

Call meeting to order on April 13, 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

GoTo Meeting: <https://global.gotomeeting.com/join/271368165> or call [+1 \(786\) 535-3211](tel:+17865353211) **Access Code:** 271-368-165

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, **March 9, 2021 meeting.**

3. Housing Assessment Stakeholder Discussion

4. Comprehensive Plan-Economic Development

5. Other Items:

6. 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 March 9, 2021 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.

Meeting called to order on March 9, 2021 at 5:30 PM:

Prior to the start of the meeting Joni Curl was sworn in as Planning Commissioner

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Colston, Gallegos and Howerton joined the meeting via GoToMeeting.

Staff present at the meeting included Public Information Officer Andrew Lawson, Principal Planner Josh White and City Manager Randy Frazer.

Also present at the meeting or via GoToMeeting were Shawn McGrew representing Strother Field, Kerri Falletti representing Cowley First, Mark Paton representing Arkansas City Industries, Dennis Rittle representing Cowley College, Kartikeya Saboo representing Wichita State University, Renee Lippincott representing the Kansas Department of Commerce, Yazmin Wood representing Legacy Foundation, and one member of the public.

1. Public Comments:

No public comments were made.

2. Consent Agenda:

Colston made a motion to approve the February 9, 2021 minutes as written. Jennings seconded the motion. Voice vote carried the motion.

3. Comprehensive Plan

White reviewed what was previously discussed on housing. He continued by talking about the incentives available for housing. Lippincott shared some information on programs available from the state. She noted that with housing, you need to focus on needs not wants and not to just use programs as a wish list. Housing studies can tell you exactly what you need. Frazer noted that we were working on the Housing Assessment Tool as part of our application for CDBG Housing funding. After discussion wrapped on housing, White shifted the focus to Economic Development. He did a brief overview on economic development efforts in the City. Falletti also briefly talked about the state of economic development and helped to answer questions. He also talked about income and poverty and how that can affect the workforce. Wood talked about some of the work done on homelessness and dealing with poverty in the county. Jennings noted an organization he works with had served the homeless during the recent cold by provided 80 hotel room nights. Planning Commissioners were surprised to learn how many people were experiencing homelessness. Planning Commissioners had general discussion of economic development. He stated that the next meeting would focus on past surveys and possible goals.

4. Other Items:

Lawson and White discussed the recent FlashVote results regarding Quality of Life in the Community. Planning Commissioners discussed the results. Howerton noted that it seems interesting that people want more businesses but don't always seem to want to support the local businesses. Staff said we could fold that topic into a future survey.

5. Adjournment:

Jennings made a motion to adjourn. Benton seconded the motion. Voice vote carried the motion. Meeting adjourned.

Action Item 3

Title:

Housing Assessment Stakeholder Discussion

Description:

The City of Arkansas City is working on applying for a Community Development Block Grant for Housing this summer. As part of this process, we must soon create a report using the Kansas Department of Commerce's Housing Assessment Tool (HAT).

The purpose of conducting a housing assessment is to help local communities to identify their strengths, weaknesses, opportunities and priorities before allocating resources to implement strategies or tasks that will address those priorities. It should be participatory and completed locally, and this evolving process should be driven by locals.

Part of this process involves reaching out to various stakeholders in housing for their thoughts and needs.

Numerous groups and individuals have been invited to participate in this meeting including building contractors, utilities, USD 470, Cowley College, Cowley County, Parkerfield and the banking industry. There will be other meetings related to this process as well but staff felt the Planning Commission would be one meeting in particular that could draw a lot of stakeholders together especially since housing has been a recent topic of discussion.

Information gathered as part of this assessment can also be included as part of the Comprehensive Plan.

Action:

Hold a discussion on housing, no formal action will be required.



HAT GUIDANCE

A Housing Assessment Tool (HAT) can be completed in many different ways. A community can start with a public meeting or a small group of people interested in looking at the housing stock in their community. Some communities create a survey for distribution to gather information. Several options are acceptable but at the end of the process, you want to involve as many citizens of the community as possible. You need a group of key stakeholder to complete the HAT.

You do not want to just fill in the blanks without doing your homework or talking to a large cross section of your community. Also, one person or a small group completing the HAT does not satisfy the purpose or reach the goals of a useful HAT.

