

Envisioning Andover

Strategic Plan for Economic Development

The City of Andover

June 2012

Strategic Plan for Economic Development

The City of Andover, Kansas

Developed with inputs from

***Envisioning Andover* Participants**

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Table of Contents

1. Introduction	03
2. Sponsors	04
3. Participants	05
4. Vision Statement	08
5. Major Goals and Objectives Identified and Prioritized	09
6. Action Plan I: Recruit Businesses....	12
7. Action Plan II: Rails and Trails....	23
8. Action Plan III: Develop arterial roads.....	29
9. Appendix A: SWOT Analysis findings	34
10. Appendix B: Economic Development Survey	42
11. Appendix C: Economic Profile	44
12. Appendix D: Social and Demographic Profile	70
13. Appendix E: Retail Trade Analysis	81
14. Appendix F: Community Assessment Survey	93

Introduction

As part of the *Envisioning Andover* program to create a strategic plan for community economic development, a broad-based group of community leaders met at the Lodge in Central Park in Andover on January 05, 12, 19 and 26, 2012. The purpose of these meetings was to review local economic structure and trends, the social and demographic situation, and local retail market performance. This was followed by an assessment of the community's assets and capacity, and its strengths and weaknesses. Participants brainstormed and contributed input on a host of issues critical for the community's future. All of this information was used to identify priorities for enhancing economic opportunity in the community. The meetings resulted in the creation of three action plans intended to help fulfill a comprehensive vision for Andover. Three teams were formed to begin implementing strategies in each of the action plans.

During these meetings, a variety of ideas were discussed within and between eight subgroups. The group discussion ensured everyone had a voice in the creation of a shared vision and the identification of future priorities. The vision created by participants is shared on the next page. The goals and objectives identified and prioritized are included in the final section of this document.

During the meetings, it was decided that each action group would meet once each month, on dates to be decided by the group members. The first meetings are scheduled for the week of March 26, 2012. The joint biannual meeting for all groups has been scheduled for July, 2012. The annual meeting, which will be open to the entire community, will be held in January, 2013. Ms. Sasha Stiles and Ms. Kris Estes were nominated as the Principal Coordinators for overseeing all groups as well as ensuring that progress is being made on the various initiatives finalized during the meetings.

The three action plans that are presented in the next section identify action team members, and the various strategies and initiatives that were finalized. It was decided that each of the individual groups will start working on action items immediately.

The report only includes the action plan and strategies for the top priority objectives. The groups are free to choose additional objectives included at the end of this document should they desire to do so. In such a situation, it is advisable to keep the Principal Coordinators as well as the City staff informed.

An important note for the action groups - the three action plans are not mutually exclusive. With all of them focusing on ways to facilitate local economic growth, they complement each other and offer opportunity for the three action teams to collaborate and mutually support each other's' efforts as they implement the action strategies.

Sponsors

1. City of Andover
2. Meritrust Credit Union
3. Kansas Medical Center

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Steering Committee

1. Ben Lawrence
2. Dave Tingley
3. Byron Stout
4. Clark Nelson
5. Sheri Geisler
6. Caroline Hale
7. Troy Tabor
8. Mark Evans
9. Jackie Vietti
10. Dennis Bush
11. Kent Bush
12. Daryl Thornton
13. Lynne Heath
14. Scott Wilson
15. Sasha Stiles
16. Jennifer McCausland

Vision Statement

The City of Andover will have its own identity as a destination community with a thriving economy, high-quality business and retail centers, a highly-skilled workforce, diverse employment opportunities, and a broad and stable tax-base. Andover will offer a high standard of living and a safe environment where people of all ages and backgrounds can raise a family and make a life. Community members will be good stewards of the community's resources.

Goals Ranked in order of Priority

1. Sustain and Grow the Local Economy (Jobs and Income) – **47 points**
2. Maintain Good Healthcare and Education Systems (Health and Human Capital) – **45 points**
3. New Built Infrastructure (Economic Impacts, Quality of life) – **31 points**
4. Capture Existing Markets (Jobs and Income) – **30 points**
5. Recreation and Entertainment (Economic Impacts, Quality of life) – **29 points**
6. Increase Social Capital (Business Environment, Quality of Life) – **18 points**
7. Existing Infrastructure, Aesthetics, Tourism (Built Capital, Community Attractiveness) – **12 points**
8. Adequate and Affordable Housing (Economic Impacts, Quality of life) – **10 points**

Top 3 goals:

1. Sustain and Grow the Local Economy (Jobs and Income) – **47 points**
2. Maintain Good Healthcare and Education systems (Health and Human Capital) – **45 points**
3. New Built Infrastructure (Economic Impacts, Quality of Life) – **31 points**

Specific Objectives and Total Points

1. Identify economic sectors/clusters and pursue them with incentive packages.
Open an Apple store in Andover. – **47 points**
2. Aggressively pursue business recruitment for Andover business/technology park –
40 points
3. New sporting fields and sports complex project. Take advantage of Lake George,
Rails-to-Trails, maintain and upgrade parks – **27 points**
4. Develop more arterial roads connecting North-South – **20 points**
5. Highway 54 corridor development initiative – **18 points**
6. Showcase the good healthcare and education system in community (attract
residents) – **17 points**
7. Build amphitheater or an enclosed recreation center in Andover - **15 points**
8. Collaborate with Augusta to develop the existing Augusta airport – **14 points**
9. New City Center project (potentially a downtown area for Andover) – **09 points**
10. New housing and rental properties for lower middle class individuals (less than
\$100K). A new senior citizen center – **06 points**
11. City/County initiative for retaining and attracting businesses (sustain and expand
economic activity with public-private partnerships. Foster and nurture
entrepreneurship, streamline permits etc.) – **04 points**
12. Leverage Butler County Community College – **03 points**
13. Target East Wichita residents and plan on making Andover their destination for
food, entertainment etc. – **03 points**
14. Develop a 21st Street health care corridor – **03 points**

15. Undertake a planning initiative for the healthcare sector – **01 point**
16. Identify city theme and develop infrastructure revolving around that – **01 point**
17. Employee and management training initiative (make businesses more efficient and profitable) – leverage existing organization in Andover – **0 points**
18. New commercial office space project – **0 points**
19. Initiative to retain young kids in community – **0 points**
20. Take advantage of I-35 crossing through Andover (new Casino) – **0 points**
21. Build high quality school buildings and make manageable classroom sizes – **0 points**
22. Collaborate with Augusta to develop the existing Augusta airport – **14 points**

Top 3 objectives prioritized

1. Aggressively pursue business recruitment for existing Andover business/technology Park. Identify economic sectors/clusters and pursue them with incentive packages.
2. Take advantage of Lake George; develop Rails-to-Trails; maintain and upgrade Andover parks.
3. Develop more arterial roads connecting North-South. US-54 corridor development initiative.

Ranking of goals and objectives was based on a voting process and the points each of them received.

Action Plan I

Objective I: Recruit businesses for the Andover business park. Identify prospective economic sectors/clusters and secure their activity through the application of responsible policies and incentives.

Principal Coordinators: Sasha Stiles and Kris Estes

Action Group Members:

1. Byron Stout
2. Jennifer McCausland
3. Shaun Drinnen
4. Troy Tabor
5. Scott Wilson
6. David Mace
7. Jackie Vietti
8. Gary Israel
9. Denise Kelley
10. Kevin Cederberg
11. Pedro Leite
12. Michelle Sell
13. Matt Cartwright
14. Tim Bishop
15. Ben Lawrence

Participants selected this objective as top priority. The motivation for Action Plan I is to use the existing infrastructure at the industrial park, rebrand it as a business park, and recruit businesses to locate in the vacant lots. While the existing industrial park currently has major employers like International Cold Storage, Vornado Air Circulations, Inc., and Sherwin Williams employing about 300 individuals, the *Envisioning* group felt that given the lots remaining available and the investments made by the city, the park needed more businesses. The park has some necessary infrastructure needed to provide water, sewer, and fiber optic. Additional investments will be necessary to bring this infrastructure to the currently unplatted lots.

Overall, the industrial park initiative requires both a short- and long-term approach. In the short-run, the focus will be to make changes to the existing park to make it more attractive to prospective clients. Further, an effort is needed to identify permitted uses and businesses to locate in Andover. In the long-run, the focus will be to aggressively pursue a group of businesses with the idea of developing an economic cluster. While business owners on 21st Street and

Kellogg Avenue have a good vision for the future, the long-term future of the rebranded business park remains the responsibility of the city to use it to its full capacity.

Partners in this effort will include: City of Andover, Andover Chamber of Commerce, Butler County Community College, YMCA, USD 385, Area Bankers, Wichita Independent Business Association, Regional Economic Area Partnership, and Promote Andover Inc.

Resources could be accessed and mobilized by issuing IRB's, tax abatement, additional sales tax, and by using donated land.

The intended outcome of this objective will be new businesses and companies thriving in Andover; more residents employed in Andover; increased tax base as more people live and work in Andover; a thriving business park with not just manufacturing, but technology and knowledge-based industries; a thriving medical campus; and broad and stable tax base. Overall, in the long-term, Andover is a community growing in a smart direction.

The following action strategies/initiatives were finalized during the *Envisioning* forum:

1. Rebrand the Industrial park as a Business park.

There was unanimous agreement that the industrial park needed to be rebranded. The term "industrial" sent a message of a production or manufacturing-based park. That had not been effective in attracting prospective businesses to relocate to Andover thereby leaving available parcels vacant.

The group decided to remove the word "industrial" from the entrance sign. The Andover Industrial Park will be renamed the Andover Business Park upon approval from the City Council. .

Once the park sign has been changed, the action group will work with the local media to share details of future plans for the "Andover Business Park." They will also send a news release to both the local newspaper as well as the newspaper from Wichita. They will also work with the local TV stations do a story on the newly renamed Business Park and how the city is promoting a business attraction strategy.

Expected Time to Completion: 3-6 months (short-term)

2. Improve the look and curb appeal of the newly rebranded Park. Complete additional infrastructure within existing park to open more lots.

The existing park is relatively unattractive. There is a need to improve the look of the park.

Branding

The group decided to work on an initiative to improve the curb appeal. By making the park look more attractive and rebranding it as a ‘business’ park, it is expected to create new opportunities for prospective businesses willing to relocate.

Infrastructure

Start a city initiative to focus on expanding and improving the infrastructure in the rebranded business park.

Use available land to develop more lots.

Additional infrastructure and additional lots should open up the possibility of recruiting more businesses. These businesses could be in production, high-tech, or in knowledge-based sectors.

Poe Associates have already provided cost estimates and a revised draft preliminary land plat for infrastructure development and the City Council will take up this issue soon.

Additional resources could be accessed by issuing IRB’s, tax abatement, and using free land.

Expected Time to Completion: 6-24 months (intermediate-term)

3. Identify and pursue businesses to locate in Andover. Identify appropriate economic clusters that fit within the rebranded Park. Provide incentives. Transform Andover from a bedroom community to an economic center.

Given the high priority accorded this initiative, form a group to immediately start pursuing prospective businesses willing to locate in Andover.

Preliminary Research Requirements

While adjusting the types of business being pursued, keep same standard of targeting businesses that will attract people to the community.

Clearly define areas of new growth – economic clusters. Pursue businesses including medical and high-tech companies. Identify clusters, e.g. doctors, attorneys, engineers.

Recruit businesses that are a good ‘fit’ for targeted clusters and otherwise supports a given cluster.

Policies

Develop a tax-structure that is business-friendly. Focus on businesses that will broaden the tax base.

Define the economic sectors by location/geography and update zoning and zoning ordinances. Uncertainty about location of economic sectors needs to be resolved. Identify 3-4 core areas of land use activity.

Identify and specify zoning for "high-technology" activities.

Address zoning limitations (i.e., businesses, technology, medical, etc.)

Marketing

Bring experts and marketing consultants into the initiative. Having them on board will make the process more effective and efficient.

