



ECONOMIC DEVELOPMENT ASSESSMENT



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Austin, Texas

HAYSVILLE, KANSAS
ECONOMIC ASSESSMENT APRIL/MAY 2017
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I. INTRODUCTION

During the months of April and May, 2017, Steve Vassallo, a Certified Economic & Community Developer and an Economic Development Finance Professional, conducted an Economic Development Assessment of Haysville, Kansas. The Assessment included a range of interviews with key stakeholders encompassing community leaders; business owners; large employers; school district executives; retirees; and volunteers. The Assessment also involved individuals outside of Haysville and Sedgwick County who possess knowledge of trends and activities that clearly impact the region's economic vitality and future. The Assessment also provides a blueprint for a five year Strategic Plan.

In addition to the aforementioned, the Assessment involved researching the leading Micropolitan communities in Kansas (those between 10,000 and 50,000 population) as to recent economic successes; trends within those communities; and a general summary of why these cities are growing and strengthening their economies considerably within the population of the nation's 536 Micropolitans.

As a result of the "findings" obtained from these two approaches combined with the experience of the Economic Developer performing the Assessment, a SWOT analysis is provided (Strengths; Weaknesses; Opportunities; Threats) as well as a number of strategic recommendations. The implementation of the recommendations should have a positive impact in improving Haysville's economy over time. These formal recommendations include both short term objectives plus longer term objectives, which all could be achievable within the next five years should the City elect to adopt.

It is the professional opinion of the Economic Developer conducting the Assessment that the implementation of the majority of these recommendations will strengthen the local economy considerably by attracting new families, expanding residential and industrial acreage for development, expanding the workforce and attracting new capital investment.

This Assessment could not have been possible without the cooperation of Mayor Bruce Armstrong; Chief Administrative Officer Will Black; and Economic Development Director Zach McHatton. For their support and assistance, we at Johnson & Associates are most grateful.



Steve Vassallo, CECD/EDFP
Johnson & Associates, Austin, Texas

II. INDIVIDUALS PARTICIPATING IN THE PROCESS (87)

Zach McHatton	Mayor Bruce Armstrong	Will Black
Avary Finch	Debbie Coleman	Sam Arnold
Kim Landers	Richard Meyer	Carol Neugent
Tom Coleman	Randy Van Scyoc	Tim Massey
Howard Hackney	Kyle Foreman	Dana Haislett
Samantha Dillon	Russ Kessler	Cathy Hurley
Bret Clark	Joe Holub	Chief Jeff Whitfield
Georgie Carter	Clay Randel	Ken Bell
Ginger Cullen	Janie Cox	Penny Schuckman
Tim Aziere	Trisha Purdon	Jan Peters
Aaron White	JoAnn Knight	Liz Hames
Dr. John Burke	Susan Armstrong	Mark Eastman
Forrest Hummel	Stephen Burden	James Heier
Marian Renner	Abby Stockebrand	Bob Wethington
Dr. Michael Yeung	Deidra Butterfield	Tom Gibson
Rose Corby	Dale Thompson	Joni Sulanke
Susan Walston	Steve Crum	Cody Hoss
Tim Norton	Coryn Alvarez	Mike Kanaga
Tony Martinez	Janet Parton	Michael Freeland
Leigh Bellinger	Zach Kliewer	Randall Haley
Jim Dennis	Michael O'Donnell	Sheri Proctor
Robert J. Prichard	Clint Schutte	Sonya Jackson

Alicia Hutchings

Tom Maffei

Betsy Curless

Craig Bay

Andrew Nave

Robert Murphy

Gaylen Nett

Don Ford

Ryan Wasinger

Amy Claphan

Mark Campbell

Steve Wiegert

Amr Abualnadi

Dale Van Brunt

Chuck Warren

Dan Cyre

Bruce Graham

Randi Tvietaraas Jack

Marsha Hartman

Sheree Utash

Sen. Dan Kerschen



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III. IV. V. VI. SWOT ANALYSIS

With any Assessment it's always best to examine where a community is at the present point in time, as to indicators that could impact the economy presently and in the longer term. A commonly used method in accomplishing this is the SWOT Analysis which is an acronym for Strengths; Weaknesses; Opportunities; and Threats. In determining where Haysville is at this moment in time in the spring of 2017, we explored all tangible and intangible factors that we could identify. Although some of the items listed may be subjective, there was rationale to include each and every one. It should be pointed out that the order in which the items are listed is not an indication as to their importance. It should also be noted that it would be virtually impossible to enumerate all items comprising any of the sections, however, those that are highlighted are significant in the view of the Economic Developer conducting the Assessment.



III. STRENGTHS

- A. Safety of the community.....actual and perceived.
- B. Haysville Forward, Inc.
- C. School District 261 and among its many accolades, two blue ribbon schools with a third possibly to be added in September, 2017.
- D. The overall friendliness of the people who live and work in the City with their "can do" attitude.
- E. The 'forward thinking' of the City Government in so many areas and especially those that impact quality of life.
- F. The passage of the 1% community development sales tax (7/2014).
- G. The aggressive residential housing initiative.
- H. The community's proactive and creative approach in addressing drug issues which could serve as a model for the nation.
- I. The close proximity to a major metropolitan area with easy access to a leading national airport (16 miles away).
- J. Direct access to an Interstate corridor with an exit for the City.
- K. Affordable housing.
- L. Public amenities and in particular hike and bike trails coupled with expanding parks for family enjoyment.
- M. The community is conducive to children creating an environment where kids can walk freely to school, parks and elsewhere without having to be escorted by adults.
- N. The modernization of public facilities including the Activity Center and Library.

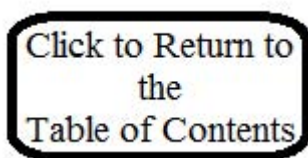
- O. Capacities of waste water and potable water for future growth.
- P. The Vocational curriculum at Campus HS.
- Q. The stability and continuity of key leadership positions throughout the community.
- R. City wide wireless technology.
- S. The competitive rates being currently offered for office and commercial lease space in the \$6.22 per square foot to \$15.50 per square foot range for selective properties in highly visible locations.



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IV. WEAKNESSES

- A. Limited retail selections and loss of sales tax revenue to adjoining cities.
- B. The highly visible locations of several vacant buildings.
- C. The close proximity to Wichita and Derby as it relates to attracting national franchises that are present in those cities.
- D. Negative perceptions, though in decline, of the economic vitality of the City that lingers throughout the greater Wichita metropolitan area.
- E. The daily exodus of the workforce with estimates ranging between 60 and 90% departing daily.
- F. Absence of nationally recognized civic clubs.
- G. Wichita's real estate community basically not connecting with Haysville.
- H. Almost 10% of the population is below the poverty level.
- I. A gathering (evening) place for teens and millennials.
- J. The number of 'white collar jobs' housed in Haysville during the normal workday business week.
- K. The level of funding allocated to the Economic Development Initiative
- L. Sedgwick County contributing 100% of its Economic Development budget allocation exclusively to the Greater Wichita Partnership without earmarking any percentage directly to Haysville. What is weakening this scenario even more so for Haysville is the fact the other nine counties in the Partnership are not presently contributing any funding whatsoever



V. OPPORTUNITIES

- A. Retail businesses and in particular clothing, food related and service oriented.
- B. Entrepreneurial development especially due to existing home-based businesses and the proximity to Wichita State University. The HS curriculum is an added bonus.
- C. The possible expansion of Economic Development funding by addressing both Sedgwick County and the private sector's participation.
- D. Housing opportunities to entice new builders; realtors and developers to a cost effective community.
- E. The attraction of aviation service related companies in addition to manufacturing and assembly.
- F. The City is primed for considerable growth impacted by an infrastructure that has planned for future development and an exceptional school district.
- G. A considerable inventory of commercial sites to entice future development.
- H. A rail served industrial site.
- I. Wind energy and technology possibilities (see Section XI.)