PART I: STAKEHOLDERS/ORGANIZATIONS

- A. Check the box of all people involved in the development/completion of the HAT and provides the name of the individual.
- B. Think regionally. Explain your City, your County and the Region. Most communities cannot survive alone so explain how this affects your housing.
- C. Your local business and employers affect housing needs. Talk to at least the top five businesses or employers? What are the future plans for that business? Do they have any plans to expand? How will that effect housing? How far and how many employees do not live in your community and why? Do employers feel there is a need for housing? If so, what type of housing? If there is a deficiency, are they willing to participate in the solution? Have any of the businesses expanded recently? Do any employers have unfilled positions because of a lack of housing and do employers have employees inadequately housed?

PART 2: DEMOGRAPHICS CAN BE FOUND AT FACT FINDER

PART 3: PAST ACTIONS, CURRENT INFRASTRUCTURE, AND BASIC SERVICES

- A. What has the Community done in the past in regards to housing? Only last five years, please!
- B. Based on the research and conversations what do you think are the housing needs?
- C. Consider the status of the current infrastructure. If your water/sewer plant is at capacity you will need to consider that before you build more homes.
- D. Do you have City Codes? Are you enforcing the codes you have in place? Do you have unkempt neighborhoods or untagged vehicles?
- E. Is homelessness a community issue?
- F. Consider environmental issues in your community.
- G. Describe basic services in your community.
- H. What is special about your community? What is something that you learned that does not fit anywhere else in this assessment? Provide stories or examples of people inadequately housed.

PART 4: CONDUCT A FINAL ANALYSIS OF ALL THE DATA

HOUSING ASSESSMENT TOOL (HAT)

HOUSING ASSESSMENT TOOL (HAT) OVERVIEW

PURPOSE

The purpose of conducting a "housing assessment" is to help local communities identify strengths, weaknesses, opportunities, and priorities before allocating resources to implement strategies or tasks that will address those priorities. This assessment should be able to be completed locally. Depending upon local capacity, some communities might decide to hire a facilitator to assist, but locals should drive the process, not the facilitator. It is anticipated that communities conducting a housing assessment will use what is learned to determine goals to resolve housing issues. The community should keep in mind that this assessment is an evolving process that is subject to change depending on community issues and perspectives. Timeliness, while important, should not be the primary factor for the community in doing the assessment.

DEFINITIONS

"Strengths" refer to an area or aspect of a community that is advantageous. "Weaknesses" refer to an area or aspect of a community that may or may not need improvement based on community perspectives and/or limited resources. "Opportunities" refer to a favorable combination of circumstances that possibly will lead to an improvement after a specific action is taken. "Priorities" refer to what areas or issues a community is seeking to address first, given community preferences and/or limited local resources. "Strategy/Task" refers to the action steps taken to address a community priority to take advantage of an opportunity.

PART 1: STAKEHOLDERS / ORGANIZATIONS

A. Select Stakeholders: Please check the boxes of the individuals/groups that participated in partnerships to manage the assessment process. Check all that participated in the process and identify the person involved. Every effort should be made to make the housing assessment process as participatory as possible. A substantial citizen involvement is critical to this process and the final product.

Public Agencies

- | | | |
|---|---|---|
| <input type="checkbox"/> City | <input type="checkbox"/> County | <input type="checkbox"/> School District |
| <input type="checkbox"/> Public Housing Authority | <input type="checkbox"/> Rural District | <input type="checkbox"/> Regional Planning Commission |
| <input type="checkbox"/> Area Agency on Aging | <input type="checkbox"/> Local Job Services | <input type="checkbox"/> County Extension |
| <input type="checkbox"/> Other _____ | <input type="checkbox"/> Other _____ | <input type="checkbox"/> Other _____ |

Public or Private Organizations

- | | | |
|---|--|--|
| <input type="checkbox"/> Main Street Board | <input type="checkbox"/> Economic Development | <input type="checkbox"/> PRIDE Program |
| <input type="checkbox"/> Community Dev. Corp. | <input type="checkbox"/> Downtown Merchants Assoc. | <input type="checkbox"/> Chamber of Commerce |
| <input type="checkbox"/> Bank | <input type="checkbox"/> Utility Company | <input type="checkbox"/> Civil Club |
| <input type="checkbox"/> Other _____ | <input type="checkbox"/> Other _____ | <input type="checkbox"/> Other _____ |

Other Stakeholders

- Local Authorities
- Minorities
- Workers
- Senior Citizens
- Youth
- Unemployed Persons
- Disabled Persons
- Other _____
- Other _____

B. Select a regional area - You are encouraged to take a regional approach. Identify the region as it affects your housing needs. Provide a small narrative to describe your region in relationship to your City, County and entire region. Explain how the region affects the housing needs of your community.