Present Andover as a business-friendly community to provide a positive environment for business relocation and expansion. Host business forums and informal gatherings to get to know local business owners better and cultivate a relationship of mutual trust. Provide incentives including inexpensive land.

Advertise city plans and incentives available online, through the media, as well as by meeting with prospective businesses.

Envisioning action group members, city officials, and representatives from the Chamber will go out and meet targeted prospective businesses.

Secure an "anchor" business venture. Getting an anchor business will facilitate showcasing the practicality of recruiting more businesses.

One potential initiative will be to recruit an Apple store into Andover. This will bring traffic into Andover from surrounding communities.

Expected Time to Completion: 12-36 months and ongoing (medium-term and long-term)

4. Create a business inventory and directory and update it regularly. Form a skilled and knowledgeable grant writing team.

The idea behind this initiative is to increase awareness of local businesses and shopping and networking opportunities.

Business Inventory and Directory

Ms. Kris Estes did a wonderful job of listing all the local businesses during the *Envisioning* meetings in January, 2012. That will serve as a starting point.

The directory may include:

- Business name
- Type of business
- Date of inception in Andover
- Current number of employees
- Other details to be determined

Grants and External Assistance

Obtaining resources for economic development is an ongoing process.

Be it federal, state, or private foundations, tapping the right source for funding and going through the detailed process of applying for grants must be done with diligence and persistence.

The action group will create a team with individuals who have the necessary expertise related to grant writing and are familiar with the various types of application processes.

Make this a top priority.

Expected Time to Completion: 6-24 months (intermediate-term)

5. Create an economic development group.

Secure an experienced economic development professional to be the "go-to" person for all types of economic development and business-related issues.

This may remain a volunteer opportunity or a paid professional position. Identify a source of funding for this position, if a paid position is desired.

This individual will work with relevant stakeholders to make economic growth and expansion a key local priority. This person will monitor regional development, stay current on economic development strategies, and plan for future projects in conjunction with the city officials, business leaders, and other community leaders.

Expected Time to Completion: 3-6 months (short-term)

6. Identify venture capital and financial institutions to support economic clusters.

This will allow existing and prospective businesses to have access to capital needed for new ventures or expansion. A local venture capital fund can potentially fill a void when traditional financial institutions perceive unacceptable risk.

Identify Business Needs

Conduct a confidential survey of existing local businesses to assess their capital needs for expansion or other business improvement plans.

The survey findings will help take stock of current capital needs, and provide a sense of the scale and scope of the proposed venture fund.

Publicize the survey using local media and have prospective business start-ups complete the survey as well, to support their business planning and facilitate capital acquisition.

Identify businesses and specific sectors within the community that would potentially benefit from access to venture capital.

Within the context of the survey initiative, invite interested businesses to come together to discuss the feasibility of setting up a venture capital fund.

Internal Development and Expertise

Educate the action group on venture capital and bring people knowledgeable about this type of initiative into the group.

Given that not all involved in the action group is equally well versed on the topic, use the first 2-3 months to familiarize everyone on the role and process of forming a venture capital fund.

It was also decided to bring more individuals from Andover into this action group who could provide assistance on this initiative.

Preliminary Fund Structure

Explore the formation of an Andover Development Corporation (a community revolving-loan fund).

The structure of this entity is critical; therefore focus should be on building the right organizational structure to have a greater chance of success.

Evidence suggests that having the right administration and management is critical to a successful venture capital fund.

This body will be responsible for mobilizing, supervising, and investing the funds.

Include the Promote Andover Inc. organization.

Involve the Andover Chamber of Commerce in this process. Involve city and county officials.

Explore collaborating with Kansas Venture Capital Inc. in Overland Park.

Financing

Reach out to investors in Andover, Wichita, Augusta, Butler County, Sedgwick County and other surrounding areas with the idea of starting an Andover venture capital fund.

Encourage local investors to assist (financially) by providing funds to existing businesses and start-ups. Highlight the fact that the returns on investment could be lower initially and that this is intended to spur local economic development.

Apply for tax credits to create the fund.

Establish a community foundation commitment for small business loan assistance.

Expected Time to Completion: 6-24 months (intermediate-term)

7. Initiatives to retain existing businesses.

There is a perception that the business climate in Andover is not supportive for existing businesses. This situation cannot be entirely ascribed to the lack of city/county initiative and could reflect the internal workings of a company or the general business climate.

Business Needs Assessment

Initiate a survey of existing local businesses. A business needs assessment will allow the city and county to identify areas where businesses would like to receive assistance.

The action group will present findings of the survey to local officials and encourage them to make the needed adjustments or introduce new initiatives as may be appropriate.

The survey can be instituted within a relatively short timeframe and will not require many resources to complete.

The group will determine who will develop a survey that will elicit the information needed from a variety of local businesses.

The group will collaborate with civic organizations to conduct the survey that will inquire about, among other issues, marketing, training, and technology needs, and explore how

businesses can collaborate and pool resources. The City and Chamber could assist with the surveys.

Policies and Practice

Create an accommodating tax structure to enhance business development. Using the survey, seek the input of business leaders to help define the parameters of a sufficient and fair tax structure.

Increase collaboration between the City, County, and Andover Chamber of Commerce regarding their respective roles and responsibilities.

Promote better inter-organizational communication. Keep an open channel of communication between City, County, and existing businesses. The intended outcome is a system to benefit residents of Andover.

Develop a forum (or use the Chamber of Commerce) for local business owners to discuss prospects for expansion and identify how the community might facilitate any needed assistance.

Community Information Center

This could function as a Community Information Center – for individuals, families and businesses.

The proposed forum will create stronger networks among existing businesses to function as a group and assist individual businesses in whatever way may be feasible.

A Community Information Center will also play a critical role in the recruitment of potential businesses.

Including retirees who have been associated with businesses will provide insight into the workings of local businesses and the critical areas that need more attention.

The group will work on creating a recruitment package – one for businesses and one for individuals/families.

This information package will provide a one-stop source for information a prospective business or individual/household would like or need to know about moving to Andover or Butler County.

Make all these resources available online for easy access.

Enhancing Local Sales and Services

Undertake an initiative to educate the front-line personnel of local retail and service businesses about importance of providing outstanding customer service.

This initiative will provide businesses with an opportunity to provide better customer service, to keep consumers informed about their products and services, and to think "outside the box" in creative ways to retain their customers.

Research suggests that retailers and service businesses make most money from returning customers.

The action group will work with the Chamber to explore development of a training program in Andover for retail and service business employees.

Retailers will be encouraged to participate and expand their initiatives if they experience increases in sales as a result of greater awareness among local residents about the importance of shopping locally.

Local Business Use of the Internet

There are a number of businesses within the community who do not have a Website, due mainly to lack of financial resources. Explore a city-wide website with links to individual business Websites and offer Webpage hosting for business.

The action group will work with a partner to explore the possibility of creating a Website and offering Webpage hosting to businesses that cannot do it on their own.

The meeting participants recognized the value of every business having a Web presence and how such an initiative will enhance local business growth prospects.

Training, Education and Technical Assistance

Set up a fast track or mentor program to provide mentoring assistance to support both existing businesses and new start-ups.

Provide training and re-training to existing businesses (workers and management) using local experts and local educational institutions offering such programs.

Providing existing businesses with expertise to succeed and grow is of critical importance.

The action group will form a mentoring group in the community comprised of experts in a number of areas including financial, accounting, legal, marketing, and engineering.

This group will provide assistance to local businesses – charging a nominal fee, based on a formula to be determined.

Educate prospective business owners on current incentives to assist them.

Propose a citizen-based effort to appreciate local businesses.

Undertake a new initiative to fill up vacancies in existing strip malls.

Expected Time to Completion: 12-36 months (intermediate and long-term)

8. Showcase Andover's high quality of life as a recruitment tool for businesses (e.g. schools, healthcare, green spaces)

Address quality of life issues to serve as a recruiting tool. Action Plan II is a step in this direction.

Initiate a "Support Local" campaign (marketing Andover, community plan, destination Andover)

The marketing of Andover will be done online, through fliers, and by active participation in regional economic forums.

Expected Time to Completion: 6-12 months and ongoing (short-term)

Action Plan II

Objective II: Develop Rails-to-Trails between Andover and Augusta. Develop the city lake and upgrade existing parks in Andover.

Principal Coordinators: Sasha Stiles and Kris Estes

Action Group Members:

1. Dennis Bush
2. Adam Knapp
3. Carol Wohlford
4. Kim Truelove
5. Nancy Staal
6. Tim Neff
7. Karsten Bond
8. Michael Keller
9. Daryl Thornton
10. Caroline Hale
11. Kent Bush
12. David Levy
13. Brandon Wilson
14. Dixie Matson
15. Michelle Sell
16. Sheri Geisler
17. Ben Lawrence

The motivation for Action Plan II is to improve the quality of life for current and future residents of Andover. Over the past decade, the population growth of Andover was driven mainly by the relocation of families drawn to its excellent school system and the quality of life in suburban Wichita. This fact is validated by the surge in new housing during the same period. The city needs to plan how it will maintain and improve the quality of life for its residents and to attract new businesses and residents to work and live in Andover.

The intended outcome is to improve quality of life by developing new recreational opportunities such as Rails-to-Trails, providing better recreational activities, walking and running paths, and building an amphitheater in Andover; improved health and entertainment for all ages; improved community involvement; improved parking for the 13th Street Park for various sporting activities including soccer, football and baseball; and a newly developed dog park.

Identified leaders of Action Group II should liaison between Action Group II and the Park Planning Committee. The Park Planning Committee has access to financial resources through

park impact fees on new residences, issuing permits for firework stands, sales tax collections, investors and private grants, federal assistance, and the Wichita Area Metropolitan Planning Organization-Transportation Enhancement program. Action Group II will provide recommendations to the Park Planning Committee. Efforts will be to promote private and public partnerships.

Partners for the initiatives under this objective will include Convention and Visitors Bureau (CVB), City of Andover, Andover Chamber of Commerce, passionate stakeholders, Park Planning Committee, and volunteers.

The following specific action items were chosen.

1. Inventory all the parks and recreational amenities. Conduct a needs assessment survey of local residents.

During the meetings, the group realized that many residents were not familiar with many Andover amenities. Further, there are few recreational opportunities for adults. Most residents go to Wichita for restaurants, bars, museums, etc.

It was decided to inventory existing parks and recreational amenities and showcase it to current and potential residents.

Based on the inventory, a group of stakeholders will evaluate existing amenities and identify future needs in light of the current population and projected future growth.

Institute a needs assessment survey of Andover residents to learn more about community residents' current recreational behaviors and how they are fulfilled.

The needs assessment survey will cover a broad set of questions relating to Andover residents perception of the existing stock of parks and recreational infrastructure, and the various wants and needs for the foreseeable future. This could be done through an online survey.

Expected Time to Completion: 6-24 months (short and intermediate-term)

2. Rails-to-Trails initiative

Rails-to-Trails is an initiative of a nonprofit Washington, D.C.-based organization whose mission it is to create a nationwide network of trails from abandoned rail lines and connecting corridors to build healthier places for healthier people. Communities throughout the nation have undertaken this initiative to improve quality of life and create positive economic impacts.

The group decided to work an initiative on developing trails between Andover and Augusta, from K-96 to Augusta, about a 6 mile stretch.

Determine materials needed to develop the trails, e.g. concrete, crushed limestone, etc.
Develop the trails in a way that will be durable.

Recruit additional community members into the action group.

The trails could be built either by hiring a firm or organizing interested volunteers. Prairie Travelers (bicyclist) group has already shown interest in this project in Andover. Action Group II should partner with Prairie Travelers on this initiative.

Initially, develop the 6 mile trail between Andover and Augusta which in the long-run can be extended on the east all the way to downtown Wichita.

