



# Manchester

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## Strategic Growth Plan

# 2021



# OUTLINE OF THE PRESENTATION

**1 Acknowledgements**

**3 History/Profile**

**5 Community Engagement**

**7 Annexation**

**2 Timeline**

**4 Planning Process**

**6 Infill Development**

**8 Extraterritorial Zoning**

# Acknowledgements



## Planning Team

- Flavia Hauss
- Jack Johansen
- Nafisa Binti
- Parya Seif
- Shila de Morais



School of Planning  
and Public Affairs

Travis Kraus, Associate Professor  
Phuong Nguyen, Associate Professor  
Haifeng Qian, Associate Professor



**Manchester**

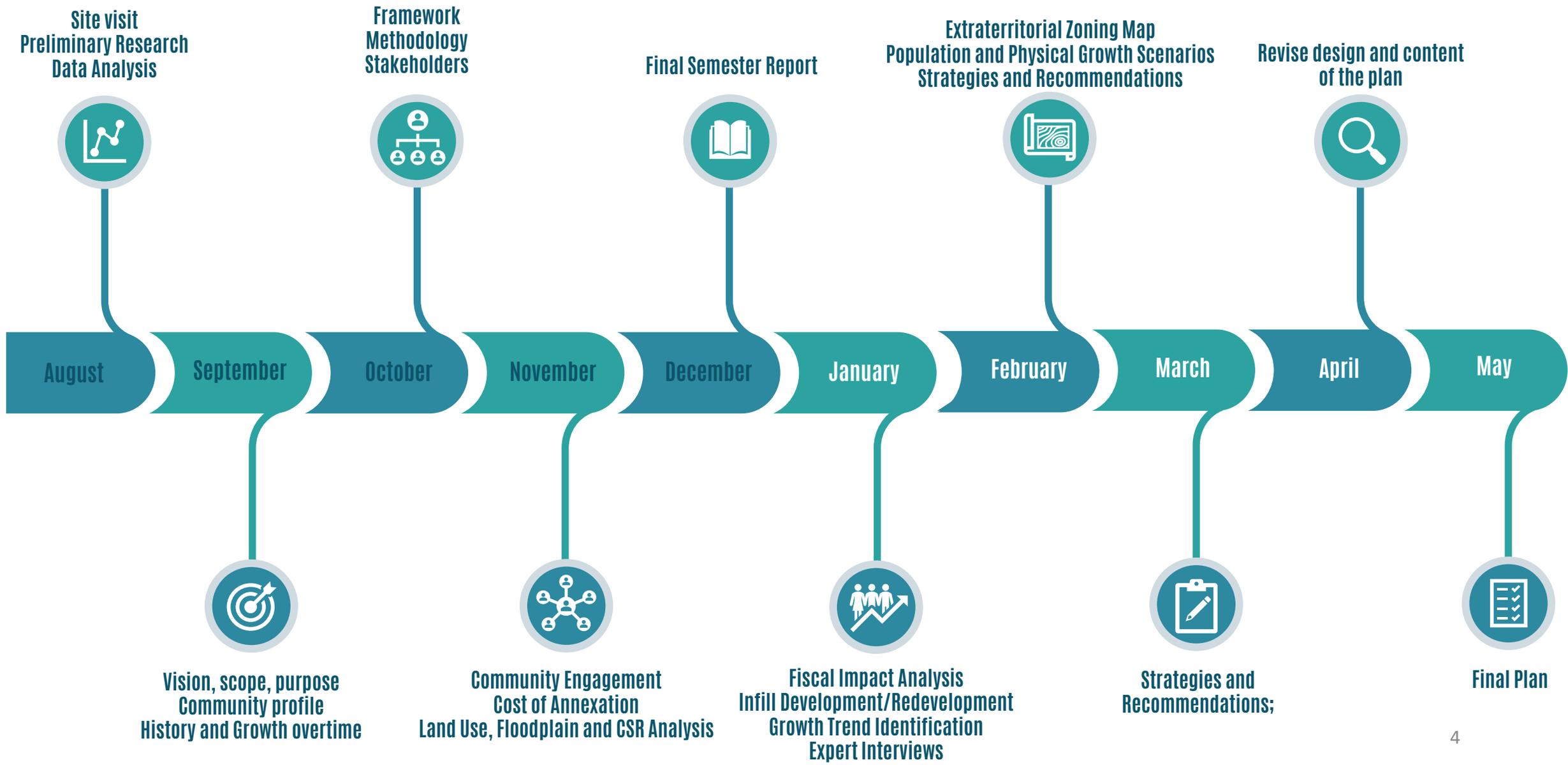
IOWA  
FAMILY. COMMUNITY. OPPORTUNITY.

