



City of Arkansas City, Kansas

Neighborhood Services

Phone: 620-441-4420 Fax: 620-441-4403

www.arkcity.org

File

TO: Arkansas City Planning Commission
FROM: Josh White, Principal Planner
MEETING DATE: March 9, 2021 at 5:30 pm
MEETING PLACE: **Water Treatment Facility Classroom- 400 W Madison Avenue** OR GoTo Meeting:
<https://global.gotomeeting.com/join/523083845> or call [+1 \(224\) 501-3412](tel:+12245013412)
Access Code: 523-083-845

Please note the location. We will do our best to encourage social distancing but the City Commission Room is our best venue for hybrid meetings at this time. Although masks are not required, they will be strongly encouraged. Staff will be wearing them. Masks will be provided if you need one.

Prior to the meeting, new member Joni Curl will be sworn in. It will be the first time in several years that we have had a full Planning Commission.

Agenda Items:

- Consent agenda: February 9, 2020 regular meeting minutes.
- Comprehensive Plan update-Chapter 3 Housing continued; followed by Chapter 4 Economic Development
- Discuss any other items and then adjourn.

In an effort to save postage, I will not be sending full Chapters of the Comprehensive Plan via postal mail. I will place in them in the electronic packet I send out and can also display them on the screen during our discussion. Please bring your copy of Chapter 3 from last month. Copies of Chapter 4 will also be available at the meeting.

If there any questions, please don't hesitate to contact me. I will be calling the day of the meeting as a reminder and to determine if we have a quorum.

City of Arkansas City/City Hall/Neighborhood Services
Second Floor/118 West Central Ave/Arkansas City, KS/67005-0778
Phone: 620-441-4420/Fax: 620-441-4403/www.arkcity.org

"The City of Arkansas City strives to provide a high quality of life for its citizens by furnishing a variety of efficient services in a professional, courteous manner."

Call meeting to order on March 9, 2021 at 5:30 PM:

Roll Call: Mary Benton Lloyd Colston Joni Curl Karla Gallegos Paisley Howerton Charles Jennings
Ian Kuhn Andy Paton Cody Richardson

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1. Public Comments:

Persons who wish to address the Planning Commission regarding items not on the agenda. Speakers will be limited to three minutes. Any presentation is for information purposes only. No action will be taken.

2. Consent Agenda:

Meeting Minutes, February 9, 2020 meeting.

3. Comprehensive Plan

4. Other Items:

5. Adjournment:

Action Items 1-2

Title:

Public Comments, Consent Agenda

Description:

The Chair should ask for any public comments for items not already on the agenda. Consent Agenda Item: Meeting minutes for the February 9, 2020 meeting is attached.

Action:

After public comments have been received, a motion should be made to approve the consent agenda as written or with appropriate changes as discussed.

Call meeting to order on February 9, 2021 at 5:30 PM:

Roll Call: Mary Benton Lloyd Colston Karla Gallegos Paisley Howerton Charles Jennings Ian Kuhn
Andy Paton Cody Richardson

Staff present was Principal Planner Josh White and Public Information Officer Andrew Lawson. Applicants Brandon & Sarah Jellings, Wichita State University professor Kartikeya Saboo and another member of the public were also present.

1. Declaration:

Benton noted she was friends with the applicants but that this wouldn't affect her decision.

2. Public Comments:

No public comments were made.

3. Consent Agenda:

Benton made a motion to approve the December 8, 2020 meeting minutes as written. Howerton seconded the motion. Voice vote carried the motion.

4. Hold a public hearing to consider the advisability of rezoning Compass Point Addition from an R-2 Medium Density Residential District to an R-3 High Density Residential District.

Paton requested a motion to open the public hearing. The motion was made by Richardson, seconded by Howerton. Voice vote carried the motion. Paton declared the public hearing open and turned it over to White for a presentation. White explained the proposal stating that the project would involve duplexes and triplexes. He went through the long history of this property noting that nothing had developed from this. Staff recommended approval of the rezone. Dr. Saboo asked about the latest failure to develop. White explained that the developer had a verbal agreement with Creekstone Farms to buy some of the houses. Creekstone allegedly backed out of that agreement so the developer decided to sell the entire subdivision. He stated an ownership change at Creekstone Farms may have caused the change of position. Paton asked if there was any further comment or questions. Hearing none, he asked for a motion to close the public hearing. The motion to close the public hearing was made by Colston and seconded by Howerton. Voice vote carried the motion. Paton declared the public hearing closed and asked for a motion on the item. Howerton made a motion to recommend the City Commission approve the request to rezone Compass Point Addition from an R-2 Medium Density Residential District to an R-3 High Density Residential District. The motion was seconded by Benton. The vote was taken by roll call.

Yes: Benton, Colston, Gallegos, Howerton, Jennings, Paton, and Richardson **No:** None **Absent:** Kuhn

Paton declared the motion passed.

5. Hold a public hearing to consider the preliminary plat of Replat of Compass Point Addition

Paton requested a motion to open the public hearing. The motion was made by Jennings and seconded by Colston. Paton declared the public hearing open and turned it over to White for a presentation. White explained the proposal. The applicant desired to combine all of the lots into one but the easements would be retained. The roads would become privately maintained but open to the public for access. Staff recommended approval of the preliminary plat. Paton asked if there were any further comments and hearing none asked for a motion to close the public hearing. Jennings made the motion and Gallegos seconded. Voice vote carried the motion. Paton asked for a motion on the item. Benton made a motion to approve/not approve the preliminary plat of Replat of Compass Point Addition. The motion was seconded by Gallegos. The vote was then taken by roll call.

Yes: Benton, Colston, Gallegos, Howerton, Jennings, Paton, and Richardson **No:** None **Absent:** Kuhn

Paton declared the motion passed.

6. Consider the final plat of Replat of Compass Point Addition

White stated that since this was a minor plat, the final plat could now simply be approved as there were no differences in the final plat. Jennings made a motion to approve the final plat of Replat of Compass Point Addition. The motion was seconded by Colston. Voice vote carried the motion.

7. Comprehensive Plan

Lawson gave a brief update on FlashVote. He said staff was planning on sending out the first survey in the next week. Results of the survey would be discussed at the next Planning Commission meeting. White then started discussion of Chapter 3 Housing. He read of some survey responses from the 2013 survey and asked for responses. Planning Commissioners discussed each response. After finishing that section, White started review the goals and actions from the 2013 Comprehensive Plan. Planning Commissioners discussed each goal and discussed possible actions. White also discussed the possibility of the creation of a Housing board. Planning Commissioners discussed the possible duties and membership makeup of this board and recommended staff proceed with the process to create such a board. It was getting late so some of the discussion of goals was held until the next Planning Commission meeting. White said he'd like to wrap up housing discussion next month and start Economic Development.

8. Other Items:

No other items were discussed.

9. Adjournment:

made a motion to adjourn the meeting. Seconded the motion. Voice vote carried the meeting. Meeting adjourned.

Action Item 3

Title:

Comprehensive Plan Update

Description:

Discussion will continue on housing. Staff would like to wrap up housing. Renee Lippincott , Community Development Regional Project Manager with the Kansas Department of Commerce will also be in attendance (possibly remotely) to help answer questions about the different housing grant programs the state offers. Kerri Falletti, Director of Cowley First will also be on hand for this discussion. As time allows, the discussion will then shift to Chapter 4 on Economic Development. Ms. Falletti will be available to talk about the state of economic development in Cowley County. Next month, Marla Canfield, In-State Business Development Project Manager with the Kansas Department of Commerce will be on hand to answer questions about the different economic development programs the state offers. Ms. Falletti will also be invited back if she is able to attend.

Action:

Discuss the update but no action is needed at this time.

Chapter Three: Housing and Neighborhoods

- 3.1 Introduction**
- 3.2 Vision**
- 3.3 Background**
- 3.4 Recommendations from 2010 Housing Needs Assessment Study**
- 3.5 Housing Findings, Recommendations and Strategies from the 2003 Update to the 1996 Comprehensive Plan**
- 3.6 Housing-Related Responses and Comments from the 2013 Survey and Comparisons to 2007 Survey**
- 3.7 Goals and Actions**

3.1 INTRODUCTION

Housing is an essential part of any community. The citizens of Arkansas City, and housing and community development experts as well, recognize that the availability of housing that is safe, affordable and suitable is critical to an acceptable quality of life. The City must plan for housing that meets the need for both the existing diverse population, and a slow-growing and diversified future population. This is not just a matter of planning for additional housing units, but of planning for a needed mix of housing types and cost. While the population is not forecasted to grow significantly, national trends of fewer persons per household and changing demographics relative to age requires additional housing units to be added to the current supply to provide not just adequate housing but also a better range of housing choices.

Using the current Arkansas City household size of 2.47 per unit, as reported in the 2010 U.S. Census, and the Kansas Water Office's 2020 population estimate for Arkansas City of 10,946, it will require 4,431 total housing units to house Arkansas City's 2020 population. According to the U.S. Census the number of housing units in 2010 was 5,646, of which 4,802 were occupied.

*Need an update.
use WSO
projections*

3.2 VISION

Arkansas City will maintain, and improve upon, its neighborhoods of well-maintained houses and yards, historic homes, tree-lined streets and parks. The community recognizes that these neighborhoods are, and will continue to be, some of its greatest assets. The continuation of these neighborhoods as quality places to live is integral to the City's future growth and vitality. Arkansas City will have a supply of housing that provides single-family as well as multi-family dwellings, both owner-occupied and renter-occupied, and housing which is safe, of good quality and affordable regardless of a resident's level of income.

3.3 BACKGROUND

The availability of good quality new housing, and well-maintained existing stock, is critical to the ability of the community to maintain and build upon the diversified economic base envisioned in this Plan. For example, a businessperson considering Arkansas City as a site will want to know that good quality housing exists nearby for both executives and employees. Likewise, an existing business having trouble filling workplace vacancies because of an inadequate supply of affordable housing for its employees will factor that problem into its decisionmaking regarding expansion or relocation. Having housing stock which serves to retain young people in the community, as well as provides for senior citizens, also requires attention to very different housing needs.

Simply put – in order to achieve the goal of an expanded and diversified economic base, the housing stock must cover a wide range of prices. There are measures the City can take to promote not just quality and quantity of housing, but also selection across the price range.

While owner-occupied housing comprises the majority of residential units in Arkansas City, attention may need to increasingly turn to the supply and cost of rental units. If the cost of new housing rises at rates above that for family household incomes, rental property will be in greater demand. Further, for some segments of the population rental property has become the preferred choice for housing – regardless of income. In particular, young workers, as well as retirees, will frequently select rental housing over owner-occupied housing – especially where rental properties exist in quality and quantity and across a broad range of rental payments.

There are blighted residential areas in Arkansas City where intervention is necessary. The City government can take a number of initiatives in order to improve on current conditions, to maintain and preserve what is already attractive, and to promote good qualities in future housing development. These initiatives include both direct action by the City government, and also the City government encouraging certain actions of, and investments by, the private sector.

