

Kitsap County
Manchester Community Conversations
Summary Report
June 3, 2019



PROJECT OVERVIEW

In July 2018, the Kitsap County Department of Community Development launched a community engagement pilot project in the Manchester community. The project aim was twofold. First, the Department was interested in testing new engagement methods to identify a consistent approach for conducting community conversations with people that live, work, and play in Manchester. Second, the project was designed to reach a broad cross-section of the community to identify valued community assets and perceived issues facing Manchester. The Department selected Manchester because it is one of eight communities with a neighborhood or subarea plan that is required to be updated every 8-years by state law. The Department also received numerous requests from landowners to review the local development regulations.

Information collected by the pilot project will help to inform future community planning in the Manchester area. In addition, Kitsap County strives to ensure *“early and continuous”* community engagement in the development and amendment of neighborhood and subarea plans and development regulations. This pilot project was designed in a way that will allow it to be repeated in other local communities and provide a consistent approach for conducting community conversations in Kitsap County.



PROJECT CONTRIBUTORS

This project would not have been possible without the project team and community members that participated. A special thanks to:

- Amy Smalley and Carmen Smith, interns from Western Washington University – Huxley College of the Environment on the Peninsula;
- Eight members from the Kitsap County League of Women Voters;
- County staff from the Department of Community Development, Commissioners Office, Department of Public Works, Parks Department, and Department of Human Services; and
- Principal Byrd, Mr. Provost, Ms. Lawson, and Mr. Sutton and their fifth-grade students from Manchester Elementary School.



ENGAGEMENT PROCESS



Figure 1: A five-step process allowed the project team to move from face-to-face interviews with community members to a community-wide survey to broaden the project's reach.

The engagement process outlined in Figure 1 was designed to move from face-to-face interviews with community members to a community-wide survey to broaden the project's reach. The phases of engagement were broken down as follows:

- 1. Pre-engagement:** During the pre-engagement phase, the project team was formed. The project team reviewed current and historic community subarea plans and demographic data for the Manchester community. This allowed the project team to have a basic level of understanding about the community. Next, the project team developed a discussion guide that included 15 questions and an interactive mapping activity that was used for the community interviews (Attachment A). Finally, the project team held mock interviews to test the discussion guide and mapping activity.
- 2. Community Interviews:** During the community interview phase, the project team used a snowball approach to identify community members interested in sharing their perspectives. Members of the Manchester Citizen Advisory Committee (MCAC) were interviewed first. At the end of each interview, participants were asked to recommend two or three people in the community that they felt may also be willing to share their perspective. The project team continued using the snowball approach until the same people were recommended and responses to questions were no longer revealing new perspectives. County staff also attended two community events (Celebrate Manchester and the MCAC Open House) to provide an opportunity for community members to sign up for an interview.
- 3. Manchester Elementary School:** During the Manchester Elementary School phase, the project team developed a partnership with the principal, staff, fifth-grade students from Manchester Elementary School, and the students' parents. First, the project team gave a presentation about the history of Manchester and explored the concept of community. Next, the project team used a modified discussion guide (Attachment B) and digital

mapping application to conduct interviews with the students. The project team then worked with the students to review the interview materials (Attachment C) and practice their interview skills. The students were asked to complete an interview with one person in their family. The results of the parent interviews were presented to the project team, the Planning & Environmental Programs Manager, and Commissioner Garrido.

4. **Online Survey:** This phase consisted of the project team developing an online survey and distributing it throughout the community. The survey was developed based on the responses heard during the initial community interviews. The survey is intended to broaden the reach of the project and provide more people with an opportunity to have a voice in the conversation. The survey was distributed online via the County’s electronic notification system, Nextdoor, Facebook, and Manchester Elementary School’s electronic notification system. Flyers were also placed at the Manchester Post Office, Manchester Grill, Manchester Pub, Manchester Library, Manchester Medical, Manchester Water District, Manchester Boat Launch, Stormwater Park, PJ’s Market, Lighthouse Coffee Stand, Carmen’s Hair Haven, M&M’s Salon, and the Southworth Ferry Terminal.

Based on the engagement methods outlined above, the project team was able to reach a total of 194 community members and actively engage with 123 community members, resulting in a 63% engagement rate. The survey results are not included in this engagement rate, as based on the distribution methods explained above, it is uncertain how many people heard about the survey. Additionally, 14 survey participants reported that they had also participated in either a community or parent interview. Due to the anonymity of the project, these participants cannot be cross-referenced and therefore their results are included in the survey results that follow.

Engagement Method	Number of Community Members Reached	Number of Community Members Engaged
Community Interviews	62	39
Manchester Elementary School	66	59
Parent Interviews	66	25
Community Survey	---	319

Table 1: The project team engaged with 442 community members.

One of the project goals was to ensure that the engagement methods reached a broad cross-section of the community. For this reason, the project team tracked which neighborhood each participant lived in. Figure 2 shows the Manchester area broken down into seven neighborhoods. Four participants from the parent interviews and eight survey participants did not provide the approximate location of their home, so the map only shows the location of 430 community members. In addition, 107 participants lived outside of the identified

neighborhoods. Their perspectives were still captured in the results that follow as the project intended to reach people who live, work, and play in Manchester.

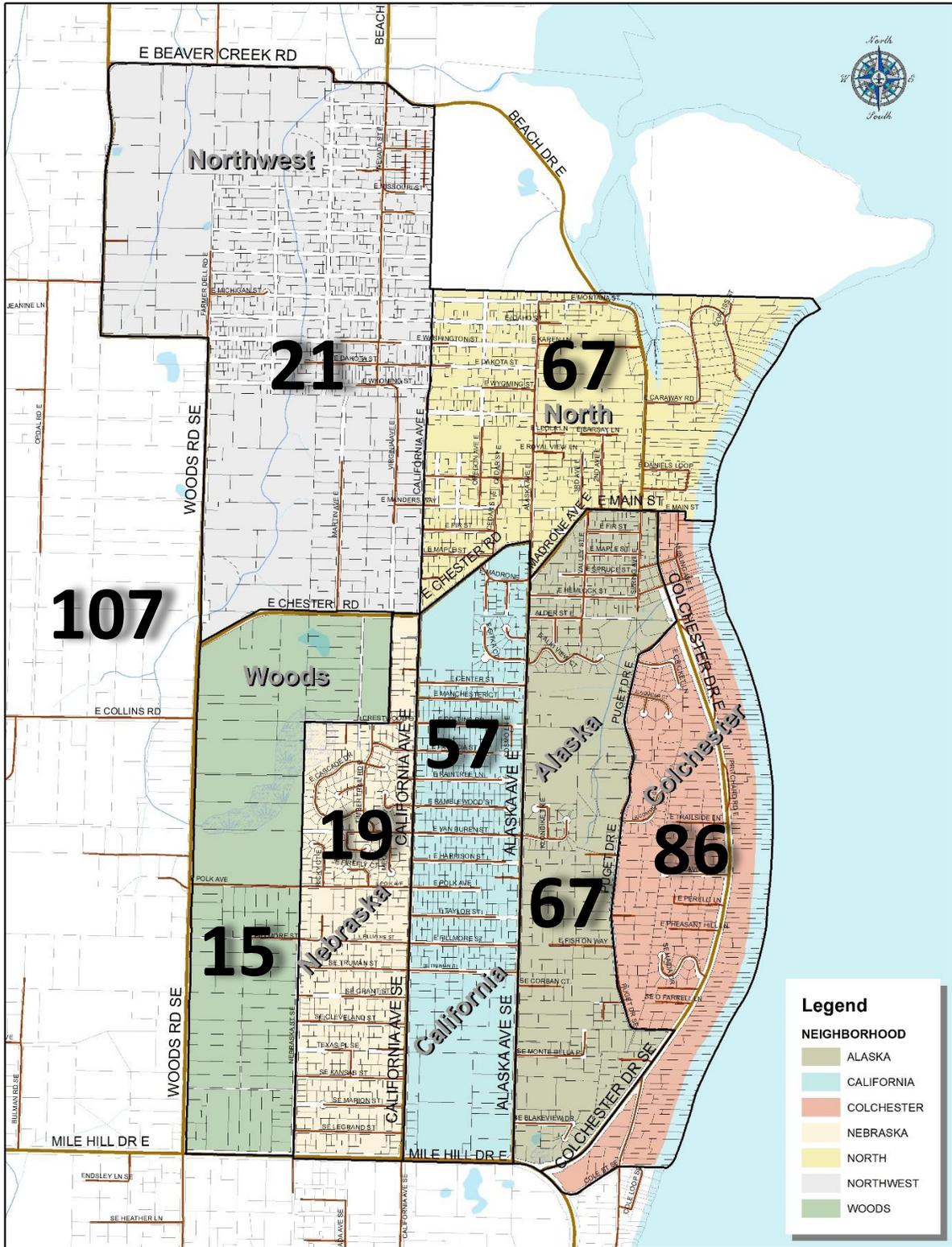


Figure 2: The Manchester area was broken into seven neighborhoods and the number of community members that participated is shown for each neighborhood. 107 community members did not live within one of the identified neighborhoods, but their perspectives were still included in the results that follow.