Tim Vick, City Manager



Travis Kraus, Director

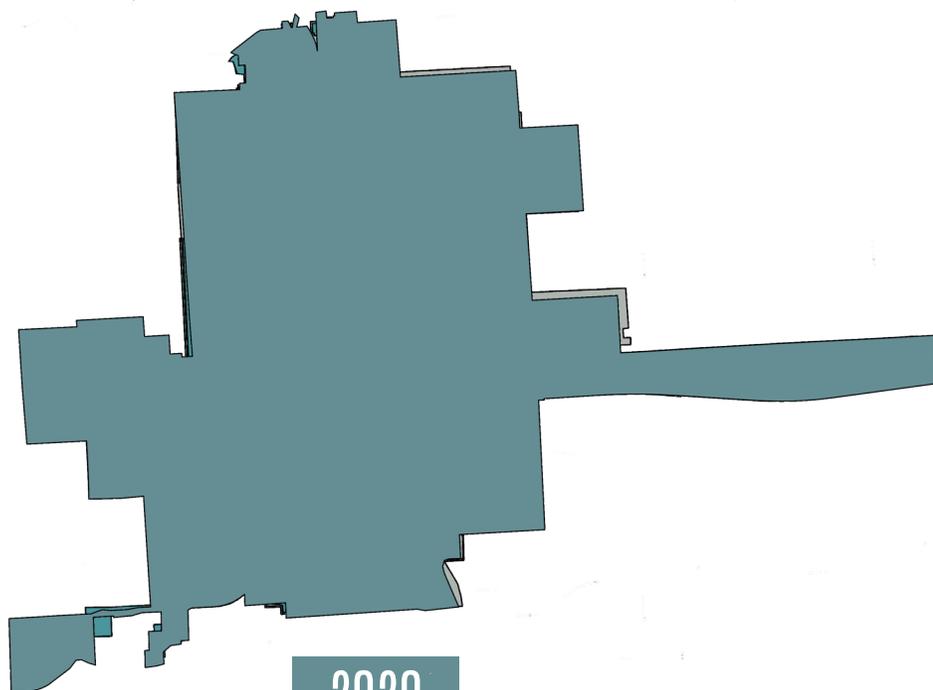
# Timeline



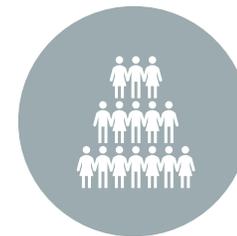
# Main Topics from Past Presentation



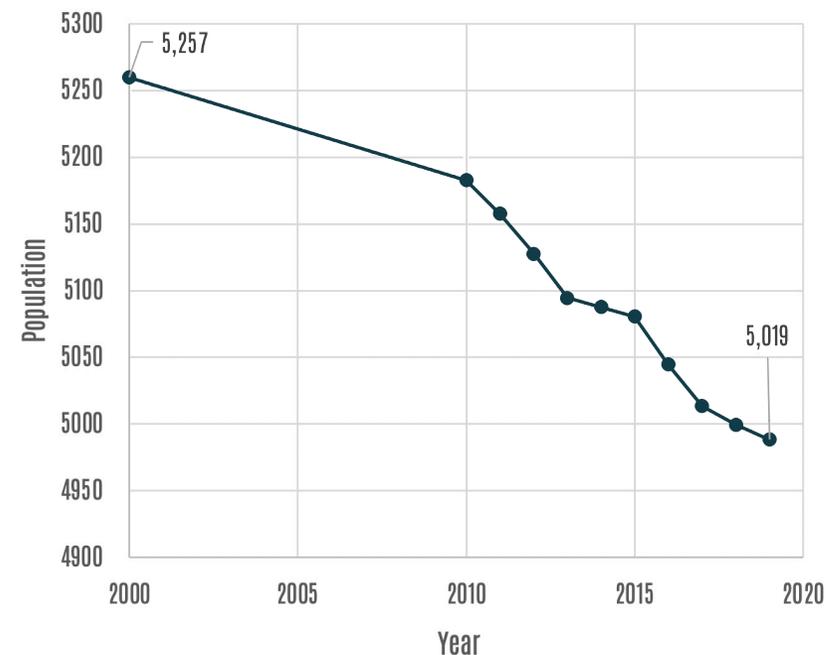
## History and Growth Patterns



2020



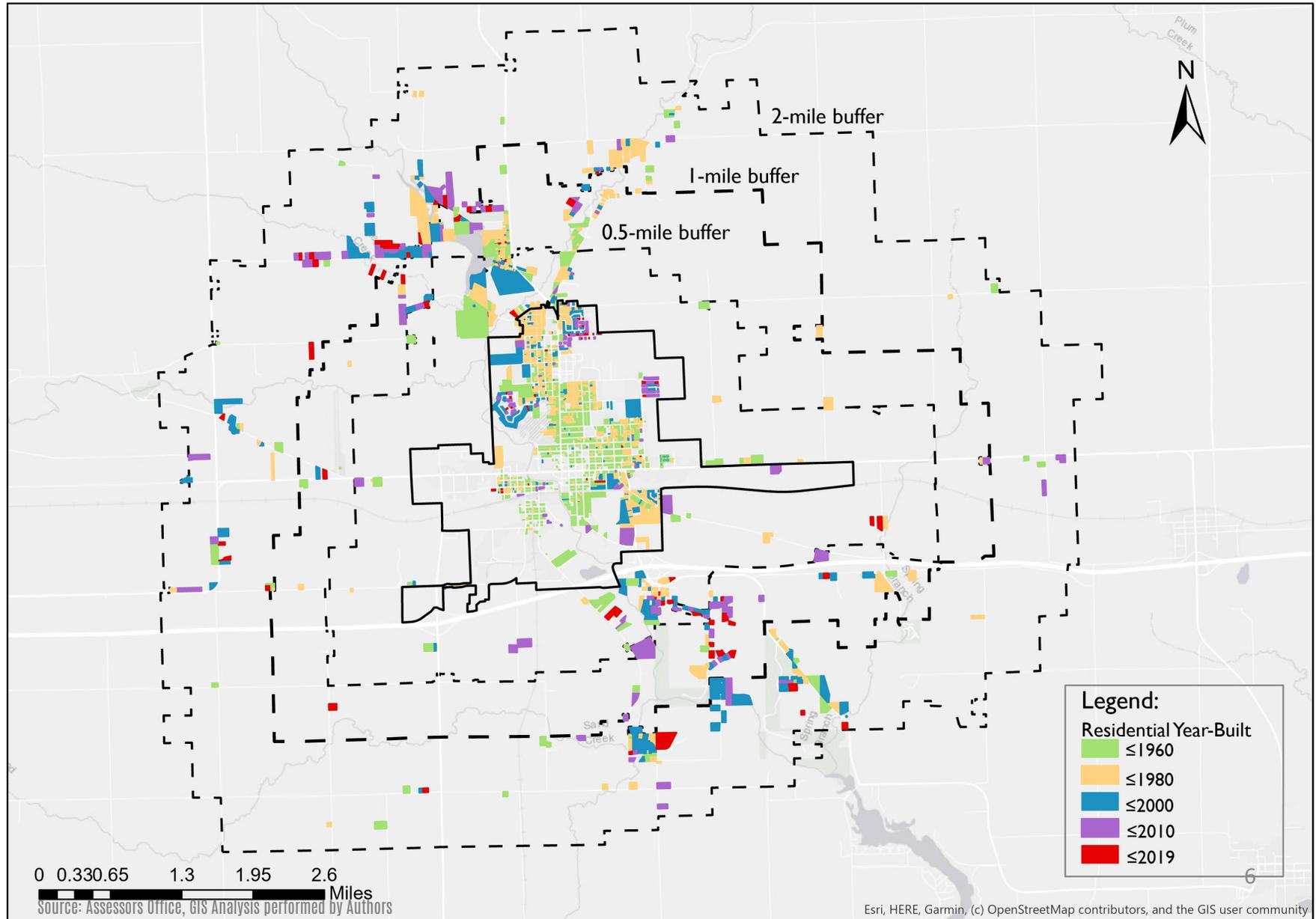
## Demographics



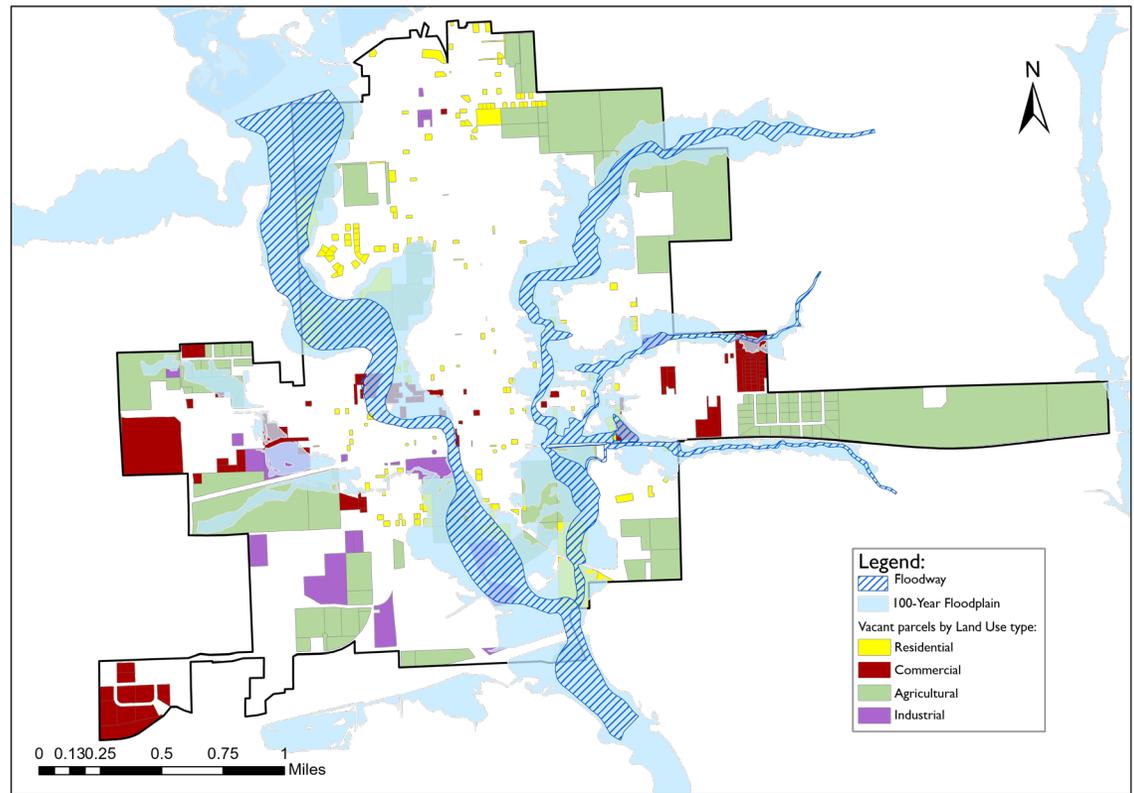
Manchester population from 2000-2019. Source: Census and ACS

## Manchester's population trend

- 92% of total housing stock was built before 2000
- Around 44% was built more than 70 years ago
- 7.6% of housing units were built in the last 20 years
- 32% of the total housing units outside of the city boundary were built after 2000



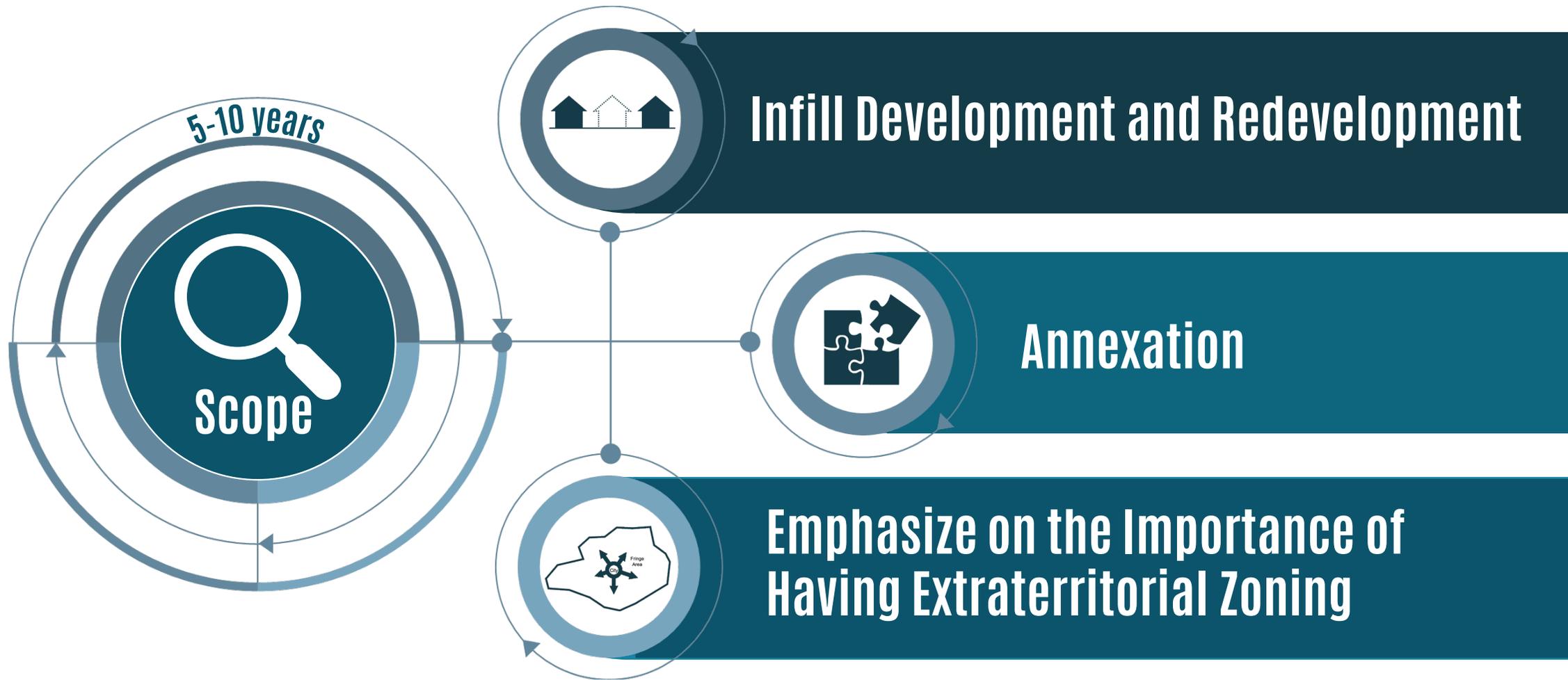
## 1 Parts of the available land within the city are not suitable for development

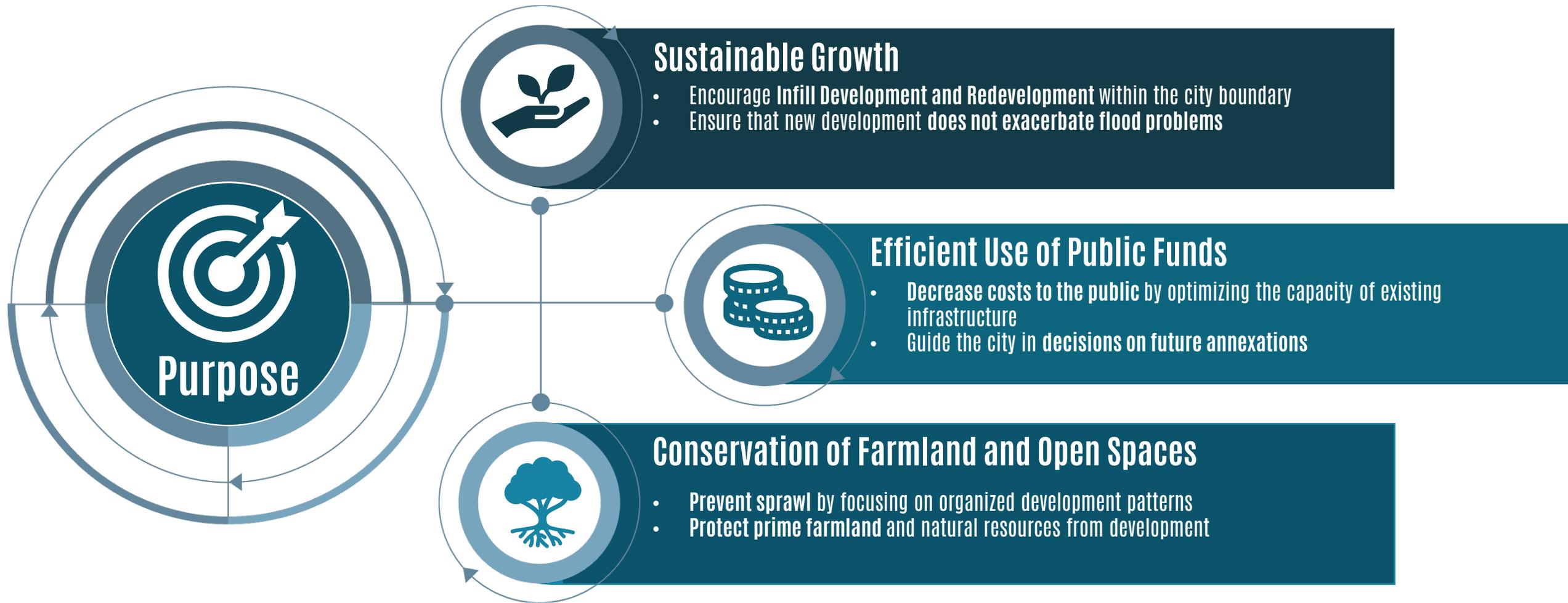


Source: Assessors Office, GIS Analysis performed by Authors

# VISION

Manchester provides ample opportunities for growth while optimizing land use and adhering to principles of sustainability.