HOUSING DATA FROM U.S. CENSUS

HOUSEHOLD DATA	1990	2000	2010
HOUSEHOLD TYPES			
TOTAL HOUSEHOLDS	--	4855	4802
FAMILY HOUSEHOLDS	--	3101	3030
With Children Under 18	--	1469	1433
Husband-Wife Family	--	2342	2083
With Own Children Under 18	--	984	829
Male Household, No Wife	--	189	281
With Own Children Under 18	--	122	174
Female Household, No Husband	--	570	666
With Own Children Under 18	--	363	430
NON-FAMILY HOUSEHOLDS	1771	1754	1772
Householder Living Alone	1515	1540	1531
Male	557	586	637
65 Years and Older	218	164	167
Female	958	1034	894
65 Years and Older	643	557	486
FAMILY HOUSEHOLDS, TOTAL	5160	4855	4802
1-Person	1515	1540	1531
2-Person	1741	1415	1492
3-Person	825	719	684
4-Person	686	562	570
5-Person	235	280	299
6-Person	112	87	127
7 or More Person	46	38	99
NON-FAMILY HOUSEHOLDS, TOTAL	1771	1754	1772
1-Person	--	1540	1531
2-Person	--	174	187
3-Person	--	25	27
4-Person	--	10	14
5-Person	--	4	8
6-Person	--	1	5
7 or More Person	--	0	0
FAMILY SIZE (AVERAGE)	--	2.97	3.07
HOUSEHOLD SIZE (AVERAGE)	--	2.36	2.47

HOUSEHOLD DATA	1990	2000	2010
GROUP QUARTERS POPULATION	457	496	562
INSTITUTIONALIZED	268	177	129
Corrections	--	11	2
Nursing Homes	--	166	106
Other Institutions	268	11	21
NON-INSTITUTIONALIZED	188	319	433
Dormitories	--	231	401
Other	188	88	32
HOUSING STOCK			
HOUSING UNITS	5774	5628	5646
OCCUPIED	5144	4855	4802
VACANT	630	773	844
OWNER OCCUPIED	3434	3148	2879
RENTER OCCUPIED	1710	1707	1923
POPULATION IN HOUSING			
TOTAL IN OCCUPIED UNITS	12306	11467	11853
OWNER OCCUPIED	8881	7592	7191
RENTER OCCUPIED	3425	3875	4662
AVERAGE HOUSEHOLD SIZE			
OWNER OCCUPIED	--	2.41	2.50
RENTER OCCUPIED	--	2.27	2.42

HOUSING STOCK

	2010	
Single-family units detached	79.8%	4397
Single family units, attached	1.8%	100
Duplexes	3.3%	182
3-4 plexes	3.3%	181
5-9 unit structures	2.3%	125
10+ unit structures	5.7%	315
Mobile homes/other	3.7%	204
TOTAL	100%	5504

(NOTE: Counts exclude vacant units.)

**HOME VALUES, OWNER-OCCUPIED UNITS
1990-2010**

	1990		2000		2010	
\$300,000 or more	0	0%	6	0.2%	34	1.2%
\$200,000 - \$299,999	0	0%	12	0.4%	53	1.9%
\$150,000 - \$199,999	3	0.1%	78	2.7%	184	6.5%
\$100,000 - \$149,999	77	2.5%	120	4.1%	337	11.9%
\$50,000 - \$99,999	602	19.4%	904	31.2%	1147	40.6%
\$50,000 or less	2424	78.1%	1776	61.3%	1071	37.0%
TOTAL	3106		2896		2826	

Median Home Value:

In 2010	\$61,700
In 2000	\$43,300
In 1990	\$32,800

AGE OF HOUSING STOCK 1990-2010

Year Structure Built	1990		2000		2010	
	#	%	#	%	#	%
Pre-1939	2846	49.3	1994	35.5	2080	37.8
1940-1959	1503	26.0	2039	36.3	1617	29.4
1960-1979	964	17.7	1169	20.8	1136	20.7
1980-1989	422	7.3	230	4.1	298	5.4
1990-1999	39	0.7	184	3.3	265	4.8
2000-2009	--	--	6	0.1	128	1.9
TOTAL	5774		5622		5524	

HOUSING VACANCY RATES

	2000	2010
Homeowner Vacancy	3.3%	4.0%
Rental Vacancy	13.5%	15.3%

HOUSEHOLD SIZE

	1990	2000	2010
1-Person Household	1515	1540	1531
2-Person Household	1741	1589	1492
3-Person Household	825	744	684
4-Person Household	686	572	570
5-Person Household	235	284	299
6-Person Household	112	88	127
7+ Person Household	46	38	99
TOTALS	5160	4855	4802

3.4 HOUSING RECOMMENDATIONS FROM 2010 HOUSING NEEDS ASSESSMENT STUDY

IX. CONCLUSIONS AND RECOMMENDATIONS

- Recent and projected employment trends, coupled with population and demographic projections, suggest that there will be a surplus of 69 rental units and eight ownership units in Arkansas City in 2012.
- The medical center expansion will likely draw some households, particularly seniors, to Arkansas City from throughout Cowley County, as well as a minimal number from outside the county, as it is the only regional long-term care facility serving the area.
- Overall, senior renters with incomes lower than 50% AMI appear to be the most severely underserved group in the city. Demand from this age and income cohort will increase if completion of the medical center and other factors, such as health issues, increase the incidence of senior household in-migration from the rural areas of the county.
- The existing rental units that target this group are older, one-bedroom dwellings that have institutional designs and lack many of the amenities desired by contemporary senior renters.
- Seniors in Arkansas City, many of which are moving from single-family homes, prefer more living space than a one-bedroom unit provides, as well as a design that allows for sufficient privacy.
- These factors suggest that a new age-restricted project should either be subsidized or have rents restricted at or below 50% AMI. The project should have a one-story walk-up or two-story elevator-served design that has private or semi-private unit entrances, as well as a contemporary unit amenity package.
- The continued aging of the population in Arkansas City, as well as in the rural areas throughout the county, suggest that there is sufficient demand to support between 20 and 30 new age-restricted rental units that target renters earning less than 50% AMI.

15 this out of date?

3.5 HOUSING FINDINGS, RECOMMENDATIONS AND STRATEGIES FROM THE 2003 UPDATE TO THE 1996 COMPREHENSIVE PLAN

Chapter 3 Housing & Neighborhoods

Introduction. A supply of decent and affordable housing is a critical factor when developing programs for industry to move into a small town. Community efforts to maintain and improve the housing stock contribute substantially to economic development.

15 this out of date? Consider keeping only highlights from 2003,

Key Findings.

- Approximately 35 percent of the housing units in Arkansas City were built in 1939 or earlier, approximately 47 percent were built between 1940 and prior to 1970, and only about 7.5 percent built since 1980. This clearly points out a need for maintaining the existing housing stock keeping older neighborhoods healthy, and encouraging new building in the city.
- New opportunities for housing will occur in suburban residential developments located east of the Walnut River, and in the northwest area of the city. Rural residential housing, outside the city limits, is expected to occur in platted subdivisions and individual, large tracts. Infill housing is another opportunity available to meet local housing demand.
- The residential neighborhood south of Madison Avenue and the Sleeth neighborhood should be targeted as revitalization areas.

Will need to check this against new data

Recommendations.



- The City of Arkansas City will need to implement a Systematic Program of Code Enforcement in the neighborhoods defined as revitalization areas.
- The City of Arkansas City will need to reinforce neighborhood stability, and stimulate private investment, through public sector capital improvement decisions and municipal services. An ongoing or 5-year program should be designed and funded to provide adequate street lighting, paved streets with curb and gutters, sidewalks, street tree plantings, and improved storm water systems.

Probably need to expand this to other areas



Can we develop this?

- A Neighborhood Action Plan should be considered and based on a planning process involving citizens of an entire neighborhood.

this has been done to an extent we could look at waiving fees but to what end?

- The City should prepare an inventory of infill sites. The purpose of the inventory is to assist in soliciting private developers to build infill housing. The City should also consider waiving building permit fees, utility connection fees, along with other incentives to induce private investment into established neighborhoods.

- An assessment of the City zoning and subdivision regulations should be performed to evaluate the regulatory impact on the cost of housing and development.

this is a national movement against single family zoning as being exclusionary. Our R-1 isn't technically just single family³⁻⁷ but it's designed for that. Should we consider changing R-1 or the other residential districts

Habitat is really only one currently.
Land Bank has some of this function

- The City should facilitate the creation of a not-for-profit corporation designed to improve local housing. When the City declares a structure abandoned, the not-for-profit corporation can petition the City for temporary possession of the abandoned structure.

Action Strategies.

★ The City of Arkansas City needs to devise a coordinated strategy to deal with the housing needs of the low and moderate income households.

★ **Neighborhood Revitalization Areas.** Many of the ideas, plans and programs outlined in the recommendation section should be implemented within the neighborhood revitalization areas. [This has been implemented.]

akenw Est...
Compass Point (lower est...)

★ **Public-Private Partnership.** Housing action strategies should be developed in conjunction with the efforts of a public-private partnership to create jobs and promote economic development.

★ **Public Sector Housing Programs.** The ideas and approaches suggested to stimulate housing rehabilitation and neighborhood recovery rely on subsidies to help low-income households.

3.6 HOUSING-RELATED RESPONSES AND COMMENTS FROM THE 2013 SURVEY AND COMPARISONS TO 2007 SURVEY

will need to revise to new survey use HS

The 2013 community survey gives valuable insight as to citizens' views of the current housing stock and market, as well as the significance housing has for quality of life at both the neighborhood and community level.

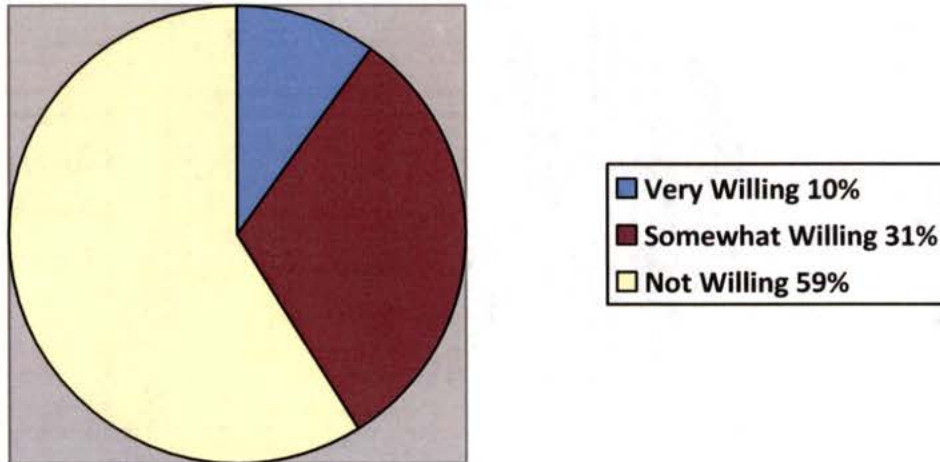
The 2013 survey asked for citizens' perceptions as to the current supply of different types of housing in the community:

Is the current supply of housing...	Adequate		Inadequate		Surplus	
Single-family homes	398	63%	205	32%	32	5%
Duplex units	312	51%	272	45%	23	4%
Manufactured homes	381	63%	127	21%	93	15%
Apartment units	323	53%	240	39%	47	8%
Condominiums and townhouses	243	41%	325	54%	29	5%
Housing for senior citizens	244	39%	353	57%	23	4%
Low income housing	269	43%	287	46%	66	11%
Moderate income housing	286	46%	306	50%	24	4%
High income housing	372	61%	121	20%	112	19%

Other than indicating a need for more multi-family, single-family rental housing, senior citizen housing, and housing for low- and moderate-income citizens, the

above responses seem to reflect a relatively high level of satisfaction that the supply of housing is meeting market demands.