Expected Time to Completion: 12-36 months and ongoing (intermediate and long-term)

3. Develop a strategic action plan for Andover parks and recreation

Over the past decade, there has been a substantial increase in Andover's population and demand for park and recreation systems. Given the projections for population growth, maintaining a high quality of life is critical to attracting businesses and residents to Andover. Recognizing the value of past Comprehensive Plans, Action Group II should play an active role with the Park Planning Committee in creating the next 10-year Park System and Open Space Master Plan (PSOSMP). The PSOSMP is an element of the Comprehensive Plan. Andover's current Comprehensive Plan ends in 2013 and almost all of the items listed in the current PSOSMP have been accomplished. This is therefore perfect timing to begin plans for 2014-2024.

Andover parks and recreation will strategically evaluate its facilities, services, and operations, so it can continue to meet its commitments to current and future Andover

citizens. The strategic plan will identify the strengths, challenges, and opportunities associated with existing recreation facilities.

Eventually, the plan will allow local officials to prioritize and make necessary changes and investments and ensure the most efficient and effective use of public tax dollars. It will be a roadmap that will guide the city to fulfill the recreation-related needs and aspirations of residents.

The plan will bring all the stakeholders together to make decisions with respect to initiatives, resource mobilization, and allow partnerships to be formed to implement chosen initiatives. It will guide budget, capital development and investment decisions, and provide a planning framework for partnerships with other departments, organizations and businesses.

Expected Time of Completion: 12-24 months and ongoing (intermediate-term)

4. Initiative to make improvements to existing parks and recreational amenities

The group decided to focus on enhancing outdoor amenities, and developing better connectivity between Lake George, trails, and parks. The group identified a variety of potential initiatives.

Parks

Preserve green space in Central Park - green spaces and outdoor fishing.

Explore development of small 5-acre pocket parks in residential areas.

Beautify the existing parks by improving landscaping, and adding benches, picnic areas, fountains, and creating a section for a dog park.

Explore developing a third park for sports overflow (the back 40 acres of newly rebranded business park to develop third park) and connect to 13th Street at Butler Community College and future eastside north-south corridor by Butler Community College.

13th Street Sports Park is crowded – relieve crowding by developing a third park or clearly define/expand 13th Street Park. Buy five acres next to 13th Street Park if feasible.

Activities and Facilities

Initiate more community-based activities in parks.

Host big sporting events to draw people from inside and outside town for recreation and associated economic impacts.

Promote Hikeable/Bikeable Andover. Maps of the existing trails and signage should be considered.

Expand existing bike trails and incorporate a dog park.

Explore the feasibility for a new indoor soccer facility.

Explore developing a zero entry water park in Central Park.

Initiative to have additional parking at 13th Street Park.

City Lake (Lake George)

There was unanimous agreement for a Lake George initiative.

The group was in agreement that Lake George needed to be preserved for residents to take advantage of fishing.

Initiative to develop, manage and promote Lake George at Central Park and keep it stocked.

Develop an amphitheater by Lake George, and a restaurant to add to the attraction of Central Park.

Trails

Initiative to complete bike path system to connect amenities by securing a KDOT grant.

Continue to develop wider sidewalks and biking and hiking paths.

Community Relations

Initiative to keep Andover residents better informed about the various types of recreational amenities.

Use social media and twitter to provide updates.

Develop free Citywide Wi-Fi so residents know what services and amenities are

available, what activities going on, what direction is the city headed. This is a great way to keep residents engaged and connected.

Expected Time to Completion: 6-24 months and ongoing (intermediate-term)

Action Plan III

Objective III: Develop arterial roads connecting north-south Andover. Highway 54 corridor business development initiative.

Principal Coordinators: Sasha Stiles and Kris Estes

Action Group Members:

1. Byron Stout
2. Denise Kelley
3. Ben Lawrence
4. Les Mangus
5. Lynn Heath
6. Brian Lindebak
7. Clark Nelson
8. Mike Thompson
9. Sheri Geisler
10. Doug Nolte

The motivation for Action Plan III is to initiate an effort to develop an additional road connecting Andover north-south as well as ensure the implementation of the Highway 54 Corridor Development Plan. While the idea of creating another arterial north-south road has been floating around for some time, the city of Andover already has a US-54 Corridor Development Plan in place. The group decided to review this plan and expedite the implementation of the recommendations made in the study. There was unanimous agreement that with increased population, having just one north-south road was detrimental to the quality of life in Andover. The existing roadway supports an excessive traffic flow, has a relatively high incidence of accidents, and generally is not very convenient for commuters or accessing other parts of the metro region.

The ideas that were shared to initiate this project included: amending the comprehensive development plan; prioritizing transportation improvement spending; promoting the vision; identifying and implementing the newly completed Highway 54 plan; and selecting the priority for the north-south corridor development. In the short-run, the group will focus on amending the comprehensive development plan and developing an incentive tool box.

The medium- and long-term results will include 2-3 miles of road connecting north-south and the first phase of commercial development on Highway 54 will be completed.

The intended outcome will be improved north-south traffic circulation and management, and an economically vibrant US-54 corridor development based on a joint land use and transportation plan. Shifting some of the traffic currently on Andover Road also may create an opportunity for additional commercial development along the alternative arterial. Encourage and control development of Highway 54 to fit the corridor study recommendations.

The new road will enhance Andover's infrastructure capacity, result in less-stressful driving, and potentially reduce vehicle accidents. An additional north-south road will also result in new areas of business and economic growth as new traffic flows are identified. It will also create better connectivity between the parks and YMCA. If the arterial road is developed to the east of Andover, it will lead to more economic growth on that side of the community.

The resources needed include: the US-54 corridor study, the existing comprehensive development plan, Andover's Capital Improvement Plan, the Wichita Area Metropolitan Planning Organization (WAMPO), the Metropolitan Transportation Plan 2035, federal and state funds, street improvement sales tax funding, and community involvement and support.

Partners in this initiative will include community members, *Envisioning* action groups, and city staff.

The following specific action items were chosen.

1. **Review US 54 corridor plan and make suggestions for amendments, if necessary. Encourage city to start implementing the amended and revised Highway 54 Corridor Plan.**

Review existing plan for Highway 54 corridor development. Make amendments as necessary.

Adopt and implement the updated Highway 54 Corridor Plan and be involved in the update of the comprehensive plan.

Future development will conform to land use and transportation plans.

The intended outcome of this initiative will be a thriving Highway 54 corridor that not only provides easy east-west access, but also creates new economic opportunities in conformance with the long-term strategic interests of the city.

Expected Time of Completion: Long-term

2. Identify the north-south arterial to be developed. Start implementation of the north-south road initiative.

The group overwhelmingly supported the idea for an additional north-south arterial road – Prairie Creek Road, Yorktown Street up to the schools and Butler Community College, or 159th Street.

The groups deliberated on identifying the north-south road that will be developed. Varied viewpoints were discussed that pertained to which arterial road would be the most feasible and create an economic impact by way of commercial development as well as relieve traffic from Andover Road.

Three alternatives before the group were Prairie Creek Road, 159th Street, and Yorktown Street. While some participants made the case that Prairie Creek Road should be low on the priority list, others made a case for it.

Broadly, the discussion focused on joint city-county-state 159th Street improvements that were needs-based. Develop intermediary routes – Yorktown Street and Prairie Creek Road as needed.

The Case For and Against Prairie Creek Road

Without developing Prairie Creek Road on the east side of the community, there would be no development in that area. Most of the growth will occur further to the east. That will create more economic development opportunities. Better access roads will help attract more businesses.

The newly rebranded Business Park will rely on access roads from the east. This will also lead to better access to the turnpike and airport. Focus first on 1½ mile stretch going north from Highway 54. Then focus on the 1½ mile stretch going south.

Prairie Creek Road will be very expensive to develop due to the flood plains, inadequate existing rights of way, and drainage issues. It will be better to develop a road north-south further east of Prairie Creek which will not be a linear road and will have curves. That was specifically why the Township closed Prairie Creek Road.

The group was also divided on their views on 159th Street and Yorktown Road– with some participants making a case for and some making a case against it.

The Case For and Against 159th Street

159th Street is already well established. It will be a joint project of City of Wichita, City of Andover, Sedgwick County, and the Kansas Department of Transportation (KDOT). Finish west side first before moving east. The road currently also presents a safety issue.

Complete the northern stretch of 159th Street to Kellogg Ave. first, and then extend south to Harry Street on the other side.

159th Street is more feasible (from Highway 54 to 21st Street).

159th Street is complicated because of jurisdictional issues and Andover does not have full control over it.

Road construction costs are nearly \$1 million per lane mile.

Sedgwick County, the City of Wichita and the City of Andover are working together on a proposed three lane road from Kellogg Avenue to Central Avenue.

Kansas Turnpike Authority Bridge-21st Street is in the Wichita Area Metropolitan Planning Organization (WAMPO) plan for 2015.

159th Street does not offer any such opportunity and will thus be lower in priority. Andover has \$43 million worth of projects approved for federal funding for the next 5 years. 159th (between Kellogg and Central) is not included.

The Case For and Against Yorktown Street

Develop collector routes like Yorktown Road which will relieve traffic.

Yorktown Road and 159th Street both have same priority and will possibly be improved in the relative near-term.

Yorktown Road will connect YMCA-Central Park and the 13th Street Sports Park. Yorktown has best opportunity for economic development and growth and will create more a greater economic impact.

Yorktown is more economically feasible; two lanes with some parking are adequate for the foreseeable future. Develop north-south Yorktown (west of Prairie Creek) – Kellogg Avenue to Central Avenue (schools)

Since the group also decided on a new Amphitheater initiative – the proposed Yorktown Road will fit into that plan

Moving Forward

Overall, the group decided on the following action:

Determine which north-south road to be developed in the next few months.

In Phase One (12-24 months), the US Highway 54 Plan will be adopted into the Comprehensive Plan and the process of updating the Comprehensive Plan will begin. This will result in the potential revisions of zoning regulations.

In Phase 2 (2-3 years), the US 54 Study and updated comprehensive Plan will be used as a basis to begin the development of the Highway 54 commercial corridor.

In Phase 3 (5-30 years), full implementation of the US 54 Corridor will be realized.

Appendix A

SWOT Analysis Findings

Strengths

- Andover is a highly educated community. The quality of its workforce is a great asset and offers varied possibilities for the future of Andover.
- Andover is a highly affluent community with lots of white collar workers. Higher disposable income compared to most communities nearby
- Andover offers small community feel with access to a big city
- Andover appearance – clean, new, fresh, new, safe, inviting. Very little blight
- Andover offers good veterinary care services.
- People who want excellence in place they live and set high community standards
- Positive growth since 1990's
- Fulltime Fire/EMS and great police department
- Andover has an excellent and top rated school system from K-12. The school system acts as a magnet for families to live in the community.
- The presence of Butler County Community College offers residents in and around Andover access to higher education. Besides, the college also brings more people to Andover on a daily basis.
- The city offers a good and high quality of life. It is a great place to raise a family. Very good amenities – new library, great schools, large community college, beautiful parks etc. The city also has a low crime rate and residents have access to excellent Churches.
- The crime rate in Andover is low. Residents feel a sense of safety and are happy with the services provided by the police department.
- Andover is home to a high quality YMCA.
- There is a sense of community and when needed residents rally around common cause. A good example of that is '*Envisioning Andover.*'
- Good infrastructure for foreseeable future. Based on projections, the city and Butler County will continue to experience population increase over the next 8 years.
- Given the projected demographic increase, the city has adequate land available to expand in the North and East. The City has stayed ahead of the curve in terms of being ready for the foreseeable future.
- Land available for undertaking new community economic development initiatives
- New housing developments continue

- Andover is home to a great healthcare system. Residents are very happy with the Kansas Medical Center and the access that provides to doctors and medical services. The city also has a low patient to doctor ratio – plenty of doctors available. The presence of a helipad – brings in much out of town business
- Highway 54 and 400 corridor runs east-west through the City. There is a lot of traffic on these roads which in some cases gets translated into retail dollars spent in Andover. Some of the retail sectors able to attract customers from outside include gas stations and the grocery store.
- Presence of DMV in Andover offers resident easy access to a public service without having to go to Wichita which is more densely populated.
- Andover also has a wide tax base from its residents and non-residents. Some non-residents live very close to the west of the city and Andover benefits by way of sales tax revenue.
- Interstate 35 that runs north-south passes through Andover and offers several advantages. From a business standpoint, it offers a huge transportation benefit. From the economic standpoint, it allows Andover to take advantage of some of the retail and travel dollars that flow by every day.
- Dillons market offers residents access to a good quality grocery store. Based on the retail trade analysis, this grocery store also attracts shoppers from outside the city.
- The City has approximately 156 acres of public parks and based on the survey findings, residents are very happy with the parks, outdoor trails, sidewalks, biking paths etc.
- Andover has an industrial park – offers multiple possibilities for future. It is home to International Cold Storage, Vornado Air Circulation Systems Inc., and Sherwin Williams. It has the necessary infrastructure needed to provide access, water, sewer and fiber optic services for companies wanting to locate in Andover.
- Andover is a new and growing community in some sense with about 67 percent of houses being built over the past 20 years. The city offers good quality housing
- The city is a technologically advanced community with access to broadband and fast and high quality internet service for businesses. Lot of the city services can be accessed online.
- Cost sharing of infrastructure (City Hall, Library and Streets)- cost share of users outside city limits that consider themselves Andover citizens to share in our costs of library and City hall.
- The city has excellent emergency response agencies. The survey revealed that residents in Andover were generally happy with the various types of emergency services.
- Progressive developers and investors in community
- There is a site plan committee in place to guide growth. Code enforcement and site plan will continue to be strengths.