SUMMARY OF RESULTS

The four major themes that emerged during community conversations in Manchester include:

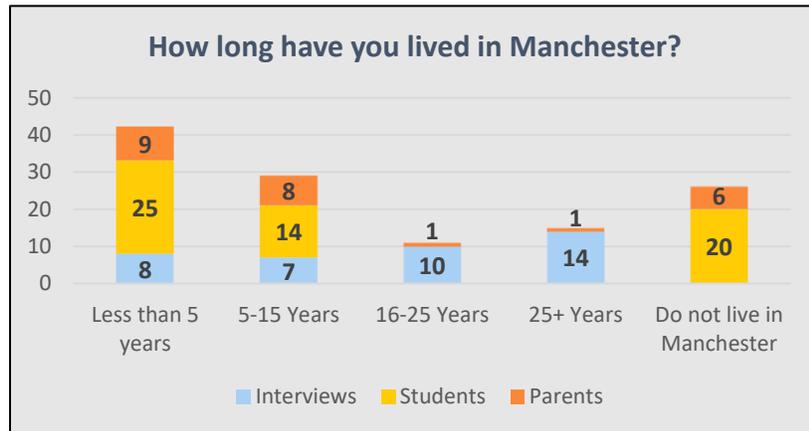
- **Promote Business Retention and Development** – Community participants expressed that they value existing businesses in Manchester and want to see a more thriving and vibrant commercial core that provides neighborhood businesses and services to meet the daily needs of residents and attract visitors to sustain businesses year-round.
- **Protect the Natural Environment** – It was repeatedly mentioned how important the natural environment is in Manchester. It is why many choose to live in the community and is one of the top assets valued by participants. Many are concerned with the impact growth and development will have on the natural environment.
- **Manage Growth and Development** – Community participants are concerned with the impact growth and development is having in Manchester. Most participants want to see the level of development stay the same. Participants that indicated they want to see more development were generally referring to neighborhood businesses and services.
- **Increase Pedestrian Safety and Walkability** – Infrastructure improvements were mentioned throughout the community conversations. Manchester is a very active community and participants frequently expressed concerns with walking and biking safety. Participants were happy with recent road improvements in the area and wanted to see them continue throughout the community.

The graphs that follow display the categorized responses to common questions asked throughout community conversations in Manchester. The summary of results is broken into three sections: Define Your Community, Manchester Today, and Manchester Tomorrow. Participant responses throughout the graphs are categorized by color, the community interview responses are shown in blue, student interview responses are shown in yellow, parent responses are shown in orange, and survey responses are shown in green. The survey was a second round of engagement intended to broaden the reach of the project and to validate or challenge the results from the community, student, and parent interviews. For these reasons, the survey results were analyzed separately and presented on their own charts.

Define Your Community

How long have you lived in Manchester?

Figure 3 shows how long participants report they have lived in the Manchester community. Approximately 36% of the parents interviewed have lived in the community for less than five



years, compared to approximately 21% of the community interview participants. Additionally, approximately 36% of community interview participants have lived in Manchester for over 25 years.

Figure 3: Most of the participants have lived in the Manchester area for less than 15 years.

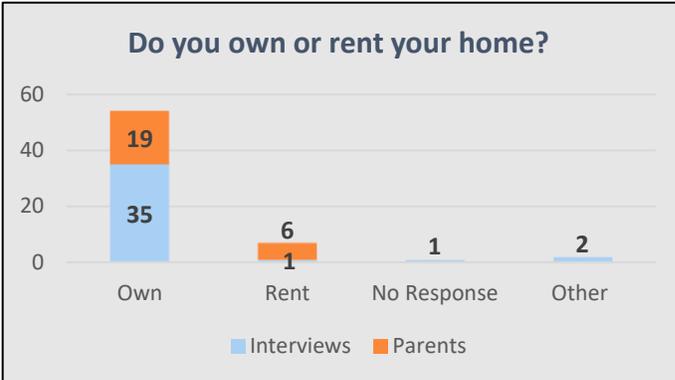


Figure 4 shows how long survey participants report they have lived in the Manchester community. Of the survey participants, 75% reported they live in the community, with 21% of total participants living in Manchester for 5-15 years.

Figure 4: Most of the survey participants have lived in the Manchester area for less than 15 years.

Do you own or rent your home?

Approximately 90% of the community interview participants, approximately 76% of the parents, as shown in Figure 5, indicated they own their home. Figure 6 shows that approximately 90% of survey participants own their own home. The 81 survey participants who indicated they do not live in Manchester are not represented in Figure 6. This is consistent with demographic data reviewed for the Manchester community. According to the U.S. Census Bureau, American Community Survey, an estimated 71.7% of households in Manchester own their home in 2017. The average household size has increased from 2.57 person to 2.91 persons



between 2009 and 2017. In total, there are an estimated 1,866 households in Manchester and a total population of approximately 5,477.



Figure 6: Approximately 90% of survey participants own their own home.

Why do you choose to live in Manchester?

Only community interview and parent participants were asked why they choose to live in Manchester. Multiple reasons were shared and are shown in Figure 7. The top response for both groups was the natural environment. For example, several participants mentioned the views, the water, the beach, and the mountains.

Approximately 62% of the community interview participants and 44% of the parents responded with some aspect of the natural environment.

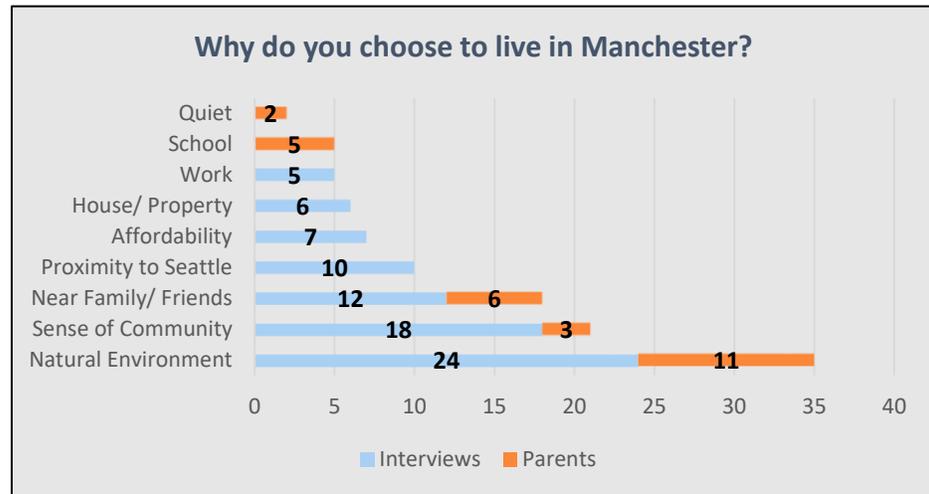


Figure 7: 75% of participants indicated they choose to live in Manchester because of the natural environment.

Survey participants were asked why they choose to live in Manchester. Several participants reported multiple reasons. Because the natural environment was the top response reported by community and parent interviews, as shown in Figure 7, and view protection and lack of public beach access came up as issues facing the community, the survey separated views and access to water from the natural environment category. Figure 8 shows that approximately 63% of survey participants choose to live in Manchester because of the views and approximately 46% choose to live in Manchester because of access to the water. Additionally, approximately 60% of survey participants reported they choose to live in Manchester because it is a quiet community.

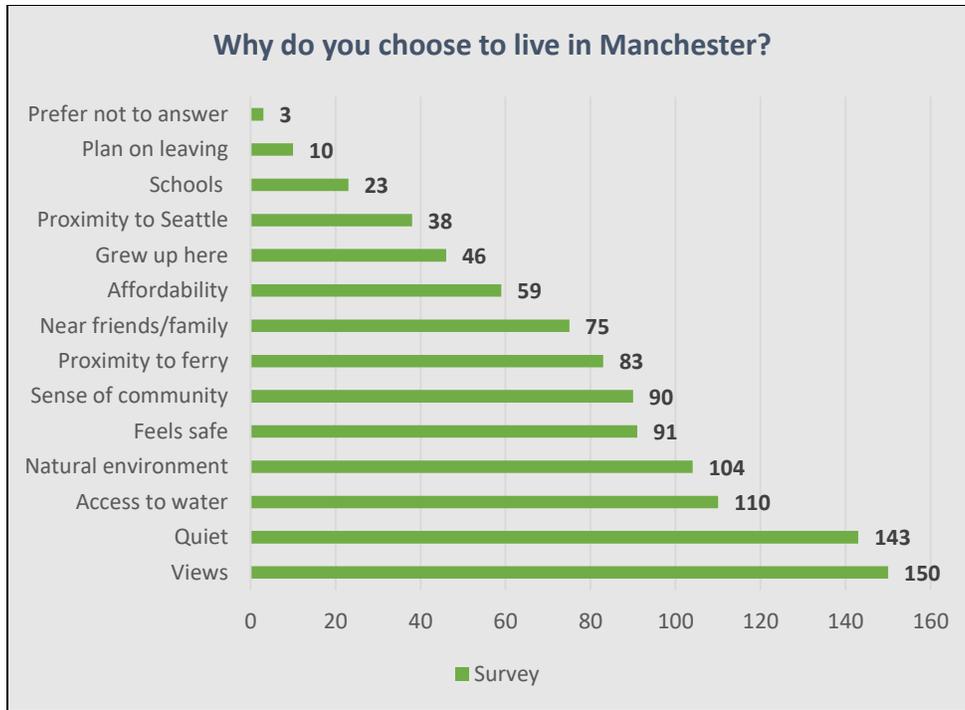


Figure 8: 63% of survey participants indicated they choose to live in Manchester because of the views.

When you leave the community and come back, what signals to you that you are home?

This question produced some of the most varied responses. The variation in responses to this question highlight the differences in the ways that the participants perceive their community. We heard everything from my driveway to Colchester Drive to seeing Seattle from above in an airplane. As the graph shows, “Other” was the top category.