VI. THREATS

- A. Another devastating tornado rated similar to the one in 1999 that destroyed 150 homes and damaged numerous businesses.
- B. The ability to sustain infrastructure to maintain a pace with rapid growth demands.
- C. Dependence upon the aviation industry as to the community's employment base.
- D. The inability to bring online a sixth water well on the west side of town due to the water supply being totally appropriated by Division Water Resources.
- E. Not being proactive in changing the image held by a number of Wichita area residents, thereby allowing the negative perception to fester.
- F. A change in the direction of City leadership that would alter the current course of providing new community amenities and the approach to expanding the housing market.
- G. The possibility of losing senior citizens due to voids in senior care facilities

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VII. MISCELLANEOUS QUOTES

This section is included to give the reader an indication of comments (beliefs and opinions) that were conveyed to Economic Developer during the course of the review. All are presented in an anonymous context and, although, are not taken as absolute fact, these remarks definitely contribute to perceptions shared by community leaders and other individuals familiar with Haysville. The approach was to attempt to extract at least one significant comment from each interview. A wide array of individuals were communicated with in order to obtain a diverse and comprehensive perspective. This group included elected officials; City staff and Dept. Heads; educators; seniors; business owners; individuals representing various professions; and Economic Development practitioners among others.

“We’re definitely on the right track.”

“There is Wi-Fi in all of the parks.”

“A welcome addition to Haysville would be a bar and grill.”

“We are missing a cemetery here.”

“We need to complete the sidewalk on Meridian over the ‘big ditch’ in order to enhance the pedestrian/bicycle traffic flow throughout the city.”

“At least half of Haysville’s working population is employed by the aviation industry in some respect.”

“There should be penalties assessed for property owners who allow vacant commercial/industrial bldgs., to remain unoccupied for more than a year.”

“There remains a negative perception by greater Wichita for those individuals who have never visited here.”

“I would like to see us produce something industrially opposed to being mainly a service provider.”

“Haysville has been a very good fit for our company. We have had no problems here.”

“One of WSU’s priorities is to promote business along the I35 corridor.”

“We need upscale apartments in the \$1200 to \$1400 range. I believe there is a demand here now for this option of housing.”

“There is a perception in Haysville that retail/commercial properties are overpriced.”

“The new park would seem to be an excellent fit for a dog park.”

“We could use an Assisted Living Center.”

“Traffic counts within the City will now become an annual activity.”

“The two places people gather are church and school.”

“Friends of the Library” purchase \$4500 annually of bestseller books for a contribution to the library.”

“There is not a separate website for Economic Development.”

“The City needs to create something unique and different.”

“The City is going to have to take some risks in order to grow.”

“Haysville is perceived as a “MESS” by the greater Wichita real estate community.”

“Approximately 3% (est.) of Wichita’s 1800 realtors would even have Haysville on their radar.”

“The HS coffee shop will generate \$35,000 in profit this year.”

“In the 1960’s, Haysville was the Peach Capital of Kansas.”

“A California company (I Drive) backs up daily the City’s files from all servers.”

“There is a definite lack of transportation for seniors.”

“Seniors do not consider they are valued members of the community.”

“The bicycle paths total about 7 miles.”

“Haysville is growing 3-4% a year for students.”

“The Chamber currently has 94 members.”

“There are a good number of home-based businesses here.”

“Housing priced in the \$100,000 to \$140,000 range is our niche.”

“The City as well as the Chamber are doing a great job in building the community.”

“We could use more retail businesses here, especially clothing stores and a family restaurant.”

“We have two national blue ribbon schools here.”

“In Haysville, I can let my 9 year old daughter go to the park by herself.”

“Approximately, 2,000 books are checked out monthly at the library.”

“Entertainment wise, there is not much to do here.”

“The School District is the main draw to Haysville.”

“Any developer should be looking at senior housing.”

“It’s very exciting about the level of planning currently going on in the City.”

“We are not a targeted destination for retirees,”

“We cannot overspend on our parks.”

“South Broadway has given a negative perception to the entire community.”

“I enjoy living here because I am 5 minutes from everything. I can even go home for lunch.”

“We now have a winning attitude with better communications. This has not always been the case.”

“We are not receiving a great deal of assistance from the County.”

“Residential housing growth in 2016 had to be labeled a huge success.”

“We need more businesses to grow our sales tax.”

“The police officers are personable in Haysville which contributes greatly to the safety of the community.”

“We need to attract more franchise businesses.”

“We need to expand our industrial acreage in order to accommodate future manufacturers and service providers to the aviation industry and other primary industries housed in Wichita.”

“One of the greatest obstacles for attracting new retail businesses is the fact that our residents who work out of town are driving by numerous businesses on their return trip to Haysville which simplifies the ability to purchase products or dine.”

"Haysville's greatest success stories in the previous five years would include the extension of sidewalks and the new HAC."

"Approximately 90% of our workforce leaves daily for employment outside of Haysville."

"People do not think about Haysville in terms of having excellent public schools."

"Haysville needs to do a much better job in promoting its International Baccalaureate Program."

"Of Kansas' 286 school districts, only eight can offer the International Baccalaureate Program."

"We're a soccer mom community."

"Maize is growing by leaps and bounds primarily due to big boxes serving as a catalyst to lure smaller retailers."

"Haysville has a canine population of several thousand."

"Kansas is the number one exporter of wind energy in the nation even supplying energy to Chicago."

"We are much too reliant on Wichita. We need to position ourselves independent from them."

"If more businesses would target south Wichita in their marketing outreach via Facebook, many additional businesses would reap the benefits."

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VIII. LEADING MICROPOLITAN COMMUNITIES IN KANSAS

Starting in 2007, Policom Corporation (FL) began tracking 536 Micropolitan Statistical Areas (under 50,000 population) specializing in the study of local economics. From its research, it is determined if an area is growing or declining and what is causing this to happen. To qualify, an “MSA” must have an urbanized area (city) with a population of at least 10,000 residents.

Various data sectors are used to create the rankings (#1 would reflect the strongest economy: #536, the weakest) and how the economy has performed, opposed to what has caused it to perform. What people earn, per capita personal income, flow of money into an area, construction, retail wages and earnings, and the one negative sector which calculates growth in welfare and Medicaid via maintenance/medical assistance for the poor are all calculated into the formula.

We contacted the five communities below in an attempt to determine the driving forces of their economies:

		2007 Ranking	2016 Ranking	% of Increase
1.	Coffeyville	495	297	36.9
2.	Great Bend	429	252	33.0
3.	Dodge City	266	113	28.5
4.	Hays	288	161	23.7
5.	Hutchinson	322	237	15.9

One of the common denominators that we found is most all of these communities have a strong business retention/workforce development emphasis. In the case of Hutchinson, Hutchinson Community College is located there and in Hays, Fort Hays State University has a large campus (5,000 students plus 3,000 online from China). These communities also promote Quality of Life issues, focusing on retail options; medical facilities; and transportation, just to highlight a few. Their school districts are extremely important to the success of the community.

All of these communities place a high priority on Economic Development. Hays and Hutchinson are 501 (c)(6) Public-Private Partnerships which are funded by the City, County and private members. Two thirds of Hutchinson’s funding is derived from its 122 private contributors. Several of the communities stressed the importance of actively recruiting suppliers and vendors of existing companies.

VIII. HAYSVILLE'S COMPETITION AMONG WICHITA'S SUBURBS

A recent ranking (2017) of the Best Suburbs to Raise A Family in Wichita Metro was published online by [www.niche.com/places-to-live/](http://www.niche.com/places-to-live/rankings/suburbs/best-suburbs) rankings/suburbs/best-suburbs. Haysville placed 10th overall in this evaluation receiving an overall grade of B+. The criteria used for the evaluation included Public Schools; Housing; Nightlife; Good for Families; Crime & Safety; and Diversity. Haysville scored the following in these categories in the same order as above:

B+; B+; B+; B+; B-; B-.

Because this information could have an influence on destination decisions, we thought it would be beneficial to include in the Assessment.

Following is a summary of key data that was also included.

Ranking	City	Pop.	Med. HH Income	Med. Home Value	Schools
#1 A	Maize	4054	\$69,855	\$137.7	A-
#2 A	Bel Aire	7059	\$72,640	\$138.9	C+
#3 A	Derby	23,731	\$68,736	\$152.0	B+
#4 B+	Goddard	4256	\$64,167	\$144.1	A-
#5 A+	N. Newton	1782	\$56,953	\$148.4	C+
#6 A-	Andover	12,293	\$83,608	\$176.6	B-
#7 A-	Valley Ctr.	6586	\$59,556	\$131.4	B
#8 B+	Mulvane	5607	\$67,367	\$125.8	B-
#9 B+	Newton	19,139	\$45,266	\$96.9	C+
#10 B+	HAYSVILLE	11,234	\$53,996	\$104.8	B+

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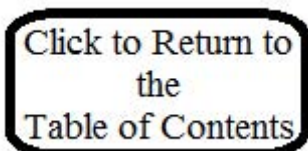
IX. ECONOMIC DEVELOPMENT PROGRAMS AND COMPARABLE SIZE COMMUNITIES OF INTEREST

Two Economic Development programs within the Greater Wichita Metropolitan Area that appear to be significantly funded and well organized are Andover and Derby. (It was also brought to our attention that McPherson has just launched a new marketing campaign focused on the three industries of plastics; pharmaceuticals; and manufacturing). Apparently contributing to the Andover and Derby momentum is an expanding commercial sector. In the case of Andover, the community highlights a 160 acre mixed-use development (Andover Marketplace) and Cornerstone Park, an 85 acre commercial, office and apartment development supported by 435 acres of residential housing.