- Flint Hills Golf Course offers excellent golfing experience and World class tournaments. Andover offers the Terradyne Country Club which is a top golf club in country.
- Locational advantage of Andover – with proximity to Wichita. The city has benefitted greatly due to its geographic proximity to Wichita and that will forever remain a source of strength. Access to major employment opportunities in Wichita.
- Proximity to good retail stores in Wichita offers residents good shopping options.
- The city has good leadership and an effective local government. They have a vision for the future and continuously strive to adapt to changes with a progressive spirit. Visionary leadership in some sectors – especially schools
- GAD – offers awesome fireworks
- Andover offers good recreation programs.
- Andover offers an excellent public library that caters not just to local residents but to nearby community residents.
- Andover has access to several nearby airports within a 30 minute drive
- Andover has a good community recycling program in place.
- There are a number of community events round the year including Greater Andover days, Hometown Christmas and The Ride.

Weaknesses

- Lack of focused vision for Andover industrial park. Existing infrastructure needs to be used to attract businesses.
- Competition from surrounding metro area. Proximity to Wichita is sometimes detrimental to the economic prospects of Andover.
- Lack of identity – visual identity. Andover does not have anything in particular to highlight as representative of the community.
- Tax rates are on the higher side. Property taxes are high. Although that contributes to the good school system, a section of the population, especially the elderly find it to be a burden.
- Lack of sit down and upscale restaurants means that residents often drive to Wichita. This consumes time and loss of retail dollars, which otherwise could have stayed in the community. No breakfast restaurant.
- No large venues for entertainment
- There is no town center or commercial hub in Andover. No central business district
- Lack of youth center.
- Lack of downtown or central area of identity
- Water continues to be a source of concern, especially for the future.
- Lack of focused economic cluster

- Kellogg street divides community into north and south. Kellogg – real or perceived barrier/divider (major highway) divides town. No opportunity to traverse by foot (could be overcome with pedestrian bridge)
- No housing for blue collar workers. They usually work in Andover but live outside.
- Lack of homes in the \$100K range for a mix of empty-nesters, blue collar workers etc.
- No natural attractions. Lack of recreation from such natural attractions
- Zoning plan. Development zones
- City boundaries are narrow and long
- Lack of coordination of civic groups to develop new business group and retain current retail businesses
- Lack of adequate youth programs for Andover to retain kids for a longer period.
- 21st street – lack of businesses (grocery, restaurants). Need hotel and restaurants close to Kansas Medical Center and nearby residents.
- Lack of development on Highway 54 which has lot of traffic. Not capturing enough dollars flowing through Highway 54.
- Busy Andover road traffic – growth versus congestion.
- Lack of amphitheater for community events
- Lack of cultural diversity
- Minimal north south arterial roads
- Just one grocery store. Need more variety
- Perception of being ‘business unfriendly’
- Location – a bedroom community
- Retention of residents not using schools is a challenge
- Site plan – appears business unfriendly
- Disparity of Butler Community College cost – Andover residents versus outside
- BCC – some taxes not accruing to city
- Lack of local entertainment such as theater - folks go to Wichita
- Lack of clearly defined role of economic development between CVB/Chamber and City
- No strategic economic development plan
- Lack of some type of retail stores
- Lack of adequate daycare – to better serve the working families
- Limited public transportation
- Not enough hotel space
- Divided town based on schools – educational boundaries
- Need more people to live and work in Andover
- Not enough wi-fi hotspots for folks to hangout.
- Services are more expensive compared to nearby places

- City growing too fast – need for a definitive plan
- No major industry located in Andover
- Bedroom community – so ‘community involvement’ not important
- No ‘real’ sense of community due to the ‘bedroom’ nature of the community
- Nothing for teens in terms of recreational opportunities
- Overbuilt in 2000s
- Limited multi-family dwellings – rental apartments etc.
- Lack of beautification in many parts of the city.
- Lack of marketing – promotion of strengths – showcasing Andover
- Not many attractions to draw businesses
- Rapidly evolving infrastructure – roads, water, sewer, waste, schools
- No base natural resources – oil, natural gas
- Lack of economic development group
- No land development strategy
- No bus service between schools and college
- Not enough participation in community events. Lack of volunteers
- Lack of café – need more coffee shops – either local or Starbucks
- Average IT infrastructure
- Need for additional through streets
- Real and/or perceived lack of recreational activities and entertainment
- Tax burden – weighted more on residential property owners rather than commercial and industrial
- Bedroom community – diminishes community engagement
- Lack of basic instruction for “life skills”
- Lack of collaboration between civic groups
- No community center
- Many vacancies in the malls
- Lack of single parent housing
- Lack of professional offices
- Lack of master plan
- Lack of sporting events
- Lack of community events
- Lack of multiple family housing
- CVB – collecting but not doing anything
- No local air service
- No taxi service

- Need new north-south corridor for amphitheater
- Roads dangerous for pedestrians
- Too many young drivers because of schools
- Lack of recreation for adults (firing range, bowling)
- Lack of architectural identity – visual monuments
- Lack of Hotel and convention center at Terradyne
- Not leveraging the highway access
- Leverage age and demographic advantages by attracting more corporate headquarters
- No effort to attract an active senior population
- No special tax rates for seniors (who do not have children in schools)
- No transitional housing for seniors
- Green technology for industry
- Medical devices technology (healthcare industry, medical technology park)

Opportunities

- Proximity to I-35
- Proximity to Wichita – employment, shopping, airport, etc.
- US-54 corridor – potential for out-of-town shoppers
- Butler County Community College and Hospital collaboration
- Potential 36” waterline between El Dorado/Wichita could lower water costs
- Potential for low cost housing for Andover employees
- Central location in country
- Access to abundant wind resource
- Projected population growth
- BCC students – housing and employment opportunities
- Available land for city expansion
- Recreation opportunities for young and old.
- Green space available
- Augusta airport (close to Andover)
- Goddard zoo
- East Wichita population
- Ongoing and projected Commercial and residential growth
- Available undeveloped property
- Projected demographic changes – more children entering the public school system
- Expanding hospital services
- Vacant industrial park
- Potential to attract high tech jobs like engineering, design, etc. to industrial park

- Growth of green manufacturing and industrial park
- Growth in high tech industries
- Turnpike exit
- Public transportation to Wichita
- Sit down restaurants – that BCC students and others could utilize
- Potential for amphitheater
- Successful school educational system
- Entertainment/sports opportunity for families
- Santa Fe lake – better utilization of this resource
- Re-invent Andover as a “Blue Zones” community including community garden
- Possibility of fiber optic internet for entire city
- Growth in health care
- Explore partnership with Augusta – Rails to Trails
- Explore possibility of attracting aircraft companies to come to Andover by providing them incentives.
- Small business assistance
- Availability of highly skilled work force
- More ‘pull’ from Wichita still there
- More park development and another park out west (green land)

Threats

- National debt
- State of U.S. economy
- Tax inequity from Butler to Sedgwick County
- Close proximity to Wichita. Dependence on Wichita economy (not stable)
- Wichita (east Wichita) siphons off local retail dollars
- EPA requirements-wastewater plant based on median income resulting in high cost for waste water plant
- Water access from Wichita.
- Rising cost of water and increasing difficulty to access. – need long-term plan
- High taxes – potential to lose empty nesters to leave area to reduce taxes
- High taxes – placing high requirements on businesses to locate here
- Highways take us out of Andover

- Declining manufacturing
- Declining state and federal tax dollars
- Red tape and bureaucratic processes
- Taxes driving seniors out of town.
- High rent
- High housing costs
- Depressed housing markets
- Lending issues – lack of low cost housing
- Higher mill level and taxes – secondary to fast growth
- Lack of shared vision for future
- Continued aircraft industry decline
- Wichita to west, Augusta to east
- Possibility of tornadoes
- Apathy of citizens sometimes to local issues
- Resistance to change
- Lack of control over jobs (aviation and military)
- Less dollars from state to local schools
- Property tax with potential legislative changes
- High property and sales tax may inhibit future growth
- McConnell closing
- Boeing closing
- Population shifts , baby boomers
- Potential for rise in crime if growth not managed
- Caution on Terradyne Country Club and Green Valley golf homes nearby if not maintained

Inputs provided by ‘*Envisioning Andover*’ participants on January 12, 2012, Andover, Kansas

Compiled by: Dr. Biswa Das

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Appendix B

Economic Development Survey Findings

	Good (%)	Fair (%)	Poor (%)	Do Not Know (%)
Fire Protection	82	6	2	10
Police Protection	80	12	2	6
Appearance of Public Buildings	78	18	3	1
Library	77	10	2	11
Condition of School Building	77	8	1	14
Elementary Education	72	7	1	20
Sewage Collection & Disposal	72	16	2	10
Family Living Conditions	72	22	1	5
Community Parks & Playgrounds	71	22	2	5
Availability of Doctors	70	17	2	11
Water Supply	69	20	5	6
Garbage Collection & Disposal	68	20	6	6
Availability of Emergency Care	67	13	2	18
High School Education	66	9	2	23
Banking & Financing Service	65	24	4	7
Churches	64	18	3	16
Availability of Housing	64	23	4	9
Availability of Dentists	63	18	4	15
Traffic Conditions	62	32	6	0
Overall Community Appearances	62	34	2	2
Appearance of Neighborhoods	60	36	3	1
Streets & Roads	60	32	8	
Ambulance Service	57	10	1	32
Appearance of Business	57	36	6	1
Parking Downtown	56	15	3	26
Friendly & Neighborly People	52	34	9	5
Availability of Care for the Elderly	50	14	3	33
Maintenance of Local Streets	47	37	13	3
Recreation for Children 12 & under	43	25	7	25
Hotel & Motel Accommodations	43	34	6	17
Crime Prevention Programs	42	19	3	36
Adult Education	41	16	6	37
Flood Control	40	13	4	43

Progressive Community Spirit	39	36	10	15
Variety & Quality of Goods in Stores	39	45	13	3
Number & Quality of Eating Places	26	44	28	2
Local Newspaper Service	25	32	23	20
Vocational Education-Job Training	25	14	6	55
Responsiveness of Local Government	24	24	14	38
Welcome Given to Newcomers	23	29	19	29
Local Agriculture	22	23	9	46
Cooperation Between Community Clubs & Groups	22	19	6	53
Local Industry	22	23	9	46
Community Civic Organizations	21	25	5	49
Long-range Planning	20	22	13	45
Planning & Zoning	20	22	13	45
Day Care for Children	18	20	8	54
Recreation for Teenagers	18	27	21	34
Recreation for Adults	18	34	25	23
Local Tax Rates	8	39	43	10

Total Number of Respondents: 404

Survey Conducted during October-December, 2011 in Andover, Kansas

Presented on: January 05, 2012, Andover, KS, Envisioning Workshop – Session 1

Prepared by: Ms. Emily Mollohan and Dr. Biswa Das

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Appendix C

Envisioning Andover

Strategic Planning and Visioning
For Economic Development

Economic Profile

January 2012

Office of Local Government
Department of Agricultural Economics
Kansas State Research and Extension
Kansas State University
www.ksu-olg.info

Introduction

Many rural communities throughout Kansas are facing both acute and chronic economic challenges. Employment opportunities in many manufacturing and farming-related sectors have long been in decline. As goods-producing jobs disappear, many young people and other talented individuals are increasingly leaving rural Kansas for opportunities in urban areas. Weakened local economies, aging populations, and a gradual erosion of public infrastructure systems are fostering a downward spiral of shrinking property values, limited tax base, struggling schools, and the loss of other public services in rural areas. As federal funding levels keep diminishing, rural communities no longer can look to government agencies to provide for their needs, but, instead, must look to the people and resources within their communities to build their future. To do this, local leaders need an effective process to make decisions, create a strong vision, and build a clear plan of action with which to meet the challenges in this new environment.