City or Cities: _____ County: _____ Region: _____

C. Businesses/Employers - List "at least" the top five businesses/employers in the region and number of employees. Do they live in your region? Do they have adequate housing? If no, what are the needs of the employees? Are they planning any expansion or reduction in work force? How will future action affect housing needs or conditions? Is housing an issue when hiring? What are the issues? What can they contribute to solve the housing needs for their current or future employees?

Number of new jobs created in the last year: _____

Number of new jobs expected to be created in the next year: _____

Existing jobs that are unfilled because there is a lack of adequate housing: _____

Employees not living in the community where they work because there is a lack of adequate housing but who would like to live in the community: _____

Employees living in the community but who have inadequate housing and are seeking better living conditions: _____

2: DEMOGRAPHICS

Please fill in the boxes with the data requested. Numbers must add up when requested.

POPULATION CHARACTERISTICS	2010	MOST CURRENT	PERCENTAGE CHANGE	DATA SOURCE
Total Population (total of next 4 lines)				
Number of under age 18				
Number of age 18 - 25				
Number of age 26 - 65				
Number of age 66 and older				
Median Household Income				
Per Capita Income				
LMI Percentage				
Unemployment Rate				
Average Household Size				
Number of Homeless Persons				

Note: Most data can be found in the Kansas Statistical Abstract or American Fact Finder. "Percentage change" can be found by subtracting 2000 data (for example: 25,000) from 2010 data (for example: 20,000), then dividing that number (5,000) by the 2000 data (25,000) to get the percentage change from 2000 to 2010 (20%).

HOUSING CHARACTERISTICS	2000	2010	PERCENTAGE CHANGE	DATA SOURCE
Median Housing Value - Owner				
Median Gross Rent - Renter				
Number of Occupied Housing Units - Total				
Number of Owner-Occupied Units				
Number of Renter-Owned Units				
Number of Vacant Housing Units - Total				
Number of Vacant Owner Units				
Number of Vacant Rental Units (for rent)				
Number of Deteriorated Housing Units - Total				
Number of Deteriorated Owner Units				
Number of Deteriorated Renter Units				
Number of Dilapidated Housing Units - Total				
Number of Dilapidated Owner Units				
Number of Dilapidated Rental Units				
Number of Single Family Building Permits Issued During Past Calendar Year				
Number of Residential Units Demolished During Past Calendar Year				
Number of Homes for Sale (identify price)				

Note: Data for number of deteriorated or dilapidated housing units can be developed by having the community conduct a windshield survey. A housing unit is "deteriorated" if there are at least two major structural problems, but the unit can still be repaired for a reasonable amount of money. A housing unit is "dilapidated" if there are three or more major structural problems, but the unit cannot be repaired for a reasonable amount and is, therefore, proposed for demolition.

PART 3: PAST ACTIONS, CURRENT INFRASTRUCTURE, AND BASIC SERVICES

A. Identify any housing activity that has taken place in the last five years (include any grants/programs or pending applications). Explain what parties initiated the change. What has it done to improve or worsen the housing issues in your community?

B. What would you describe as your housing needs? How did you arrive at this conclusion?

C. Describe the infrastructure system (water, streets, sewer, storm drainage, natural gas distribution and electrical distribution) as it relates to housing needs.

D. Describe the visual appearance of the area, indicating the age/condition of residential, commercial and industrial buildings, the accumulation of debris/junk, presence of noxious weeds, etc.

E. What are the community's homelessness prevention efforts? What homelessness assistance does the community provide or need?

F. What are the environmental issues that could affect housing decisions? For example: flood zone, railroad tracks and major roadways.

G. Describe basic services in your community. For example: Do you have a Grocery Store, School, Bank, Medical Clinic, Gas Station, etc.

H. Other factors not addressed above that are important factors for your community.

PART 4: ANALYZE THE DATA

Explain what was learned about the community and regions housing. Are there specific needs and goals identified? Are there areas of housing that

Action Item 4

Title:

Comprehensive Plan-Economic Development Discussion

Description:

The discussion of economic development will need to continue. Last month we discussed an overview of the chapter on economic development. This month, we need to discuss the past surveys and goals that we'd like to see included in the new plan. I plan to invite Kerri Falletti with Cowley First back to this meeting as well as representative from the Kansas Department of Commerce that we can have a discussion with similar to the discussion held on housing at the last meeting.

The amount of time spent on this item will be dependent on how much time is spent on the previous item.

Action:

Hold the discussion, no formal action will be required.

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 5

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 6

Title:

Adjournment of Planning Commission

Action:

Make a motion to adjourn the Planning Commission.