In continuing to reinforce its own identity and branding, Haysville can explore these programs/websites as well as others across the nation while expanding its own Economic Development agenda. Following is a sampling (some of these communities we have had direct knowledge of their growth) of smaller, comparable-size cities in six states that are near larger metropolitan areas. Haysville could possibly extract some exceptional ideas and learn of new effective programs from visiting their respective websites.

City	Population	Near Metro Area	Reference Resource
Hutto (TX)	14,698	Austin	City's website
Hartselle (AL)	14,255	Huntsville	Morgan Co. AL Economic Devel. Assn.
Erie (CO)*	18, 135	Denver	Chamber of Commerce
Ocean Springs (MS)	17,636	Biloxi	" "
Dickson (TN)	14,538	Nashville	" "
Cumming (GA)	5,430	Atlanta	Cumming-Forsyth County Chamber of Com.
Oakland (TN)	6,623	Memphis	Chamber of Commerce

*Erie will be hosting the Colorado Business Summit this September.



X. TABLE LISTING OF RECOMMENDATIONS

1. THE AVIATION INDUSTRY
2. ECONOMIC DEVELOPMENT WEBSITE
3. RECRUITMENT OF RETAIL ESTABLISHMENTS
4. A SPRING FESTIVAL
5. PURSUIT OF AN ASSISTED LIVING CENTER
6. ESTABLISHMENT OF A BNI CHAPTER
7. A HIGHLY VISIBLE ECONOMIC DEVELOPMENT OFFICE
8. CONSIDERATION FOR A CANINE PARK
9. RECRUITMENT OF MANUFACTURING FACILITIES
10. PERCEPTION CHANGE
11. PLACEMENT OF ARTICLES IN NATIONAL PUBLICATIONS
12. PROFESSIONAL OCCUPATIONS
13. A PUBLIC-PRIVATE PARTNERSHIP FOR ECONOMIC DEVELOPMENT
14. A COMMUNITY COLLEGE PRESENCE
15. EQUESTRIAN BRANDING
16. AN ANNUAL ALLIES DAY
17. ENGAGING MILLENNIALS
18. SENIOR CITIZEN TRANSPORTATION
19. "TRI CITIES" MARKETING ALLIANCE
20. PROMOTION OF ENTREPRENEURSHIP
21. A CANADIAN ALLIANCE
22. SOCIAL MEDIA ADVERTISING

23. ATTRACTION OF RETIREES

24. I35 ADVERTISING

25. REGIONAL HEADQUARTERS RECRUITMENT

26. LAND OPTIONS

27. THE GREATER WICHITA PARTNERSHIP

RECOMMENDATION NO. 1

The aviation industry possibly serves as the largest employer currently for Haysville's workforce even with the departure of Boeing from Wichita. In light of this, it is highly recommended that a very aggressive posturing in the pursuit of aviation-related companies including vendors and suppliers should be initiated. Haysville's close proximity to Wichita's aviation base could also lead to an increased residential enhancement from actively recruiting these businesses.

To start with, the City should consider representation at this fall's NBAA (National Business Aviation Assn.) annual Tradeshow slated for October 10-12 at the Las Vegas Convention Center. An estimated 1100 exhibitors are anticipated to attend. Registration can be accomplished online or by contacting NBAA's offices directly at 202-737-4480.

In addition to this step, reaching out directly (either quarterly or semi-annually) to the aviation companies in Wichita via email is strongly suggested. By creating a data base of key personnel at these companies, they can then be communicated with directly, making them aware of available buildings, industrial sites, residential housing offerings or special events such as the "Fall Fest." It is not uncommon to see employers relocate from larger metropolitan locations at such time when leases expire or a more cost-effective site in which they can expand becomes available in a more suburban area.

RECOMMENDATION NO. 2

The importance of Economic Development having a separate website with links to the City; Chamber of Commerce; Sedgwick County; plus state and regional Economic Development websites cannot be overemphasized. Most all site searches start today on the Internet and the easier and more accessible this information is (see content following), the greater the possibility for success. Optimizing search engines to more easily connect with the Haysville website each time a site search is initiated is equally important.

The content below is important for inclusion, but is not limited to only these components:

- A. Available buildings with intricate details as to terms; size; features; adjacent land; parking; uniqueness; and traffic counts if known. Photos from all four sides are preferred.
- B. Available sites emphasizing dimensions; adjacent properties; zoning; historical information; presence of wetlands; structure present; ponds; and any other pertinent data.
- C. The City's lead priorities for recruitment (eg aviation-related businesses; a family restaurant; a real estate office; and clothing retailers, etc.) A "Top Ten" list that is re-evaluated quarterly is suggested.
- D. Available incentives (state and local).
- E. Tax rates.
- F. Current demographics including population and economic data.
- G. The City's most recent success stories (eg the opening of the new Activity Center; Dorner Park; new subdivisions; passage of the 1% sales tax, etc.)
- H. Growth projections.
- I. Proximity to major points of interest such as the Wichita Airport (15.8 miles); I35; downtown Wichita; Topeka; nearest professional sports teams; entertainment venues including The Kansas Star; and hospitals.
- J. Contact information for the key City and County officials plus State Representative and State Senator; US Congressman; both US Senators; and the Governor's Office.

- K. A special Education Section highlighting USD 261 with an inventory of all the district's facilities. Awards, accolades, scholarship and test score highlights are all important for inclusion. A link to the district's website should also be incorporated.
- L. Crime and safety statistics.
- M. Medical information as to those facilities located within the City.
- N. Available housing options.
- O. Information on the Library.
- P. Climate historical data monthly.
- Q. Testimonials from the newest residents and owners of recently opened businesses.



RECOMMENDATION NO. 3

"A More Proactive Approach" in recruiting retail establishments should be undertaken. Through numerous discussions with community leaders, it is very apparent that considerable interest exists in attracting more and different retail establishments. Repeatedly, it was brought up about the need for clothing outlets, restaurants and in particular a 'family sit down diner' that would serve all three meals. A gift shop and home improvement center were also mentioned numerous times.

Each May, the International Council of Shopping Centers (ICSC) hosts its annual Tradeshow in Las Vegas. This is an excellent opportunity to meet with and find out which retail chains are expanding and in particular in Kansas.

By being a year out and looking to May, 2018, the Economic Development Dept. has ample time to fine tune its website in order to be able to showcase available buildings and sites. This is as important as providing current traffic counts and current demographic data which all prospects will be requiring. ICSC is not an end to itself, however, it is an excellent starting point to launch this initiative which will emphasize Haysville's priorities in aggressively pursuing new retail businesses.



RECOMMENDATION NO. 4

The '33' year historical run of success for the Fall Festival cannot be underestimated as to its contributions to the Haysville economy both directly and indirectly. With the most recent (2016) Saturday attendees estimated between 15 and 20,000, the numbers and growth of the event have been very encouraging.

To complement the success of the Fall Fest and to focus on another objective, a spring event is also recommended. A timeline of late April is suggested should the community wish to undertake a second festival. The purpose of the spring event would be entirely different from the one in the fall. This one would have two objectives:

- A. To entice individuals representative of an array of professions who otherwise may not have another reason to visit the City.
- B. To develop/expand a new theme for branding purposes that would assist in altering Haysville's outward image.

Of the estimated 1800 realtors in the greater Wichita region, one of the focal points of a spring event would be directed at this group. Other professions of equal importance would include builders, architects, engineers, developers, operations of selective businesses such as Assisted Living Centers and other targeted business sectors that Haysville is actively interested.

