within Manchester will have an effect on surrounding communities.

Manchester is, for all practical purposes, a “built” community. Population growth for the city occurs through minor in-fill development and annexation of unincorporated neighborhoods and commercial areas.

Objectives:

1. The city should preserve, protect and improve its neighborhoods.
 - a. The city should protect single family neighborhoods by limiting opportunities and locations for multi-family development in existing single family areas.
 - b. The city should establish standards for single family in-fill residential development, including maximum densities, street connections, and design requirements. In-fill residential development densities and lot sizes shall be compatible with

existing development patterns in the neighborhood.

- c. The city should protect existing neighborhoods by prohibiting commercial intrusion onto local neighborhood streets.
 - d. The city should encourage development projects that provide amenities to benefit the entire community.
2. Manchester should require comfortable, safe and high quality housing in well-planned neighborhoods.
 - a. Where a mix of residential uses will be developed, multi-family complexes should be designed using traditional neighborhood design concepts. Any development should include:
 - Amenities
 - Landscaping
 - Lighting
 - Gateways
 - Pedestrian connections
 - b. The city should target rehabilitation funds and tax incentives to neighborhoods in the greatest need.
 3. Manchester should ensure the high-quality provision of efficient public services to residents and businesses.

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- a. The process of capital improvements programming should focus on the maintenance and upgrade of city services and facilities, including streets and stormwater.
 - b. New development and redevelopment should contribute to infrastructure improvements as reasonably attributable to the demand created by the development.
4. Manchester should encourage public participation in the city's decision-making process.
- a. The city should enhance and update its Internet home page.
 - b. The city should continue to provide information about city meetings and events through the *Courier* and other local publications.
 - c. The city should hold town meetings periodically to identify issues important to the residents of Manchester.

Parks/Trails Open Space

Goal: Manchester should enhance a balanced, city-wide parks and open space network.

1. Manchester should provide recreational opportunities through the use of a quality park and trail system.

- a. The Parks and Recreation Department should plan for a linked park and trail system throughout the city and connected to major institutions. The city should identify maintenance costs when acquiring parkland to ensure financial feasibility and should seek funding from the Metro Parks District for the development of a trail system.
 - b. The city should work with MoDOT to provide bike and pedestrian access across Manchester Road and Highway 141. This could include:
 - At-grade crossings
 - Safe haven islands
 - c. The city should provide park and open space equally in all quadrants of the City.
 - d. The city should look for opportunities to acquire additional acres needed for neighborhood parks.
2. Manchester should preserve the natural environment and enhance the unique quality and character of the city.
 3. Manchester should take sufficient steps to build a community center to serve the leisure/recreational needs of the community.

Transportation

Goal: Manchester should improve its well-functioning local transportation system.

1. Manchester should improve the function and aesthetics of commercial corridors.
 - a. New development, redevelopment, and traffic improvements should be designed to discourage through traffic, minimize conflicts between parking and traffic movements, signalize intersections, and provide left-turn lanes where justified by traffic volumes and safety concerns.
 - b. The city should make street improvements to increase accessibility and reduce congestion throughout the city.

Developers should assist with these improvements when necessitated by new development or redevelopment.
- c. The city should strive for pedestrian-friendly enhancements to arterial corridors.
- d. Manchester should maintain a balanced transportation system that provides for the safe and efficient movement of vehicles and pedestrians and reinforces surrounding land development patterns.
- e. The city should support commercial development that is designed with coordinated access points, internal circulation, and parking.
- f. The city should explore opportunities for connections to regional mass transit.