

MANCHESTER

Strategic Plan 2030

Road map to Change



Mission:

The mission of Manchester is to build and nurture the community through the delivery of public services in a professional and responsible manner and ensure future prominence through economic development and investments in the youth.

Vision:

Manchester is small enough to know your neighbor and big enough to welcome new ones

Key Values:

Hometown: A vibrant and safe environment with small-town values and opportunities for all. We exhibit pride in our community through citizen involvement, integrity, heritage, and surrounding historical attractions

Belonging: Everyone has a role to play in making Manchester look good, feel good, and be a hometown for all.

Safe: A crime-free environment where all citizens and businesses feel valued, with appropriate police, fire, and EMT protection for the entire city and a safe water supply for consumption and use.

Trust: Citizens are confident that the city should always maintain transparency and professionalism.

Prosperity: Manchester has successful, happy citizens who have the opportunity to better themselves and their families, and it attracts and retains businesses to build a strong downtown.

Goals, Strategies, and Measurable Objectives:

Priority Area 1: Safety

Manchester is one of the safest communities in Georgia built on a foundation of trust, respect, and community partnerships

- **Enhance police and fire training (Police and Fire Depts)**
 - Modernize police equipment (i.e. Axon II)
 - Obtain PD certification in policing
 - Excellence in policing (Step 1)
 - Certified police agency (Step 2)
 - Implement police audit
 - Obtain FD certification as BLS (Basic life support)
 - Develop fire and police training plans
- **Increase citizen engagement with police and fire (Police and Fire Depts)**
 - Involve police and fire department in businesses, schools, and community events
 - Enhance community policing efforts
 - Create citizen academy
- **Expand partnerships (Police and Fire Depts)**
 - Work with community groups on beautification projects
 - Gang Task Force Partnership
 - Develop working relationship with The Meriwether School Board Gang Task Force Leader to address gang related problems within Manchester
 - Animal control partnership with county
 - Communicate more about partnership effort

Safety Measurable Objectives:

1. Increase the number of fire fighters and EMTs trained by 20% by 2025.
 2. Reduce the number of police department complaints by 20% by 2025.
 3. Establish baseline for use of force incidents by the police by 2025.
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Priority Area 2: Infrastructure

Manchester proves its small-town charm, characteristics, and history through strategic transportation and land use planning, economic development, and infrastructure management.

- **Develop master plans to drive economic development**
 - Conditions assessment (infrastructure) (City)
 - Renovate community building for events and adult education (City)
 - Prepare industrial park for potential buyers (clear trees, utilities) (MDA)
- **Continually improve public spaces (City)**
 - Routinely maintain weeds/grass in right-of-way and along sidewalks
 - Restore storm water drainage system including ditches
 - Update road signage
 - Refurbish sidewalks
 - Maintain access roads
 - Update city facilities (as reflected in approved 5-year CIP)
- **Revitalize historic properties**
 - Restore mill village district adding historic status (Land Bank)
 - Renovate mill property (MDA)
 - Update Manchester community building (City)
 - Update Rosenwald building (City)
- **Develop walkable infrastructure**
 - Build city park trail connecting mill and downtown (City)
 - Connected downtown and mountain springs development by trail (City)
- **Use the land bank to handle blighted properties (Land Bank)**
- **Provide safe sanitary living for all (City)**
 - Create water and sewer master plan
 - Use Rental Business License to ensure upkeep of rental properties

Infrastructure Measurable Objectives:

1. Decrease number of repeat complaints by 15% 2027.
2. Increase number of water and sewage customers by 10% 2030.
3. Reduce the number of blighted properties by 30% by 2027.

4. Create Redevelopment plan for mill area and mill village by 2030.

Priority Area 3: Recruit and Retain Businesses and People

Manchester will attract new residents, visitors, and businesses while retaining existing businesses and people to become a regional destination for trade, tourism, and living.

- **Revitalize the central business district (DDA)**
 - Implement Mainstreet program
 - Expand central business district
- **Strengthen tourism to Manchester (City, DDA, MDA)**
 - Leverage and expand cultural partnerships (i.e. President's Theatre) to enhance city events
 - Define city events and coordinate execution through city event committee
 - Create tourist destination locations
 - Fairground property to park (investigate brownfield grants)
 - Develop 18-acre site for sports complex (i.e. pickleball)
- **Improve and maintain city aesthetics (City)**
 - Leaf and limb pickup
 - Improve infrastructure at convenience center for trash to make it customer friendly
 - Expand recycling program
- **Attract additional businesses**
 - Recruit and incentivize a new grocery store (MDA)
 - Recruit and incentivize new restaurants and retail in downtown district (DDA)
 - Create space for maker's/small business incubator (Dream it and do it center) (TBD)
- **Attract and create new jobs**
 - Attract companies with under 100 employees (MDA)
 - Develop process for onboarding new businesses (MDA, DDA)
 - Expand existing businesses (MDA)
- **Develop strategy to address homelessness (City)**

Business & People Measurable Objectives

1. Increase and improve outdoor parks and green space by 30% over 5 years.
2. Increase the number of downtown building renovations by 15 by 2030.
3. Increase number of new downtown businesses by 2 per year by 2030.
4. Increase the number of businesses by 15 through incubator program by 2030.
5. Increase the number of new single-family homes in new neighborhoods by 15 per year through 2030.