Regarding a possible theme, in yesteryear, Haysville was known as the "Peach Capital of Kansas." However, with the peach orchards all but extinct, a new designation for branding would be beneficial. Throughout this Assessment, the recurring discussion of horses and equestrian activities continued to emerge. Branding Haysville in this regard is not a stretch of anyone's imagination as it also conveys a positive image in a number of meaningful ways. The Rodeo has previously been an important component of Haysville's fabric. The Polo Club to the south of town has a highly visible presence on Broadway (HW 81) along with several boarding stables in the immediate area. These facilities combined with The Kansas Star's equestrian activities make a compelling case for consideration of this brand.

Horse farms and horse-related events reflect a positive image to a community's quality of life. People enjoy metropolitan services while at the same time possessing a desire to be closer to nature with all of the amenities associated with this lifestyle.

To accomplish this goal of attracting these professional groups into Haysville via a spring event, a creative approach would need to be analyzed that would also be appealing to their future economic opportunities. By including the highlighting of neighborhoods; future development

areas; available buildings and commercial sites would only enhance their motivation to include an annual visit to Haysville. A Thursday late afternoon tour, combined with a rib roast or other featured meal with a brief program could jump start the spring weekend festival featuring vendors and entertainment. Years ago, Columbia, TN (Maury County) started an annual festival entitled Mule Day which occurred this year from March 27 to April 2nd. The event has evolved into one of Tennessee's larger festivals, all with an animal theme. Columbia's Economic Development initiative is one of the best programs in the state.



RECOMMENDATION NO. 5

The aggressive pursuit/recruitment of an Assisted Living Center is a facility that the community would embrace based upon various discussions with local leaders. The current demographic profile for Haysville's 11,234 population includes 24.2% of the population, or roughly one fourth, over the age of 55 with more than half of this group, 65 and older. In addition, there are a number of individuals (22.5%) in the 35-54 age category.

There was a concern mentioned during the Assessment about seniors having to be displaced from Haysville against their wishes, due to not having available facilities that could accommodate the needs of the elderly. There appears to be a demand that exists currently for this type of amenity that would bring a welcome addition to the Haysville landscape.

Included in the annual publication of the Wichita Business Journal's Book of Lists, are 25 Assisted Living Facilities showing locations of Wichita, Newton, Goddard, Andover, Bel Aire, Derby, Augusta and El Dorado. This would seem like a logical place to commence the search by contacting these existing operations.



RECOMMENDATION NO. 6

In the absence of the typical civic clubs such as Lions; Rotary; Optimist; and Kiwanis, it is recommended that Haysville, and in particular, Haysville Forward Inc., explore the possibility of establishing a BNI chapter (Business Network International). The primary objective in doing this would be to strengthen existing businesses and to greatly enhance the community's business retention program. As for retail and commercial businesses, BNI could ultimately become the cornerstone of retention for these type concerns.

BNI has a proven track record of success over many years and is known as the world's greatest referral organization and has 7862 chapters worldwide with almost 50 in Kansas. BNI boasts through its website that in the past 12 months, 9M referrals have resulted from its 214,000 global members totaling \$12.7B of new business.

Based upon "hands on" experience with this organization, it appears that a perfect match exists within Haysville to create a new chapter. Because there can only be one representative from a specific business sector (eg one realtor; one dentist; one architect, etc.), a direct competition among the members does not occur. A BNI chapter makes more sense than even other civic organizations for Haysville as the focus is clearly on business and should be an asset to this growing community. Should there be a minimum of 8-12 individuals interested in pursuing a chapter for Haysville, Robert Murphy (785-564-2526) would be the initial contact. Effective June 1, the annual cost per member will be \$499 with a one-time application fee of \$199.

BNI is a "for profit" organization. It was recommended that before Haysville launch a new chapter, individuals from the community can first visit one of the Wichita chapters or the one in Derby, which is now one year old. The regional website for finding area chapters is strongchapters.com. The fees associated with BNI provide all of the necessary chapter materials and accessing global exposure to its member businesses.



RECOMMENDATION NO. 7

The Economic Development Assessment will serve as a Strategic Plan for the next five years. Although all of the Recommendations may not be achievable at this time (or even within the next 2-3 years), the majority, if not all, could be doable within the next 5 years should the City elect to proceed.

This Recommendation may fall within the 'later than sooner' category. It is important for the Economic Development office to have a highly visible location to serve as a catalyst for walk-in traffic and public awareness. With the numerous available storefronts currently empty, there may be an opportunity presenting itself in the near future.

If this Recommendation is not financially feasible in fiscal year 2017, it is highly encouraged that the community attempt to accomplish this in the next 2-3 years. The benefits to be derived may not be measurable immediately, but should have a long term positive impact, if Haysville is similar to other progressive communities that have a highly visible presence for their Economic Development office.



RECOMMENDATION NO. 8

The City should consider planning a canine park within the confines of Dorner Park while it is still in preliminary staging.

Off-leash dog parks are growing faster than any other type of park in the United States' largest cities according to The Trust for Public Land. Portland (for example) has 5.7 dog parks per 100,000 residents. Dog parks are experiencing 6% annual growth and have increased 20% in numbers during the previous 5 years per City Park Facts. Andrew Benepe, Director of City Park Development for The Trust for Public Land, stated "Across America, city parks are going to the dogs, in a good way."

There are now more American households with dogs than with kids, 43M versus 38M. Wikipedia adds, "It's a playground for people without kids."

The first known dog park in the U.S. was developed in 1979, in Berkeley, CA. Recent growth for parks focused on our four legged companions overshadows parks in general by 31%. An estimated 1200 parks for canines exist today with more than half of these operated by either city or county governments. Creative amenities within the parks include drinking fountains, wash stations, swimming ponds or access to water via lakes or rivers and agility equipment.

Because Haysville has invested to the degree it has in its park programs, it would be remiss not to include a canine friendly area within its new and exciting 60 acre park. With a lake already being planned, a canine park area adjacent would save on fencing costs with the water boundary while providing a built-in water feature.

Haysville appears to be a pro canine community with a healthy population of dogs based upon visual observations and conversations with the citizenry. With the national trends going in this direction, the quality of life in the City could be increased again with this addition to the landscape.



RECOMMENDATION NO. 9

There are two primary ways to attract new retail establishments especially when being in such close proximity to a major city. The first of these is to continue growing and diversifying the housing market which the City is doing an excellent job in expanding.

The second means in bringing new commercial businesses into a community is to continue to develop the manufacturing base. A rule of thumb in Economic Development is that for every new 100 manufacturing jobs created, seven retail establishments will in turn surface. These could consist of everything from daycare centers, dry cleaners, office suppliers, restaurants and a host of other type businesses that would serve this new workforce injection.

In order to effectively recruit manufacturing entities, one of two characteristics must be present in the community. First and foremost, available land under the City's control that is properly zone "industrial" with utilities in place is a necessity. An existing industrial park that has a minimum of ten available acres for new development/construction is optimum.

Secondly, available industrial facilities that have previously been utilized for either manufacturing or assembly that are also either under the control of the City or with the Economic Development Dept. having a close working relationship with the owner is an ideal scenario. In years past, "spec" industrial buildings were commonplace in communities desiring to attract blue collar jobs. These are buildings basically constructed by government or quasi government bodies that had a foundation in place and the four walls erected, but could easily be expanded or modified to accommodate the new entity. By going to this expense and effort prior to having "a bird in hand", the community would have approximately a six month head start over its competition in recruiting. However, due to the upfront costs and risks, most communities now prefer to market existing vacant buildings that can be modified or readily expanded to meet the needs of new industrial clients.



RECOMMENDATION NO. 10

Haysville's image and the perception thereof has been a recent and prior point of discussion within the greater Wichita metropolitan area. This image of the City as being "backward" and "uneducated" could not be further from reality. There are several avenues that can be pursued to change these opinions/beliefs, some of which the school district has already initiated.

To showcase the district's record of accomplishment, it is recommended that a full page ad be taken out in Wichita's 2018 Official Visitors Guide. This would present an excellent opportunity for the district (and the City) to diffuse these erroneous concepts by highlighting recent successes indicative of a superior education being offered right in Haysville. These success stories including scholarship opportunities are of the utmost importance to parents especially with the rising costs of higher education. Suggested content could possibly include the following:

- A. Two nationally recognized Blue Ribbon schools with a third possibly pending (September, 2017 decision).
- B. The International Baccalaureate Program.
- C. USD 261's graduating class of 2016 (updated 2017 information is finalized) which had \$2.3M in scholarship offers with renewable offers totaling \$5.3M. D. The 2016 graduating class selected 56 different colleges and universities for their continuing higher education including Dartmouth; Cornell; Newman University; Oklahoma State University; KSU; the University of Kansas, just to name a few.