In response to the survey question of willingness to pay increased taxes or fees for "greater housing opportunities", the response was:



The responses to the housing-specific survey questions should be viewed alongside the responses to questions asked in the 2007 survey to measure "overall" satisfaction with conditions of Arkansas City. Those questions, and percentage responses, include the following:

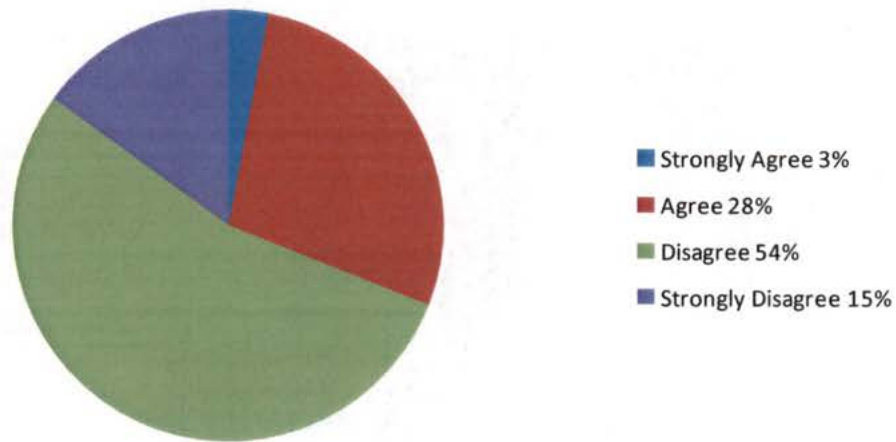
How do you rate the City...	Excellent	Good	Fair	Poor	No Opinion
As a place to live	7%	41%	40%	12%	0%
As a place to raise children	9%	39%	36%	14%	2%
As a place to work	3%	17%	39%	37%	3%
As a place to retire	7%	25%	34%	27%	7%
Overall quality of life	5%	30%	51%	12%	1%

A 2013 survey question asked whether the quality of life in Arkansas City had changed over the preceding five-, ten- and 15-year time periods.

Livability over the preceding...	Improved		Declined		Stayed the Same	
	Count	Percentage	Count	Percentage	Count	Percentage
5 years	144	22%	236	36%	279	42%
10 years	152	25%	270	44%	186	31%
15 years	143	23%	311	51%	158	26%

In its 2010 survey Cowley First reported this from responses from Arkansas City:

In the past 10 years, Cowley County has become a better place to live.



These responses speak for themselves. If they are an accurate reflection of the perceptions of the entire community, the 2010 survey responses show 5 out of 10 citizens believe Arkansas City is an excellent or good place to live, and 4 out of 10 are satisfied with the quality of life that the City offers. Also telling is the response from the 2013 survey, by 36% of the survey respondents, that "quality of life" has declined over the past five years, with higher percentages expressing declines over 10 years (44%) and 15 years (51%)

The survey asked citizens for their ranking of "quality of life" factors – *i.e.*, which of 13 listed characteristics of a community were most important to them in choosing a place to live. These three were the most frequently selected responses:

Factor	# of Responses
Location near family and friends	279
Friendly "small town" atmosphere	244
Affordable and stable cost of living	210

Another 2013 survey question asked whether the quality of rental housing was satisfactory?

Yes 17%

No 47%

No Opinion 36%

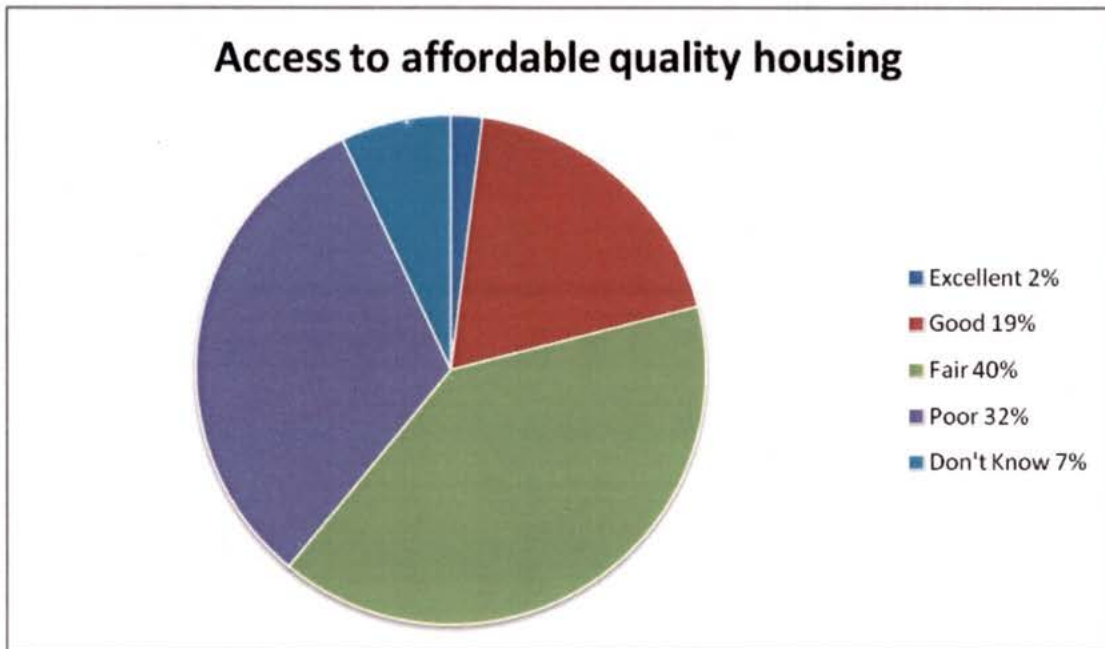
2010 Survey

The survey conducted countywide by Cowley First for its Vision 20/20 Community Plan asked several housing-related questions. The responses from Arkansas City were:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
More affordable housing is needed	22%	34%	28%	13%	3%
Residents have choices for adequate and affordable housing	2%	45%	--	44%	8%

2007 Citizen Survey

A survey conducted by the City in 2007 received the following responses to the only specific housing-related question:



This survey did ask for housing type and tenure information. Briefly, responses showed 81% of those returning surveys resided in single-family detached housing, and 68% of respondents were in an owner-occupied home.

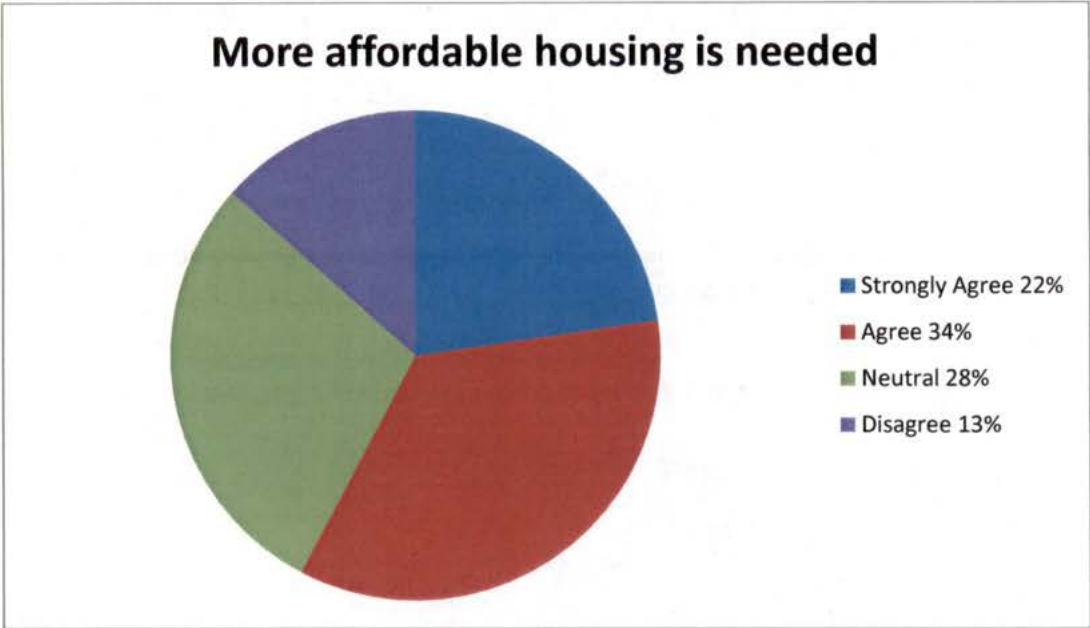
Cowley First Community Plan and Survey

Housing was a subject of the 2007 report, "Cowley County Vision 20/20". In the report's section on Cowley County Place, a Community Concern was, "Provide more affordable housing." A Strategy Statement tied to that concern was,

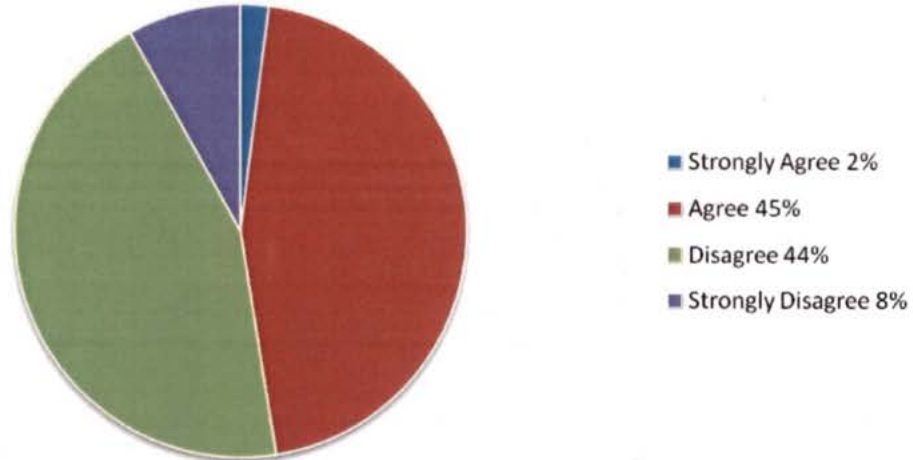
Out of date?

"Improve and expand the availability of good quality, affordable housing for rental and home ownership."

In a 2010 countywide survey conducted by Cowley First, 338 responses, identified as being from Arkansas City, were reported for the following questions:



Residents have choices for adequate and affordable housing



Appendix F contains more details from Cowley County Vision 20/20 and the 2010 survey.

Summary of Survey Comments

The 2013 survey asked for citizen comments on the present condition of the City, as well as predictions, concerns, and hopes for the future. A more complete listing of those comments is found at Appendix B. Following are some of the comments made regarding the supply of housing, and its quality:

Read these!