# Methodology

## Strategic Planning

### 1 Gathering Initial Information



Site Visit



Past Planning Efforts



Iowa Law Documents

### 2 Public Engagement



Community Workshop



Survey



Website

### 3 Analysis



Spatial Analysis



SWOC Analysis



Fiscal Impact Analysis

### 4 Strategies and Actions



Infill Development



Annexation



Extraterritorial Zoning

# Community Engagement Methodology

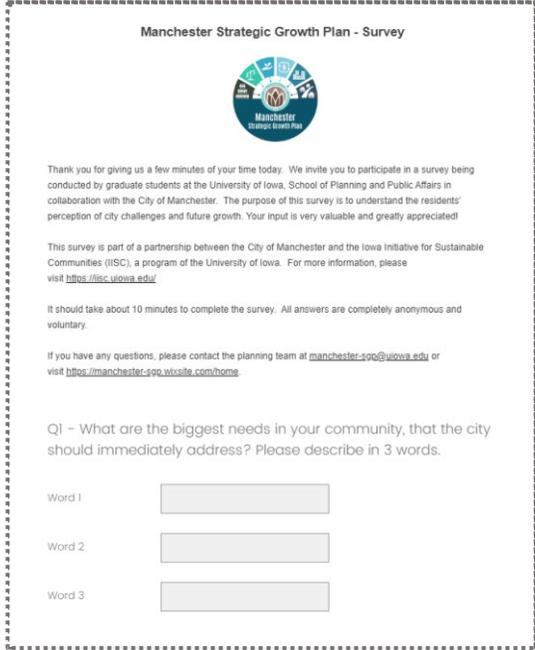
**1**  
Community Workshop

**2**  
Survey

**3**  
Website



Meeting with Manchester residents



Survey distributed to Manchester residents

4  
 5  
 More than 5

Survey distributed to half-mile buffer residents



Website created by Planning Team

# Community Workshop Advertisement

**Manchester Press**  
City holds workshop to discuss Manchester growth  
Nov 11, 2021

Sign up for weekly results  
THE DWAYN'S COLUMN  
Manchester Press  
Photo Gallery  
2021 FUTURE LEADERS  
2021 FUTURE LEADERS  
2021 FUTURE LEADERS

Press Release

**Manchester Strategic Growth Plan**  
Welcome!  
ABOUT THE PLAN  
WHAT WE DO  
PARTNERS  
JOIN THE PUBLIC WORKSHOP HERE

Website

MSGP Website



**Manchester What's New**  
Manchester Strategic Growth Plan  
Subscribe to Manchester What's New to receive a paper newsletter from the City of Manchester every week. You can also choose to receive a text message or email.  
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City's Website

**Manchester Strategic Growth Plan**  
The City of Manchester is partnering with the University of Iowa to develop a Strategic Growth Plan for the city. You are invited to join a public workshop with the planning team to help shape the future growth of Manchester.  
To register for the 90-minute virtual workshop, visit: [manchester-sgp.wisla.com/home](https://manchester-sgp.wisla.com/home)  
November 19th at 6:00 PM  
Manchester-sgp.wisla.com/home  
Highlights:  
Building community's future growth  
Interactive activities  
Join the workshop and get a chance to win one of the two \$25 gift cards. Any questions? Please contact the planning team at [manchester-sgp@wisla.com](mailto:manchester-sgp@wisla.com) or [manchester-sgp@wisla.com](mailto:manchester-sgp@wisla.com)

Personally distributed

Flyers

**Manchester Strategic Growth Plan**  
Join the planning team for a 90-minute virtual workshop  
Thursday, November 19th, 6:00 pm to 7:30 pm  
Workshop Highlights:  
Building community's future growth  
Interactive activities  
To register for the workshop go to: <https://manchester-sgp.wisla.com/home>  
Join the workshop and get a chance to win one of the two \$25 gift cards.  
Fayya Seif Focus Area: Land Use and Environmental Planning  
Nafisa Hussain Focus Area: Land Use and Environmental Planning  
Jack Johnson Focus Area: Land Use and Environmental Planning  
Nafisa Amini Focus Area: Transportation  
Shilo de Morais Focus Area: Housing and Community Development

Digital

**KMCH**  
Public Invited to Workshop to Discuss Manchester Growth  
Questions  
Tell us a little bit about who you are and what brings you here today?  
My name is Nafisa and I am doing a master's in urban and Regional Planning at The University of Iowa and currently I am a second-year student. Four classmates and I are working on a strategic plan that will help guide the growth of Manchester. I am here to invite the residents to participate on a virtual community engagement on Thursday, November 19.  
And what is the purpose of the plan you are working on?  
The purpose of the plan is to ensure efficient growth within Manchester and areas just outside the city boundaries. The plan continues past planning efforts and will serve as a roadmap for the city's future growth and development over the next 5-10 years. The public is encouraged to attend and let their vision for the city growth be heard.  
So, you mentioned that the workshop will take place on November 19, which is this Thursday, what time and where will it take place?  
The workshop will take place from 6:00pm-7:30pm virtually through Zoom. To register for the event, please visit the city's website. Workshop participants will have a chance to win Manchester Bucks to spend at local businesses.  
Could you tell us a bit more about how this project started?  
The event is made possible through a collaboration between the City of Manchester and the University of Iowa's Iowa Initiative for Sustainable Communities (IISC) program. Through IISC graduate students in the School of Planning & Public Affairs are assisting the City in the development of the plan over the course of the academic year.

# Community Workshop

## Purpose



**Community  
Needs**



**Perception of  
Manchester  
(highway 20)**



**Public Safety**



**Development  
Density  
Preferences**



**Importance of  
Diverse  
Population**



**Benefits of  
Living in  
Manchester**

# Community Engagement

## CONCLUSIONS

THE RESULTS FROM THE PUBLIC  
ENGAGEMENT INFORMED THE PLAN TO  
PURSUE THE FOLLOWING ACTIONS



Need for  
Housing/Affordable  
Housing



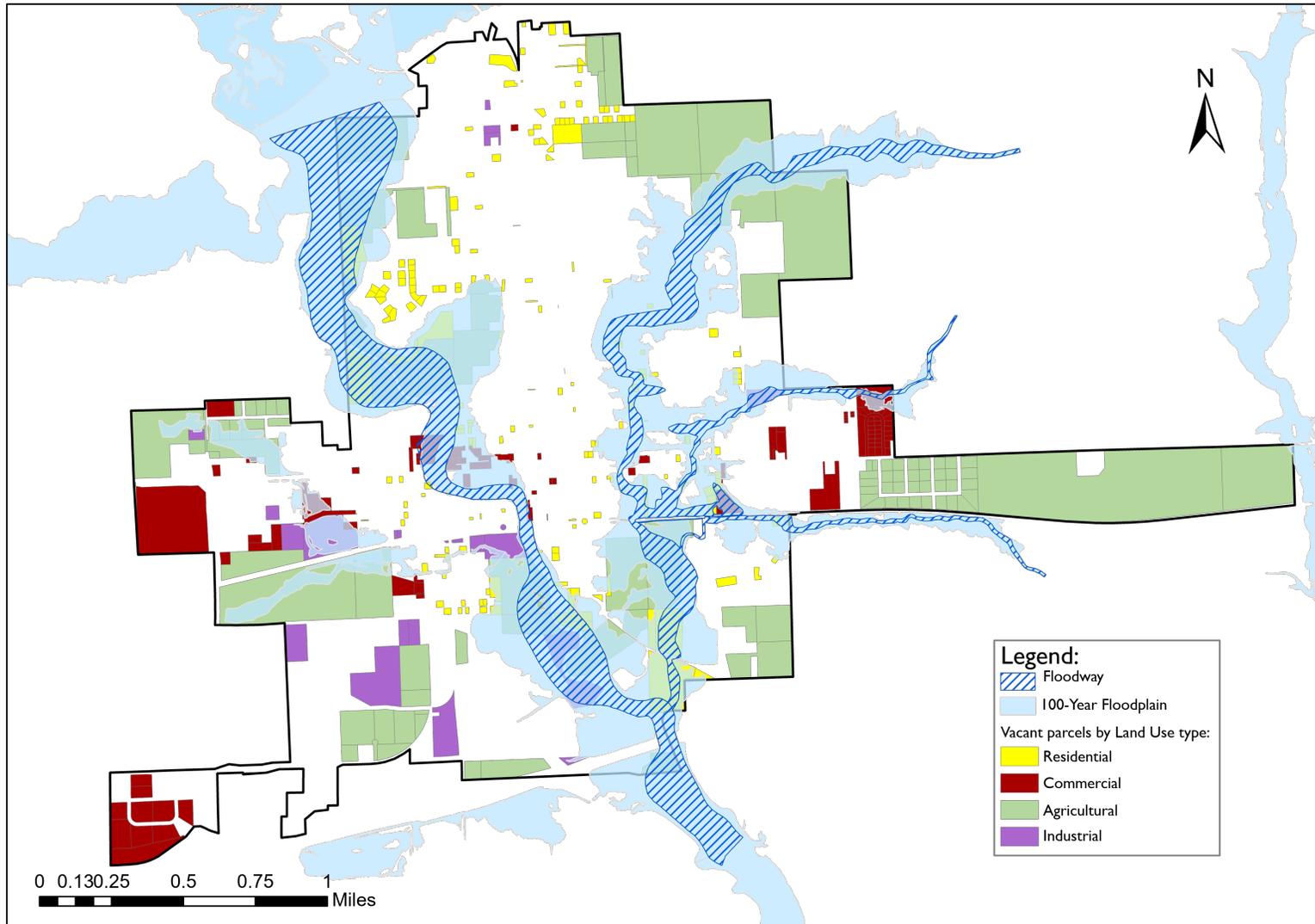
Higher Densities



Willingness to  
relocate from  
floodplains

# Infill Development

## PURPOSE



Source: Parcels located outside floodplain that are best suited for development

Identify Vacant and Suitable Lands

Accommodate Projected Housing Demand  
“Developing on vacant or under-used parcels within existing urban footprint”

Prevent New Developments in Floodway/Floodplain

Use Existing Infrastructure Efficiently

# Infill Development

## Projected Housing Demand Study



Existing housing  
need



Reduction in  
new building  
permits



Limited vacancy  
rates in senior  
housing



Need for  
affordable  
housing



Ability to pay for  
housing

General Occupancy  
Product Type

173

Age-Restricted  
Product Type

242

Projected Housing  
Demand

415

# Infill Development

## Structures Located Within The Floodway



Residential Structures Within Floodway

51

Total Housing Demand (Projected + For Relocation)