The above history and current results speak volumes to this biased and unfounded imagery. One thing parents appreciate and understand is the value of a superior education. What USD 261 has accomplished would be exceptional by anyone's comparative measurement. Parents will relocate for no better reason than to avail their children to the best educational opportunities within a region where their employment base is. Haysville can hold its head high and proud while at the same time broadcasting this record of success to the entire Wichita community. By taking this initiative, the satire currently being directed Haysville's way may soon be directed elsewhere!

RECOMMENDATION NO. 11

The City of Haysville has a number of ongoing "exciting" projects, not to mention citizen input, that would be worthy of placement in national publications or on various websites and at a minimum through social media. Several of these projects such as the multi miles of bike trails connecting all neighborhoods throughout the City; volunteer contributions to the Library and in particular the \$4500 of "best sellers" donated annually; and the local tree farm are all of significant interest that could be conveyed to publications and/or websites dedicated to these activities.

It is suggested that an ad hoc committee of Haysville residents who have both the experience in writing plus the time to do so, be organized to serve as a journalistic arm of the City. Stories of regional and national interest are considerably more effective than paid advertising in certain instances. A two part exercise of first identifying all potential stories that would be of interest to outsiders followed by determining what an inventory of the publications/websites that focus on like subjects would consist, is necessary for success. The Haysville Library could serve as an invaluable resource in launching this initiative should there be adequate interest in doing so. It is suggested that a minimum (quarterly) placement of stories be established and submitted to appropriate magazines, periodicals and websites for publishing.



RECOMMENDATION NO. 12

During the course of the Economic Development Assessment, it was brought to our attention that a number of professional occupations or office presences are absent in the community. These include an Attorney's office; Real Estate Office with a local Broker; and a Physician who accepts Medicare/Medicaid patients.

Regarding the Attorney and Real Estate Broker, this could be a great opportunity to recruit a combination office for sharing space between these two complementary professions. This would be especially prudent for an Attorney specializing in RE closings among other disciplines. As Haysville's population continues to increase along with new subdivisions coming on line, home closings will also be increasing.

This would be an excellent "FEATURE" to promote on the Economic Development website as it could possibly attract an immediate interest. Also, publicizing the need for an Attorney with RE expertise at state and regional law schools combined with expressing the need for a RE office with the Wichita Area Board of Realtors could also have merit.

The real estate market in Haysville has been steady with 74 sales in the previous six months. The average sale is currently estimated at \$115,000. Haysville is also adding an average of 16

homes to the marketplace monthly. And the amount of time that a house remains on the market (2016 data) was only 44 days which is very appealing to realtors.

RECOMMENDATION NO. 13

The City should consider establishing a 501(c)(6) entity for a public-private partnership to enhance funding for Economic Development. This would accomplish a number of different objectives, but primarily to increase funding. This could then serve as a catalyst for another FT employee and even possibly a PT employee in addition.

The City should not be expected to carry the full burden of financing its Economic Development agenda exclusively. The private sector as well as Sedgwick County need to be participants as well.

The more progressive ED entities across the nation are organized in a similar manner including among these several of the communities currently experiencing the highest economic surges in Kansas for Micropolitan cities.

The present budget of approximately \$70,000 with one FT employee although respectable is at a competitive disadvantage in 2017. By increasing the funding and staffing, reasonable expectations with an increased return on investment can and should be anticipated.

RECOMMENDATION NO. 14

A community college presence in Haysville or a satellite campus for a major university is a realistic objective that the City should and needs to pursue. Typically, community colleges seek locations that are easily accessible; place a strong emphasis on academics; and has either affordable land, available buildings or both. Haysville scores high in all of these areas. With a school district that is actively expanding and experiencing a great of success with its graduates as to scholarship offerings, the attraction of Haysville to either a community college or university satellite campus is appealing.

The location of an institution of higher learning will accomplish several objectives. To start with, this will continue to eradicate the erroneous perception that some Wichita residents still maintain of Haysville as being an uneducated community. Secondly, the influx of new and more individuals will expose the many amenities that Haysville has to offer to another generation. And last but not least, employment opportunities will increase as a direct result of the college or university's presence. In addition to these three, Haysville's HS graduates will be offered another option for those students that elect not to leave immediately to a four year institution.

Wichita State University is a logical first place to initiate discussions in pursuit of this recommendation.



RECOMMENDATION NO. 15

Should Haysville elect not to explore the possibility of a spring festival with an equestrian theme, we still believe it's in the City's best interest to consider branding itself with a historical connection that makes sense. It is our understanding that the rodeo departed in the late 1980's, however, there are numerous signs today that the interest in horses remains high. The Fairfield Polo Club; the Haysville Saddle Club; the equestrian activities associated with The Kansas Star; and boarding stables in close proximity to Haysville are all contributing to this image, which portrays a positive one.

According to the Kansas Horse Council which has about 1,000 members, Sedgwick County and its surrounding counties of Sumner, Kingman, Reno, Harvey, Butler and Cowley are all prime candidates for strong horse ownership. The council which provides educational services to promote the equine industry currently does not have horse ownership statistics by county. It was pointed out, however, the bulk of the feedlot industry is in western Kansas, the rural counties including Sedgwick and its surrounding counties have rural components that are inviting to horse ownership.

The absence of a brand for Haysville allows outsiders to fill this void by creating their own image for the City which may or may not be favorable. With the erosion of the Peach orchards in the 1960's, a new branding image of Haysville has yet to fill this void. There are several things within reason how the City can promote or advance this image:

- A. Bringing back the rodeo to an annual prominence.
- B. Consider the establishment of a new residential neighborhood, possibly in the 38 acres that the City owns near the Polo Club that would allow for larger lot sizes including a horse presence.
- C. A multi-year program to redo street signs with a horse logo similar to Belle Meade just south of Nashville.
- D. Incorporating a slogan to use in marketing activities and in community websites such as "Kansas' Horse Capital" or something similar that will brand the community.

Equestrian activities are typically associated with communities having a superior quality of life. Lexington, KY is a prime example. Although individuals enjoy the close proximity to metropolitan areas with numerous amenities, the day to day lifestyle of being close to nature where they reside provides the best of both worlds. Horses certainly contribute to this feeling. There is also a website, HorseProperties.Net, that promotes the sale of properties nationwide conducive to ranches, horse farms and acreage that can accommodate our four legged friends.



RECOMMENDATION NO. 16

Another way to continue to change the image of the community while at the same time marketing available buildings, houses and acreage is the creation of an Annual Allies Day. These events are relatively easy to produce once the primary sponsors are in place. Perceptions of the community can be drastically altered once professionals begin actively visiting Haysville. As to sponsors, utilities are strong candidates along with financial institutions, builders, large land owners and others who could potentially profit financially from new developments.

Candidates for invitees would logically come from organizations based in Wichita. The Wichita Business Journal's Book of Lists is a great resource. Other invitees should include companies that the community is actively recruiting or plan to recruit. Lists contained within the Business Journal's annual publication that should be considered for invitations would include Assisted Living Facilities; Aviation Subcontractors; Colleges and Universities; Community And Technical Colleges; Engineering Firms; General Contractors; Home Builders; Manufacturing Firms; and HVAC Companies just to name a few of the more obvious. The leading RE Brokers in Wichita should all be included as well.

What happens at an Annual Allies Day? In order to obtain a return on the community's investment of time, energy and money in promoting, a respectable size audience is needed. A catered meal (could be lunch or dinner) is usually the centerpiece of activities featuring a keynote address from a leading political office holder in the state (US Senator; Congressman or Governor) or possibly a respected CEO from one of Kansas' larger employers. Other candidates would be any individual engaged in Economic Development in a highly visible role.

A tour of Haysville focusing on available properties and showcasing the city's assets should be made available to any of the guests wishing to see and learn more of the community close up. A guided bus tour is preferred.

At the dinner, informative packets of information should be distributed from Haysville's Economic Development Dept. It is always best to offer a carrot such as a grand prize (donated by a sponsor) to attract a larger audience. An exotic trip to the Caribbean or something similar should be considered. Even those invitees who choose not to attend could be influenced by the material included with the mailed invitation and also will be made aware of Haysville's proactive Economic Development initiatives!

RECOMMENDATION NO. 17

Currently, millennials spend an average of \$85 per day and account for 28% of all daily consumer spending in the U.S. It is projected in the next 15 years that this daily spending will reach 35%. And also according to Gallup Inc., millennials are altering the social fabric in the nation while changing jobs more often than other generations.