‘Envisioning Economic Prosperity for Your Community’ is a Strategic Planning and Visioning Program offered by the Office of Local Government, an educational outreach program of the Department of Agricultural Economics and K-State Research and Extension. We are dedicated to assisting rural communities across Kansas to take stock of their assets and capacity and create a vision and action plan for long-term economic growth and development.

Economic Data Summary

Following are a variety of economic data and statistics pertaining to the United States, State of Kansas, Butler County and City of Andover that are critical for understanding and making comparisons of trends. The major areas of comparison relate to employment and income growth. The economic profile presents a variety of economic indicators that allow participants as well as residents of Andover and Butler County to assess the current national, state and local economic situation and trends as well as track changes that have occurred over time. The indicators shed light on the interdependent nature of the various aspects and sectors within the local economy. This information will assist community leaders, public officials, businesses and residents to observe the impacts of policy changes on their local economy and provide them with a better understanding of the local economy’s areas of strength and vulnerabilities. It will assist local businesses to pinpoint areas of growth and decline. The economic profile presents information that is indicative of the overall health of the economy, and will help participants to prioritize issues and areas that they deem important for a better economic future.

Understanding the Data and Figures

“Indicators are bits of information that highlight what is happening in a large system. They tell us which direction a critical aspect of the county or a town is going: forward or backward, increasing or decreasing, improving or deteriorating, or staying the same. By designing indicators carefully, watching them closely, and interpreting them wisely, we can evaluate a regions condition” (Morris, Leatherman and Bishop, 2008). It must however be complemented and corroborated with the experiences and knowledge of local population to make the indicators more credible and reliable that can be subjected to realistic interpretation.

Much of the information presented is based on estimates rather than the actual counts and extensive survey sampling performed by the Census Bureau. In addition to official government statistics, we draw from estimates of independent firms like Woods & Poole Economics, Inc., Economic Profile System from Headwaters Economics and Site Reports from Nielsen Claritas, all of whom project long term county economic and demographic data. The Census, of course, represents the definitive data collection effort repeated once per decade.

The economic profile examines historical economic growth patterns using standard economic metrics of employment and income using annual data from 1969 to 2010, or upto the latest year for which the data are available. The growth rates of the County or region across selected metrics of economic activity are compared with Kansas and the United States. Toward accomplishing this, we use a growth index to allow for direct comparisons (Janke and Deller, 2004).

The Index of Growth is a cumulative measure of change based on the performance of the county economy relative to some starting year, in this case 1969. The index is computed for the US, Kansas and the county of interest with subscripts identifying region (r), industry (i) and year (t):

$$\text{Index}_{rit} = (Y_{rit}/Y_{ri1969}) * 100$$

Where

- Y = Economic variable (employment, earnings, etc.)
- r = Region (US, Kansas, county)
- i = Industry
- t = Year
- 1969 = Base Year (1969)

The index is a useful tool that facilitates comparison of economic variables between the County, State and U.S. It is done with respect to a base year, 1969 in this case. For example, if Butler County Construction employment was 150 in 1969 and 450 in 2000, the value of the index in 2000 will be $(450/150)*100 = 300$. This means that construction employment increased by 200 percent $((450-150)/150)*100 = 200$ in the 30 year period.

Besides using the index to compare between the county, Kansas and U.S., the economic profile also uses other simple analytics that are relevant to getting a better understanding of the regional economy and help explain how it has responded the national economic expansions and contractions.

The economic profile includes the following:

- ❖ Economic Growth in Selected Countries: Trends
- ❖ United States GDP: Trends
- ❖ Employment in Major Sectors in United States: Trends
- ❖ Projections of Future Employment
- ❖ The 10 Industries with the largest wage and salary employment growth
- ❖ United States Exports and Imports: Situation and Trends

Butler County

Income

- ❖ Total income and trends over time
- ❖ Per capita income growth
- ❖ Sources of earnings
- ❖ Earnings per job and per capita income
- ❖ Proprietors share of Employment and Income
- ❖ Tracking Proprietors Performance in Butler County

Employment

- ❖ Employment numbers by sector for selected years
- ❖ Total employment growth index
- ❖ Service employment growth index
- ❖ Retail trade employment growth index
- ❖ Manufacturing employment growth index
- ❖ Government employment growth index
- ❖ Unemployment trends

THE BIG PICTURE: UNITED STATES AND KANSAS ECONOMY**Table 1. Gross Domestic Product: Selected Countries**

Area and country	1990-99 annual average	2000	2005	2008	2009	2010
World	2.9	4.7	4.5	3.7	-0.8	3.9
Advanced economies	2.7	4.0	2.6	1.4	-3.2	2.1
United States	3.1	3.7	2.9	1.4	-2.5	2.7
Japan	1.5	2.9	1.9	0.5	-5.3	1.7
United Kingdom	2.2	3.9	2.1	0.8	-4.8	1.3
Canada	2.4	5.2	2.9	0.6	-2.6	2.6
Euro area	3.8	1.6	1.2	-3.9	1.0
Germany	2.3	3.2	.8	1.7	-4.8	1.5
France	1.9	3.9	1.9	0.8	-2.3	1.4
Italy	1.4	3.7	.6	-0.2	-4.8	1.0
Spain	2.8	5.1	3.6	1.4	-3.6	-0.6
Newly industrialized Asian economies	6.1	7.7	4.8	3.9	-1.2	4.8
Emerging and developing economies	3.2	5.9	7.1	6.6	2.1	6.0
Regional groups						
Africa	2.3	3.5	5.8	5.2	1.9	4.3
Central and eastern Europe	1.2	4.9	6.1	4.2	-4.3	2.0
Commonwealth of Independent States	9.1	6.8	6.9	-7.5	3.8
Russia	10.0	6.4	6.8	-9.0	3.6
Developing Asia	7.2	7.0	9.0	8.3	6.5	8.4
China	9.9	8.4	10.4	9.7	8.7	10.0
India	5.6	5.7	9.1	7.8	5.6	7.7
Middle East	4.3	5.5	5.7	6.1	2.2	4.5
Western Hemisphere	2.9	4.1	4.7	4.5	-2.3	3.7
Brazil	1.7	4.3	3.2	5.2	-.4	4.7
Mexico	3.3	6.6	3.1	1.9	-6.8	4.0

Source: Economic Report of the President of United States, 2010

Table 1 reports the growth of economies around the globe during the past two decades. Emerging economies such as China, India, Brazil and Russia that have had a healthy rate of economic growth offer challenges and opportunities for United States. It demonstrates the need for U.S. to use its comparative advantages and strategically focus on areas that can foster sustainable economic growth. This provides an opportunity to focus on innovation in certain areas where U.S. has competitive advantages to remain the world's economic leader.

Table 2. U.S Gross Domestic Product, 2000\$ billions

Year	Gross Domestic Product	Consumption Expenditures Goods and Services	Private Investment	Government Expenditures and Investment	Exports Less Imports
1995	9,094	6,079	1,236	1,889	-99
2000	11,226	7,608	1,914	2,098	-452
2005	12,638	8,819	2,122	2,370	-723
2008	13,312	9,625	1,997	2,503	-504
2009	13,019	9,183	1,617	2,550	-330
2010	13,383	9,431	1,727	2,586	-392

Source: Economic Report of the President of United States, 2010

Gross Domestic Product (GDP) is a combination of personal consumption expenditures on goods and services, plus private investment of both residential and non-residential entities, plus government expenditures in defense and non-defense, plus the net of exports and imports. Figures in parentheses represent percentages. Consumption expenditures, comprised of durable and non-durable goods as a portion of GDP, increased from 67 percent in 1995 to 70.5 percent in 2010. Private investment, comprised of residential and non-residential investment, decreased from 13.6 percent in 1995 to 12.9 percent in 2010. During the same period, government expenditure including defense and non-defense spending plus investment declined from 20.7 percent in 1995 to 19.4 percent in 2010. Net exports continue to rise, which means, as a nation exports are getting relatively smaller with respect to imports. The past decade has seen a dramatic increase in the trade deficit.

Table 3: U.S. Employment Changes, 1980-2010, thousands of jobs

Sector	1980	1990	2000	2010	1990-2000 (%)	2000-2010 (%)
Agriculture	4,274	3,866	4,111	3,944	6.34	-4.05
Mining	1,061	906	835	902	-7.78	8.02
Construction	6,013	7,650	9,880	12,218	29.14	23.67
Manufacturing	19,585	18,470	17,856	14,641	-3.32	-18.01
TCPU	6,919	8,219	10,194	10,361	24.04	1.63
Trade	17,273	21,347	24,856	26,699	16.44	7.41
FIRE	8,901	10,757	13,111	17,136	21.88	30.70
Services	31,430	46,935	62,972	76,432	34.17	21.38
Government	18,775	21,232	22,944	24,755	8.06	7.89
Total	114,231	139,381	166,759	187,088	19.64	12.19

* TCPU is Transportation, Communications, & Public Utilities; FIRE is Finance, Insurance, & Real Estate. Source: Bureau of Labor Statistics, U.S. Dept of Labor

In line with the general perception, manufacturing employment declined much faster during the 2000's compared to the 1990's. Farming continues its decline which has significant impact on rural communities.

Construction has shown rapid increase during the 90's and early part of the 2000's. However, the current recession and housing market crises are expected slowdown that over the next few years. The major sectors where most of the job growth has occurred are services and the Finance, insurance and real estate businesses. Government employment has grown, which is expected because of the increase in population and the need for more public services.

Table 4: Employment by major Occupational Group, Thousands of jobs

Occupational group	Employment		Percent Distribution		Change	
	2008	2018	2008	2018	Percent	Number
Management, business, and financial occupations	15,747	17,411	10.4	10.5	10.6	1,664
Professional and related occupations	31,054	36,280	20.6	21.8	16.8	5,226
Service occupations	29,576	33,645	19.6	20.2	13.8	4,069
Sales and related occupations	15,903	16,883	10.5	10.2	6.2	980
Office and administrative support occupations	24,101	25,943	16	15.6	7.6	1,842
Farming, fishing, and forestry occupations	1,035	1,026	0.7	0.6	-0.9	-9
Construction and extraction occupations	7,801	8,829	5.2	5.3	13.2	1028
Installation, maintenance, and repair occupations	5,798	6,238	3.8	3.8	7.6	440
Production occupations	10,083	9,734	6.7	5.9	-3.5	-349
Transportation and material moving occupations	9,826	10,217	6.5	6.1	4.0	391
Total	150,932	166,206	100	100	10.1	15,274

Source: Bureau of Labor Statistics, U.S. Dept. of Labor

Based on projections of the U.S. Department of Labor, an additional 9.3 million new jobs are expected to be created in service and professional related occupations. Traditional farming and production occupations will see a steady decline.