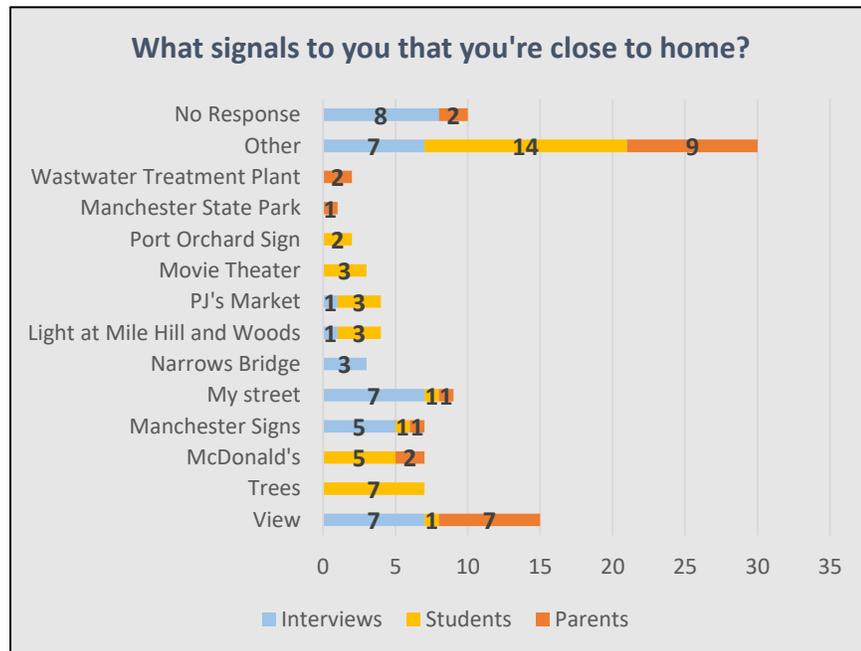


Figure 9: There was large variation in the way participants perceive their community.

Examples of responses we heard in this category were:

Interviews

"Depends on how far I've been, far turning off of Highway 16"

"There is an area on Colchester where the temperature drops (about 10 degrees)"

"Huge pond and lights"

Students

"See deer roaming in the National Forest by Wynoochee Lake"

"The house by the bus stop that is always celebrating the holidays - they have blow up decorations"

"See city of Seattle from above (when flying), seeing the National Forest"

Parents

"My driveway"

"Less traffic"

"Coming home through Gorst, Port Orchard Marina, up Mile Hill, then you hit California Road, and you are in Manchester"

Manchester Today

Since you have been in Manchester, what is the most noticeable change?

Only participants of the community and parent interviews were asked what the most noticeable change has been since moving to Manchester. Figures 10 and 11 show responses from community interview participants. Approximately 62% have lived in the Manchester community for more than 15 years and reported multiple changes. Increased growth and development was the largest theme that came up, in the following categories: increased traffic, growth and development, downtown condos, increased residential development, struggling businesses, and cutting down trees.

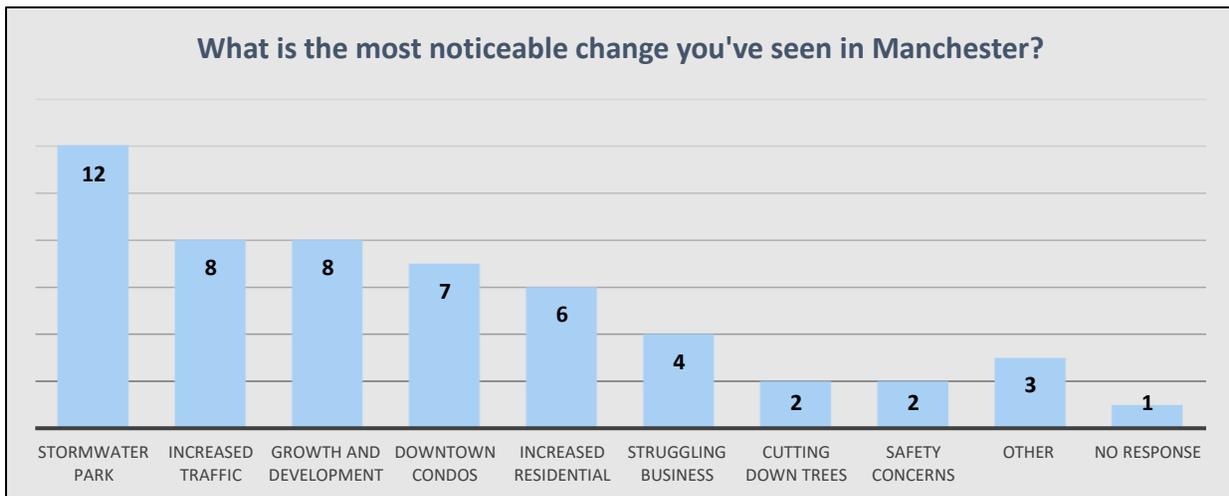


Figure 10: The most noticeable change reported by community interview participants was increased growth and development, consisting of the following categories: increased traffic, growth and development, downtown condos, increased residential development, struggling businesses, and cutting down trees.

After asking the interview participants about the most noticeable changes in Manchester, we asked how they felt about it. Since growth and development was a consistent theme, we broke down how interview participants felt about those changes. Figure 11 shows, 12% of

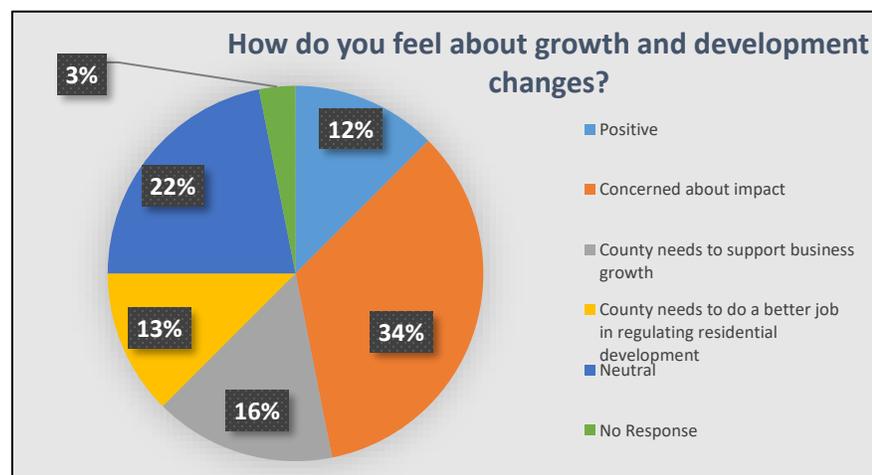


Figure 11: 34% of community interview participants reported they were concerned with the impact of the growth and development changes.

participants felt that growth and development was positive. Approximately 34% of community

interview participants felt concerned about the growth and development impacts on the community. For example, infrastructure impacts and environmental degradation were brought up by participants. Approximately 16% of participants felt that the County needs to be more supportive of business growth. We heard the commercial permit review process is expensive and time-consuming. Whereas, 13% of participants felt that the County needs to do a better job regulating residential development.

Examples of responses we heard for this question were:

“More houses coming in, County is allowing more houses to come in on smaller pieces of land, County keeps breaking rules and allowing for more development”.

“Safety concerns for walking, people drive too fast, people driving fast on Main St after drinking at the Pub in summer”.

“I have seen a lot of businesses and startups come and go”.

“Growth and development are the biggest changes, development has not been planned well, some changes have been detrimental in general, County does not support schools and infrastructure”.

“Houses added in neighborhood, increase in home prices, fast ferry will bring even more change to the community”.

“Being completed, business spaces rented out, building blocks falling in place”.

Unlike the community interview participants, the parents interview participants gave one response to this question. Out of the seven participants that did not respond, five participants lived in Manchester for less than two years and one did not live in Manchester. Again, the common theme was increased growth and development in the Manchester area.

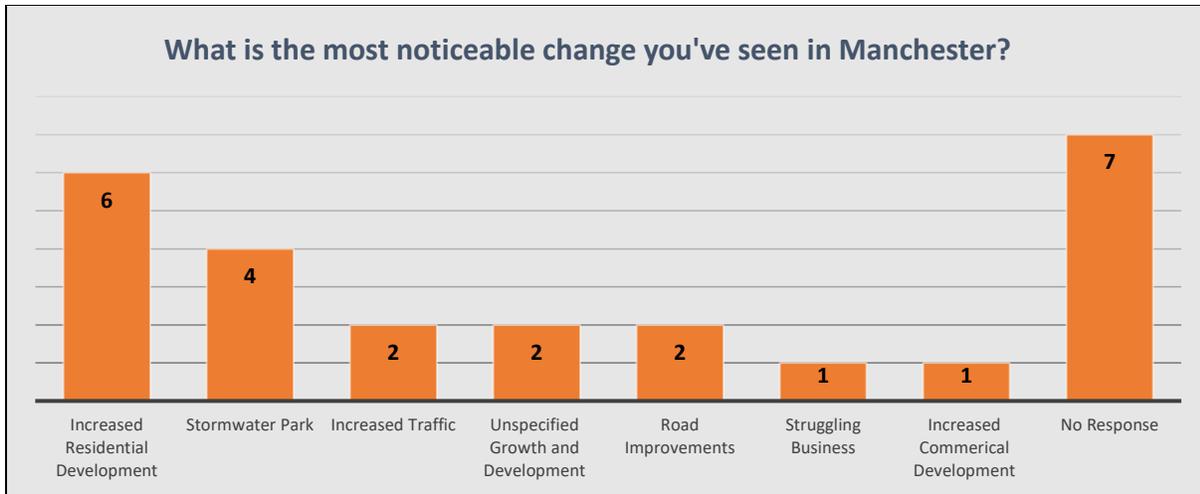


Figure 12: Like the community interview participants, parent participants reported the most common theme was increased growth and development.

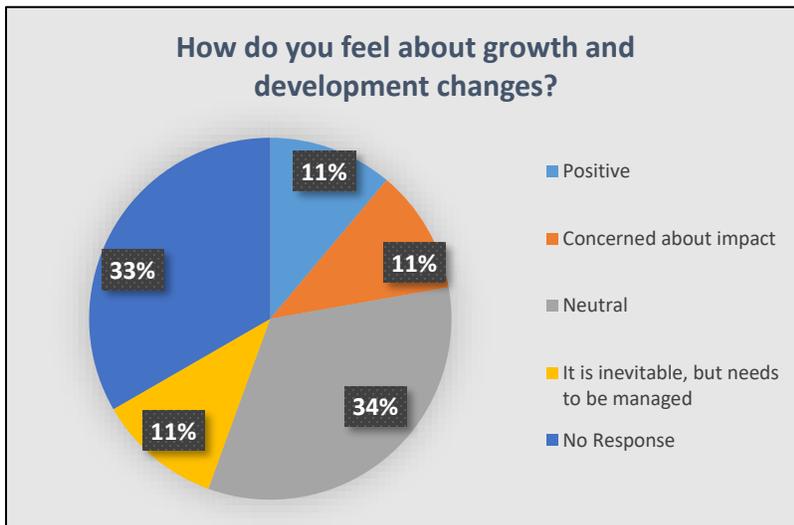


Figure 13: The majority of parent interview participants reported they felt neutral or positive about the growth and impact changes they have noticed.