Do you agree?

perception?

- *Start going after housing cleanup with existing codes and especially all rental houses, i.e., broken glass, etc.*
- *Houses here need to be fixed up. They look bad. Code enforcement has shown no improvement. Time to clean up cars, yards. Why are some so overlooked?*
- *The quality of housing in Arkansas City is very poor. I live in an addition that is one of Arkansas City's newer additions and my house is 32 years old. If you drive anywhere in town on any block more houses than not are in poor repair/condition.*
- *There are very few nice homes for sale that newcomers/professionals would want to move into.*
- *Why can't the city get some of the old buildings in this town and turn them into something that can be used. All we do is tear down the beautiful old*

buildings. The old AC building could be turned into apartments for older people. With affordable renting prices. I would approve a tax raise for that.

- *Lack of rental housing for low income households.*
- *If you were going to build a new house today you would want to build it outside the city limits in order to keep your property taxes low and services even lower like water and utilities.*
- *The town is in desperate need of senior housing -- condos, patio homes, etc.*

3.7 GOALS AND ACTIONS

Arkansas City should be filled with many different types of residential neighborhoods, featuring well-maintained and attractive housing, which will meet the needs of residents by providing safe, suitable and affordable places to live. Achieving this result can be sped up by greater engagement and proactive policies by the city government.

Housing and Neighborhoods – The City should contain a wide variety of housing and neighborhood types ranging from traditional and historic neighborhoods to modern subdivisions. The City should include a variety of neighborhoods consisting of single-family site built homes, and manufactured housing, townhouses, and multi-family housing structures, located consistent with the future land use map. Housing should be compatible with the general character of the surrounding neighborhood. The City should feature residential neighborhoods with public spaces where neighbors can meet and in some areas of the City those neighborhoods should allow limited and small-scale commercial sites that serve residents of the area.

Go through Goals & Actions, have open discussion on all topics related to housing.

Goal	Encourage the Availability of Housing in Arkansas City for All Ages and Income Groups.
Goal	Continue to Encourage Construction of More Private Sector Senior Housing.
Goal	Encourage Citizens to Continue to Reinvest in Their Homes, as the Most Economical Way to Improve the Housing Stock.
Goal	Encourage Rehabilitation Where Appropriate, and Removal Where Necessary, through Code Enforcement Activity.
Goal	Residential Development Should Be Located in Areas Where Adequate Public and Private Facilities Already Exist, Where Such Facilities are Planned in the Capital Improvements Program, or in Areas Where They Will Be Extended and Provided by the Developer Within a Reasonable Time Frame.

GOAL ENCOURAGE THE AVAILABILITY OF HOUSING IN ARKANSAS CITY FOR ALL AGES AND INCOME GROUPS.

Arkansas City has some need for more housing options for people in all stages of their life cycles and at all income levels. This can be achieved by diversifying the existing housing stock with more multi-family housing units and encouraging construction of new housing within the community. The older neighborhoods of Arkansas City are comprised of housing that is varied in its architecture, size, height, lot size, number of rooms, garages that are attached and detached, etc. Community character is defined, in part, by those differences. These areas also reflect neighborhoods of mixed incomes, household types, and needs. In addition, support for upgrading infrastructure in these aging neighborhoods is necessary to retain the investments of property owners and to avoid blight characteristics.

Action:

1. Request that the Planning Commission work with Cowley First and other entities to identify "opportunity sites" for infill development/redevelopment of new housing of varied types and costs throughout the City. Develop and maintain a map showing these opportunity sites, and make the map available to developers and others.
2. Consider approaches such as density bonuses to encourage higher density housing where such is appropriate.

3. Consider creation of a Housing Trust Fund. Such funds can be effective tools for providing locally targeted and managed assistance for affordable housing. The City Commission would decide the source(s) of funding, and how trust funds are used. Some funds support demand-side solutions, such as subsidizing the down payment on a home purchase by low- to moderate-income citizens. Trust funds also are used to address housing supply by providing financing, e.g., zero-interest loans or gap financing for affordable housing construction or preservation.
4. The City should participate in tax-exempt bond programs available through the State. There are at least two types of bonds that can be used to facilitate affordable housing: affordable multi-family rental housing bonds (a type of private activity bonds) and 501(c)(3) bonds for nonprofit developers.
5. Continue participation in HOME Homeowner Rehabilitation, a federal program which provides grants for cities to use, usually in partnership with nonprofit entities, to build, buy or rehabilitate affordable housing or provide direct rental assistance to low-income citizens.
6. The City should examine the viability of the USDA's Rental Assistance Program, the Mortgage Credit Certificate Program, and the Kansas Rural Housing Incentive District Act (K.S.A. 12-5241, *et seq.*), and promote participation in programs which it determines would help achieve the goals set out in this Plan.

GOAL CONTINUE TO ENCOURAGE CONSTRUCTION OF MORE PRIVATE SECTOR SENIOR HOUSING.

Senior citizens should have housing available which allows them to stay in Arkansas City as they age. They should have the option of staying in their homes as long as they are able to live independently, or of moving to a retirement or assisted living facility within Arkansas City. Providing sufficient transitional housing options for senior citizens will meet this need while also opening up existing single-family housing for others.

Action: Adopt zoning regulations which encourage development of owner-occupied and rental housing for senior citizens.

GOAL ENCOURAGE CITIZENS TO CONTINUE TO REINVEST IN THEIR HOMES, AS THE MOST ECONOMICAL WAY TO IMPROVE THE HOUSING STOCK

Action:

1. Promote historic preservation programs to encourage restoration of older homes which contribute to the character and identity of Arkansas City.
2. Encourage investment in existing neighborhoods, including both maintenance of existing homes and redevelopment/infilling.
3. Work with owners/operators of residential rental properties to promote voluntary maintenance and improvement programs as alternatives to mandatory codes for rental properties.
4. Continue the City's Neighborhood Revitalization Act program, and closely monitor it for results which are beneficial to the community.

GOAL ENCOURAGE REHABILITATION WHERE APPROPRIATE, AND REMOVAL WHERE NECESSARY, THROUGH CODE ENFORCEMENT ACTIVITY

Action:

1. Identify all vacant, deteriorating structures in the community. Rank them on a scale for repair, major repair, rehabilitation or demolition. Contact owners and encourage repair or removal. If necessary, take legal action to force repair or removal. Work with rental property owners to improve property conditions without having to resort to additional regulations.
2. Consider incentives for creating infill development of residential lots, or to encourage rehabilitation of dwelling units, such as building permit fee refunds or reductions, demolition by City at no cost, or refunds or reductions for water or sewer connection fees.
3. Continue participation in the Neighborhood Stabilization Program authorized by the Housing and Economic Recovery Act of 2008. This program is administered by the Kansas Department of Commerce and the Kansas Housing Resources Corporation.
4. Consider promotion of housing rehabilitation through a matching grant program for qualifying homeowners.

5. Work with civic organizations such as Habitat for Humanity to clean up and repair residences.

GOAL RESIDENTIAL DEVELOPMENT SHOULD BE LOCATED IN AREAS WHERE ADEQUATE PUBLIC AND PRIVATE FACILITIES ALREADY EXIST, WHERE SUCH FACILITIES ARE PLANNED IN THE CAPITAL IMPROVEMENTS PROGRAM, OR IN AREAS WHERE THEY WILL BE EXTENDED AND PROVIDED BY THE DEVELOPER WITHIN A REASONABLE TIME FRAME.

Action:

1. High-density residential developments should be encouraged to locate in close proximity to centers of economic and social activity, near major traffic thoroughfares, and near utility lines in order to readily provide those developments with a full package of municipal services.
2. Municipal services and facilities should not be extended or provided to accommodate suburban density developments beyond the city limits.
3. Review and revise land use and building permit regulations to avoid any unintended encouragement of development within the Growth Area which would better benefit the community if it were located within the city limits.

Cowley

County

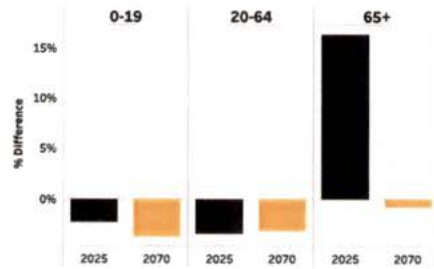
Cowley

	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070
Total	36,288	36,605	36,676	36,429	35,911	35,143	34,229	33,278	32,413	31,601	30,779
% Diff Total	1.40%	0.87%	0.20%	-0.67%	-1.42%	-2.14%	-2.60%	-2.78%	-2.60%	-2.51%	-2.60%
Female	17,921	17,962	17,902	17,703	17,383	16,953	16,459	15,953	15,489	15,064	14,640
% Diff Fem..	0.67%	0.23%	-0.33%	-1.11%	-1.81%	-2.47%	-2.92%	-3.07%	-2.91%	-2.74%	-2.82%
Male	18,367	18,643	18,774	18,726	18,527	18,189	17,770	17,325	16,925	16,537	16,139
% Diff Male	2.12%	1.50%	0.71%	-0.26%	-1.06%	-1.82%	-2.31%	-2.50%	-2.31%	-2.29%	-2.41%

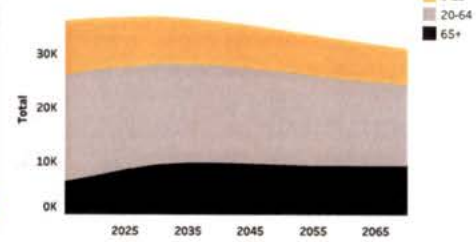
Source: CEDBR



Age Range - Five-Year Growth Rates



Age Range - Forecast



Total

Age Range	2015	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070
Under 5 Years	2,296	2,174	2,136	2,039	1,964	1,897	1,822	1,767	1,702	1,638	1,577	1,517
5 to 9 Years	2,368	2,293	2,173	2,135	2,040	1,964	1,899	1,824	1,769	1,705	1,641	1,581
10 to 14 Years	2,354	2,373	2,298	2,177	2,140	2,044	1,969	1,903	1,828	1,773	1,708	1,645
15 to 19 Years	2,666	2,455	2,474	2,397	2,270	2,231	2,131	2,053	1,984	1,906	1,849	1,781
20 to 24 Years	2,594	2,529	2,331	2,349	2,277	2,156	2,119	2,025	1,950	1,885	1,812	1,757
25 to 29 Years	2,157	2,204	2,147	1,982	1,996	1,936	1,833	1,802	1,722	1,659	1,603	1,541
30 to 34 Years	2,158	2,084	2,129	2,074	1,913	1,926	1,868	1,768	1,737	1,660	1,598	1,544
35 to 39 Years	2,004	2,214	2,138	2,184	2,127	1,962	1,975	1,914	1,812	1,779	1,699	1,636
40 to 44 Years	1,933	1,983	2,190	2,114	2,158	2,101	1,937	1,949	1,889	1,787	1,754	1,674
45 to 49 Years	2,066	1,895	1,943	2,146	2,071	2,113	2,056	1,895	1,906	1,846	1,745	1,713
50 to 54 Years	2,373	1,982	1,815	1,860	2,053	1,980	2,019	1,964	1,809	1,818	1,759	1,662
55 to 59 Years	2,419	2,326	1,941	1,777	1,820	2,007	1,935	1,971	1,916	1,763	1,770	1,712
60 to 64 Years	2,236	2,379	2,288	1,909	1,747	1,789	1,974	1,902	1,937	1,884	1,732	1,740
65 to 69 Years	1,868	2,167	2,306	2,217	1,851	1,693	1,734	1,913	1,843	1,877	1,825	1,678
70 to 74 Years	1,469	1,759	2,045	2,180	2,100	1,756	1,610	1,652	1,825	1,762	1,797	1,750
75 to 79 Years	1,070	1,417	1,700	1,980	2,115	2,041	1,710	1,570	1,613	1,785	1,726	1,763
80 to 84 Years	791	925	1,228	1,480	1,729	1,853	1,795	1,509	1,390	1,434	1,592	1,545
85 Years and Older	964	1,128	1,321	1,675	2,059	2,459	2,757	2,849	2,646	2,454	2,411	2,539
Grand Total	35,788	36,288	36,605	36,676	36,429	35,911	35,143	34,229	33,278	32,413	31,601	30,779