Table 5. The 10 Industries with the largest wage and salary employment growth, thousands of jobs.

Industry	Employment		Change	
	2008	2018	Number	Percent
Management, scientific, and technical consulting services	1,009	1,844	835	82.8
Office of physicians	2,266	3,038	772	34.1
Computer systems design and related services	1,450	2,107	656	45.3
Other general merchandise stores	1,490	2,097	607	40.7
Employment services	3,144	3,744	600	19.1
Local government, excluding education and hospitals	5,819	6,306	487	8.4
Home health care services	958	1,399	441	46.1
Services for elderly and persons with disabilities	585	1,016	431	73.8
Nursing care facilities	1,614	2,007	394	24.4
Full service restaurants	4,598	4,942	343	7.5

Source: Bureau of Labor Statistics, U.S. Dept of Labor

Job opportunities in management, scientific and technical consulting services that require a higher college degree will increase by over 82 percent. In other words, the knowledge industry is expected to contribute significantly more to the national economy. A higher educational attainment will more likely lead to employment opportunities in the ongoing decade. Other sectors that will see job growth include offices of physicians and computer systems design services. Healthcare sector is expected to see the most employment growth during the ongoing decade.

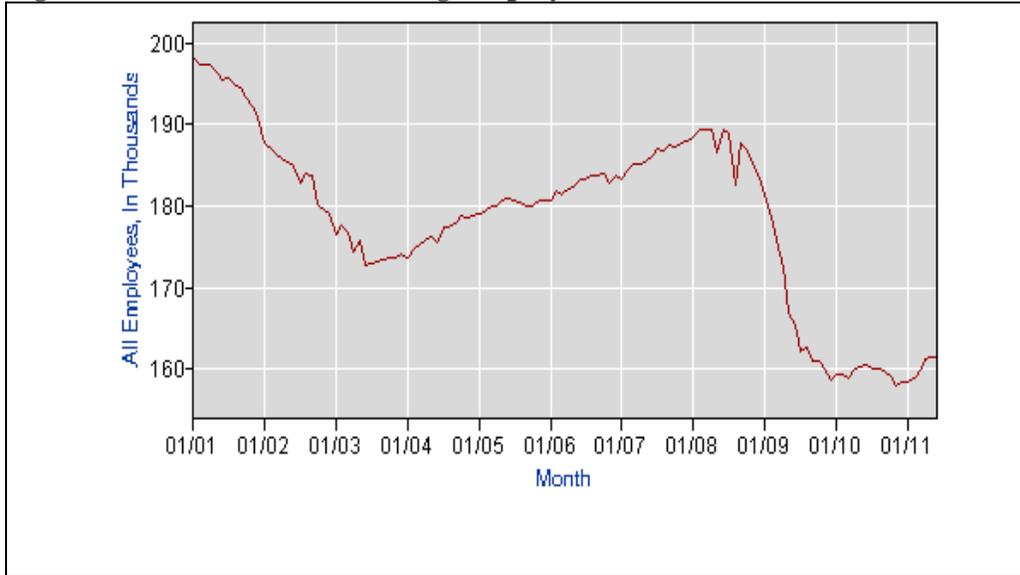
Table 6. U.S. Exports and Imports, Situation and Trends (Billions of 2000 dollars)

Year	Exports						Imports					
	Total	Agricultural products	Industrial supplies and materials	Capital goods except automotive	Automotive	Other	Total	Petroleum and products	Industrial supplies and materials	Capital goods except automotive	Automotive	Other
1980.	224.3	42.0	65.1	76.3	17.4	23.4	249.8	79.5	53.0	31.6	28.3	57.4
1990.	387.4	40.2	97.0	153.0	36.2	61.0	498.4	62.3	83.0	116.4	88.2	148.5
1995.	575.2	57.2	135.6	234.4	61.4	86.5	749.4	56.0	128.5	222.1	123.7	219.0
2000.	772.0	52.8	163.9	357.0	80.4	117.9	1,226.7	120.3	181.9	347.0	195.9	381.6
2005.	892.3	64.9	221.5	358.4	98.4	149.2	1,683.2	251.9	272.7	380.7	239.4	538.5
2008.	1,277.0	118.0	372.0	457.7	121.5	207.9	2,117.2	453.3	333.1	455.2	233.8	641.9

Source: Economic Report of the President of United States, 2010

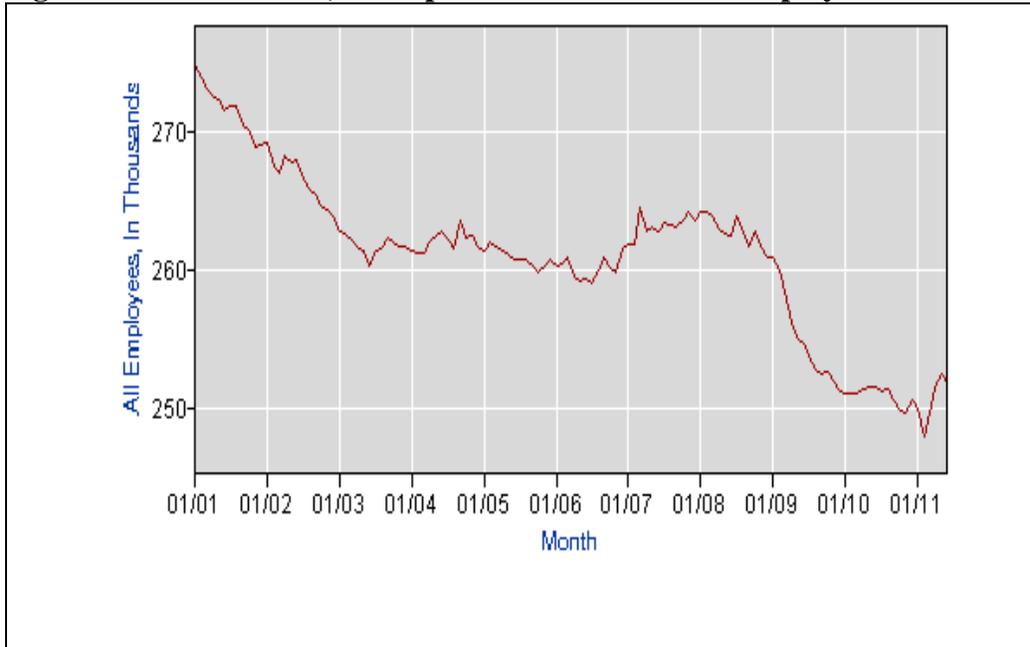
During 1980-2008, exports increased 5.7 fold while imports have increased by almost 8.5 fold. This explains the widening trade deficit that U.S. is facing currently. Automotive exports increased 7 fold during this period followed closely by capital goods exports that increased 6 fold. Agricultural exports have just increased 3 fold over the past 3 decades. On the other hand, capital goods imports have increased 14 fold, followed by automobile imports that have increased 8.3 fold during 1980-2008. Petroleum imports have been comparatively lower, with a 5.7 fold increase. Overall, United States has become a major importer of goods and services that also explains the contraction of the job market in many sectors over the past 10 years.

Figure 1: Kansas Manufacturing Employment: 2001-2011



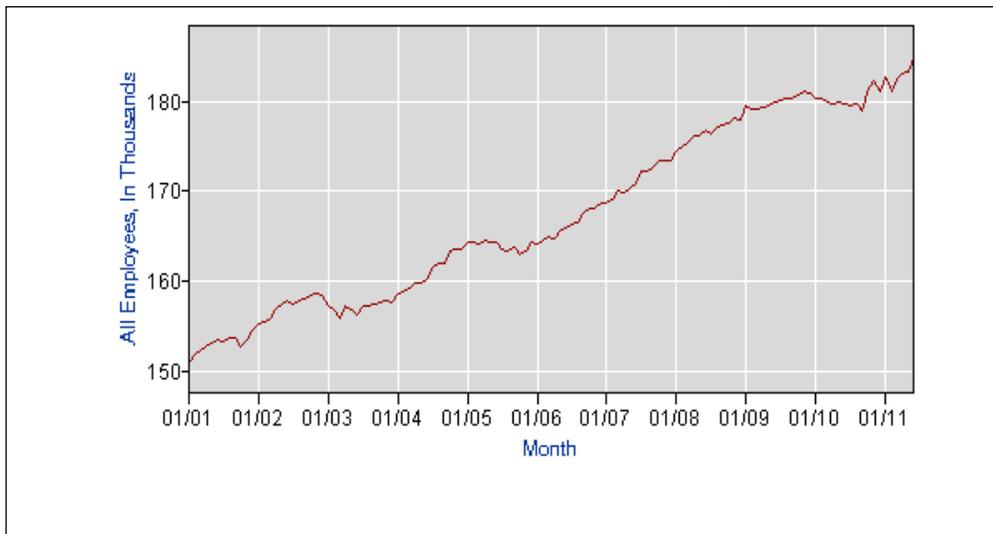
Source: Bureau of Labor Statistics, U.S. Department of Labor, 2011

Figure 2: Kansas Trade, Transportation and Utilities Employment: 2001-2011



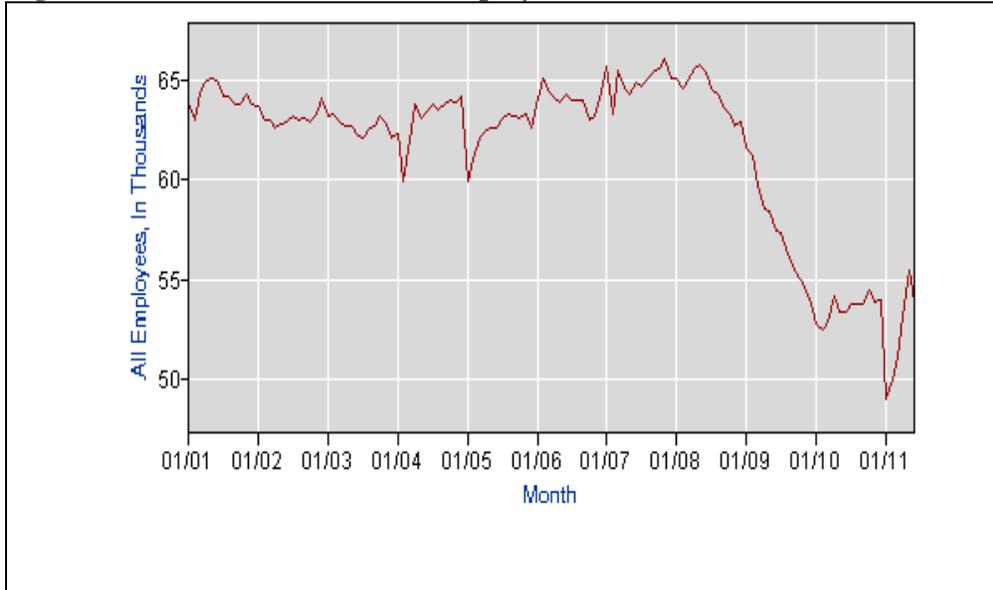
Source: Bureau of Labor Statistics, U.S. Department of Labor, 2011