For the parents that indicated growth and development, Figure 13 shows how they felt about it. Like the interview participants, there were differences in the way parents felt about the changes in growth and development. Approximately 11% indicated the changes were positive, and the same amount indicated they were concerned about the impact. Approximately 34% said they felt neutral about the growth and development changes in Manchester.

Examples of responses for this question were:

“A lot of new homes making it crowded. Miss the wooded area”.

“Many new homes, development is good. Inevitable just hoping it's regulated & planned well”.

“Down by the water I feel like it changed, and I think it looks good”.

What assets do you value in the Manchester community?

Each participant was asked to identify the community assets they value in the Manchester community. Approximately 34% of all respondents indicated they valued the public beach access. Public parks, such as Manchester State Park and Pomeroy Park, were mentioned by approximately 31% of participants. The top responses to this question help to reinforce that the natural environment is valued by those that shared their perspective.

My favorite place in my community of Manchester



Figure 14: A student submitted drawing of the beach in downtown Manchester.

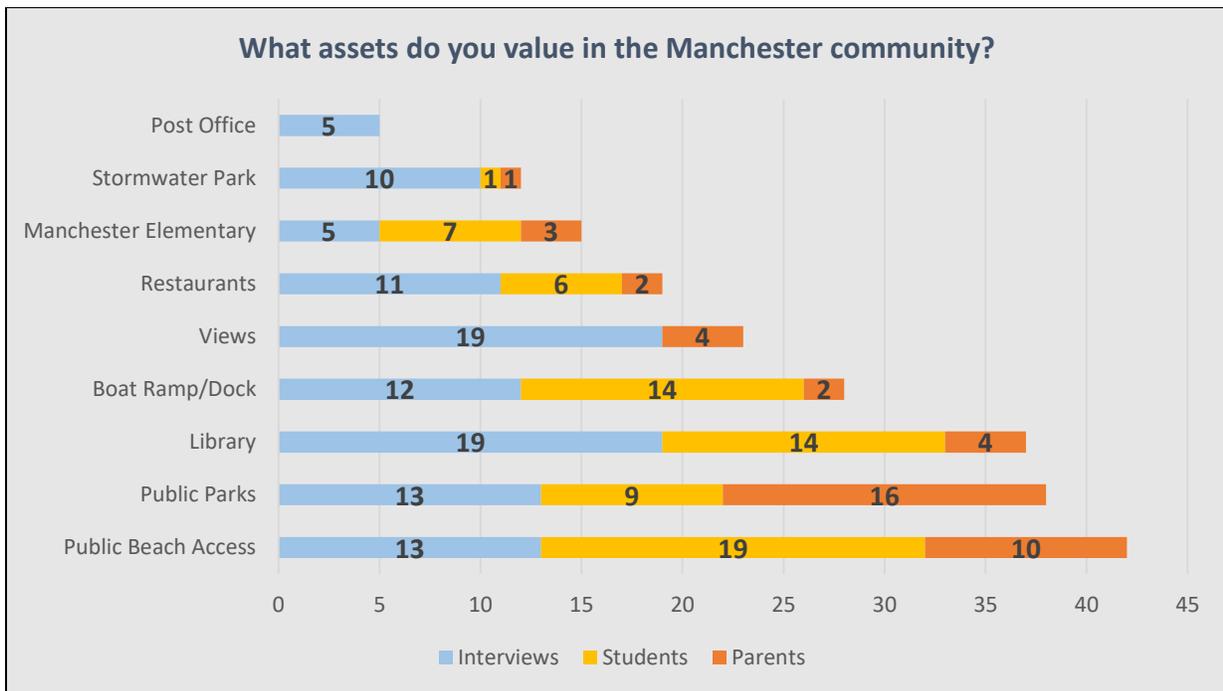


Figure 15: Public beach access and public parks were the top two assets reported by community members.

My favorite place in my community of Manchester



Figure 16: A student submitted drawing of the beach and dock in downtown Manchester.

Survey participants were asked to identify assets they value in the Manchester community. Several participants identified multiple assets and the responses are shown in Figure 17. Approximately 79% of survey participants identified views as a community asset.

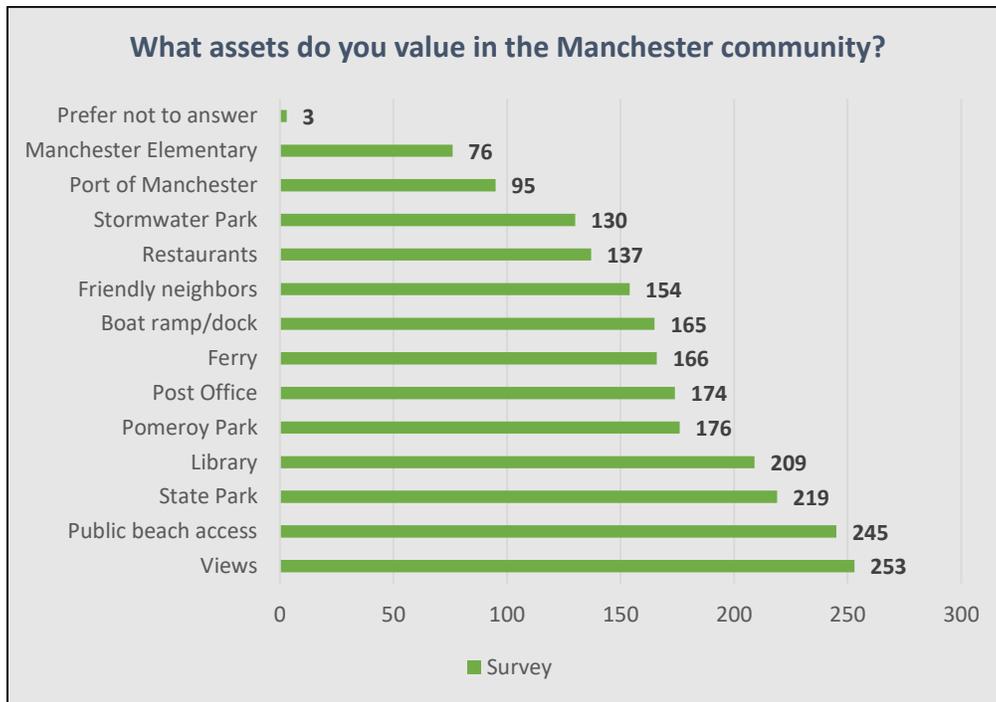


Figure 17: Views and public beach access were the top two assets reported by survey participants.

What do you think are the most important issues facing Manchester?

Only participants of the community and parent interviews were asked what they think are the most important issues facing Manchester. The participants' responses are categorized by land use, social, infrastructure, environment, and County related issues. The categories with the top responses include infrastructure (31%), land use (29%), and social issues (16%).

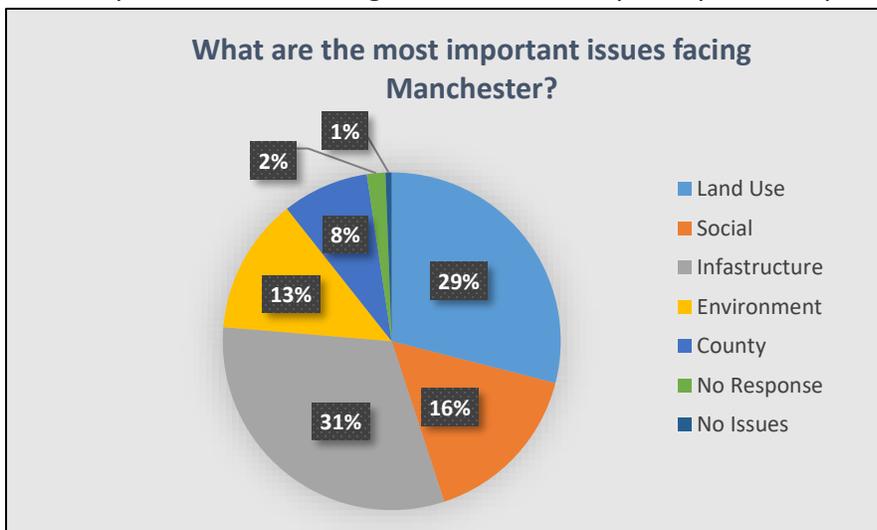


Figure 18: 31% of community interview and parent participants reported infrastructure concerns are the most important issue facing Manchester.

Next, each category was broken down to highlight the issues discussed by participants. The graphs that follow break down each category to highlight the specific issues

discussed by community and parent interview participants. Participants identified multiple issues in the community when responding.