Female

Age Range	2015	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070
Under 5 Years	1,108	1,063	1,045	997	960	928	891	864	832	801	771	742
5 to 9 Years	1,171	1,113	1,069	1,050	1,003	966	934	897	870	838	807	777
10 to 14 Years	1,135	1,168	1,110	1,066	1,048	1,001	964	932	895	868	836	805
15 to 19 Years	1,320	1,166	1,200	1,140	1,095	1,076	1,028	990	957	919	892	859
20 to 24 Years	1,209	1,226	1,082	1,114	1,059	1,017	1,000	955	920	889	854	829
25 to 29 Years	1,031	995	1,009	891	917	872	837	823	786	757	732	703
30 to 34 Years	1,035	1,002	967	980	865	891	847	813	799	763	735	710
35 to 39 Years	955	1,051	1,018	982	995	879	904	859	825	810	774	745
40 to 44 Years	918	952	1,048	1,015	978	991	875	900	855	821	806	770
45 to 49 Years	1,018	903	936	1,030	997	961	974	859	884	839	805	791
50 to 54 Years	1,156	972	861	893	982	950	915	927	817	840	797	765
55 to 59 Years	1,192	1,147	960	850	881	968	936	802	913	804	826	784
60 to 64 Years	1,134	1,182	1,133	951	843	873	960	928	894	905	797	819
65 to 69 Years	976	1,102	1,148	1,100	924	819	849	933	902	868	879	775
70 to 74 Years	763	918	1,036	1,083	1,040	875	776	805	886	858	827	838
75 to 79 Years	581	738	889	1,007	1,053	1,012	853	758	787	868	841	812
80 to 84 Years	469	510	650	786	893	936	903	763	680	709	783	761
85 Years and Older	631	719	799	965	1,169	1,368	1,508	1,551	1,451	1,330	1,299	1,355
Grand Total	17,802	17,921	17,962	17,902	17,703	17,383	16,953	16,459	15,953	15,489	15,064	14,640

Male

Age Range	2015	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070
Under 5 Years	1,188	1,111	1,091	1,042	1,003	969	931	903	869	837	806	775
5 to 9 Years	1,197	1,181	1,104	1,085	1,037	998	965	927	899	866	834	803
10 to 14 Years	1,219	1,204	1,188	1,111	1,092	1,043	1,005	971	933	905	872	839
15 to 19 Years	1,346	1,289	1,274	1,256	1,175	1,155	1,103	1,063	1,027	987	957	922
20 to 24 Years	1,385	1,304	1,249	1,234	1,218	1,139	1,120	1,070	1,031	996	958	929
25 to 29 Years	1,126	1,209	1,139	1,091	1,079	1,064	996	979	936	901	871	838
30 to 34 Years	1,123	1,082	1,162	1,094	1,048	1,035	1,021	955	939	897	863	834
35 to 39 Years	1,049	1,163	1,120	1,203	1,132	1,084	1,070	1,055	987	969	925	891
40 to 44 Years	1,015	1,030	1,142	1,100	1,180	1,110	1,062	1,049	1,033	966	948	905
45 to 49 Years	1,050	992	1,007	1,116	1,074	1,152	1,083	1,036	1,022	1,007	940	923
50 to 54 Years	1,217	1,010	954	967	1,071	1,030	1,104	1,037	991	977	962	898
55 to 59 Years	1,227	1,184	982	926	939	999	1,069	1,003	958	944	944	928
60 to 64 Years	1,102	1,197	1,155	958	904	916	1,013	974	1,043	979	935	921
65 to 69 Years	892	1,066	1,150	1,117	926	874	886	980	942	1,008	946	904
70 to 74 Years	706	841	1,007	1,097	1,061	882	834	847	938	904	969	911
75 to 79 Years	489	678	810	973	1,062	1,029	857	812	826	918	885	951
80 to 84 Years	322	415	578	694	836	917	892	746	710	725	809	783
85 Years and Older	333	410	522	710	890	1,092	1,249	1,296	1,195	1,124	1,112	1,184
Grand Total	17,986	18,367	18,643	18,774	18,726	18,527	18,189	17,770	17,325	16,925	16,537	16,139

Winfield Area(s)



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Metro type

All

Metro Area

Winfield

Urban type

All

Source: CEDBR



Five-Year Growth Rates

	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070
Winfield	1.398%	0.871%	0.196%	-0.675%	-1.422%	-2.139%	-2.600%	-2.778%	-2.598%	-2.506%	-2.602%
Grand Total	1.398%	0.871%	0.196%	-0.675%	-1.422%	-2.139%	-2.600%	-2.778%	-2.598%	-2.506%	-2.602%

Definitions

Metropolitan area: One urbanized area of 50,000 or more inhabitants.

Microplitan area: One urban cluster of at least 10,000 inhabitants.

Urban: An urban area comprises a densely settled core of census tracts and/or census blocks with at least 2,500 people.

Rural: All population, housing, or territories outside of urban areas.

Rural Share

Urban: 1-50%

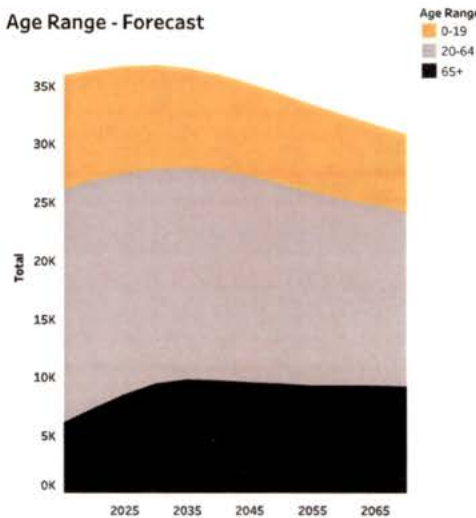
Partly urban: 51-99%

Rural: 100%

Age Range - Five-Year Growth Rates

	2020			2070		
	0-19	20-64	65+	0-19	20-64	65+
Winfield	-4.01%	-1.73%	20.03%	-3.72%	-3.19%	-0.82%
Grand Total	-4.01%	-1.73%	20.03%	-3.72%	-3.19%	-0.82%

Age Range - Forecast



Total

Age Range	2015	2020	2025	2030	2035	2040	2045	2050	2055	2060	2065	2070
Under 5 Years	2,296	2,174	2,136	2,039	1,954	1,897	1,822	1,767	1,702	1,638	1,577	1,517
5 to 9 Years	2,368	2,293	2,173	2,135	2,040	1,964	1,899	1,824	1,769	1,705	1,641	1,581
10 to 14 Years	2,354	2,373	2,298	2,177	2,140	2,044	1,969	1,903	1,828	1,773	1,708	1,645
15 to 19 Years	2,666	2,455	2,474	2,397	2,270	2,231	2,131	2,053	1,984	1,906	1,849	1,781
20 to 24 Years	2,594	2,529	2,331	2,349	2,277	2,156	2,119	2,025	1,950	1,885	1,812	1,757
25 to 29 Years	2,157	2,204	2,147	1,982	1,996	1,936	1,933	1,802	1,722	1,659	1,603	1,541
30 to 34 Years	2,158	2,084	2,129	2,074	1,913	1,926	1,868	1,768	1,737	1,660	1,598	1,544
35 to 39 Years	2,004	2,214	2,138	2,184	2,127	1,962	1,975	1,914	1,812	1,779	1,699	1,636
40 to 44 Years	1,933	1,983	2,190	2,114	2,158	2,101	1,937	1,949	1,889	1,787	1,754	1,674
45 to 49 Years	2,068	1,895	1,943	2,146	2,071	2,113	2,056	1,895	1,906	1,846	1,745	1,713
50 to 54 Years	2,373	1,982	1,815	1,860	2,053	1,980	2,019	1,964	1,809	1,818	1,759	1,662
55 to 59 Years	2,419	2,326	1,941	1,777	1,820	2,007	1,935	1,971	1,916	1,763	1,770	1,712
60 to 64 Years	2,236	2,379	2,288	1,909	1,747	1,789	1,974	1,902	1,937	1,884	1,732	1,740
65 to 69 Years	1,868	2,167	2,306	2,217	1,851	1,693	1,734	1,913	1,843	1,877	1,825	1,678
70 to 74 Years	1,469	1,759	2,045	2,180	2,100	1,756	1,610	1,652	1,825	1,762	1,797	1,750
75 to 79 Years	1,070	1,417	1,700	1,980	2,115	2,041	1,710	1,570	1,613	1,785	1,726	1,763
80 to 84 Years	791	925	1,228	1,480	1,729	1,853	1,795	1,509	1,390	1,434	1,592	1,545
85 Years and Older	964	1,128	1,321	1,675	2,059	2,459	2,757	2,849	2,646	2,454	2,411	2,539
Grand Total	35,788	36,288	36,605	36,676	36,429	35,911	35,143	34,229	33,278	32,413	31,601	30,779

Chapter Four: Economic Development

- 4.1 Introduction
- 4.2 Vision
- 4.3 Background
- 4.4 Findings and Recommendations of the 2003 Update to the 1996 Comprehensive Plan Relating to Economic Development
- 4.5 Vision 20/20 Plan
- 4.6 2007 Citizen Survey
- 4.7 2013 Survey Responses and Comments Relating to Economic Development
- 4.8 Goals and Actions

4.1 INTRODUCTION

Economic development is of great concern to most communities, particularly to those like Arkansas City which are located outside major urban areas. Those communities are typically striving to preserve and create quality jobs for citizens, and to grow in population and economic base. The most livable communities are those which have strong, vibrant economies that encourage local enterprise, serve the needs of citizens and promote stable employment. Effective economic development seeks to achieve a balance between support for existing businesses and efforts to bring new businesses into the community.

4.2 VISION

Arkansas City will be a community with a good balance of white collar and blue collar employment, with a broad range of occupations and professions. The City will support efforts to produce a well-educated and trained labor force, including entrepreneurs, and will place strong emphasis on the growth of those places of employment already in Arkansas City. A critical objective is to have ample employment opportunities to keep young people in the community or to encourage them to return to Arkansas City if they receive post-secondary education or training elsewhere. The City will also present itself as an attractive community for new businesses to start up or to relocate to.