Figure 3: Kansas Education and Health Services Employment: 2001-2011



Source: Bureau of Labor Statistics, U.S. Department of Labor, 2011

Figure 4: Kansas Construction Employment: 2001-2011



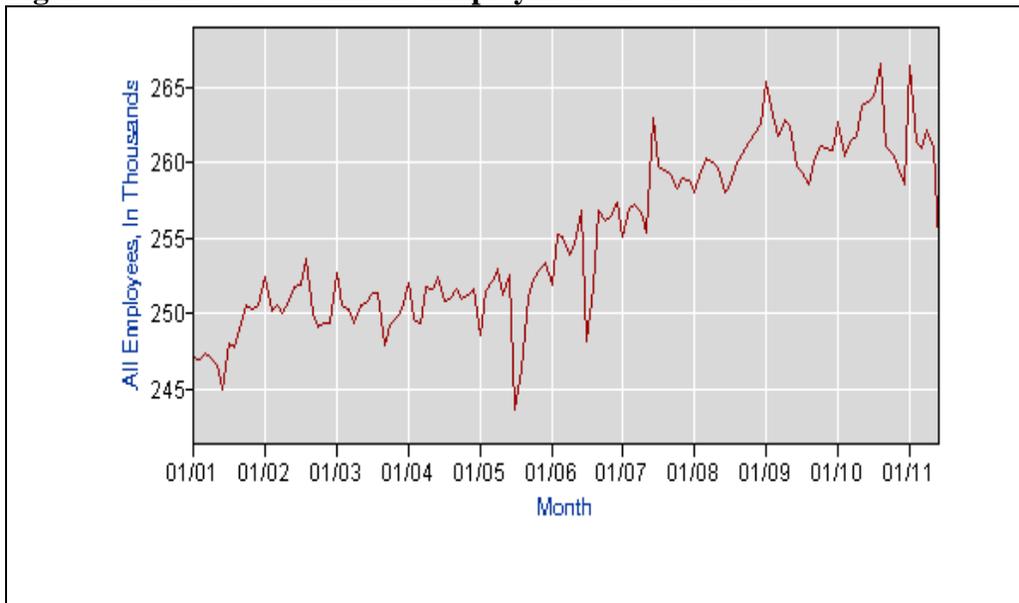
Source: Bureau of Labor Statistics, U.S. Department of Labor, 2011

Figure 5: Kansas Business and Professional Services Employment: 2001-2011



Source: Bureau of Labor Statistics, U.S. Department of Labor, 2011

Figure 6: Kansas Government Employment: 2001-2011



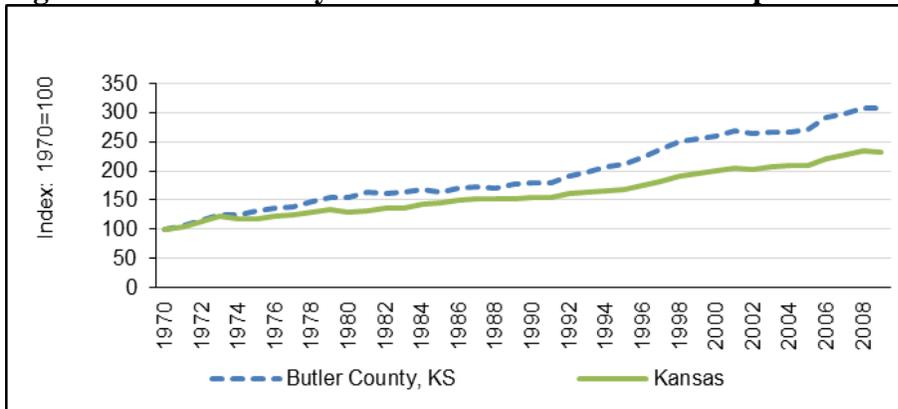
Source: Bureau of Labor Statistics, U.S. Department of Labor, 2011

Andover/Butler County: Income

Total personal income (Figure 1) is defined by the United States Bureau of Economic Analysis as income received by persons from all sources. It includes income received from participation in production as well as from government and business transfer payments. It is the sum of compensation of employees (received), supplements to wages and salaries, proprietors' income, rental income of persons, personal income receipts on assets, and personal current transfer receipts, less contributions for government social insurance. Total personal income and population are used to estimate the per capita income.

Per capita income is often used as a measure of economic performance, but it should be combined with changes in earnings per job for a realistic picture of economic health. Since total personal income includes income from 401(k) plans as well as other non-labor income sources like transfer payments, dividends, and rent, it is possible for per capita income to rise, even if the average wage per job declines over time. In other words, non-labor sources of income can cause per capita income to rise, even if people are earning less per job. The term "Non-Labor Income" is also referred to by some economists as "Non-Earnings Income". It consists of: Dividends, Interest and Rent (collectively often referred to as money earned from investments); Transfer Payments (payments from governments to individuals such as Medicare, Social Security, unemployment compensation, disability insurance payments and welfare).

Figure 7. Butler County Personal Income Growth Compared to Kansas

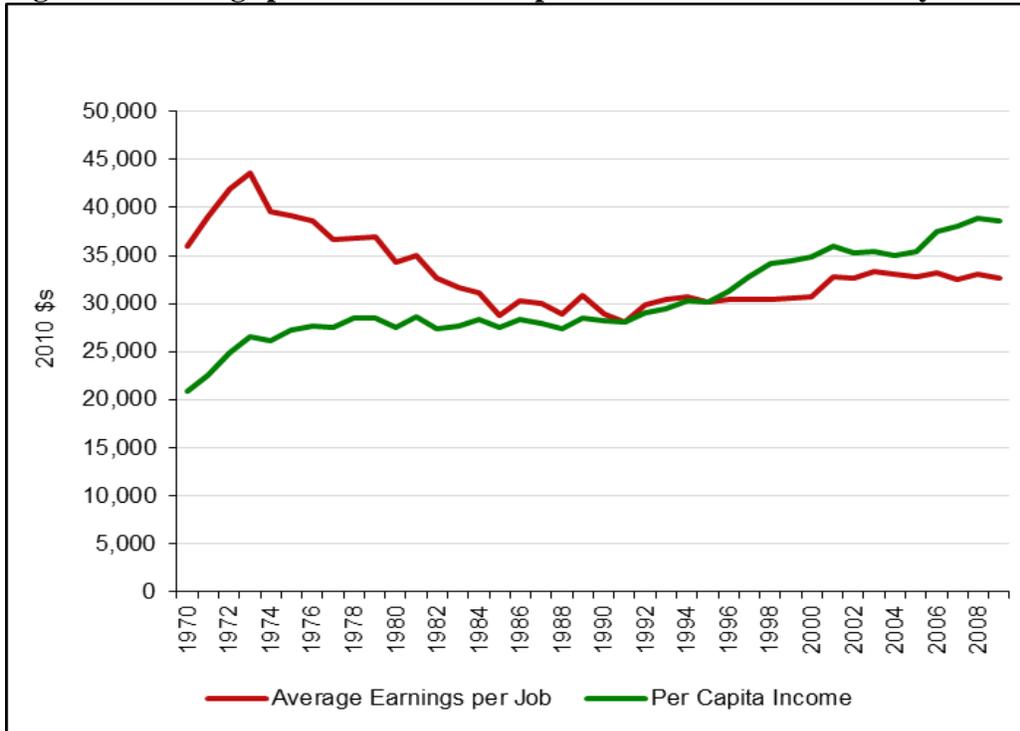


Source: Headwaters Economics, 2011

Over the 39 years illustrated in the figure, income growth in Butler County has been significantly higher than Kansas average income growth. During 1970-2009, the county income has increased by 208 percent, while the Kansas income has grown by about 132 percent. Over the past 20 years

the gap has been increasing steadily. From 2000 to 2009, personal income from service related industries, non-service related industries and government jobs increased by 11, 12 and 32 percent respectively in Butler County.

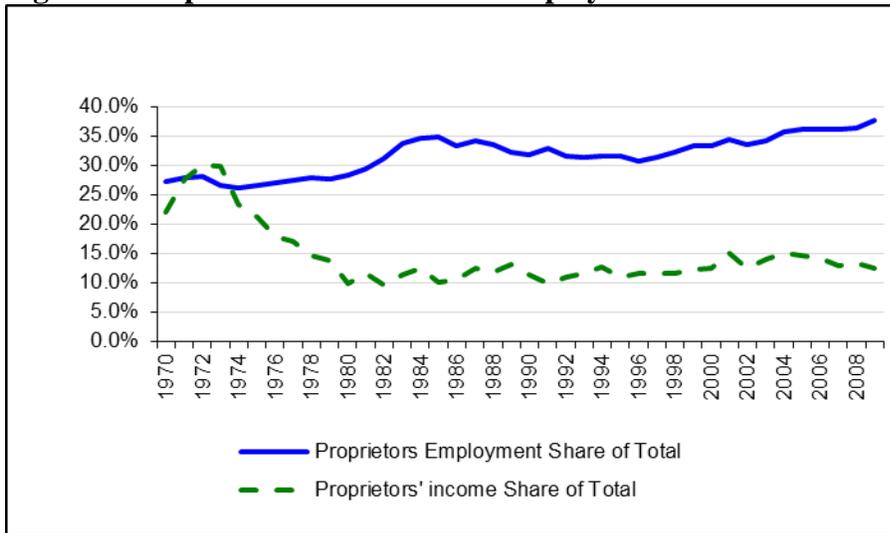
Figure 8. Earnings per Job and Per-Capita Income in Butler County



Source: Headwaters Economics, 2011

Average earning per job is the ratio of total wages earned and the total number of workers. Average earnings per job, adjusted for inflation, declined from \$35,941 in 1970 to \$32,577 in 2009, a minus 9 percent decrease. During the same period, real per capita income grew from \$20,827 to \$38,618, an 85 percent increase. This meant that non-labor sources of income increased significantly during this period.

Figure 9. Proprietors share of Total Employment and Income in Butler County

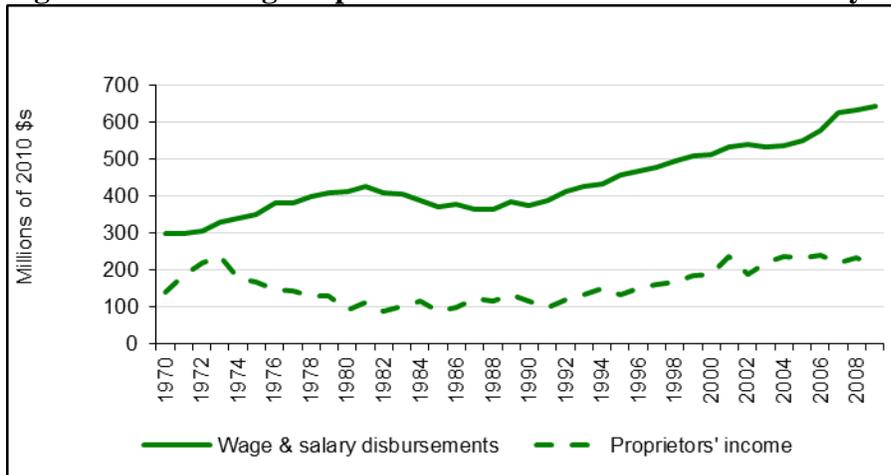


Source: Headwaters Economics, 2011

“Proprietors” refers to sole proprietorships, partnerships, and tax-exempt cooperatives. Growth of proprietor employment and income can be a healthy sign that opportunities for entrepreneurship exist. Another way to gauge the health of small business growth is to look at changes in businesses by type and size of establishment. Growth of proprietors can also mean that a rising number of people in the community want to (or need to) have side jobs in addition to their wage and salary jobs. When this is the case, earnings from second jobs can pull down average wages. To see if this is a sign of stress, other potential stress indicators like unemployment rates over time and changes in earnings per job are important.

In 1970, proprietors represented 27 percent of total employment. By 2009, proprietors represented 38 percent of total employment. In 1970, proprietors represented 22 percent of total labor earnings. By 2009, proprietors represented 12 percent of total labor earnings. This could be either due to higher income growth in wage and salary jobs or a decline in average proprietor earning in Butler County.