Participants felt infrastructure concerns were the most important issue facing Manchester. Many interview participants mentioned that they walk, run, or bike regularly. The biggest issue in this category was walking and biking safety, with approximately 33% of community interview participants and approximately 28% of parent interview

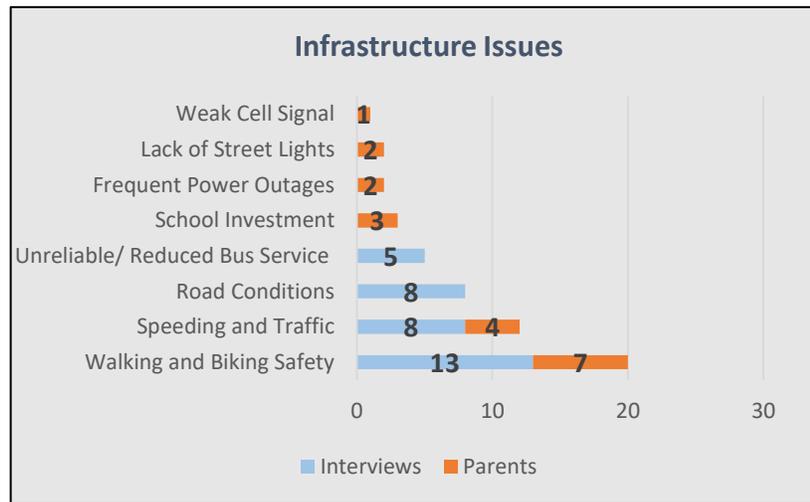


Figure 19: Walking and biking safety was the top infrastructure concern reported.

participants mentioning the lack of sidewalks and bike lanes in the Manchester community. Increased traffic and speeding was also identified as an area of concern with approximately 21% of community interview participants and approximately 16% of parent interview participants mentioning it. Issues mentioned exclusively by community interview participants were road conditions (approximately 21%) and unreliable bus service (approximately 13%). Issues brought up exclusively by the parents were lack of investment in Manchester Elementary School (approximately 12%), frequent power outages (approximately 8%), lack of street lights (approximately 8%), and weak cell signal (approximately 4%).

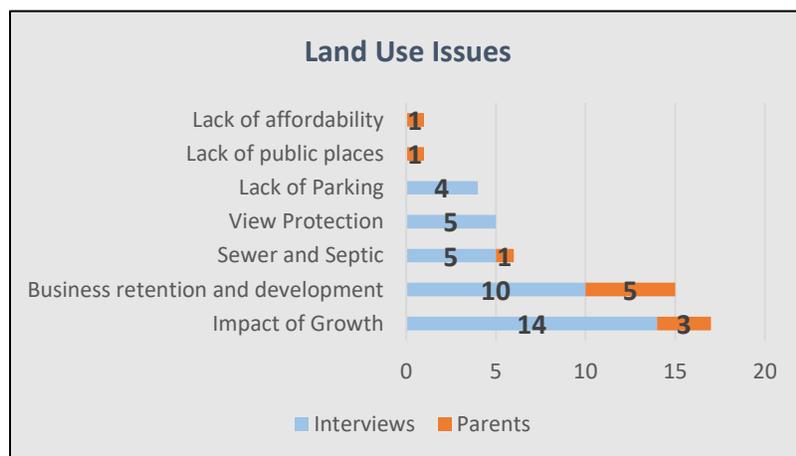


Figure 20: Impact of growth and business retention and development were the top land use issues reported.

Community and parent interview participants also identified various land use issues facing the Manchester community which are highlighted in the graph on the left. There was variation between the community interview participants and parents in the issues they identified. For example, the greatest land use issue for community interview participants was the impact of

growth in Manchester. Approximately 36%, of community interview participants, compared to approximately 12% of parent interview participants, expressed concern about too much residential development and not enough roads and schools to support population growth in the community. The greatest area of concern for the parents was business retention and development. Approximately 20% were concerned with not being close to shopping areas, such as a grocery store to pick up essentials.

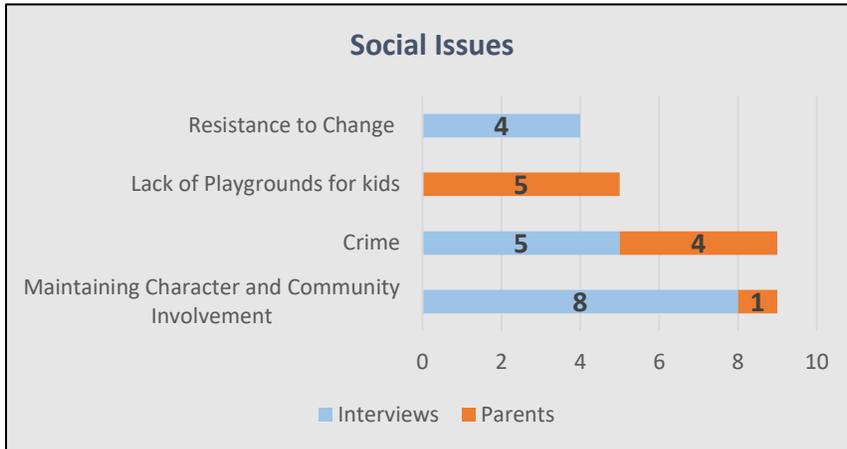


Figure 21 highlights the social issues that were identified by community and parent interview participants. Of greatest concern to community interview participants was maintaining character and community involvement, with approximately 21% bringing this up as an issue.

Figure 21: Crime and maintaining character and community involvement were the top social issues reported.

Several participants expressed that they would like to see a community center and more involvement in

community activities. The lack of playgrounds and play areas for kids was the top concern for parents. Approximately 20% of the parents expressed that there was not enough for kids to do in the community. Crime was another important issue brought up with approximately 13% of community interview participants and approximately 16% of parent interview participants mentioning concerns with petty crime, such as car break-ins and mail theft.

Environmental concerns were identified predominantly by community interview participants. Approximately 18% mentioned stormwater or flooding events as the most important issue facing Manchester. Many of the participants that mentioned stormwater and flooding lived in the North neighborhood and have personally experienced

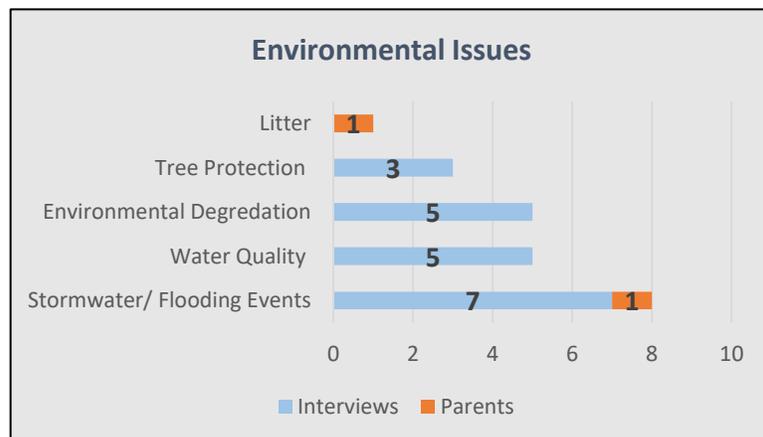


Figure 22: Stormwater and flooding events were the top environmental issues reported by participants.

flooding damage to their homes. Water quality and environmental degradation due to increased development were brought up by approximately 13% of community interview participants. Environmental issues were identified by just two parents, with one mentioning stormwater and one mentioning litter.

Community interview participants mentioned multiple concerns related to Kitsap County government. For example, approximately 13% of community interview participants were concerned that development was not adhering to the Manchester community plan. Additionally, approximately 8% of community interview participants expressed concern about permits for legacy lots and their potential development. Concerns related to the County did not come up in the interviews with parents.

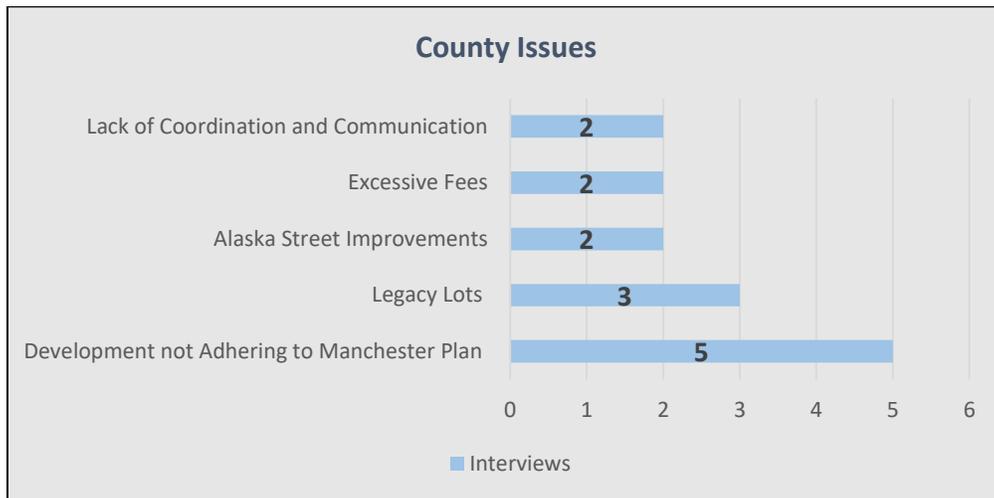


Figure 23: Community interview participants reported that development not adhering to the Manchester Plan as the top county issue.

Figure 24 shows survey responses to what the most important issues facing Manchester are. Top responses from community and parent interviews were used as options for survey participants to select for this question. Additionally, participants identified multiple issues in the community when responding. The top issue reported was unsafe roads, with approximately 56% of survey participants identifying it as an issue. Survey participants were also concerned with the lack of neighborhood businesses and services, as approximately 52% identified this as an issue facing the community.



Figure 24: Survey participants indicated unsafe roads as the most important issue facing Manchester.

How do you feel about the level of development in Manchester?