Millennials are seeking pay checks with a purpose. They want development in their lives and prefer coaches to bosses. Within the past year, 21% of millennials changed jobs, which is three times the number of non-millennials. A recent Gallup study found that 60% of this generation say they are open to a different job opportunity.

Millennials are the first generation that feels at home on the Internet with 85% accessing the Internet from their phones. They receive the vast majority of their information and news online. In addition, 80% manage their finances, pay bills, shop and research all online. They rarely access the radio, television, newspapers or magazines to obtain news or information.

Understanding the millennial mindset is critical in attracting them to live and work in Haysville plus retaining them. The City is already expanding its WiFi technology throughout the City and expanding park acreage which are appealing to this generation. Upscale apartments are very important to their preferred choice of residential living. This is an area that the community can continue to pursue in order to attract millennials. Retail establishments such as coffee shops; late night open hours; and businesses that feature interactive entertainment venues are all very important to this age group. As baby boomers continue to retire, many progressive communities throughout the nation are actively recruiting millennials to supply a qualified workforce. Haysville should develop a comprehensive strategy to do likewise. Workforce development is as important to Economic Development success as having a state-of-the-art infrastructure.

Haysville's current millennial population is about 30% of the total population. Actively engaging this group to promote Haysville utilizing social media will only strengthen the future workforce.

RECOMMENDATION NO. 18

Currently, the ability to transport Haysville's senior population is somewhat restricted. Without a municipal transit service, seniors are limited to traveling throughout the city and the greater metropolitan area especially if they are unable to drive their own personal vehicle. With local entertainment and shopping options minimal for access to this age group, transportation is at a premium with the availability of sufficient vehicles a necessity.

Membership/participation at Haysville's Senior Center had increased 83% in the previous four years. Presently there are 356 participants engaged in the center's various programs. Staffing for the center is also minimal, although the staff in place has been quite effective.

It is recommended that a 12-15 passenger van be considered for addition to the center's vehicles which could accommodate more individuals, allowing for more and greater access to those activities requiring local transportation.



RECOMMENDATION NO. 19

Historically speaking, the cities of Haysville, Derby and Mulvane have been referred to the "Tri Cities." Although these communities may compete against one another to some degree, to a greater extent unified, they could be instrumental in attracting more people and investment into the region.

It is a proven concept of Economic Development that regional alliances when organized equitably as well as realistically to desired results, greater successes can be realized than a single approach. The Greater Wichita Partnership already exists which is certainly a resource, however, a regional alliance of the communities to the south (Tri Cities) has the potential to be equally effective. A fourth participant to Economic Development for this alliance already exists in The Kansas Star. It is beneficial to all participants to increase the population of the region while expanding job opportunities associated with a greater employer base. Should Haysville be receptive to exploring such an alliance, a first step would be to determine if the others are as well, and if this results in a positive response, proposed articles of participation could then follow for discussion purposes. In order to have a lasting and effective partnership, each entity would have to commit to an annual contribution that would be utilized for joint advertising, marketing efforts including designated Tradeshows and job fairs. Restricted uses of funding would need to be clearly established before presenting to the respective elected bodies in each community plus the management team at The Kansas Star.

A unified regional approach could also have greater leverage in dealing with the state not to mention other Economic Development organizations and related entities. By supporting each other's communities via a formalized partnership, additional benefits could also be realized when promoting seasonal festivals, localized events and participating in educational and training programs. Quarterly meetings of the alliance could alternate being hosted by the four members.

RECOMMENDATION NO. 20

The City and the School District have already demonstrated the importance of "Entrepreneurship" to a community and its economy. Haysville is the perfect location to expand this concept to much greater heights building upon its own successes as well as the School District's YEK program for Young Entrepreneurs.

A program that was started on the HS campus in 1991, the growth of the entrepreneurship program has been impressive. The most recent history reflected 120 student applications for 50 open slots for the Jr./Sr. Entrepreneurship class (some sophomores are considered) which teaches students the responsibilities of what "Be Your Own Boss" truly means. They also learn how to write a business plan; pitch their product or idea; and the art of running a business.

It is our recommendation that the community should build on this foundation and possibly consider taking Haysville's record statewide to establish itself as the leading community in Kansas for future Entrepreneurs. By establishing a coalition between the Economic Development Office of the City and the School District, an initiative could be launched as soon as 2018 in furthering this success story.

J&A has had "hands on" involvement previously in accomplishing a similar program. Organizing a two day (summer) event and inviting HS students as well as college-age students to participate, Haysville could establish itself quickly as a model community for promoting and encouraging Entrepreneurship. The event could feature recognized speakers on the subject; successful Kansas young entrepreneurs in new businesses and Economic Development officials who are well versed in this discipline. Workshops for the students covering all aspects of starting up a business ranging from cashflow; advertising and marketing; technology with an emphasis on social media; patents/copyrights; and developing the perfect Business Plan are only a few of the many topics that could be discussed and covered in breakout sessions.

The net result of doing this could have numerous benefits. Below are just a few:

- A. Haysville establishes itself on the statewide map for an entrepreneur-friendly community, which it already is at least on a local and regional basis. This could entice new residents who possess a novel idea.
- B. By producing a program of this magnitude, it is essential to seek out sponsors to underwrite the costs and who could also be of value to the community in other undertakings.

- C. By emphasizing this career path for the youth, this could encourage even more students to consider starting their own business (similar to Ginger's Bakeshop, an online business started by a Haysville resident.)
- D. By developing a reputation in this respect, the City could position itself in the pursuit of grants and other financial assistance should it ever decide to make an event as the one described, an annual occurrence.

Haysville is definitely a cost-effective community which is conducive to start-ups especially in the first 3 years of establishing a new business. Communities that are creating jobs by hitting "on all cylinders" will long term create a more diverse and prosperous economy.

RECOMMENDATION NO. 21

With the Wichita Metro Area selected for a foreign development investment (FDI) program, it could be advantageous for Haysville to demonstrate a direct interest in this program. The Global Cities Initiative (GCI) is a joint project of the Brookings Institution and JPMorgan Chase. The Wichita metro area which includes 10 counties is among six other regions that will develop FDI plans.

According to 360Wichita.com, Brookings selected these six metro areas after an extensive application process which Wichita committed to strategically pursuing FDI through activities such as greenfield expansion; acquisitions; and other types of foreign investment.

The Greater Wichita Partnership plans to coordinate regional economic growth by emphasizing exports and utilization of the Innovation Campus at Wichita State University among other initiatives.

The Organization for International Investment (OFII) which was created more than two decades ago works to ensure the US remains the top location for global investment. There are approximately 70 OFII members that have a presence in Kansas. Of the leading countries investing in Kansas, Canada has one of the larger commitments.

Haysville could elect to strengthen its regional position within the Partnership by focusing on a direct relationship with Canada should this be of interest. One of the ways to accomplish this is to become a member of Sister Cities Int'l which the annual dues would run \$435 for the population size of Haysville. Currently, there are 39 US cities with Canadian counterparts, however, none in Kansas.

Johnson & Associates has demonstrated through the decades how this type of association enhances FDI. J&A has directly worked with Sweden; Mexico; and Ecuador (Galápagos Islands) in this regard. It is our recommendation that a formal relationship in Canada be considered as Kansas, apparently, has already established a very meaningful financial connection with our neighbor to the north. An alliance of this nature could also have a significant interest for the School District as students could become involved with exchange programs, foreign language growth (possibly French); and other educational opportunities that might present themselves. There appears to be little downside with the pursuit of such a relationship.