466

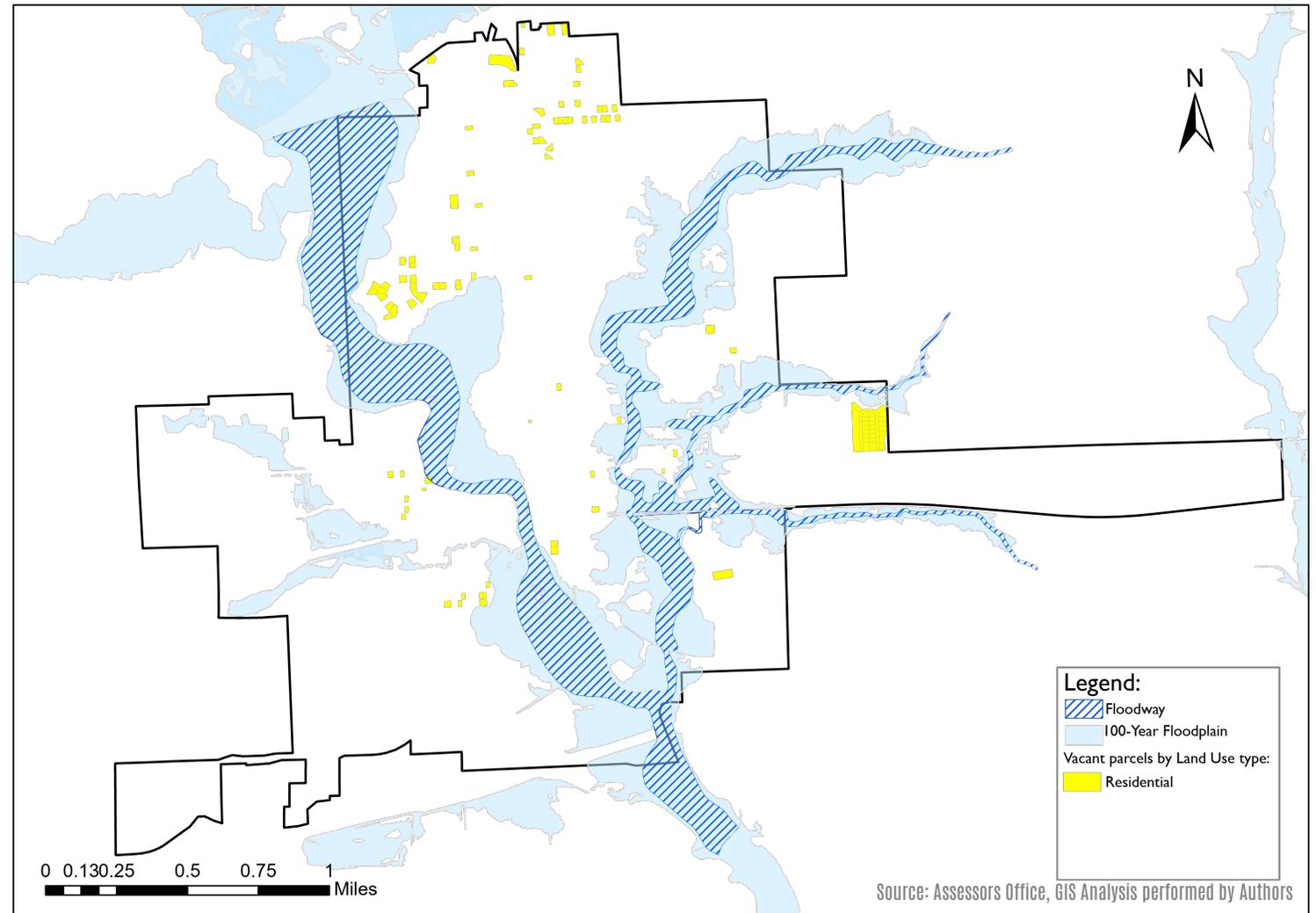
# Infill Development

## Suitable Lands For Residential Development

1. Manchester land use map used as a base of analysis
2. Overlay 100-year floodplain on the area of study
3. Removed parcels with built structures
4. Removed parcels completely within Floodplain
5. Filtered residential parcels with development potential

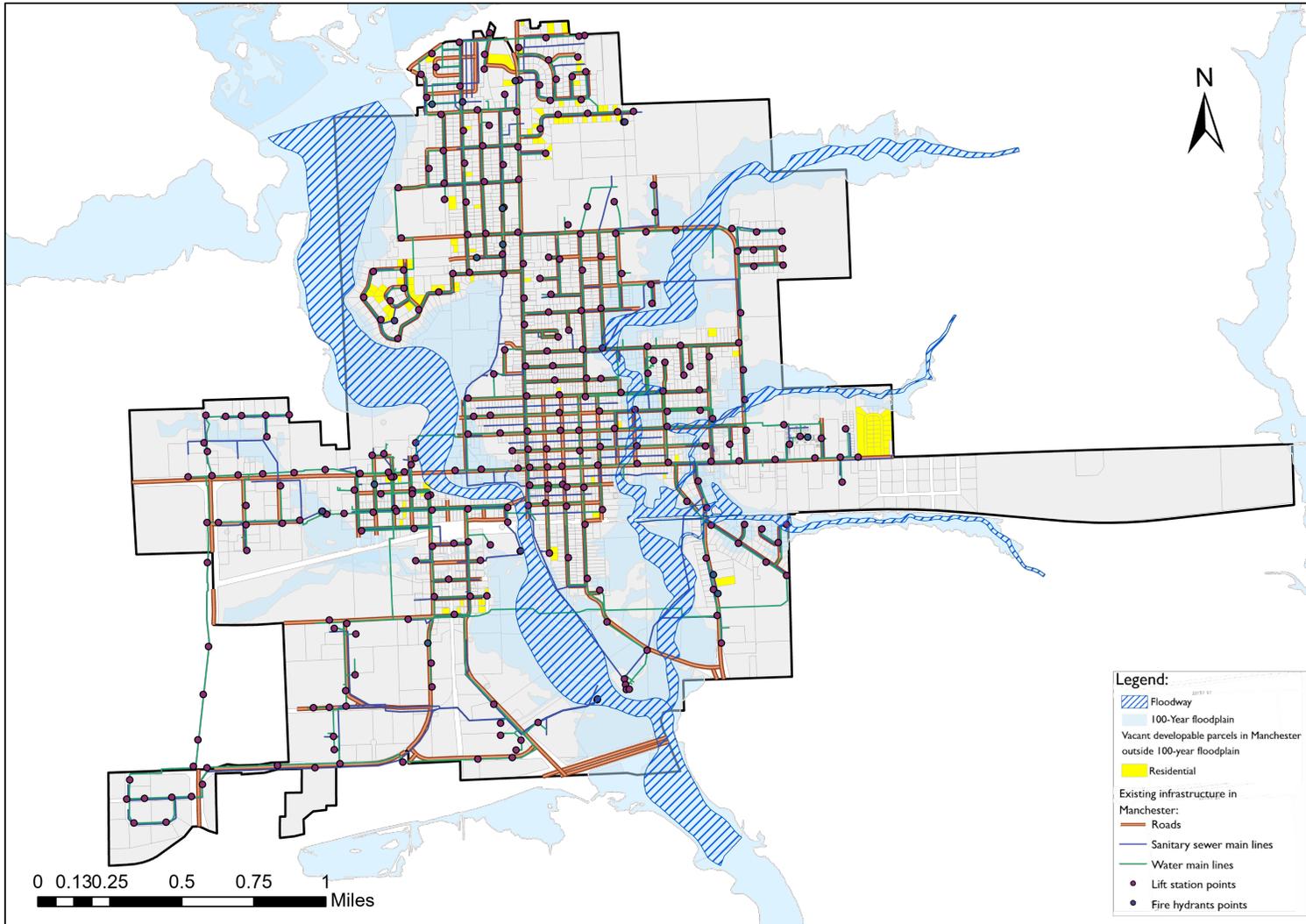
### Vacant Residential Parcels

110



# Infill Development

## Housing Shortage



Vacant Residential  
Parcels

110

Total Housing Units  
According To General  
Plan Density Range

158

Total Housing Demand  
(Projected + For Relocation)