When asked how they feel about the level of development in Manchester, 41% of community and parent interview participants said they would like the level of development to stay the same. Approximately 20% of community and parent interview participants said they would like

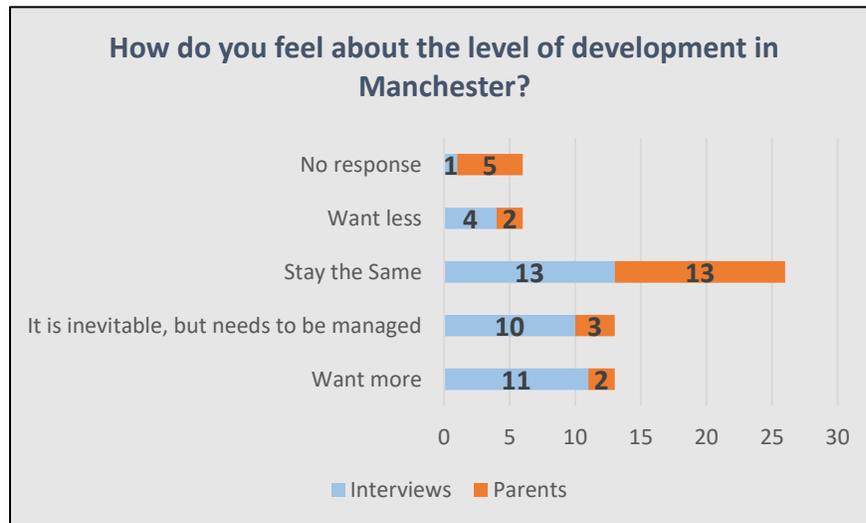


Figure 25: Approximately 41% of community and parent interview participants reported they would like to see the level of development activity stay the same in Manchester.

to see the level of development activity increase, while only approximately 9% said they would like to see the level of development decrease. Participants that indicated they would like to see more development, generally were referring to more commercial development.

Are you aware of the Manchester Fuel Depot?

When participants were asked if they were aware of the Manchester Fuel Depot, approximately 97% of the interview participants were aware, compared to 72% of the parent interview participants. Approximately 28% of the parents interviewed were not aware of the Manchester Fuel Depot and only one community interview participant did not respond to this question.

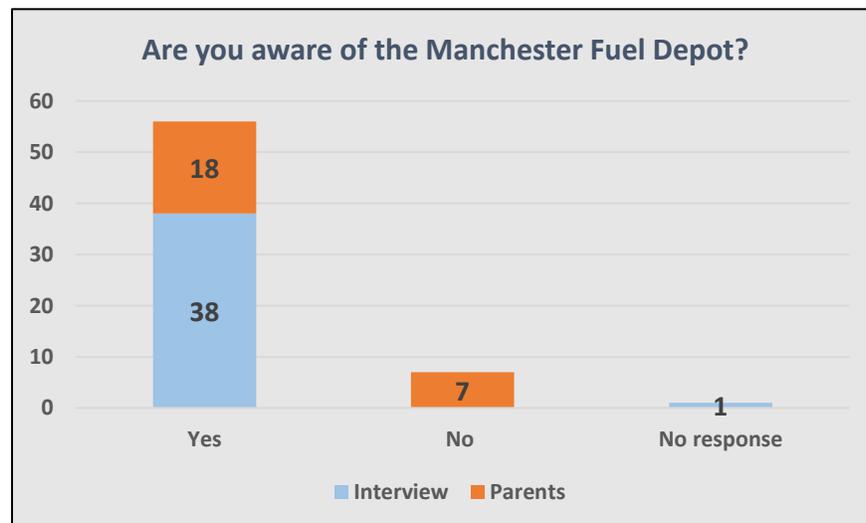


Figure 26: 72% of community and parent interview participants reported they were aware of the Manchester Fuel Depot.

Out of the 56 interview participants that were aware of the Manchester Fuel Depot, approximately 30% indicated the Fuel Depot has a positive effect on the Manchester community. Compared to approximately 34% that indicated that the Fuel Depot has a negative effect on the Manchester Community. Almost half, approximately 45% of participants, indicated

that the Fuel Depot had no effect on the Manchester community.

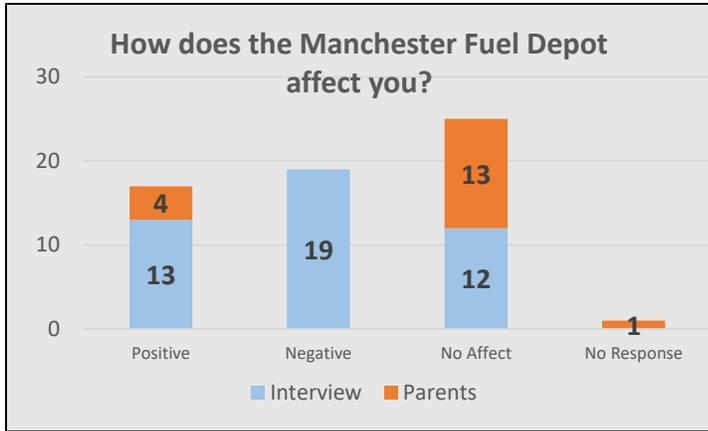


Figure 27: Most participants reported the Manchester Fuel Depot did not affect them.

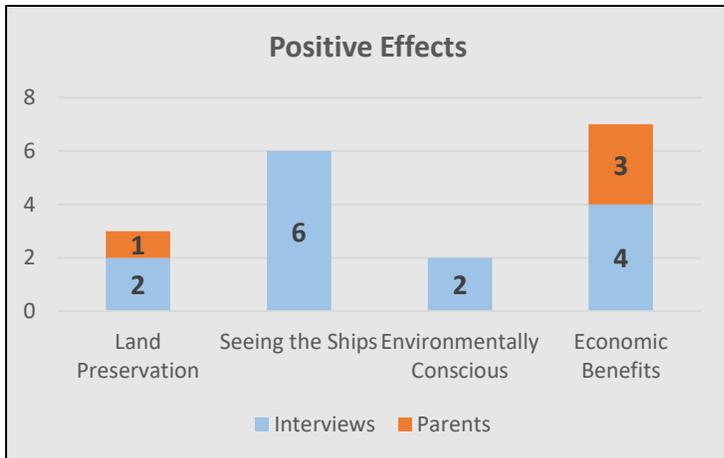


Figure 28: Participants reported economic benefits as the most positive effect of the Manchester Fuel Depot

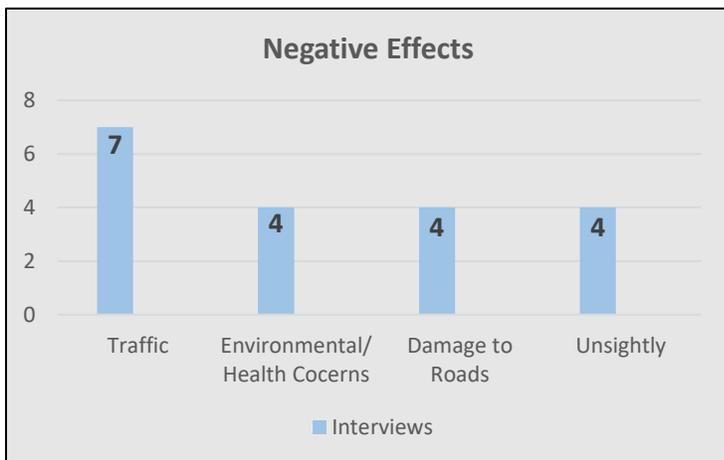


Figure 29: Traffic was the top negative effect reported by community interview participants.

Of the participants that felt the Manchester Fuel Depot had a positive effect, 18% mentioned land preservation and seeing the wildlife walk through the area. Approximately 35% mentioned how they enjoy seeing the ships come through. 12% of participants mentioned that they appreciated how environmentally conscious the Fuel Depot is. Economic benefits ranked as the top positive effect with 41%. Examples of the economic benefits mentioned include employment and the business it brings to the local community, such as eating at the local restaurant. Some participants had indicated more than one positive effect when responding.

Out of the 19 participants that said the Manchester Fuel Depot had a negative effect, approximately 37% mentioned short term traffic concerns related to the Manchester tank farm improvements. Damage to roads from large truck driving during construction at the Fuel Depot was mentioned by 21% of participants. Approximately 21% of participants expressed environmental and health concerns in the case of events such as an oil spill. Approximately 21% of participants felt that the Fuel Depot had a negative affect because it was unsightly, and they should do something to blend the tanks into the surrounding scenery.

Manchester Tomorrow

What do you hope Manchester looks like in 20 years?

Figure 30 through 33 provide an overview of the responses provided by community interview participants (blue), parent interview participants (orange), and student interview participants (yellow). Below is a summary of what we heard from participants when they were asked what they hope Manchester looks like in 20-years.

Community Interview Participants

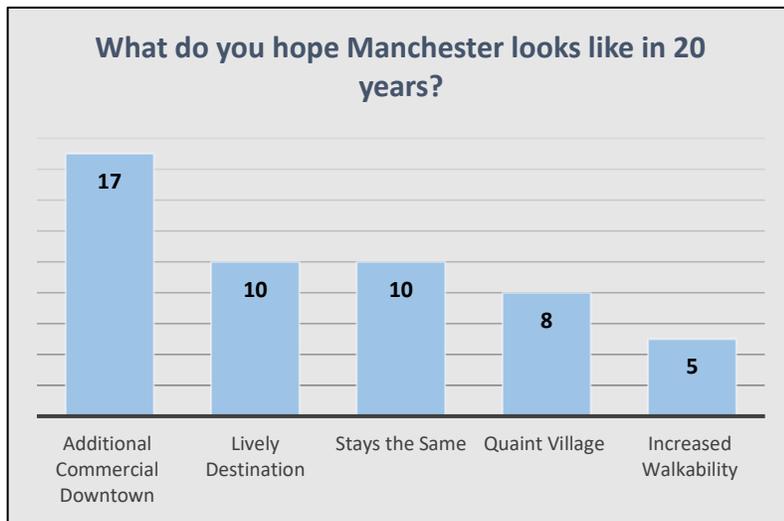


Figure 30: Community interview participants indicated they would like to see more commercial development in Manchester in the future.

Approximately 44% of community interview participants indicated they would like to see more neighborhood businesses and services in the downtown area of Manchester to provide the basic needs for residents that live in the community. Approximately 26% of interview participants wanted to see the community become a more thriving and lively destination, attracting visitors from outside of the community to support local business

retention and development. Approximately 26% of community interview participants indicated they hope Manchester stays the same in 20-years. In contrast to those that wanted to see Manchester become a lively destination, approximately 21% of community interview participants indicated they would like Manchester to be a quaint village, remaining quiet and picturesque. Finally, approximately 13% of community interview participants would like to see increased walkability in Manchester over the next 20-years.