KANSAS SISTER CITIES

Abilene*	Omitama (Minori), Japan
Garden City	Ciudad Quesada, Costa Rica Oristano, Sardinia, Italy Pushkino, Russia
Great Bend	Villingen-Schwenningen, Germany
Hays	Neustadt an der Waldnaab, Germany Santa Maria, Paraguay
Hesston	Coex, France
Junction City*	Santa Maria, Paraguay Xinzheng, China
Kansas City	Karlovac, Croatia Linz, Austria Uruapan, Mexico
Lawrence*	Eutin, Germany Hiratsuka, Japan Iniades, Greece
Leavenworth	Wagga Wagga, Australia Omihachiman, Japan

Leawood	I-Lan City, Taiwan Gezer, Israel
Lindsborg	Munkfors, Sweden
Maple Hill	Braemar, Scotland
Newton	Cepocai, Paraguay
Olathe	Chur, Switzerland
Ottawa	Oxelosund, Sweden
Overland Park	Bietigheim-Bissingen, Germany
Shawnee	Erfurt, Germany Listowel, Ireland Pittem, Belgium
Topeka	Asuncion, Paraguay
Victoria*	Kubelstein Stadt Schesslitz, Germany
Wichita*	Cancun, Mexico (www.wichitaareasistercities.org) Kaifeng, China Orleans, France Tlalnepantla de Baz, Mexico
Winfield	Kfar Tabor, Israel

*included in Sister Cities International listing
(<http://sister-cities.org/interactive-map/Lawrence,%20Kansas>)

RECOMMENDATION NO. 22

There are many compelling reasons why people should want to move to Haysville. These include those individuals who presently reside within the greater Wichita Metropolitan Area as well as those who are contemplating moving to the area. These reasons all factor into an appealing quality of life and are paramount in most individuals' decision process in selecting their ultimate destination.

These include the following:

- A. An exceptional School District.
- B. Affordable Housing.
- C. Safety of the Community.
- D. Strong Community Spirit.
- E. A Favorable Cost Effective Comparison to Other Communities
Within the Region.
- F. A Real Estate Market with Good Resale Prospects.
- G. A Comfortable Lifestyle.
- H. Accessible Amenities with a Short Driving Distance.
- I. The Existing Citizenry Living in Haysville Content with an
"as is" Mindset.

In order to promote the above most effectively, one consideration should be given to Google's Adwords. By focusing on "key" words when individuals are conducting searches on the web, a well scripted Haysville ad could assist greatly in accomplishing "getting the word out." The ad would need to contain a link to either the City; Chamber or Economic Development website. These "key words" could include several of the following: Wichita housing; School districts; Acreage; Available buildings; Commercial sites; Wichita's growing areas; and a number of others closely aligned to related searches that people are currently performing in the metropolitan area.

A realistic budget could be developed for activating the above initiative with tracking the results critical to determine the overall effectiveness. Social media is continuing to play a more

meaningful role in all aspects of our daily lives with destinations for residential living among the many objectives wanting to be accomplished as a result.



RECOMMENDATION NO. 23

Haysville has positioned itself to become a leading retirement community within the state should it decide to pursue this course. The key components are already in place. Seniors bring considerable wealth into a community. According to a recent study published in USA TODAY (May 8, 2017), consumers age 50 and older represent 35% of the U.S. population, but control more than 50% of the nation's investable assets.

Many of the amenities that seniors/retirees seek are already present in the community. These include first and foremost, a safe environment which Haysville certainly has achieved. Other facilities and assets (both tangible and intangible) are the Senior Center; a superior, modern Library; exceptional parks; and the brand new Activity Center, just to name a few. The close proximity to shopping and entertainment venues is also a competitive advantage.

Where the community is most lacking in attracting seniors is with its healthcare facilities. However, because of an abundance of affordable land, this will be much less difficult in attracting investors in considering Haysville as a strong "ROI" location. As to the presence of hospitals, Wichita's accessibility is such that this is not a major issue and coupled with the large number of specialty clinics in addition to hospitals, Wichita is among the leading U.S. metropolitans in this regard.

Differentiating between seniors and retirees also makes Haysville attractive in that many seniors who choose not to retire are opening businesses throughout the nation. With Haysville's entrepreneurial spirit, this is also working favorably in this respect.

Haysville should seriously consider a long term strategy for retiree recruitment and senior attraction. One aspect of this could include planning for new neighborhoods earmarked specifically for these age groups. The location of an Assisted Living Center could then provide a local facility that would meet the needs of seniors as they reach the stage in life requiring assisted healthcare.

In interviewing numerous Haysville citizens, the primary reason for so many of them residing here was mentioned many times of the small town atmosphere in a friendly, safe environment. These are all compelling reasons why Haysville is not a "stretch" for retiree attraction.

Many states and communities target retirees similar to industrial and commercial recruitment. In fact, several states designate selected cities as "Certified Retirement Communities." In the event Haysville should want to pursue the recruitment of retirees, affiliating with the American

Assn. of Retirement Communities would be a good starting point. The organization's next annual conference is slated for November 15-17 in Wilmington, NC.

A recent national study by the organization GoodCall highlighting the best cities for seniors to retire examined data from 1662 cities nationwide. Three Kansas cities placed in the top 100. These are Leawood #2; Prairie Village #4 and Overland Park #62. These cities could all provide useful information as to their success in attracting seniors that may be beneficial to Haysville. The report was released in May, 2017.

RECOMMENDATION NO. 24

One of the primary advantages in marketing Haysville's many attributes lies in the close proximity to I35. This is even more advantageous when you take into account the number of Wichita residents traveling to the Kansas Star Casino as well as other destinations in Oklahoma and beyond.

Traveling from the south (mile marker 194 in OK where HW 412 from Tulsa intersects with I35) there are numerous billboard opportunities to promote Haysville. There are an approximate five different companies that have billboard locations between this intersection and Haysville's exit 39. The cost range for a lighted billboard based upon a 12 month contract can typically vary between \$400 and \$600 per month with the cost of vinyl additional, if applicable.

Presently travelers on the interstate are not exposed to Haysville's marketing efforts until they reach just south of Exit 39. This current advertising primarily relates to generic amenities providing no specific reasons for moving or relocating to Haysville. In our opinion, Haysville is missing a tremendous opportunity to potentially influence new residents.

One of the most exciting and appealing/compelling reasons for individuals to want to move to Haysville is the USD 261's International Baccalaureate Program (IB). It is our understanding that there are only two high schools in the greater Wichita metropolitan area that can offer this highly recognized curriculum. By advertising this fact on I35, Haysville will be connecting with parents daily who place a premium on education as well as separating itself from the other suburban communities of Wichita.

We can think of no greater message that would interest both travelers and newcomers to the community than this. Not to say, this would also contribute significantly in continuing to alter the perception of the city. It is interesting to note that only schools authorized by the International Baccalaureate organization may offer the IB curriculum thereby allowing students to sit for IB exams in the hope of earning an IB diploma. This clearly separates the Haysville school district from most every other suburban district in the region. Of Campus HS's 18 seniors enrolled in the IB program this school year, these students have been offered \$6M in scholarships!

Previously, the district has relied on fliers, radio advertising and a postcard campaign to inform out of district families about 261's successes. We strongly believe the consideration of including a well-designed I35 billboard would greatly increase this marketing exposure. It is a strong belief within Economic Development circles that nothing influences Economic Development successes more positively than does education.

RECOMMENDATION NO. 25

In an attempt to attract 'white collar jobs' into Haysville, a concerted effort should be made to recruit regional (corporate) headquarters as well as back office operations. In communicating with the Kansas Department of Commerce, among their targeted industries/service support sectors are both of these concerns.

Haysville can make a compelling case for these types of entities. The availability of a number of attractive sites; cost of land; overall safety of the community and the proximity to Wichita all contribute into making this a priority initiative.

Prior to launching such an endeavor, it is important that a number of preliminary steps be first undertaken. These include:

- A. Identifying an inventory of several highly visible commercial sites (five acres minimum) either located in the City or within its Area of Influence. Information should be obtained from either the property owners or RE broker (if currently listed on the market) as to asking price; the possibility of subdividing; zoning; environmental concerns if any; plus any other pertinent information.
- B. Once these sites have been identified and screened as candidates being conducive for an office operation, current traffic counts should be obtained.
- C. Next, these sites should be promoted on the Economic Development website emphasizing the community's interest in pursuing these types of employers.
- D. Wichita's leading employers and headquarters operations should then need to be contacted, informing them of Haysville's pursuit in attracting similar facilities. The Greater Wichita Partnership should also be consulted in this regard to assist in the promotion thereof.

Providing citizens a place of employment close to where they reside is very appealing especially when time and cost of commuting are important. The school district has already experienced that by attracting out-of-district students (via open enrollment) that this has also led to the relocation of families in numerous instances. The fact that USD 261 has already established itself as a model district statewide, only reinforces the rationale for this recommendation.

During the course of the Economic Assessment we viewed several sites that could be potential considerations based strictly on their location and street appeal:

1. South Marlen and Grand (13 acres)
2. South 63rd Street, across from Plagans Carpenter Park
(slightly north and west of Mabel Street)
3. Directly across from Campus HS on S 55th near Meridian
4. Meridian at South 63rd Street
5. Corner of Grand and Meridian (NW corner)
6. Site west of Haysville West Middle School on Grand (N side)
7. Corner of Broadway and 79th Street (11 acres)

These are in no way the only sites that would possibly qualify as candidates for such facilities, but certainly would be strong considerations pending a positive due diligence evaluation.