466

Housing Shortage

308

Source: City of Manchester vacant lots and existing infrastructure

# Infill Development

## RECOMMENDATIONS



### Zoning Considerations

Min. Lot Size Reduction;  
Density Bonus, By Right  
Uses, Rezoning



Central Business District

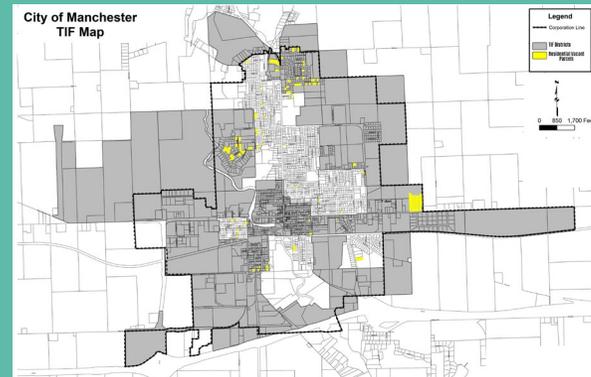


Fourplex Example



### Financial Assistance for Developers

Tax Increment  
Financing



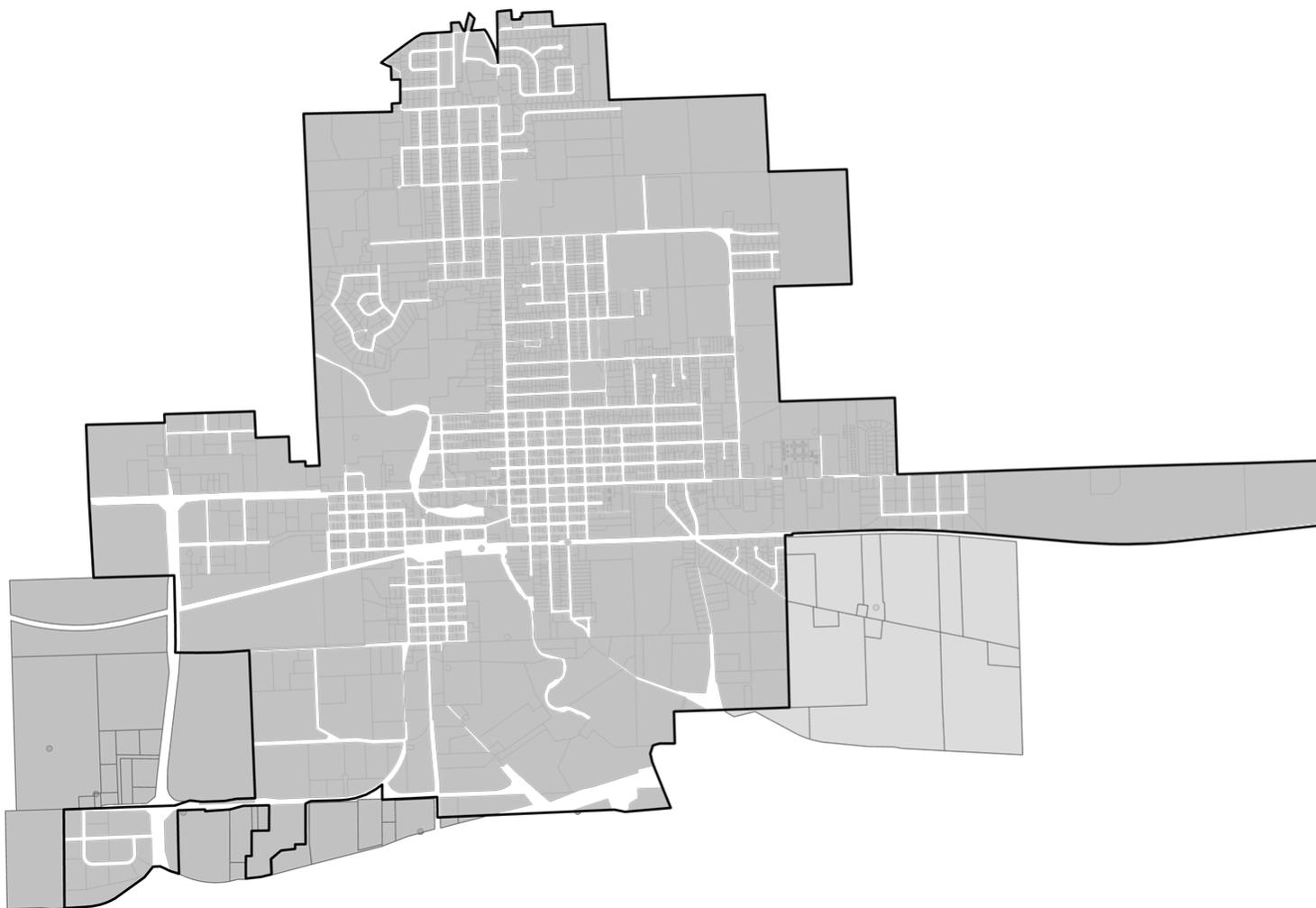
### Outreach Efforts

Housing Summit for  
Developers



# Annexation

## PURPOSE

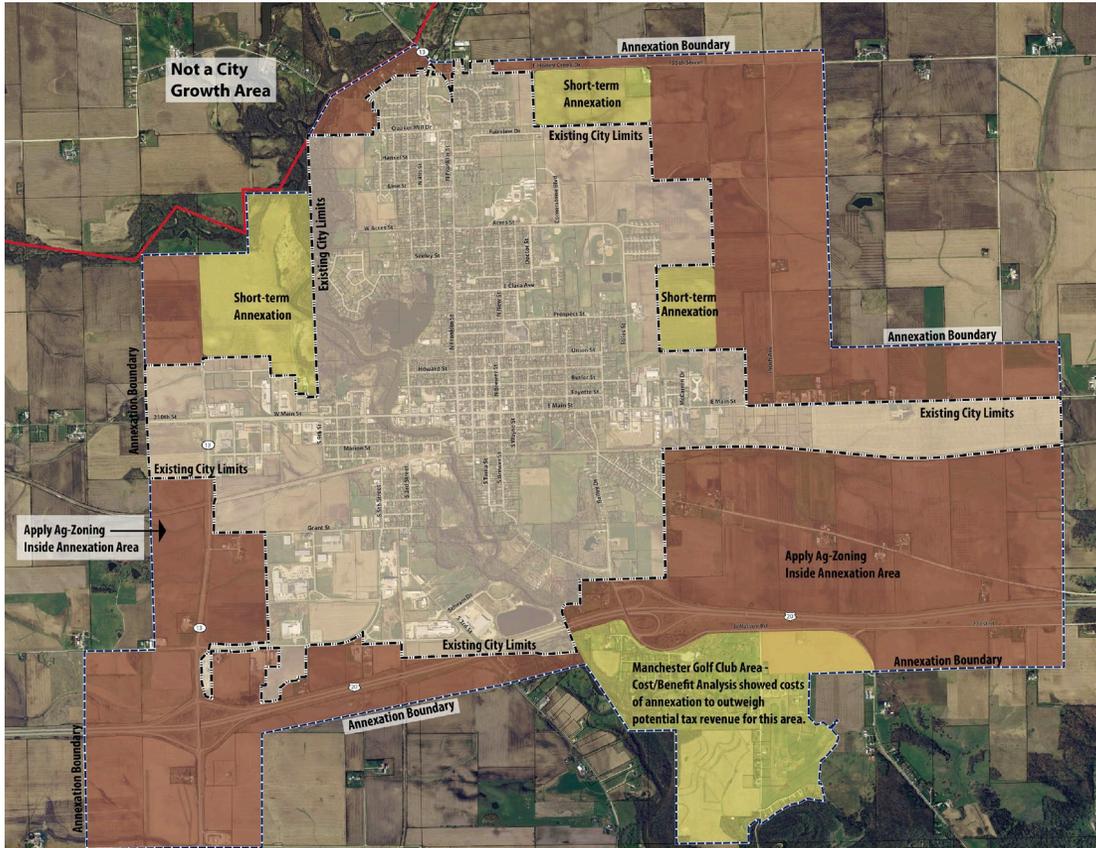


Help the City make informed decisions about future annexations

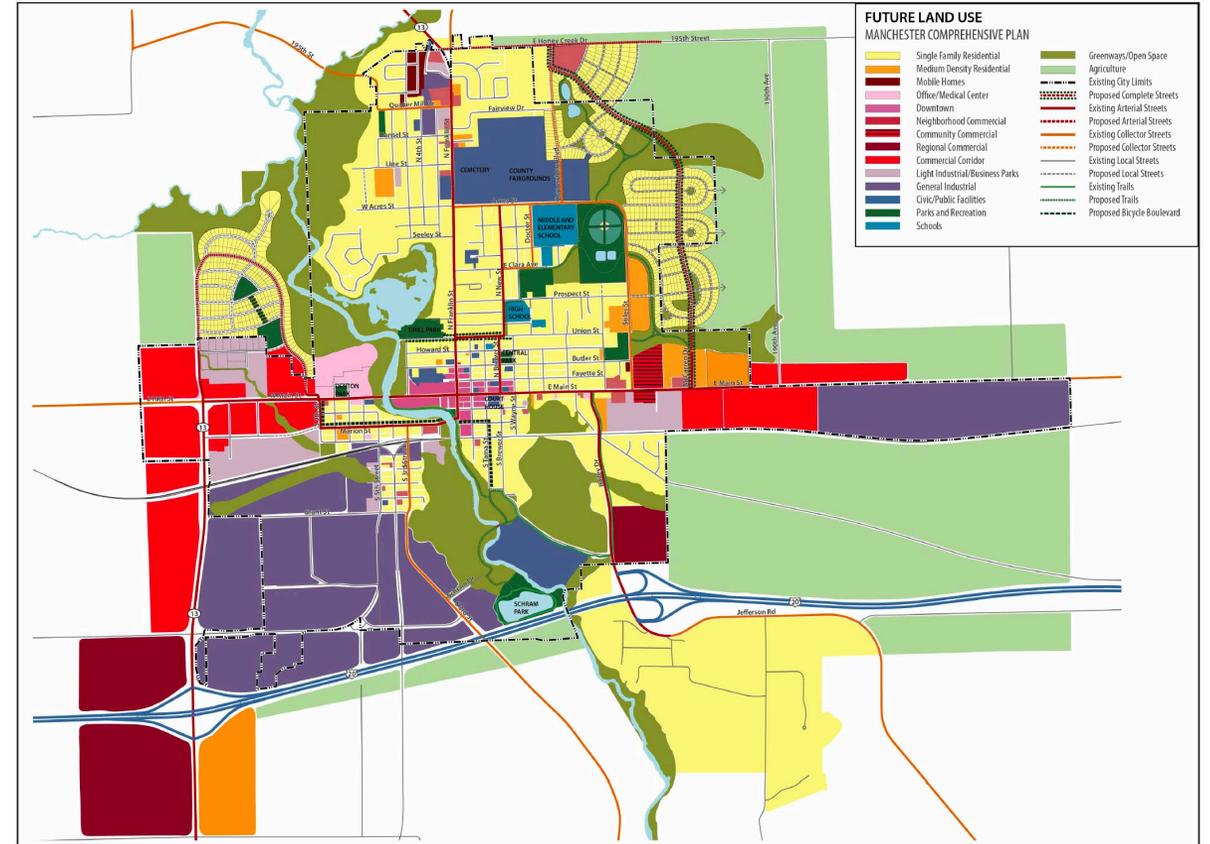


Economic feasibility of 2 annexation areas

# Annexation



Source: City of Manchester Comprehensive Plan 2012



Manchester's Comprehensive Plan identifies areas of annexation for the future growth of the city, and the respective Land Uses.

## Steps for Fiscal Impact Analysis

1

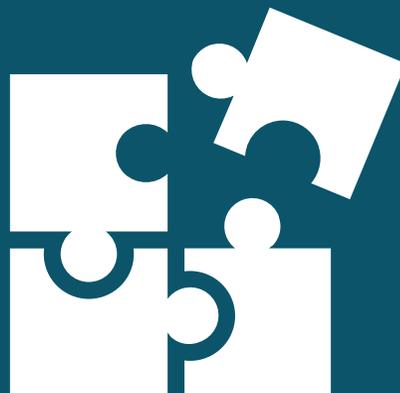
Define the annexation area's boundary and prepare maps of the study area

4

Determine the revenue of the annexation

2

Determine the types and acreage of the land parcels within the areas of annexation



5

Calculate the net present value of annexation

3

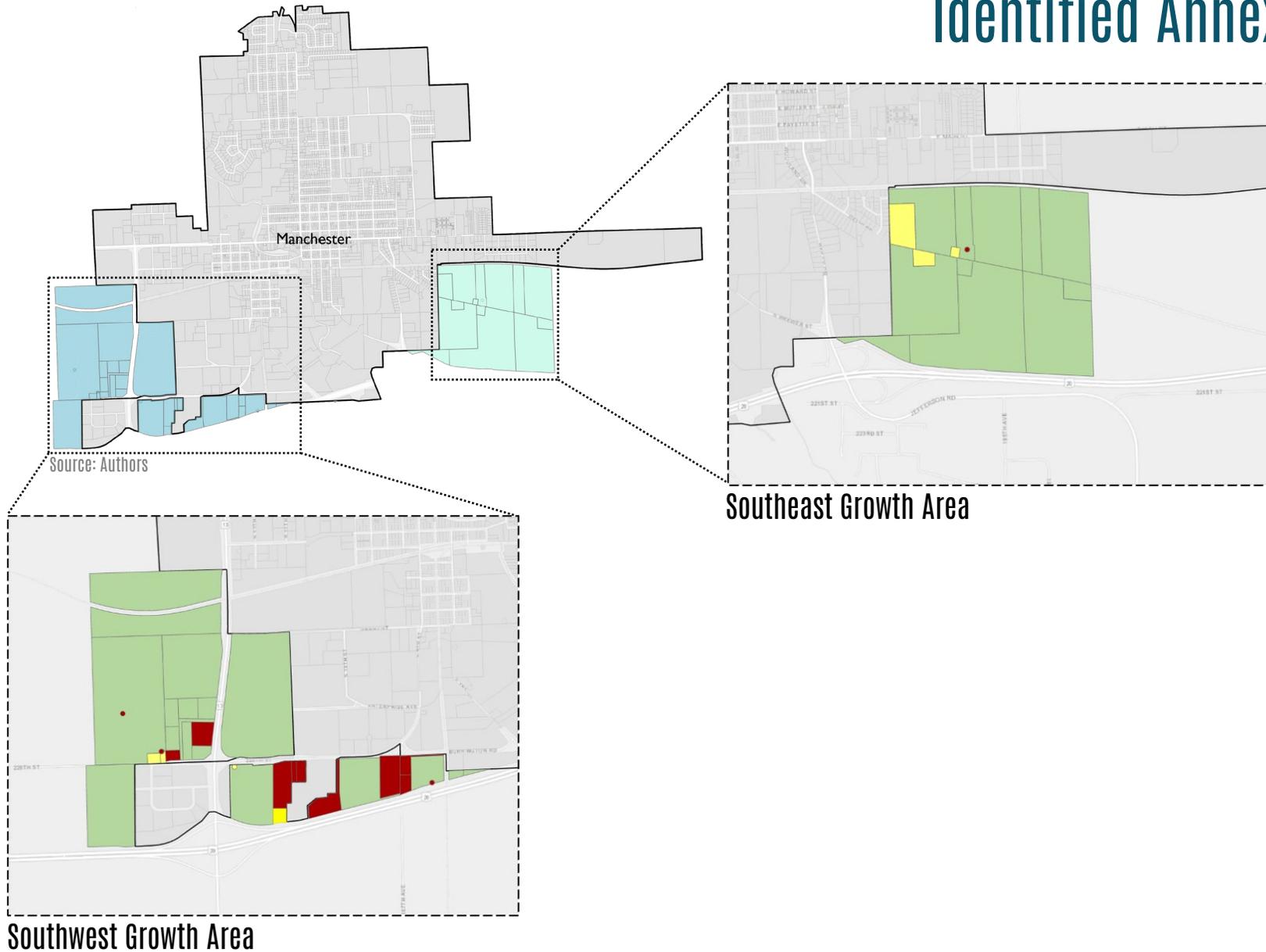
Determine the costs of the annexation

6

Determine the potential benefits and costs of the annexation

# Annexation

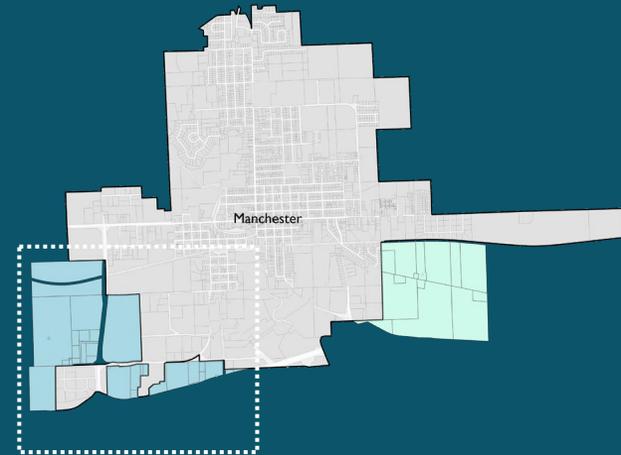
## Identified Annexation Areas



# Annexation

## Net Present Value

### Southwest Annexation Area



### With Provision of Tax Exemption in 10 Years

Southwest Growth Area	Capital	1	2	3	4	5	6	7	8	9	10
Cost	-\$38,072.57	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40
Benefits		\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38	\$122,595.38
Discounted costs	-\$38,072.57	\$147,615.09	\$144,720.68	\$141,883.02	\$139,101.00	\$136,373.53	\$133,699.54	\$131,077.98	\$128,507.82	\$125,988.06	\$123,517.71
Discounted benefits		\$120,191.55	\$117,834.85	\$115,524.36	\$113,259.18	\$111,038.41	\$108,861.19	\$106,726.66	\$104,633.98	\$102,582.33	\$100,570.91
Net present value	-\$38,072.57	-\$27,423.55	-\$26,885.83	-\$26,358.66	-\$25,841.82	-\$25,335.12	-\$24,838.35	-\$24,351.32	-\$23,873.85	-\$23,405.73	-\$22,946.80