Principles that will guide the community to this vision include the following:

- Integrated Approach. Local governments, businesses, educational institutions and the community must work together to create a vibrant economy, through a long-term strategy that:
 - ✓ encourages local businesses
 - ✓ serves the needs of citizens, workers and businesses
 - ✓ promotes stable employment and good incomes.
- Focus. Economic development efforts should recognize the community's preference for supporting existing businesses.

- Long-Term Investment. Economic development programs paid for with public dollars should be evaluated on their long-term benefits and impacts on the entire community, not on short-term job or income increases.
- Public Investment. The City's economic development efforts should help provide citizens with lifelong skills and learning opportunities by promoting investment in public schools and Cowley College.
- Public Infrastructure. A necessity for virtually all economic development is adequate infrastructure provided in whole or part courtesy of local taxpayers: streets, sidewalks, water, gas, electricity, sanitary sewers, stormwater sewers, etc.

4.3 BACKGROUND

The principal local economic development agencies are:

- (1) Cowley First, Cowley County Economic Development Partnership
- (2) Cowley College
- (3) Arkansas City Chamber of Commerce
- (4) Arkansas City City Commission/Cowley County Board of County Commissioners
- (5) Kansas Small Business Development Outreach Center
- (6) Ark City Industries

Strother Field

Strother Field Industrial Park is the largest and most diverse industrial park in the area. 1,600 acres in size, it is located on U.S. Highway 77 and not only has the only local airport but also railroad access. Strother Field is located halfway between the cities of Arkansas City and Winfield -- the co-owners of Strother Field.



Businesses locating in the park typically purchase their sites and construct their buildings. Strother Field does lease land to some businesses, and leases some building space, usually warehouse or office space.

Strother Field is home to many of the largest employers in the area, including General Electric Engine Services, Columbia Elevator Solutions Inc., Morton Buildings, Greif Inc., Winfield Consumer

Products/Husky Liners, and Western Industries-Plastic Products Group Inc.

Services such as the Kansas Department of Transportation's driver's license office, Cowley County Mental Health and the Cowley County Humane Society are also located at Strother Field.

The facility is identified as a regional airport within the Kansas Aviation System Plan, which allows Strother Field to accommodate regional economic activities. The airport at Strother Field has two runways that accommodate corporate business jets, multi-engine aircraft and single-engine aircraft. Its primary runway is 5,506 feet long; the secondary runway is 3,150 feet long.

Goff Industrial Park

Goff Industrial Park is a 450-acre park located just north of Arkansas City. Current tenants of this industrial park include Creekstone Farm Premium Beef, a processing facility employing more than 600.

The City of Arkansas City, which owns the park, has made major improvements to roads, water and sewer. Land is available for new construction, ranging in lots from one to 75 acres at prices considerably below that of metropolitan areas.

Water is provided by the City of Arkansas City, and gas and electric are provided by Westar Energy/Kansas Gas Service.

The industrial park is located less than one mile west of U.S. Highway 77 and is only 20 minutes from I-35.

State and Federal Programs and Tax Incentives Available to Existing or New Businesses

- Constitutional Tax Exemption per the authority granted cities by Article 11, Section 13 of the Kansas Constitution
- Industrial Revenue Bonds (IRBs)
- Community Development Block Grants (CDBG) (low interest subordinated loans for plant, equipment and infrastructure)
- Tax Increment Financing (TIF) per K.S.A. 12-1771 *et seq.* (cost of certain public improvements paid for from increased property tax revenues from a development)
- Community Improvement District per K.S.A. 12-6a26 *et seq.* (public funding of projects via sales tax, special assessments and bonds)
- Revolving Loan Fund financing for qualifying local enterprises.
- Farmers Home Administration (FmHA) (business development loan guarantees)
- Small Business Administration (SBA) 504 Program (long-term subordinated loans)
- SBA 7(A) Loan Guarantee
- Property Tax Exemptions (per Kansas Constitution, or IRB properties)
- Neighborhood Revitalization Act (NRA) per K.S.A. 12-17,114 *et seq.* Program (tax rebate program for eligible businesses and residential properties located within designated district in Arkansas City)
- USDA low interest loans
- Workforce Training
 - Kansas Industrial Training Program
 - Kansas Industrial Retraining
 - State of Kansas Investments in Lifelong Learning (SKILL)
 - Kansas Job Training Partnership Act (JTPA)

Major Employers in Arkansas City and Strother Field

Company Name	Product/Service	Average Employment	
		2013	2003
ADM Milling	Grain Milling	80	100
City of Arkansas City	Municipal Government	150	158
Columbia Elevator (Wittur)	Manufacturing & Metal Fabrication	50	164
Cowley College	Post Secondary Education	185	257
Creekstone Farms Premium Beef	Beef Production	720	620
GE Aviation	Aircraft Engine Maintenance	801	920
Jet AirWerks*	Jet Engine Repair	24	*
Kan-Pak	Aseptic Beverage Processor	208	40
Morton Buildings	Metal Building Plant	53	51
Pike Construction	Metal Fabrication	51	39
RPPG	Boiler and Metal Fabrication	22	40
Skyline Corp.	Manufactured Homes	102	100
South Central Kansas Regional Medical Center	Hospital and Outpatient Services	216	150
Twin Rivers Development	Developmental Disabilities Services	104	N/A
Unified School District No. 470	Education	463	450
Western Industries	Blowmolding Manufacturing	207	110
Winfield Consumer Products	Auto Accessories Manufacturing	103	119

Source: Cowley First

* Business started in 2007

SALES TAX RATES AND REVENUES 1990:2012

	City Sales Tax Rate	State Sales Tax Rate	City Sales Tax Collections	State Sales Tax Collections	Taxable Sales
1990	1%	4.25%	\$1,089,946	N/A	\$108,994,577
1995	1%	4.90%	\$1,217,436	N/A	\$121,743,577
2000	1%	4.90%	\$1,325,214	\$5,945,205	\$132,521,422
2005	1%	5.30%	\$1,335,799	\$6,375,665	\$133,579,882
2010	2%	6.30%	\$2,974,612	\$8,251,536	\$148,730,607
2011	2%	6.30%	\$3,154,519	\$9,147,642	\$157,725,943
2012	2%	6.30%	\$3,144,445	\$9,238,522	\$157,222,245

Source: Kansas Dept. of Revenue and City of Arkansas City

*Taxable Sales: These figures reflect the sales to which the city sales tax applied. The city sales tax base is slightly larger than the state sales tax, e.g., residential utility fees are subject to city sales tax but not the state sales tax.

RETAIL SALES TAXES

The percentage of retail purchases the citizens of a community make in their home community is a commonly-used indicator of economic strength. The State of Kansas produces a report titled, "City Trade Pull Factor" that provides different measures of retail market data for larger cities in the state, including Arkansas City.

The report most recently available, covering the period of July 2011-June 2012, measured (1) Trade Pull Factor, (2) Trade Area Capture, and (3) Percent of County Trade. Those measures, and how Arkansas City rated, are explained below.

- (1) **City Trade Pull Factor.** This measure is computed by dividing the per capita sales tax of a city by the statewide per capita sales tax. A factor of 1.0 shows that for every dollar a city resident spends outside that city, a nonresident spends a dollar at a local retail business. A score higher than 1.0 shows that the balance of trade is favorable for a city, a score lower than 1.0 shows otherwise. The most recent Trade Pull Factor for Arkansas City was 0.90.
- (2) **Trade Area Capture.** This measure of the customer base served by a city is calculated by multiplying the city's population by the Trade Pull Factor. Arkansas City's Trade Area Capture is 11,126.
- (3) **Percent of County Trade** is a factor that shows the percent capture of countywide retail trade the city has. Arkansas City captured 42.4% of the Cowley County retail trade over the July 2011-June 2012 period.

OCCUPATIONS OF PERSONS EMPLOYED, 16 YEARS AND OLDER, 1990-2010

OCCUPATION:	1990		2000		2010	
	Number	%	Number	%	Number	%
Management, business, science & arts occupations	1,125		1,238	24.7	1,026	19.4
Service occupations	1,043		909	18.1	1,136	21.5
Sales & office occupations	1,381		980	19.5	1,253	23.7
Natural resources, construction & maintenance occupations	62		620	12.4	626	11.8
Production, transportation & material moving occupations	1,811		1,234	24.6	1,248	23.6
INDUSTRY:						
Agriculture, forestry, fishing & hunting, & mining	115		80	1.6	61	1.2
Construction	158		338	6.7	337	6.4
Manufacturing	1,422		1,124	22.4	1,257	23.8
Wholesale trade	115		89	1.8	128	2.4
Retail trade	834		488	9.7	572	10.8
Transportation & warehousing, & utilities	446		376	7.5	257	4.9
Information			63	1.3	38	0.7
Finance & insurance, & real estate & rental and leasing	213		168	3.3	200	3.8



Professional, scientific, & management, & administrative & waste management services	---		191	3.8	233	4.4
Educational services, & health care & social assistance	---		1,327	26.5	1,201	22.7
Arts, entertainment, & recreation, & accommodation & food services	---		440	8.8	660	12.5
Other services, except public administration	1,901		187	3.7	147	2.8
Public administration	218		144	2.9	198	3.7
Population 16 years and older			9,309		9,397	
In labor force			5,498	59.1	5,785	61.6
Employed	5,422		5,015	53.9	5,289	56.3
Unemployed			483	5.2	489	5.2
Armed Forces			---	---	7	0.1
Not in labor force			3,811	40.9	3,612	38.4
Civilian labor force			5,498	59.1	5,778	

NOTE: Due to variations in classifications among census reports, totals listed above for 2000 and 1990 may not match individual listings.