Community interview participants were also asked what type of community spaces and services they

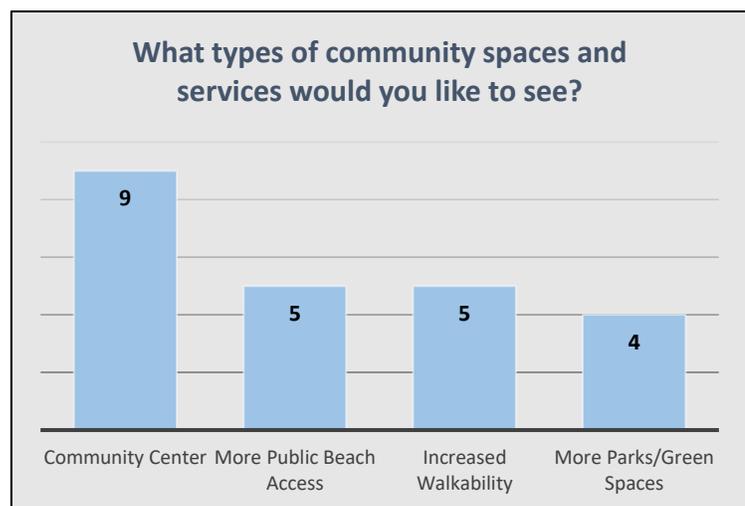


Figure 31: Approximately 23% of community interview participants reported they would like a community center in Manchester.

would like to see in Manchester in the future. Approximately 23% of community interview participants indicated they would like to see a community center developed in the future. In addition, 13% indicated they would like to see more public beach access and increased walkability. Approximately 10% of community interview participants said they would like to see more parks and green space.

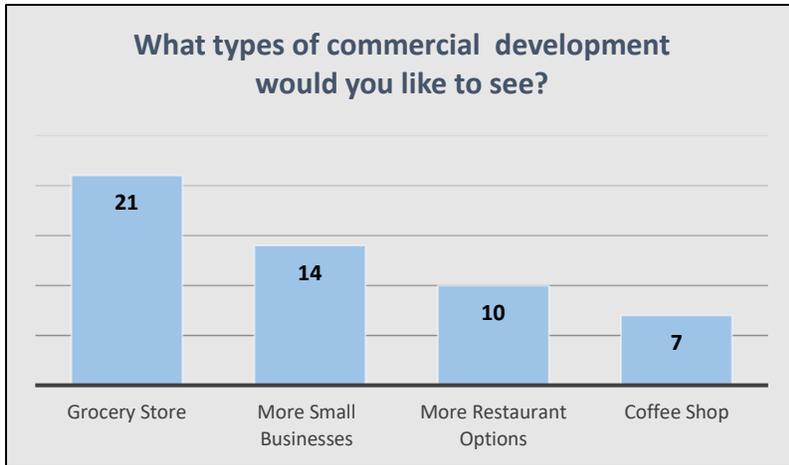


Figure 32: Approximately 54% of community interview participants reported they would like a grocery store in Manchester.

Community interview participants were asked to identify what types of commercial development they would like to see in Manchester in the future. Out of those who responded, approximately 54% indicated they would like to see a neighborhood grocery store to provide necessities for area residents. Approximately 36% of community interview participants that responded

would like to see more small businesses, such as stores and boutiques providing unique gifts, clothes, and local specialty goods. Finally, approximately 26% of community interview participants would like to see more restaurant options and approximately 18% wanted to see a local coffee shop.

Community interview participants were also asked to identify what types of housing development they would like to see in Manchester in the future. Out of those who responded, approximately 21% indicated they would like to see more single-family housing options. Approximately 13% of community interview participants that responded would like to see more

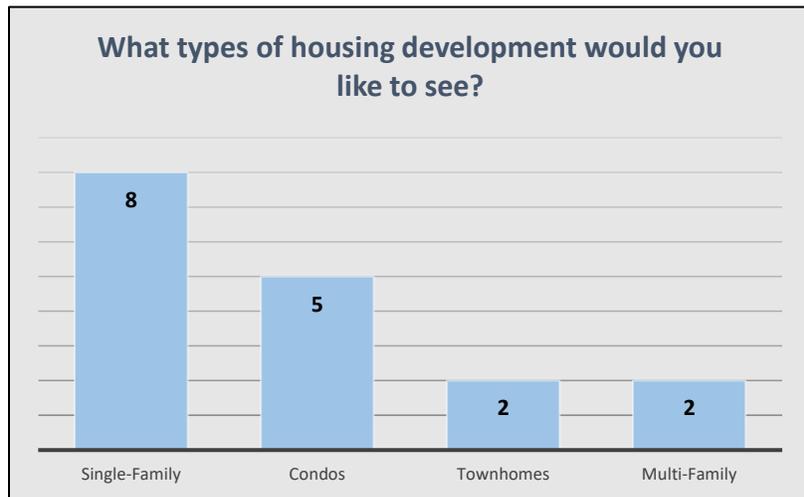


Figure 33: Approximately 21% of community interview participants reported they would like to see more single-family housing in Manchester.

condos. Finally, approximately 5% of community interview participants indicated they would like to see more townhomes and multi-family housing options in Manchester in the future.

Parent Interview Participants

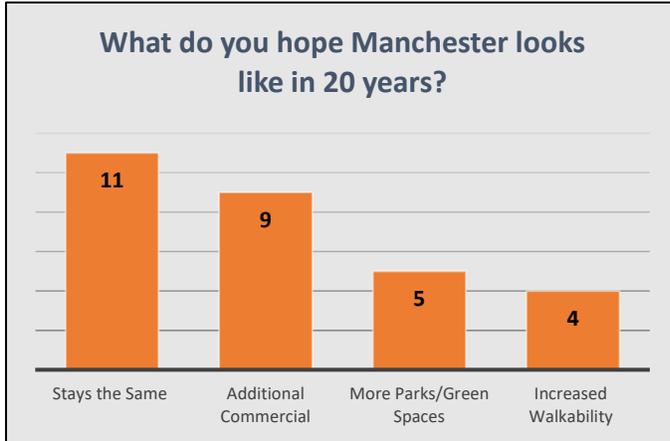


Figure 34: Approximately 44% of parent interview participants indicated they would like to see the Manchester community stay the same in 20-years.

Approximately 44% of parent interview participants indicated they would like to see the Manchester community stay the same in 20-years. Approximately 36% of parent interview participants wanted to see more commercial development in the future. Approximately 20% of parent interview participants wanted to see more parks and green spaces and approximately 16% would like to see increased walkability in Manchester in the future.

When asked what type of commercial development you would like to see in the Manchester community in the future, like the community interview participants, 32% of parent interview participants indicated they would also like to see a grocery store. Approximately 20% of parent interview participants that responded would like to see more restaurant options. Approximately 16% of parent interview participants would like to see more small business options and approximately 1% wanted to see a local coffee shop.

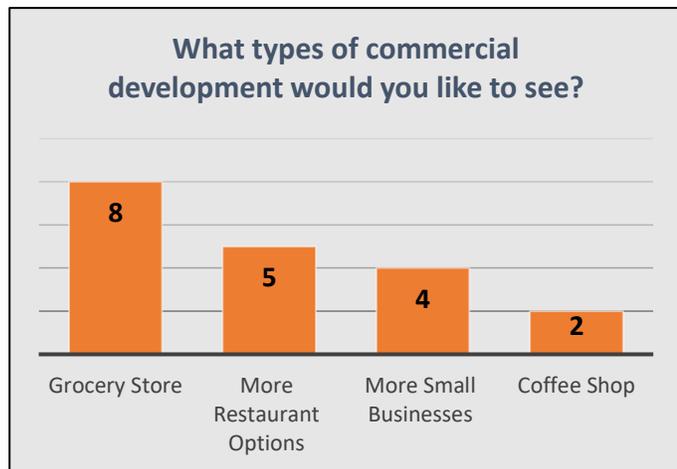


Figure 35: 32% of parent interview participants reported they would like to see a grocery store in Manchester.

Student Interview Participants

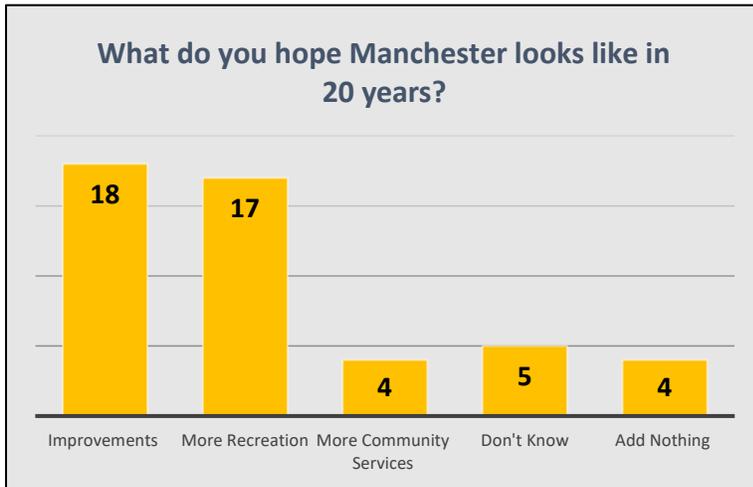


Figure 36: Students reported they would like to see community improvements and more recreation options in Manchester in the future.

Student interview participants were also asked what they would like to see happen in the Manchester community in the future. Approximately 31% of student interview participants indicated they would like to see various improvements in Manchester. Approximately 29% of student interview participants wanted to see a variety of more recreation. Approximately 7% of student interview participants indicated they would like to see more community services in

Manchester in the future. A total of nine student interview participants indicated they would like to see nothing new added or that they did not know what they would like to see happen in the Manchester community.

Of the student interview, approximately 15% said they would like access to more parks and green spaces. Approximately 8% wanted access to more playgrounds. Three students also indicated they would like to see indoor recreations options such as a community arcade or rock climbing wall in Manchester in the future.