RECOMMENDATION NO. 26

It is an accepted theory within the Economic Development profession that parcels of land should always seek the "highest and best" use. This is especially true in areas that are rapidly expanding or have the potential to do so. In touring Haysville over multiple weeks, there were a number of high profile parcels observed that could have a significant impact on the the future of the City's growth depending upon how these are developed. In order to have some semblance of control and/or influence as to how these sites are developed, the Economic Development Dept. in conjunction with Haysville Forward Inc. may want to consider attempting to secure options on one or more of these tracts.

Acquiring land options has its merits for both the landowner and the holder of the option as it allows the option holder to market the property with an established price predetermined for a specific use or need or various objectives depending upon the community focus. With some options, it is also allowed for the landowner to continue to market the property at his discretion within the option timeframe. Should the landowner locate a buyer, the option holder would then have a designated amount of time to exercise the option, thereby acquiring the property.

Land options are most practical when a Development Authority (or similar organization) does not possess the necessary funds to purchase the property outright, but desires to exert some control over the property's future for a modest amount. This then allows the Authority the ability to aggressively promote the property for its desired "highest and best use." This also mitigates the complexity for having to negotiate a sales price (with the landowner) when a prospective buyer surfaces as a result of the Authority's marketing efforts.

RECOMMENDATION NO. 27

Presently, Sedgwick County is contributing \$300,000 annually to the Greater Wichita Partnership in order to promote Economic Development for the ten county region. The ten county area that the Partnership is marketing represents approximately 788,000 population of which Sedgwick County comprises 525,000 of this. The Partnership is funded by 80% contributions originating with the private sector and 10% each from the City of Wichita and Sedgwick County. The other nine counties are currently not contributing, partially due to the fact that the Partnership is still in the process of determining its ultimate structure.

The Partnership has six component parts or areas of its Action Plan that are its primary focus in 2017. These are as follows....A. Downtown Development B. Perceptions C. Entrepreneurship D. Workforce Development E. Talent and F. Job Creation. The Talent component is based upon attracting professional and highly skilled technological individuals to the region. It is very much in its infancy as of the timing of this Assessment.

The Partnership is comprised of 15 staffers including four marketing professionals and an individual dedicated solely to research. Currently, the Partnership is working with RE brokers in the greater Wichita area; Site Consultants; participating in selective Tradeshows; as well as a host of other activities. (There are an estimated 70 commercial RE brokers in the area.)

It was brought to our attention that the Partnership is not currently considering the awarding of Economic Development grants to any of its participants. However, it was emphasized that the resources of the organization are all available to its member communities on an "as needed basis." This would include (but not be limited to) the development of presentation materials; the promotion of focused marketing initiatives; research; prospect assistance and direct participation if needed; and lead development.

The Partnership holds quarterly meetings/conferences throughout the metropolitan area with the next one slated in May in Derby. These present excellent opportunities for Haysville to form a closer working relationship with the Partnership and provides a forum to promote any Economic Development initiative that Haysville is targeting or promoting at any given time.

As the Partnership has indicated that it is "leveraging" its resources to its member communities opposed to financial assistance, it is strongly encouraged that Haysville take every opportunity to actively interact with this highly professional organization and consider the Partnership an extension of the Haysville Economic

Development team. The first available opportunity to host the quarterly Economic Development meeting in Haysville would be a positive, proactive measure, indicating the importance that Haysville is placing in the regional relationship.

One suggestion to help "leverage" Sedgwick's contribution to the Partnership in direct support of Haysville would be to request financial assistance for any Tradeshow that a Haysville representative attends. The Tradeshows that Haysville would potentially consider attending should serve as a direct benefit to the region thereby strengthening/expanding the region's visibility throughout the nation. Should the Partnership consider approval of such a request, this might serve as an incentive for its other members to consider additional Tradeshows making the organization even more vibrant and interactive.

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XI. WIND ENERGY AND TECHNOLOGY

According to Wikipedia, Kansas ranks second only behind Texas in the potential to develop wind energy. The Department of Energy's National Renewable Energy Lab (NREL) projects that if Kansas were to develop 7,158 MW of new wind energy by 2030, the economic impact for Kansas would total over \$7.8B in benefit to local economies, landowners and job creation, creating over 26,000 new jobs. It is also estimated that the potential manufacturing benefit for Kansas lies mostly in the southeast part of the state.

The Slate Creek Wind Farm is located just 20-22 miles south of Haysville on I35. The service went on line in 2015 selling the energy to Kansas City Power & Light according to our information. There is also the Flat Ridge 2 Wind Farm that is located near Wichita. New farms require considerable acreage with pretesting performed to determine if sustained wind currents are sufficient to justify an investment in a specific area.

Why would the aforementioned be of importance to Haysville? If these projections are close to being relatively accurate, the proximity to Haysville and the potential impact on the local economy could be quite significant. In addition, preparing the workforce to assume the positions associated with wind energy could also be significant.

We spoke with instructors at Cloud County Community College which hosts only one of seven programs in the nation that has an AWEA certified wind energy program and the only one in Kansas. This year's graduating class totaled 20 students, however approximately 100 students will be enrolled in the two year program beginning this fall. Graduates can expect to earn \$45,000 as a minimum annual salary out of the gate, increasing to considerably greater salaries in the foreseeable future, especially if they are assigned as a traveling technician.

The cost of the equipment to teach the technology is estimated at \$400,000. Because of service distribution rights in Kansas, Haysville would have to receive permission to work with Cloud County Community College should it elect to bring a similar curriculum locally. This permission would have to be conveyed through the Community College servicing Sedgwick County.

With Sumner County and possibly other areas in close proximity to Haysville that could produce wind energy, exploring the potential now could possibly be advantageous. We also learned that about four years of tax production credits remain in bringing new wind farms on line. Wind power accounted for 19.4% of electricity generated in Kansas during 2013. With Kansas squarely placed in the center of the nation's wind tunnel, it would be

remiss not to examine any and all the ways that this technology could possibly enhance the economy of Haysville looking forward.

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XII. CONCLUSIONS AND SUMMARY

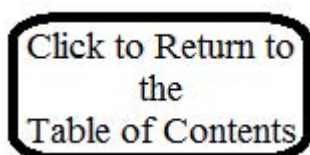
The future of Haysville, Kansas could not be brighter. In recent years the City has focused its attention in a number of areas, all promoting and enhancing the quality of life. Following numerous meetings with community leaders, business owners and citizens at large, the overall view of the community is extremely favorable. Comments such as "a safe community"; "having a small town feel"; "a great place to raise a family"; "relatively quiet"; "very friendly"; and "the presence of an exceptional school district" were heard repeatedly.

Contributing to this sense of approval is the stability and continuity of leaders occupying key roles throughout the community. The factors that are essential in advancing Economic Development are basically all in place. These include available land and room to grow; available buildings and commercial sites; affordable housing; a solid foundation of community support incorporating a "can do" progressive attitude with organizations such as the Chamber of Commerce and Haysville Forward Inc. at the forefront; a community that 'shows well'; and one having a superior educational district. Haysville's proximity to a major airport and direct access to the interstate highway system are both working in its favor.

There are certainly areas that can be improved upon as can be found in most any community. These, for the most part, are highlighted in the list of Recommendations. One area that stands out in prioritizing to be addressed is the expansion of the Economic Development Department as to staffing and funding which will allow for a much more comprehensive program. This will provide more resources for retail recruiting; manufacturing and industrial attraction; and marketing initiatives, in general, for new job creation.

Haysville's close proximity to Wichita carries both advantages and disadvantages with the positives far outdistancing the negatives. By remaining on the City's current course, the best of all worlds can be achieved with the community not losing its appeal as it continues to grow. In regards to the negative image of the community that is held by some individuals in the greater Wichita metropolitan area, the best approach in changing these views is a proactive campaign that emphasizes Haysville's strengths and the reasons why the vast majority of its citizens (based upon our sampling) are content with Haysville "like it is."

We would be remiss in not mentioning the professionalism of the City's Department Heads and staff in conducting the Economic Assessment. This could not have been more apparent and is definitely contributing to the many reasons why new families and individuals would choose to call Haysville "home."



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