**SELECTED MEDIAN HOUSEHOLD AND FAMILY INCOMES FOR THE
ARKANSAS CITY REGION, 1990-2010**

Income Range for Households	1990		2000		2010	
	Households	% of Total	Households	% of Total	Households	% of Total
Less than \$10,000	1,073	20.8%	651	13.3%	470	10.3%
\$10,000-\$14,999	610	11.8%	601	12.3%	280	6.1%
\$15,000-\$24,999	1,167	22.6%	904	18.5%	848	18.6%
\$25,000-\$34,999	863	16.7%	651	13.3%	623	13.7%
\$35,000-\$49,999	892	17.3%	913	18.6%	782	17.2%
\$50,000-\$74,999	375	7.3%	750	15.3%	827	18.2%
\$75,000-\$99,999	108	2.1%	252	5.1%	389	8.5%
\$100,000-\$149,000	27	0.5%	118	2.4%	261	5.7%
\$150,000-\$199,999	45	0.9%	16	0.3%	54	1.2%
\$200,000 or more	--	--	40	0.8%	20	0.4%
Totals	5,160		4,896		4,554	

Income Range for Families	1990		2000		2010	
	Families	% of Total	Families	% of Total	Families	% of Total
Less than \$10,000	345	9.8%	244	7.8%	160	5.6%
\$10,000-\$14,999	344	9.8%	252	8.0%	134	4.7%
\$15,000-\$24,999	817	23.2%	469	14.9%	402	14.0%
\$25,000-\$34,999	718	20.4%	377	12.0%	340	11.9%
\$35,000-\$49,999	761	21.6%	726	23.1	531	18.5%
\$50,000-\$74,999	363	10.3%	693	22.1%	656	22.9%
\$75,000-\$99,999	115	3.3%	228	7.3%	346	12.1%
\$100,000-\$149,000	20	0.6%	102	3.2%	225	7.8%
\$150,000-\$199,999	45	1.28%	16	0.5%	54	1.9%
\$200,000 or more	--	--	33	1.1%	20	0.7%
Totals	3,528		3,140		2,868	

	1990	2000	2010
Median Household Income	\$22,536	\$29,158	\$35,782
Mean Household Income	\$27,482	\$39,178	\$44,739
Median Family Income	\$28,883	\$39,962	\$46,619
Mean Family Income	\$33,206	---	\$53,844
Per Capita Income	\$11,374	\$15,933	\$17,565

POVERTY IN ARKANSAS CITY 1990-2010

	1990	2000	2010
Percentage of all persons in poverty	11.8%	16.4%	22.7%
Persons age 18+ in poverty	10.2%	14.5%	19.3%
Persons over age 65 in poverty	11.9%	14.5%	13.5%
Percentage of all families in poverty	8.1%	12.4%	18.3%
Female-headed households with children in poverty	36.2%	49.0%	44.0%

Source: U.S. Census

4.4 FINDINGS AND RECOMMENDATIONS OF THE 2003 UPDATE TO THE 1996 COMPREHENSIVE PLAN RELATING TO ECONOMIC DEVELOPMENT

The 2003 update to the 1996 Comprehensive Plan made findings and recommendations relating to economic development objectives, excerpts from which follow:

General Overview

Economies, like populations, are not static. The characteristics of labor, the flow of goods, and community wealth change considerably over time - change is a normal and expected economic process. Arkansas City is the product of this change. Since the late 1960s there has been a fundamental, probably irreversible, structural change that resulted in an uncoupling of the primary products economy from the industrial economy. During this period the twin foundations of the local economy - petroleum and production agriculture (including livestock) - steadily decreased as supplies dwindled and demand fell. This fundamental change shaped, and still continues to shape, the production and service sectors of the community.

Key Findings

- Median family and median household incomes in Arkansas City are both below the State's mean. In all probability this is due to a shift of higher incomes to the rural townships surrounding the city limits. Over time this can have a negative future

impact on total personal income and the real value of property. This can be offset by new residential, commercial and industrial development within the city limits.

- The strong labor shift to professional specialties and technical support in the Arkansas City area clearly signals a very positive move to higher technologies in the local economic base.
- Wichita and Ponca City areas have become a major source of quality employment for persons living in Arkansas City and Cowley County.
- The total economy of Arkansas City performs at or near the mean for the entire State of Kansas. The presence of skilled and professional labor in value-added manufacturing, increasing technological achievements, educational opportunities, and proximity to strategic metropolitan markets may all serve to offset the problems of labor mobility and the prevalence of lower incomes within municipal boundaries.
- **Summary** - Arkansas City's future income and wealth potential, in terms of real dollars, must be described as average to poor. The shrinkage of agricultural and natural resources related income continues to impact the local economy. Although there is real growth in technological and related professional incomes, this is apparently being offset by the shift to service sector jobs.

Recommendations

- The key to successful economic development lies in regional and area wide public/private partnerships.
- Vertical integration of existing manufacturers and their suppliers and focusing on development of clusters of related manufacturing, educational, and research should be a key strategy for increased economic development in the Arkansas City area.
- Data gathered in the mid 1990s for this comprehensive plan tended to indicate that a number of new or replacement jobs in the community are at or near the minimum wage level. Future job creation efforts should focus on higher paying quality jobs.

4.5 COWLEY FIRST VISION 20/20 COMMUNITY PLAN

The 2010 Vision 20/20 Community Plan prepared by Cowley First gave considerable attention to the economic state of Cowley County. Excerpts from the Community Plan are found at Appendix F.

The Plan identified strategies to sustain and expand the County's economic base, identifying the following concerns and strategies:

Community Concerns:

- Support home-grown business and industry
- Attract new business and industry
- Overcome barriers to successful workforce recruiting
- Stimulate and support entrepreneurship
- Provide incentives to develop more retail businesses

- Promote county tourism attractions and agri-tourism
- Strengthen regional economic partnerships
- Retain local wealth and direct it to future needs
- Continue to provide property tax exemptions for new and expanding industry

Strategy Statements:

- Secure adequate, long-term funding for the Cowley First Economic Development Partnership
- Retain and expand existing industry
- Overcome barriers to successful workforce recruiting and development, especially in housing, child services and perceptions of quality of life
- Promote entrepreneurship development through a network of services to stimulate and support startup business ventures
- Promote rural development through expansion of tourism activities and initiatives in agri-tourism
- Target and recruit new businesses and industries that will create jobs
- Expand the number and variety of retail businesses in the county
- Grow endowments for the purpose of retaining wealth in the community and directing its use to future community needs

In a survey conducted by Cowley First countywide in 2010 and having 338 responses from Arkansas City, questions were asked of people's perception of the economy, and the business climate. Among the questions and responses were:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
There is a shortage of good jobs	63%	30%	6%	1%	0%
Home-grown business and industry should be supported	53%	40%	6%	0%	1%
There is a need for more retail	47%	31%	17%	4%	1%
There is a shortage of quality restaurants	55%	27%	13%	4%	1%
Cowley County has good employment opportunities	1%	13%	--	52%	35%

These survey responses indicate a widespread recognition of the need for more and better jobs in the community.

The 2010 survey also measured opinions on the level of support for certain economic development strategies to be pursued by the City. The Arkansas City responses:

Economic Development Strategies	Strongly Support	Support	Neutral	Oppose	Strongly Oppose
Incentives to attract new business & industry to Cowley County	30%	56%	8%	3%	2%
Incentives to develop additional retail stores/restaurants	30%	46%	17%	5%	2%
Incentives to encourage local industry to expand	18%	63%	12%	5%	2%
Funding for adult education and job skill training	21%	50%	23%	5%	1%
Additional funding for elementary and secondary education	30%	37%	22%	9%	3%
Funding for micro-loan programs to support locally-owned businesses	14%	46%	31%	6%	2%
Additional funding for post-secondary education	23%	36%	26%	13%	3%
Funding to support an entrepreneurship (small business) center to provide technical assistance to locally-owned businesses	15%	44%	31%	8%	3%
Funding to promote tourism attraction in the county	10%	39%	36%	12%	3%
Property tax exemption for new or expanding industry	12%	39%	24%	19%	6%

4.6 THE 2007 CITIZEN SURVEY

The City undertook a survey in 2007 based upon the National Citizen Survey developed by the National Research Center, Inc. and the International City/County Management Association.

A fuller description of this survey, and a summary of the responses, is located at Appendix H.

Among the results of the 2007 survey relating to jobs, shopping, the local economy and economic development strategies, are the following:

	Excellent	Good	Fair	Poor	Don't Know
How do you rate Arkansas City as a place to work?	3%	17%	39%	37%	3%
Shopping opportunities	2%	15%	32%	51%	0%
Job opportunities	0%	7%	37%	53%	2%
Access to affordable quality food	4%	36%	37%	22%	1%

Responses given to a survey question about the "speed of growth" in Arkansas City were:

	Much Too Slow	Somewhat Too Slow	Right Amount	Somewhat Too Fast	Much Too Fast	Don't Know
Population growth	17%	26%	29%	8%	3%	18%
Retail growth	41%	34%	19%	2%	0%	3%
Job growth	47%	34%	10%	0%	0%	8%

Responses to a request to rate how the City was performing certain functions included the following:

	Excellent	Good	Fair	Poor
Economic Development	1%	19%	31%	49%

4.7 2013 SURVEY RESPONSES AND COMMENTS RELATING TO ECONOMIC DEVELOPMENT

The 2013 community survey asked a number of questions to reveal how citizens viewed the present local economy – and what actions they would support the City taking in the future.

While many other survey questions relate at least indirectly to Arkansas City's present and future economic condition (e.g., satisfaction with Arkansas City as a place to work, safety and law enforcement, access to good schools, health care services and shopping), the responses noted below are from questions asking how important a community's economy was in deciding where to live, and where Arkansas City should invest in its economic future.

One survey question asked citizens to select from a list of 14 factors those which most influenced their decision to live in Arkansas City. The top three responses were:

Location near family and friends	279
Friendly, small-town, atmosphere	244
Cost of living is stable and affordable	210

The principal set of survey questions on the topic of economic development asked citizens to identify which of 12 categories of business and industries should receive "significant" or "some" promotion by the City government, and which ones should receive no such efforts. The results showed, in part:

What effort, if any, should the City make to promote:		No Effort	Some Effort	Significant Effort
A.	Manufacturing	6%	38%	56%
B.	Retail business and services throughout the City	6%	44%	50%
C.	Business and services downtown	8%	44%	48%
D.	Business/services along Highway US 77/Summit St., north of downtown	19%	54%	27%
E.	Business/services along Highway US 77/Summit St., south of downtown	23%	47%	31%
F.	Tourism and historic preservation	17%	57%	26%
G.	Health care	12%	47%	41%
H.	Entertainment and the arts	24%	54%	22%
I.	Transportation	18%	56%	25%
J.	Warehousing/distribution	30%	55%	15%
K.	Recruitment of workers to Arkansas City	23%	47%	30%
L.	Partnerships with Cowley College	11%	44%	45%

It is significant that 7 out of 10 respondents approved of at least some City-initiated promotion for all of the listed categories. Clearly among those responding to the survey, there is support for investment by the City government in promoting the retention and/or expansion of employment opportunities.

Citizens were asked what was the appropriate level of City efforts with respect to encouraging job creation and economic development:

The City should use public funds:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A.	To operate job training programs	11%	23%	30%	25%	10%
B.	To encourage job creation through local business expansion	3%	8%	23%	50%	16%
C.	To encourage job creation through new businesses	3%	6%	16%	51%	23%
D.	To encourage job creation through business relocation	4%	11%	33%	38%	14%
E.	By preparing business sites (water, sewer, streets, etc.) that are ready for immediate development	5%	18%	35%	34%	7%
F.	To encourage Cowley College to train and educate the local workforce	6%	7%	21%	46%	21%
G.	Only when it is demonstrated that community benefits exceed public dollars invested	2%	8%	34%	37%	18%
H.	To encourage investment in construction of housing	6%	17%	40%	31%	7%
I.	To encourage the construction of low-income housing.	12%	19%	34%	28%	7%
J.	To pursue more retail development	3%	8%	28%	40%	21%
K.	The City should not be involved in economic development	27%	29%	28%	11%	5%

These responses indicate strong public support for City efforts to attract new employees to Arkansas City, and to help in their training.

The 2013 Survey also asked:

	Not Willing	Somewhat Willing	Very Willing
How willing would you be to pay increased taxes or fees for: Improved employment opportunities	29%	40%	32%

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
What is your level of agreement with: The City should encourage development within the City by offering incentives to redevelopment of properties.	5%	7%	30%	42%	16%

Survey Comments

The 2013 survey invited citizens to offer any comment they had about the condition of the City or its future. Some of those comments are noted below and others appear at Appendix B.