6. Increase the number of single-family homes in existing neighborhoods by 15 per year through 2030.
 7. Increase the number of restaurants by 1 per year through 2030.
 8. Decrease the number of blighted houses by 40 per year either through demo or rehabilitation.
 9. Increase employment by 50 jobs per year through 2030.
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Priority Area 4: City Service Excellence (City)

Improve delivery of city services by enhancing processes resulting in organizational excellence.

- **Improve and centralize communication (City)**
 - City departments, authorities, and boards all working cohesively
 - i. Texting system with Utility bills
 - ii. My Senior Center
 - iii. Civic Rec
- **Modernize planning and zoning systems (City)**
 - Review and standardize zoning codes
 - i. Contract or designate city staff to redo/update Manchester's zoning map ordinances
 - Conduct zoning audit
 - Enhance outreach and education program on IPMC and code enforcement program
 - New sign ordinance
- **Digitize city processes (City)**
 - Modernize business processes
 - Continue newsletters online/digital
 - Use fillable PDFs and QR code updates
 - Develop user-friendly website (frequently updated)
 - Hold periodic listening Q&A sessions in person or online
- **Expand tax base (City, MDA, DDA)**
 - Hire grant writer
 - Rebuild residential, industrial, and commercial sectors
- **Improve employee recruitment and retention (City)**
 - Improve onboarding and training of employees
 - Provide advanced training and professional development
 - Employee input process
 - Employee recognition

City of Manchester Strategic Plan 2030

- Review pay and benefit package including cost of living adjustments annually
- Implement city intern program with college and high school students

City Services Measurable Objectives

1. Establish number of city of Manchester jobs posted annually by 2026.
 2. Establish number of staff attending training by 2026.
 3. Increase number of grants applied for to 10 each year through 2030.
 4. Increase amount of grant money received by 25% by 2030.
 5. Establish baseline for number of members of the public attending events by 2026.
 6. Increase number of city website clicks by 20% per year through 2030.
 7. Establish a baseline for number of properties zoned correctly by 2027.
 8. Establish a baseline for the number of ordinances updated to encourage growth by 2027.
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Priority Area 5: Family Support

Manchester supports families in the growth and development of our youth

- **Improve services for families (City, MDA, DDA, Police, Fire, Recreation)**
 - School system
 - Departments support programs for students (Get Meriwether reading; report card reviews; senior center programs; career day, reading, tutoring)
 - City council engaging with school events
 - Mental health education (Partnership with Pathways - CSB)
 - Develop multi-discipline approach and partnerships to address social, physical, and mental health issues with the goal of interrogating reoccurring cycle and making referrals to subject matter experts (Partnership with Pathways - CSB)
- **Expand youth programs (Recreation, City)**
 - Coordinate with school board on gang taskforce
 - Support the Huddle youth mentor program with middle school students
 - Evaluate and implement park recreational equipment for disabled individuals
- **Expansion of Recreation program beyond the big 3 sports (City)**

City of Manchester Strategic Plan 2030

- **Establish cooperative programs with youth and Seniors (City, Recreation, Senior Services)**
- **Expand engagement with seniors (City, Senior Services)**
- **Evaluate and establish base-line for need within the city of support groups for families with disabled individuals.**
- **Bring the Head Start Program to Manchester (City)**

Family Support Measurable Objectives:

1. Increase participation in senior programs by 15% by 2027.
 2. Increase participation of students in city reading programs by 10% by 2027.
 3. Establish a baseline to decrease the drop-out rate for youth participating in city programs.
 4. Bring the Head Start program back to Manchester by 2027.
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Evaluation of Strategic Plan

The Manchester Strategic Plan 2030 is a living document that is to be annually evaluated and altered to show finished projects and programs that must be adjusted to ensure success. The evaluation will be accomplished with input that is active and ongoing through the year to track direction and progress of each program item. Then a formal assessment will be made of the previous year's progress. The yearly evaluation will be conducted as follows:

- Quarterly updates of progress by City Department Heads
- Quarterly updates of progress by the City Manager
- Quarterly updates from key city boards and authorities
 - Planning & Zoning Board (Planning & Zoning Administrator)
 - Manchester Downtown Development Authority (DDA Council Seat)
 - Manchester Development Authority (MDA Council Seat)
- Master tracking of progress on centralized document (PERT chart)
- Yearly evaluation of Strategic Plan 2030 progress in May of each year
 - Evaluation of previous year progress
 - Closing Projects that are complete
 - Continuing or adjusting projects for the next year
 - Creating document of progress for previous year and focus projects for the next year.