**Total Net Present Value = - \$289,333.59**

### Without Provision of Tax Exemption in 10 Years

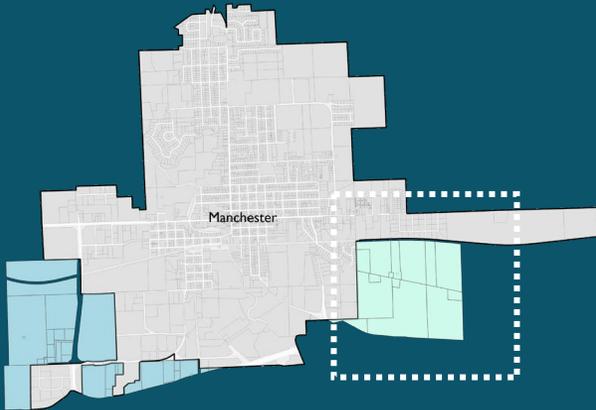
Southwest Growth Area	Capital	1	2	3	4	5	6	7	8	9	10
Cost	-\$38,072.57	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40	\$150,567.40
Benefits		\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23	\$163,323.23
Discounted costs	-\$38,072.57	\$147,615.09	\$144,720.68	\$141,883.02	\$139,101.00	\$136,373.53	\$133,699.54	\$131,077.98	\$128,507.82	\$125,988.06	\$123,517.71
Discounted benefits		\$160,120.81	\$156,981.19	\$153,903.12	\$150,885.42	\$147,926.88	\$145,026.35	\$142,182.70	\$139,394.80	\$136,661.57	\$133,981.93
Net present value	-\$38,072.57	\$12,505.72	\$12,260.51	\$12,020.10	\$11,784.42	\$11,553.35	\$11,326.81	\$11,104.72	\$10,886.98	\$10,673.51	\$10,464.22

**Total Net Present Value = \$76,507.76**

# Annexation

## Net Present Value

### Southeast Annexation Area



### With Provision of Tax Exemption in 10 Years

Southeast Growth Area	Capital	1	2	3	4	5	6	7	8	9	10
		Operating									
Cost	-\$21,552.18	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73
Benefits		\$49,547.19	\$49,547.19	\$51,837.44	\$51,837.44	\$54,127.69	\$54,127.69	\$56,417.95	\$56,417.95	\$58,708.20	\$58,708.20
Discounted costs	-\$21,552.18	\$85,527.18	\$83,850.18	\$82,206.06	\$80,594.18	\$79,013.90	\$77,464.61	\$75,945.69	\$74,456.56	\$72,996.63	\$71,565.32
Discounted benefits		\$48,575.68	\$47,623.21	\$48,847.58	\$47,889.78	\$49,025.12	\$48,063.84	\$49,115.22	\$48,152.18	\$49,124.40	\$48,161.17
Net present value	-\$21,552.18	-\$36,951.51	-\$36,226.97	-\$33,358.48	-\$32,704.39	-\$29,988.78	-\$29,400.76	-\$26,830.47	-\$26,304.38	-\$23,872.23	-\$23,404.15

**Total Net Present Value = - \$320,594.31**

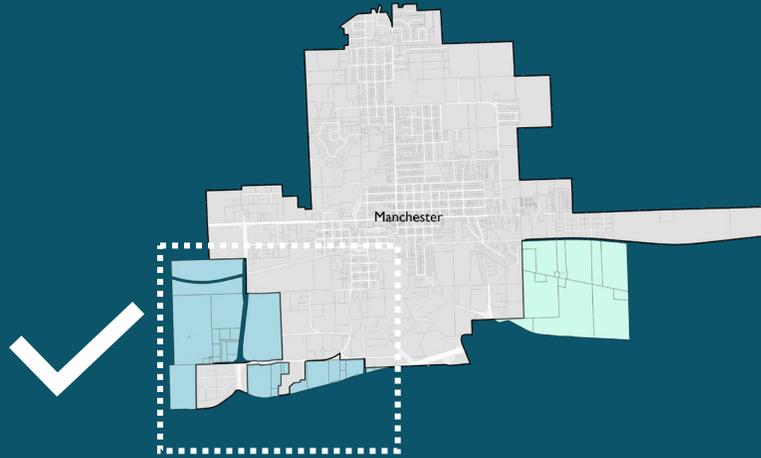
### Without Provision of Tax Exemption in 10 Years

Southeast Growth Area	Capital	1	2	3	4	5	6	7	8	9	10
		Operating									
Cost	-\$21,552.18	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73	\$87,237.73
Benefits		\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45	\$60,998.45
Discounted costs	-\$21,552.18	\$85,527.18	\$83,850.18	\$82,206.06	\$80,594.18	\$79,013.90	\$77,464.61	\$75,945.69	\$74,456.56	\$72,996.63	\$71,565.32
Discounted benefits		\$59,802.40	\$58,629.81	\$57,480.20	\$56,353.14	\$55,248.18	\$54,164.88	\$53,102.82	\$52,061.59	\$51,040.77	\$50,039.97
Net present value	-\$21,552.18	-\$25,724.78	-\$25,220.37	-\$24,725.86	-\$24,241.04	-\$23,765.72	-\$23,299.73	-\$22,842.87	-\$22,394.97	-\$21,955.85	-\$21,525.35

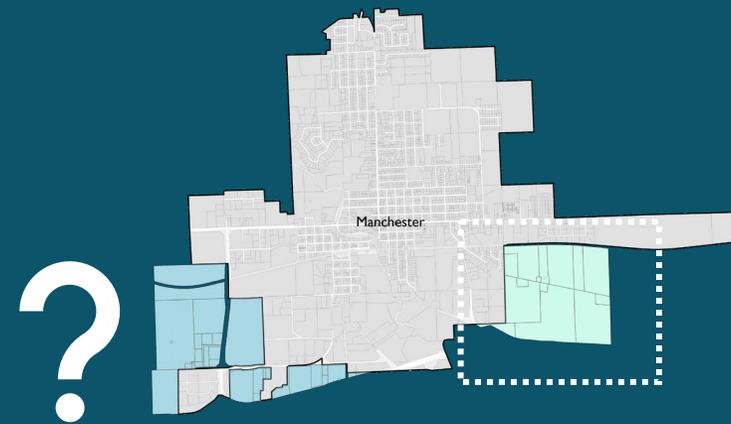
**Total Net Present Value = - \$257,248.72**

# Annexation

## Findings and Recommendations



**Manchester should prioritize annexation of the Southwest Growth Area**



**Annexation of the Southeast Area is not economically beneficial to the city (considering current land use and Future Land Use Map)**

### Importance of the application of Extraterritorial Zoning Map



Can help prevent unsuitable and disorganized development around Manchester (i.e. CAFOs, sprawl)