- *We need more manufacturing. We need more jobs to keep our people working close to home. Probably have 65% of the people working out-of-town. If you want more taxes for your City, get some good jobs here. Keep your kids here where they can make a good living and your town will grow on its own.*
- *If the City is doing a good job maintaining services, economic development will happen.*
- *What we need is a greater opportunity for jobs that pay higher wages and full-time employment. Many people work two jobs just to make ends meet.*
- *By protecting our local retailers from competition from national retailers we have lost our position as a retail center to places like Ponca City and Derby. City and Chamber of Commerce need to work together. City officials could actively support Chamber efforts personally.*
- *When I saw fourth generations of people moving away from this community that is steeped in its old traditions and its pride from the past due to lack of jobs, lack of income, increasing stressors of more costs for less fulfillment you really have to wonder, how much longer a town of this size, with so little to offer the up and coming businesses or the children born and raised here will last. I know it is partially the signs of the times, however without attracting new blood that wants to stay here through aggressively seeking new quality job opportunities, I am very concerned for the livelihood of those of us that aren't being hired by the schools, or college or meat packing plant as these seem to be the "diamond" jobs in our fair city.*
- *We need to encourage new business with no taxation for 10 years. Provide water, garbage, etc. free of charge for large manufacturing.*
- *Our biggest challenge is creating and sustaining jobs that will give people a wage that they can live on -- more than minimum wage.*
- *Our city has a culture. Let's take pride in it. Where are our programs to support local businesses? Many small cities have strong "shop local" movements to support local, independent businesses, but I don't see anything here. Many of our historic businesses are dying out.*

4.8 GOALS & ACTIONS

Goals represent overall vision and desired outcomes. They describe the kind of community we hope to develop in the future. The following goals are offered in an attempt to implement the overall vision for economic development and to focus community resources on identified economic development issues and opportunities. The goals also provide the basis and direction for action.

Economic growth should not be a goal for its own sake, but should reflect the desires of the community as a whole, to better provide for the common good. For instance, population growth, coupled with more employment opportunities, will result in an expanded tax base. In addition, targeted growth can result in raised incomes, increasing the standard of living. Growth can also result in a more diversified economy, minimizing the negative effects of cyclical economic trends. It is important that a dedicated, stable source of funding exist for economic development purposes. Without funding for economic development initiatives, without the ability to actively recruit businesses to Arkansas City, and without the means to extend the infrastructure necessary to accommodate new business growth, the community is vulnerable to economic stagnation and decline.

The economic development strategies for Arkansas City set forth the process by which goals can be accomplished. The following statement of goals and actions is based upon an evaluation of local economy strengths, weaknesses, and opportunities, and the development assets and actions most conducive to job creation and achieving economic prosperity for all citizens.

Goal	Consider establishing a dedicated source of funding for economic development, enabling multi-year budgeting and programming by the City and its economic development partners.
Goal	Maintain close and productive coordination among Cowley First, the Chamber of Commerce and other local and regional entities, and the Kansas Department of Commerce, to promote the economic development goals of the community.
Goal	Attract new industries and retail facilities that complement Arkansas City's economy and utilize its labor force.
Goal	Retain existing businesses and support their expansion.
Goal	Ensure adequate infrastructure exists to support existing and new workplaces.
Goal	Enhance the quality and availability of the local workforce to meet the employment needs of a variety of businesses.

GOAL **CONSIDER ESTABLISHING A DEDICATED SOURCE OF FUNDING FOR ECONOMIC DEVELOPMENT, ENABLING MULTI-YEAR BUDGETING AND PROGRAMMING BY THE CITY AND ITS ECONOMIC DEVELOPMENT PARTNERS.**

Action: The City should examine the pros and cons of committing additional financial resources to the ongoing efforts to increase employment opportunities in the community. Specifically establishing a dedicated revenue source, e.g., a local sales tax, for economic development purposes would enable the City's partners to undertake more aggressive and longer term efforts to assist local employers to expand employment, and to promote new employers to locate in Arkansas City.

GOAL **MAINTAIN CLOSE AND PRODUCTIVE COORDINATION AMONG COWLEY FIRST, THE CHAMBER OF COMMERCE AND OTHER LOCAL AND REGIONAL ENTITIES, AND THE KANSAS DEPARTMENT OF COMMERCE, TO PROMOTE THE ECONOMIC DEVELOPMENT GOALS OF THE COMMUNITY.**

ACTION: The City should coordinate its economic development-related efforts and investments with those of its partners in order to achieve the most efficient and cost-effective outcomes for the community. The City should facilitate communication among and between its economic development partners to help ensure the level of coordination that best serves the people of the community.

GOAL **ATTRACT NEW INDUSTRIES THAT COMPLEMENT ARKANSAS CITY'S ECONOMY AND UTILIZE ITS LABOR FORCE.**

The City should identify industries and retail enterprises that prosper in this region because of geographic, market and/or labor force characteristics. The City should target industries and retail enterprises that are most likely to benefit from Arkansas City's labor force, geography and market characteristics.

Action: Recruit targeted key industries and retail enterprises.

1. Conduct a market analysis to identify strengths, weaknesses, and opportunities for targeted industry and retail growth.
2. Conduct regional and national marketing and recruiting campaign to induce targeted industries and retail enterprises to locate in the region.
3. Work with the Kansas Department of Commerce to utilize state economic development resources.
4. Maintain current economic and demographic data, including available industrial buildings and sites.
5. Maintain contact with companies which advise employers on business location decisions.

Action: Develop and fund competitive financial incentive programs and inducements for targeted businesses, including:

1. Property discounts.
2. Loan guarantees for new construction, equipment and land.

3. Relocation costs.
4. Street and other infrastructure construction.
5. Industrial revenue bonds.
6. Property tax incentives.
7. Tax increment financing projects.

Action: Create new jobs by recruiting new business and industry.

1. Increase employment base with emphasis on jobs which pay wages adequate to sustain a household.
2. Broaden and diversify the City's economic base.
3. Identify regional, state and federal resources to further economic development goals.

GOAL RETAIN EXISTING BUSINESSES AND SUPPORT THEIR EXPANSION.

Existing businesses and industries are the foundation of our economy and are the source of the greatest percentage of job growth in the community. Any economic development strategy must recognize the importance of these businesses within the community and target programs and resources aimed toward enhancing and protecting the well-being of these employment generators.

Action: Develop the means to identify when a local company may be considering relocating or closing, and provide services to address the firm's business needs and keep it in Arkansas City.

1. In cooperation with Cowley First, conduct a biennial business retention and expansion survey addressing local business needs, including: business climate (advantages and disadvantages of doing business in Arkansas City); labor and training needs, financing needs, regulatory issues, barriers to growth, and satisfaction with public services and facilities.
2. Analyze responses and identify businesses at-risk of closing or relocating.
3. Update businesses on efforts the City is making to improve the business climate.

Action: Build local capacity for business retention and expansion services.

1. Organize periodic meetings of local businesses with regional, federal, state and private economic development organizations that aid with business retention.
2. Arrange for training for local economic development agencies on effective business retention strategies such as survey evaluation, negotiation skills and financing.

Action: Enhance business expansion opportunities through land-use plans and zoning regulations that designate ample land for business growth and protect the quality of new commercial investments.

1. Aid companies in finding suitable land for expansion.
2. With consultation from Cowley First, designate an appropriate amount of land for commercial and industrial use in the Comprehensive Plan.

3. Ensure that the City's zoning and related regulations promote good site design and protect businesses and commercial development from inappropriate development on neighboring properties.
4. Provide appropriate incentives to developers of industrial properties.
5. Develop an on-line database of vacant commercial and industrial properties.

Action: Expand and refine business retention incentives, including property tax exemptions and programs for technical assistance, loan guarantees, job training and direct financial incentives to stay and grow in Arkansas City.

1. Periodically review the Neighborhood Revitalization Program to maximize its promotion of economic development.
2. Consider the feasibility of creating Community Improvement Districts pursuant to K.S.A. 12-6a26 *et seq.* to fund development and redevelopment projects. The CID law authorizes cities to create a CID upon petition brought by owners of land within a proposed district. Public funding for projects permitted by the CID law can take the form of a sales tax levied within the district or special assessments on such property. Funding can take the form of either pay-as-you-go reimbursement for project costs, or debt financing via special or general obligation bonds issued to finance projects within the CID.
3. Provide educational opportunities for local businesses about Federal Small Business Administration Programs, including business expansion loan guarantees for new construction, financing, and operating capital.
4. Consider the use of Industrial Development Bonds for acquisition, construction and renovation of major employment facilities.
5. Consider the viability of an incentive fund program to provide grants and loans for qualified businesses.

Action: Create new jobs by assisting expansion of local businesses.

1. Increase employment base with emphasis on jobs which pay wages adequate to sustain a household.
2. Broaden and diversify Arkansas City's economic base.
3. Secure state and federal resources to further economic development goals.

GOAL ENSURE ADEQUATE INFRASTRUCTURE EXISTS TO SUPPORT EXISTING AND NEW WORKPLACES

Action: Consider utilization of the 2008 Community Improvement District Act (K.S.A. 12-6a26 *et seq.*). The Act authorizes creation of a CID that levies a sales tax to finance both sales tax and general obligation bonds for a broad range of projects. Besides acquisition of property, funds can be used for streets, sidewalks, drainage systems, sewers, parking lots, landscaping, utilities, lighting and other site improvements. CID moneys can also be used for certain expenses associated with promotion of tourism, business activity/economic development and economic development studies.

**GOAL ENHANCE THE QUALITY AND AVAILABILITY OF THE LOCAL
WORKFORCE TO MEET THE EMPLOYMENT NEEDS OF A VARIETY
OF BUSINESSES.**

Helping local businesses meet their workforce needs is a critically important business retention and expansion goal. A well-trained workforce, combined with effective training programs, will allow Arkansas City to better compete with other communities for jobs.

Action: Work with Cowley First, Cowley College, the Kansas Department of Commerce, and other entities to develop cooperative programs with local employers to provide flexible vocational/technical training opportunities to meet the changing needs of area businesses.

1. Support area vocational training institutions in the provision of expanded job training programs in critical local job categories, including manufacturing/distribution, information and communication, health care and computer technologies.
2. Work with Arkansas City High School career path planning to identify employment opportunities in Arkansas City.

Action: Increase the number of high school graduates who live and work in Arkansas City.

1. Facilitate communication of employment opportunities with local businesses to graduating students, e.g., conduct local job fairs and publish informational brochures about local companies looking to hire new graduates.
2. Develop partnerships with area employment agencies, area educational institutions, and local businesses to determine and address skill training needs for new, unemployed and under-employed workers.

Action Item 4

Title:

Other Items

Description:

This is a chance for Planning Commissioners or staff to bring up miscellaneous items not on the agenda and to make announcements.

Action:

No further action is necessary.

Action Item 5

Title:

Adjournment of Planning Commission

Action:

Make a motion to adjourn the Planning Commission.