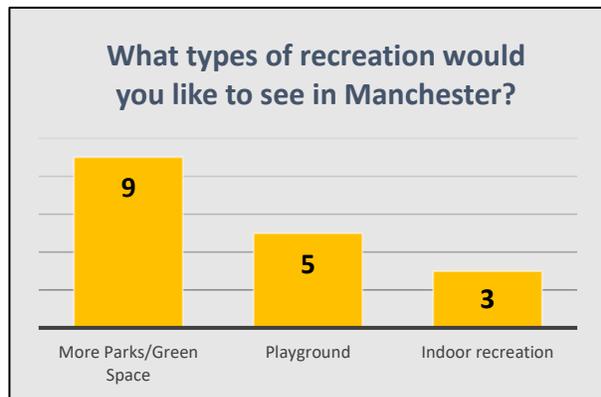


Figure 37: Students reported they would like more parks and green spaces in Manchester in the future.

The student interview participants had several suggested improvements that could be made to the Manchester community over the next 20-years. The top three improvements highlighted by student interview participants included upgrades to the schools, cleaner streets and beaches, and increased walkability.



Figure 38: Students reported they would like to see upgrades to the school in Manchester in the future.

Finally, the student interview participants noted that concerns with affordable housing and homelessness in the Manchester community. Two students mentioned that they hope more homes are built in the Manchester area to help reduce the cost of living in the area. Two students also mentioned that homelessness is something that should be looked at in the future and suggested that a homeless shelter be built to provide housing for those that cannot afford it.

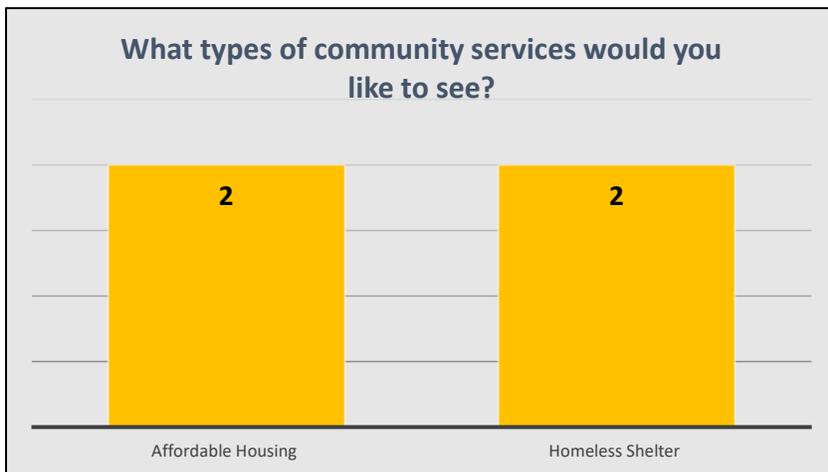


Figure 39: Affordable housing and a homeless shelter were the two community services identified by student interview participants.

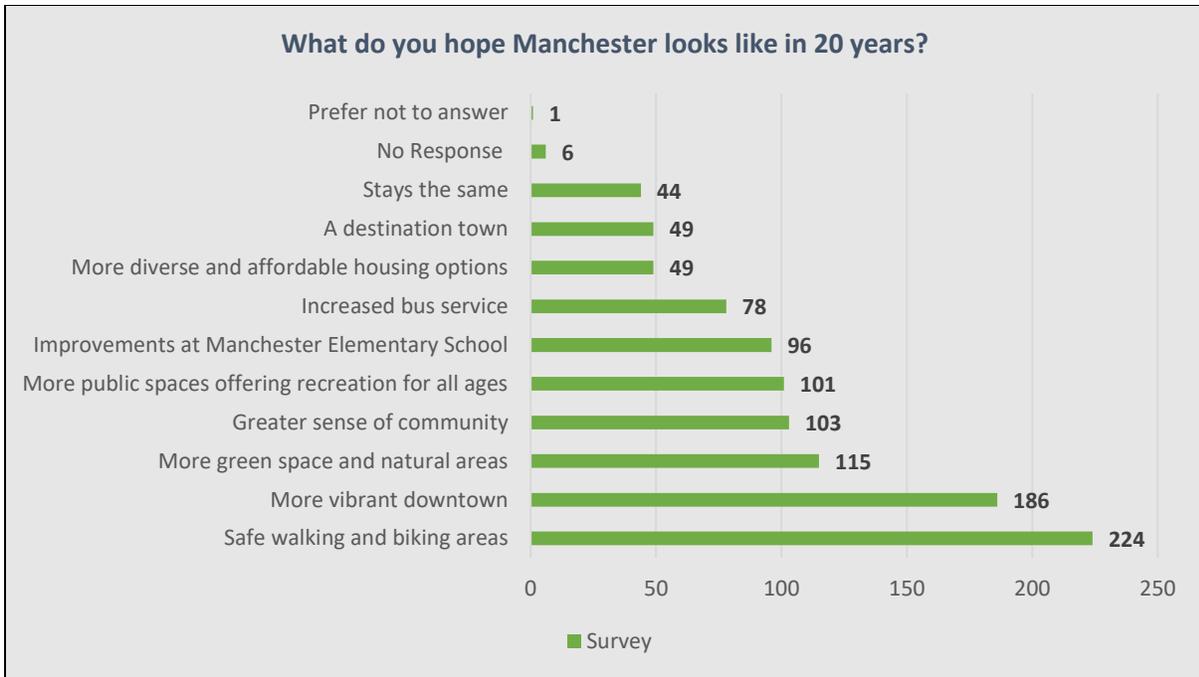


Figure 40: Survey participants reported that they would like to see safe walking and biking areas and a more vibrant downtown.

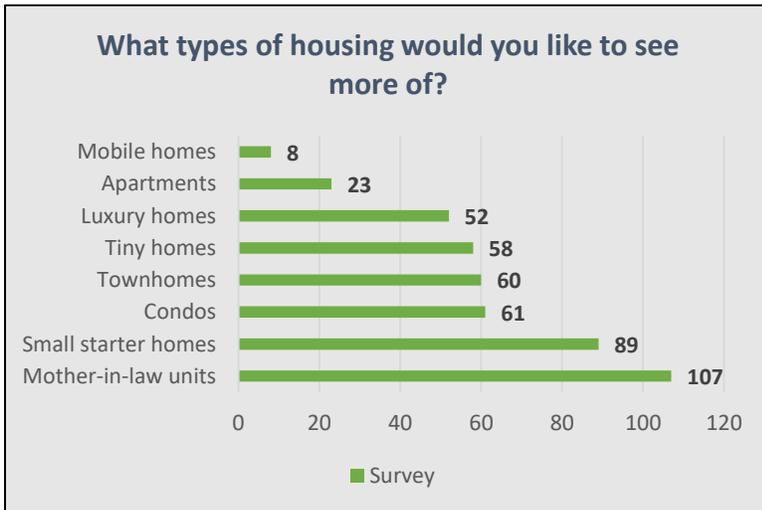


Figure 41: Survey participants reported they would like to see more mother-in-law units and small starter homes.

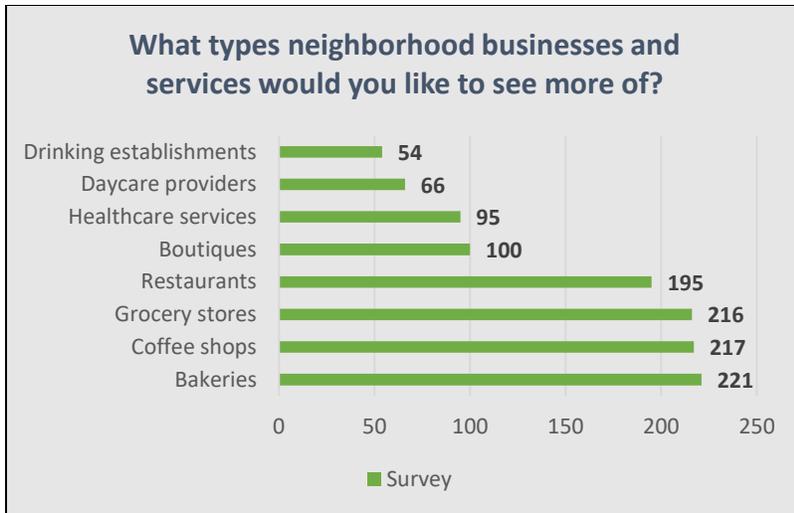


Figure 42: Bakeries, coffee shops, and grocery stores were the top businesses and services reported by survey participants.

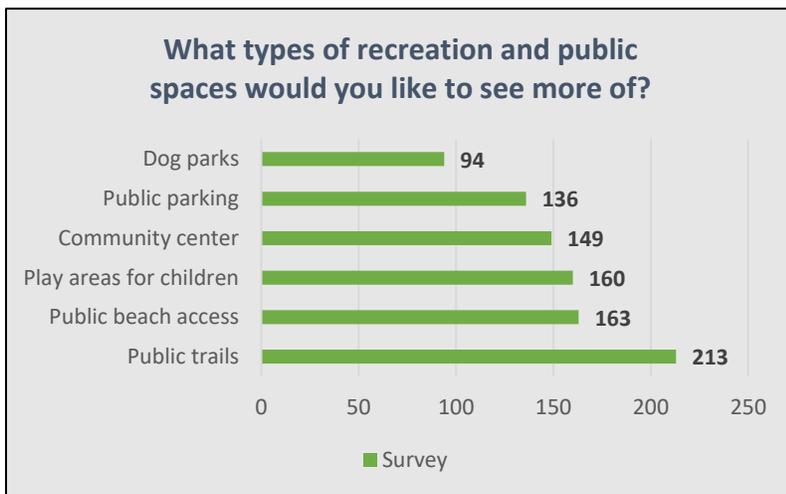


Figure 43: Survey participants reported that they would like to see more public trails in the community.



Figure 44: Sidewalks and wider shoulders were the top transportation/safety improvements reported by survey participants.