Can help preserve prime agricultural land and sensitive areas



Create a preliminary extraterritorial zoning map



Guide the implementation of Extraterritorial Zoning



Guide the City on the process of informing property owners

# EXTRATERRITORIAL ZONING

## Development Trend in Two-mile Buffer



75%



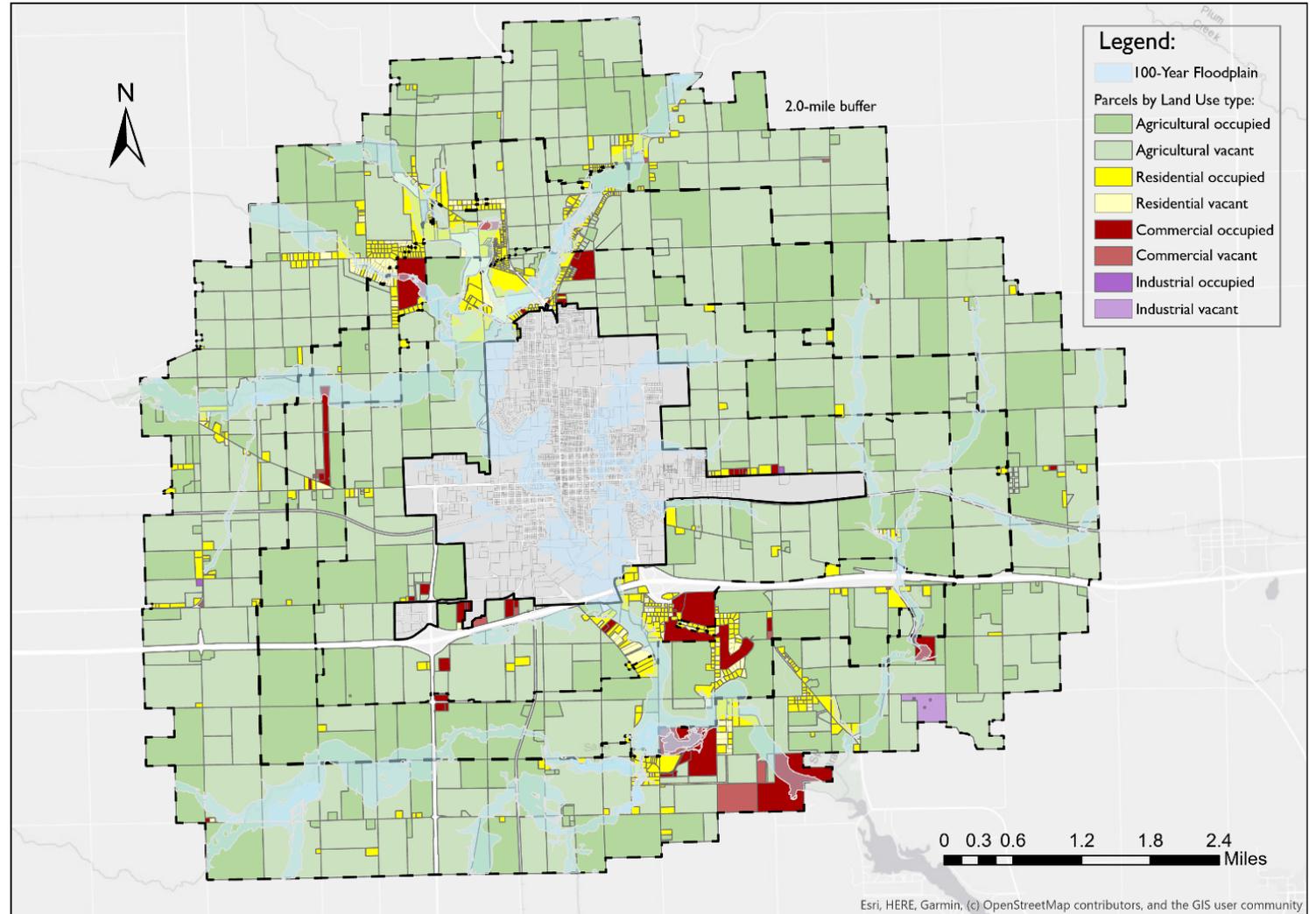
52%



66%



31%



# EXTRATERRITORIAL ZONING

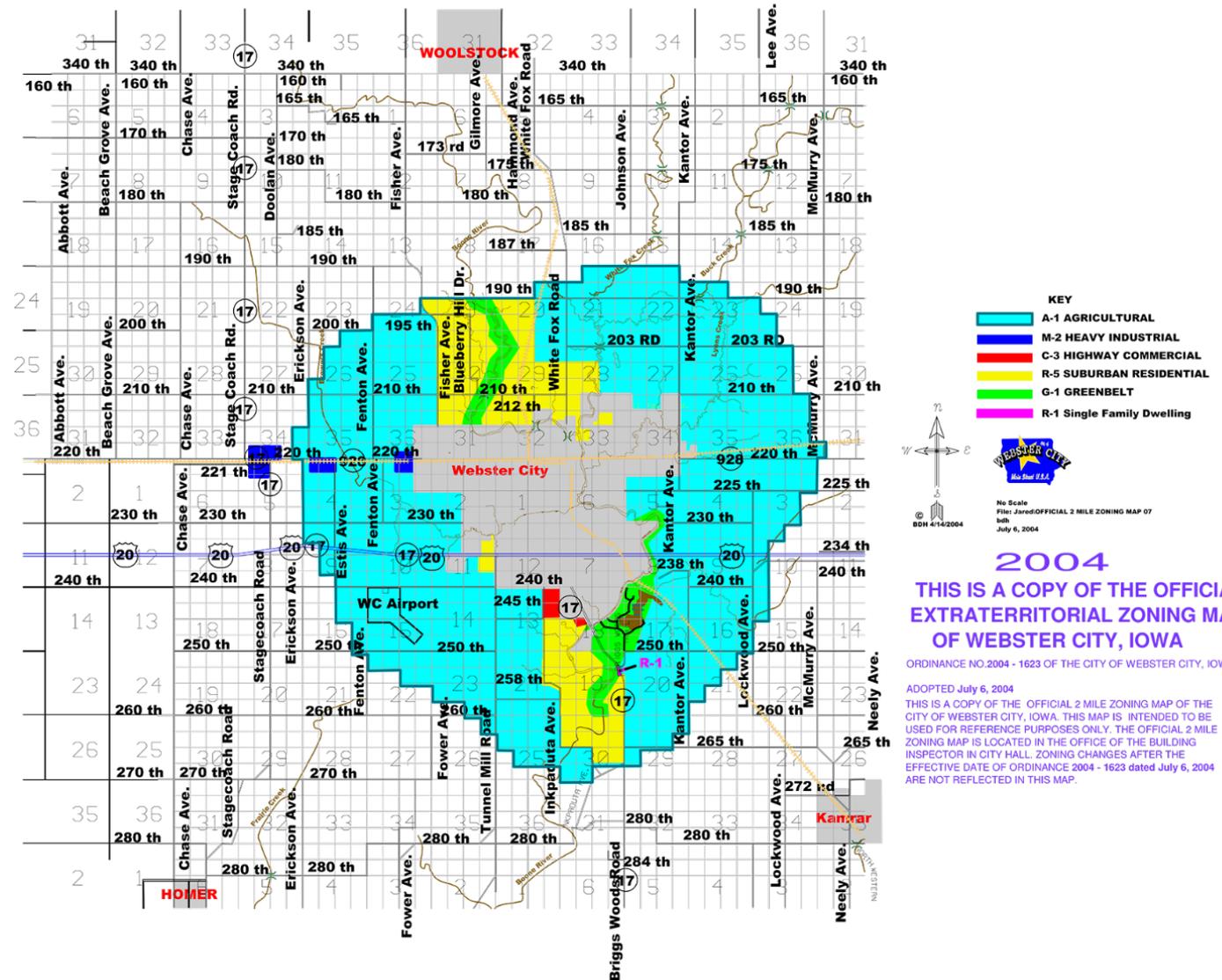
## Strategies and Recommendations from Peer Communities

### City of Dysart

1. Ordinance gives authority to regulate agricultural activities in or on the floodplains of any river or stream

### Webster City

1. A “greenbelt” was implemented to accommodate green space and flood water
2. Commercial feedlots, grain storage, and drying facilities are not allowed within the “greenbelts”



# EXTRATERRITORIAL ZONING

## Recommendations

1

Establish Extraterritorial Zoning Powers To Guide And Regulate Growth On The Periphery Of The City

2

Research The Feasibility Of The Adoption Of A Greenbelt District

# EXTRATERRITORIAL ZONING

## Guiding the Implementation of Extraterritorial Zoning



1. Confer with the County



2. Appoint New Board and Commission Members



3. Limits with Neighboring Cities for Extraterritorial Zoning



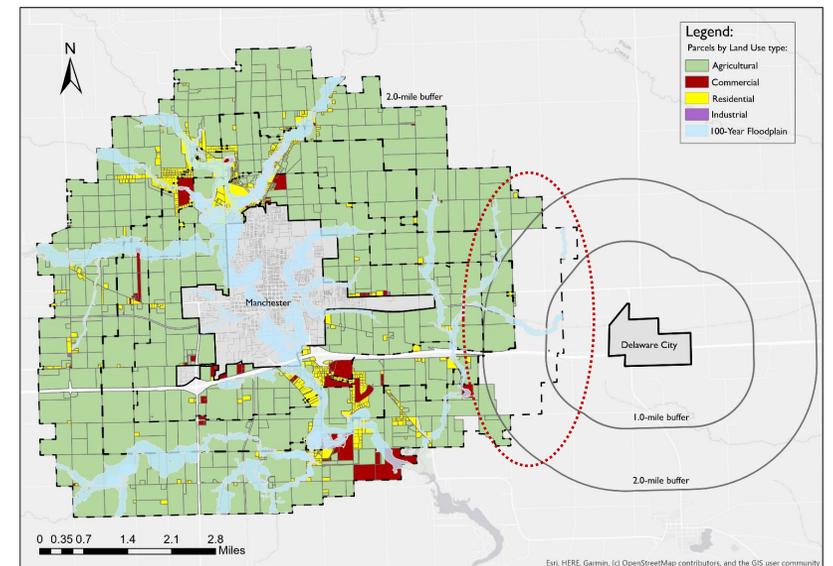
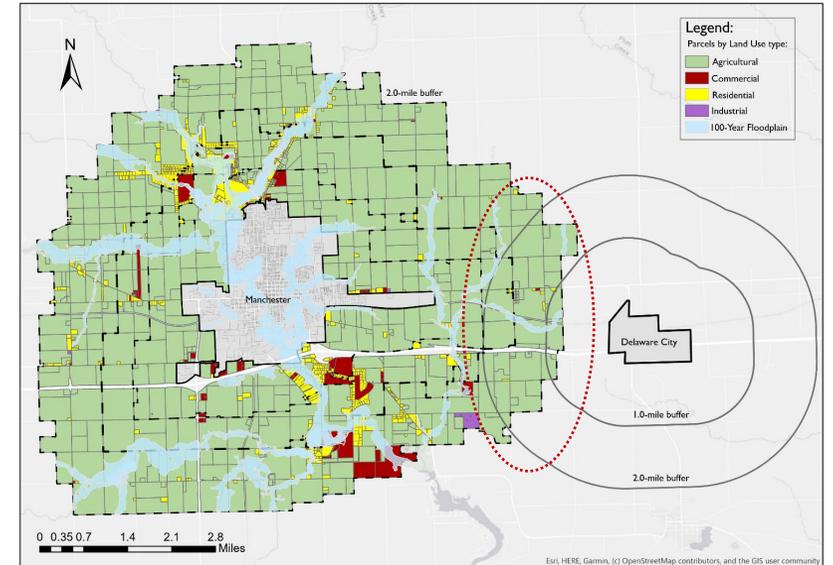
4. Draft an Ordinance for the Extraterritorial Zone and Update Maps



5. Give Notice to Affected Property Owners

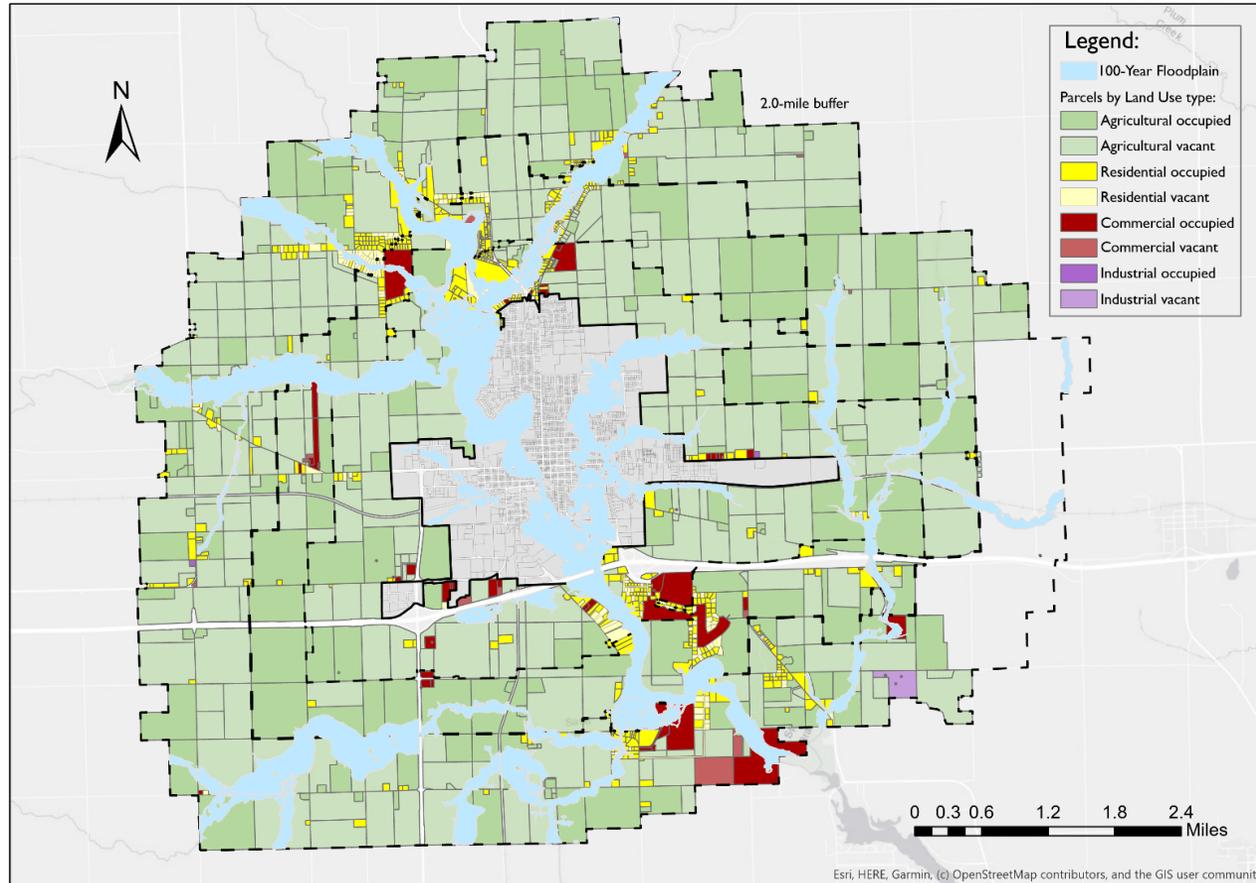
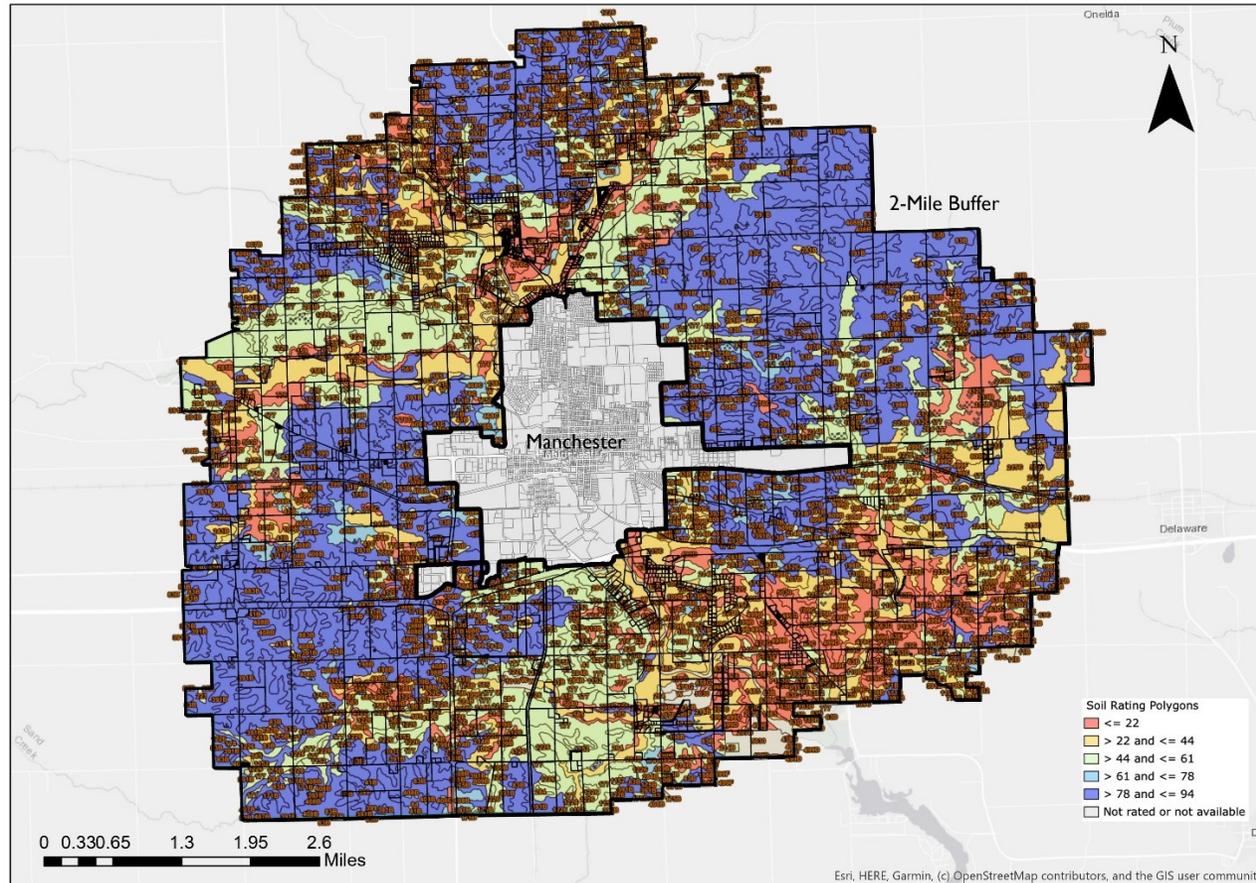


6. City Council Holds a Public Hearing and Passes the Ordinance



# EXTRATERRITORIAL ZONING

## Identification of Areas for Preservation from Development



Lands with High Corn Suitability Rating to identify preservable prime farmland/agricultural lands



100-year Floodplain to prevent developments on floodway and floodplain and mitigate flood hazards

# EXTRATERRITORIAL ZONING

## Developing the Future Zoning Map

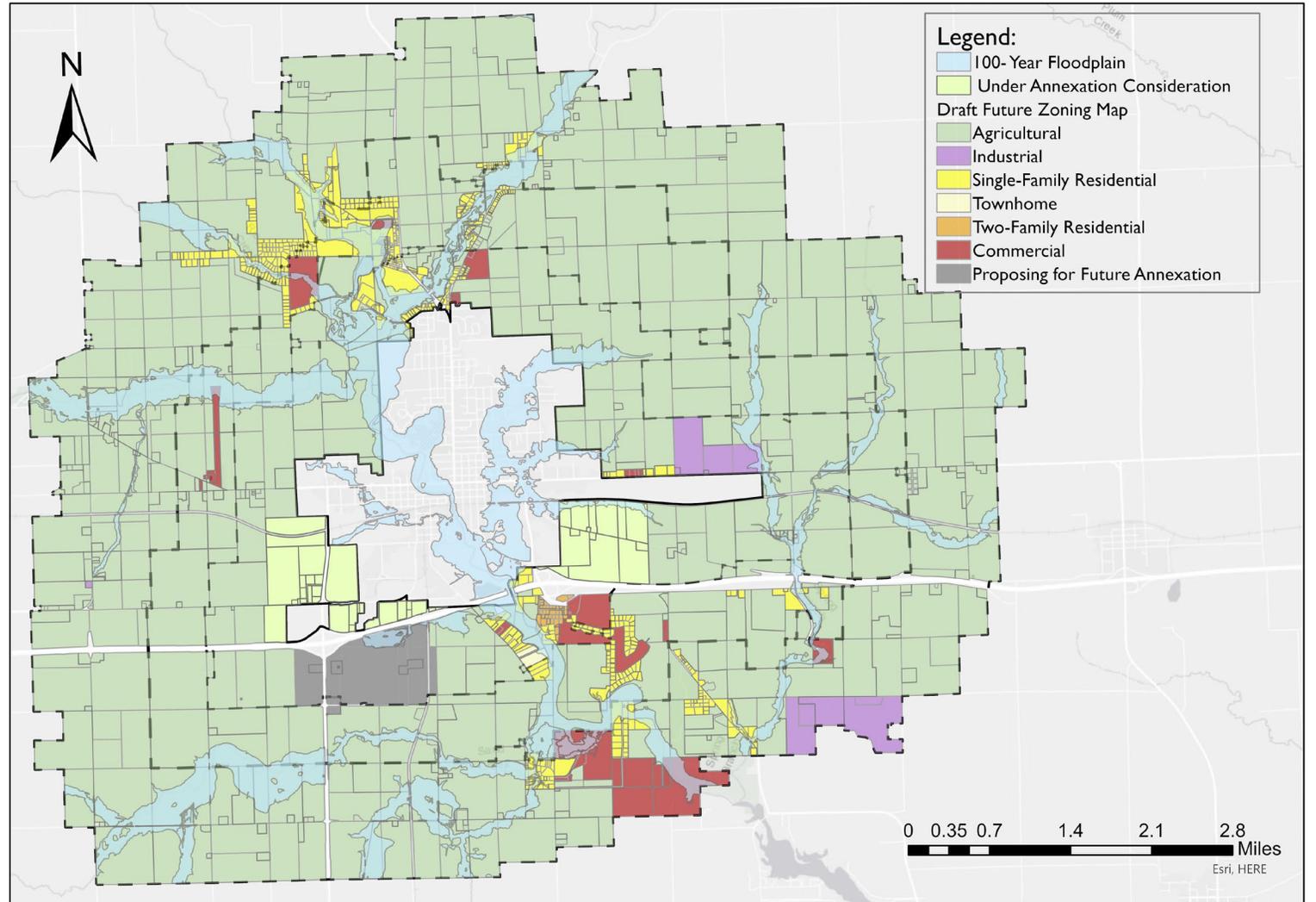


Proximity to the 100-year floodplain

Corn Suitability Rating

Proximity to fractured zones

Proximity to Manchester's city limits where there are more services



# THANK YOU



# Appendices



Recommendation	Objective	Strategies
<b>Zoning Considerations</b>		
<b>Reduction of Minimum Lot Sizes</b>	<ol style="list-style-type: none"> <li>1. Allow parcels that are currently below the minimum lot size allowed to conform to a regulatory framework</li> <li>2. Increase number of developable lands</li> </ol>	<ol style="list-style-type: none"> <li>1. Minimum lot sizes for town homes should reduce to 1,520sqft</li> <li>2. Duplex minimum lot sizes should reduce to as minimum as 4,500sqft</li> <li>3. Single-family houses minimum lot sizes should reduce to 3,000sqft*</li> </ol>
<b>Density Bonus</b>	<ol style="list-style-type: none"> <li>1. Increase number of affordable housing units</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer FAR bonus increases to developers in exchange for supply of affordable housing</li> </ol>
<b>By Right Uses</b>	<ol style="list-style-type: none"> <li>1. Increase number of diverse housing options in various locations</li> </ol>	<ol style="list-style-type: none"> <li>1. Incentivize developers to build mixed-used developments, in the CDB, with the maximum height permitted (3 stories or 50 feet). Could be combined with density bonuses.</li> <li>2. Incentivize construction of Accessory Dwelling Units' for residential purposes</li> </ol>
<b>Rezoning</b>	<ol style="list-style-type: none"> <li>1. Increase the number of housing by increasing density</li> </ol>	<ol style="list-style-type: none"> <li>1. Amend zoning map, according to Planning Teams' recommendations</li> </ol>
<b>Financial Assistance for Developers</b>		
<b>Land and Infrastructure Subsidy</b>	<ol style="list-style-type: none"> <li>1. Attract developers and spur new construction</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer land and give \$1,000 per unit built subsidy for infrastructure costs</li> </ol>
<b>Land Subsidy with Zoning Changes</b>	<ol style="list-style-type: none"> <li>1. Attract developers and spur new construction</li> <li>2. Increase number of housing units</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer land and give \$1,000 per unit built subsidy for infrastructure costs</li> <li>2. Introduce R-5 Zones in zoning map</li> <li>3. Provide land incentives for construction of multi-family housing in R-5 zones</li> </ol>
<b>Tax Increment Financing (TIF)</b>	<ol style="list-style-type: none"> <li>1. Attract developers and spur new construction</li> <li>2. Increase investment in blighted areas</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritize new development to vacant lands that fall within TIF districts</li> <li>2. expedite TIF documentation for developers</li> </ol>
<b>Outreach Efforts</b>		
<b>Housing Summit for Developers</b>	<ol style="list-style-type: none"> <li>1. Share information with housing agencies, businesses, and investors, about City's interest in new developments</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct yearly housing summits with information about the housing market in Manchester to inform about City's housing goals, existing programs and incentives that may attract developers</li> </ol>

# Annexation

## Potential Benefits of Annexation to the City



Creates a mechanism that allows for accommodating future growth



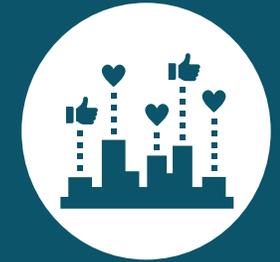
Allows the city to plan for providing public services



Can guarantee that the city gets compensated for the services it provides



Allows the city to provide enough residential, commercial, industrial opportunities for future residents



Allows city to be able to concentrate development in desirable areas



Prevent urban sprawl by encouraging development in urban areas where adequate public facilities already exist



Can decrease the level of the underdeveloped area and prevent development



Can prevent development on unsuitable lands such as those lying in a floodplain or agricultural land with a high Corn Suitability Rating



Has the potential to improve the city revenue since it would increase the tax base for the community



Prevents incompatible uses adjacent to the residential areas within the city

# EXTRATERRITORIAL ZONING

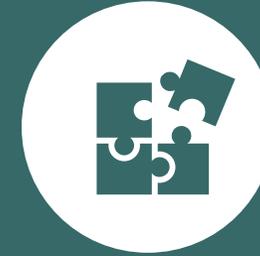
## Additional Recommendations



**Convincing Property Owners In The Two-mile Buffer Area To Make Restrictive Covenants**



**Fringe Area Agreements with Delaware County**



**Involuntary Annexation, if Necessary, for Public Purpose**