Figure 10. Tracking Proprietors Performance in Butler County



Source: Headwaters Economics, 2011

From 1970 to 2009, labor earnings from wage and salary employment grew from \$299.1 million (2010 \$) to \$642.5 million (2010 \$), a 115 percent increase. For the same period, labor earnings from proprietors employment increased from \$139.7 million to \$211.4 million (2010 \$s), a 51 percent increase.

Andover/Butler County: Employment

Table 7. Employment Trends in Major Sectors in Butler County, Selected Years

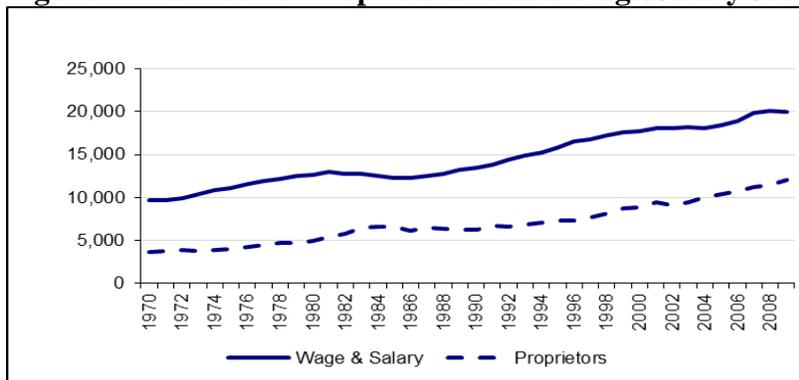
Sector	1980	1990	2000	2005	2008
Agriculture	1,785	1,700	1,655	1,506	1,662
Mining	797	588	638	747	1,015
Construction	1,662	1,458	1,949	2,188	2,395
Manufacturing	1,770	1,373	2,155	1,747	1,910
TCPU	779	641	842	873	919
Trade	2,586	3,262	3,663	3,915	3,911
FIRE	1,123	1,328	2,302	2,648	3,061
Services	4,546	5,772	8,226	9,282	11,016
Government	2,599	3,650	5,239	6,020	6,211
Total	17,647	19,772	26,669	28,926	32,100

Source: Woods and Poole, Washington D.C. 2011

FIRE: Finance, Insurance and Real Estate; TCPU: Transportation, Communications and Public Utilities

Total employment growth shows a continuous increasing trend over the past four decades. Especially, during 1990- 2000 showed marked increase in employment in all the major sectors except farming. Services sector is presently the largest employer in Butler County which also mirrors the steady increase in the county population that has shown an upward trend over the past three decades. Retail trade however has shown very little increase in employment. Farm employment has consistently declined, which mirrors a national trend. Manufacturing employment increased during 1980-200 and has subsequently declined from 2000-2005 before rebounding back again during 2005-2008. With rising population and increased demand for a variety of services, government employment has also been increasing steadily.

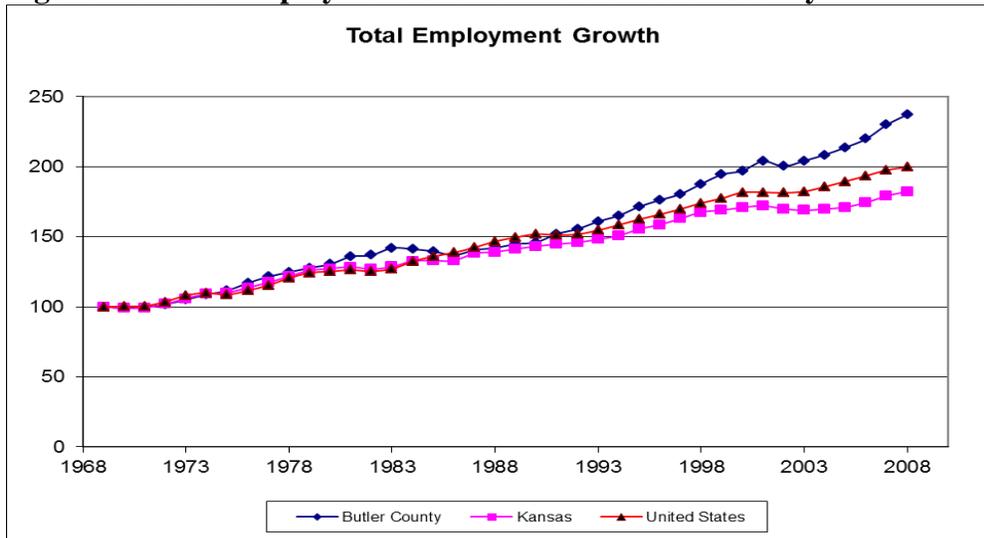
Figure 11. Number of Proprietors versus Wage/Salary Jobs in Butler County



Source: Headwaters Economics, 2011

From 1970 to 2009, wage and salary employment (people who work for someone else) increased from 9,743 to 19,991, a 105 percent increase. During the same period, proprietors (the self-employed) increased from 3,660 to 12,099, a 231 percent increase. In 1970, proprietors represented 27% of total employment; by 2009, they represented 36 percent.

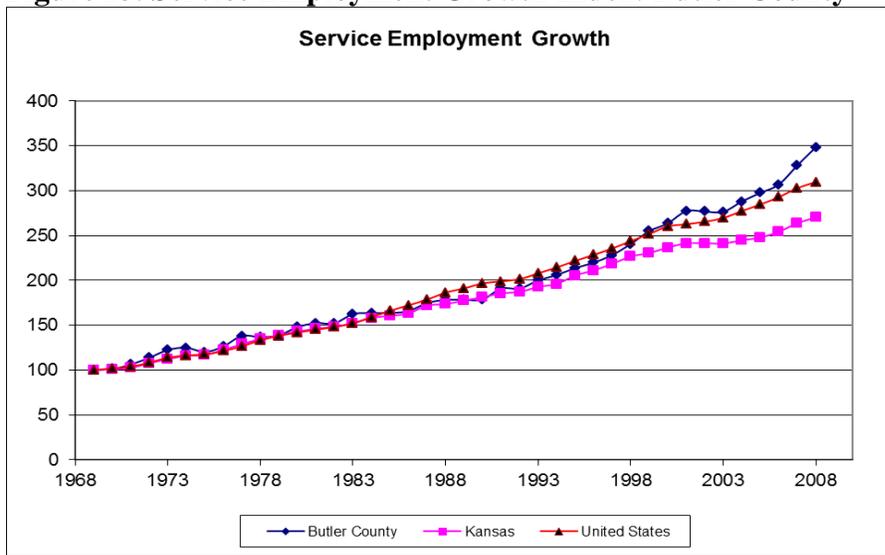
Figure 12. Total Employment Growth Index: Butler County



Source: Woods and Poole, Washington D.C. 2011

Rate of employment growth in Butler County (137 %) is significantly higher than Kansas (82%) United States (100 %). Total employment growth has been consistently upward barring the years when the economy slowed down nationally due to recessions.

Figure 13. Service Employment Growth Index: Butler County



Source: Woods and Poole, Washington D.C. 2011

Among all the major sectors, the service sector in Butler County had the highest employment growth rate (250%) and is ahead of the U.S. (208%) and Kansas (171%) service sector job growth. Especially, during 2005-2008, Butler County service industries added significant number of jobs.

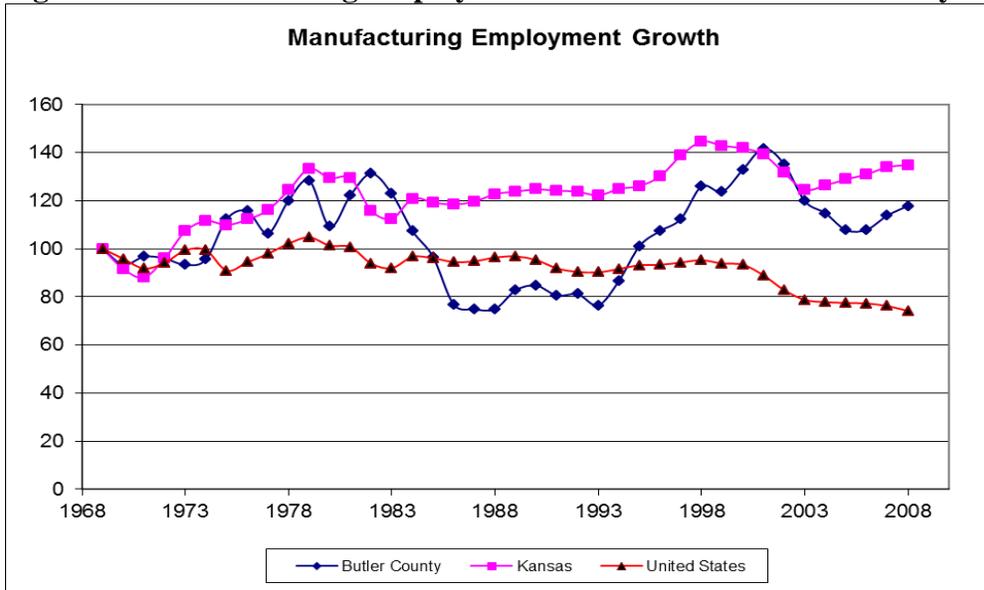
Figure 14. Retail Trade Employment Growth Index: Butler County



Source: Woods and Poole, Washington D.C. 2011

Employment in the Butler County retail sector has increased by about 90 percent over the past 40 years. There have however been periods of decline and job increase. In comparison U.S. and Kansas retail sector employment growth for the same period were 94 and 56 percent respectively.

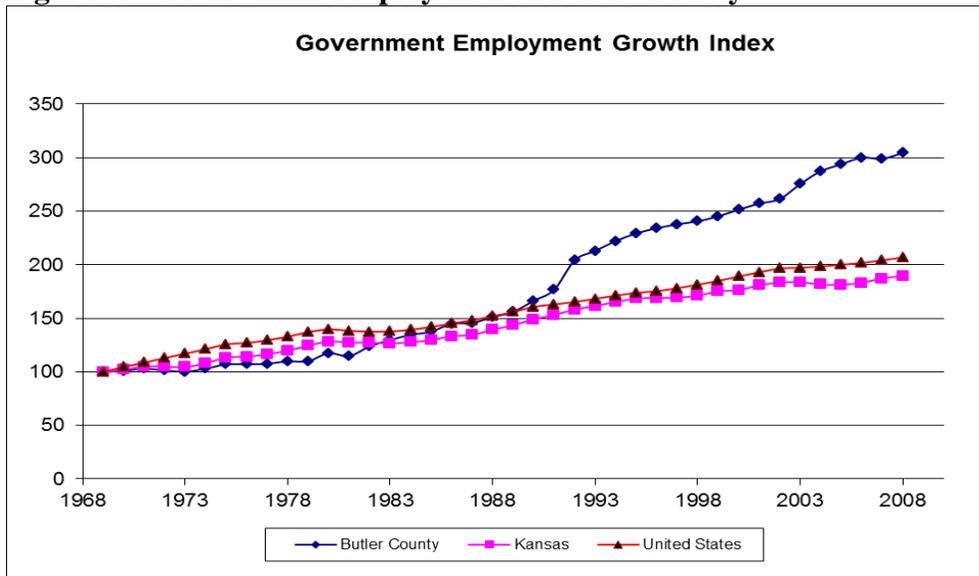
Figure 15. Manufacturing Employment Growth Index: Butler County



Source: Woods and Poole, Washington D.C. 2011

The manufacturing sector has witnessed a lot of peaks and troughs over the past four decades. As is evident in the figure, manufacturing job growth was significantly higher than the national average. Butler county manufacturing employment peaked in 2001 and has since declined. Over the four decades, the sector has grown by about 18 percent, compared to the national employment growth of negative 26 percent. The county job growth however has lagged the state average, with Kansas manufacturing job growth being about 35 percent over the four decades. As expected, this sector is among the slow growth sectors, especially over the past two decades.

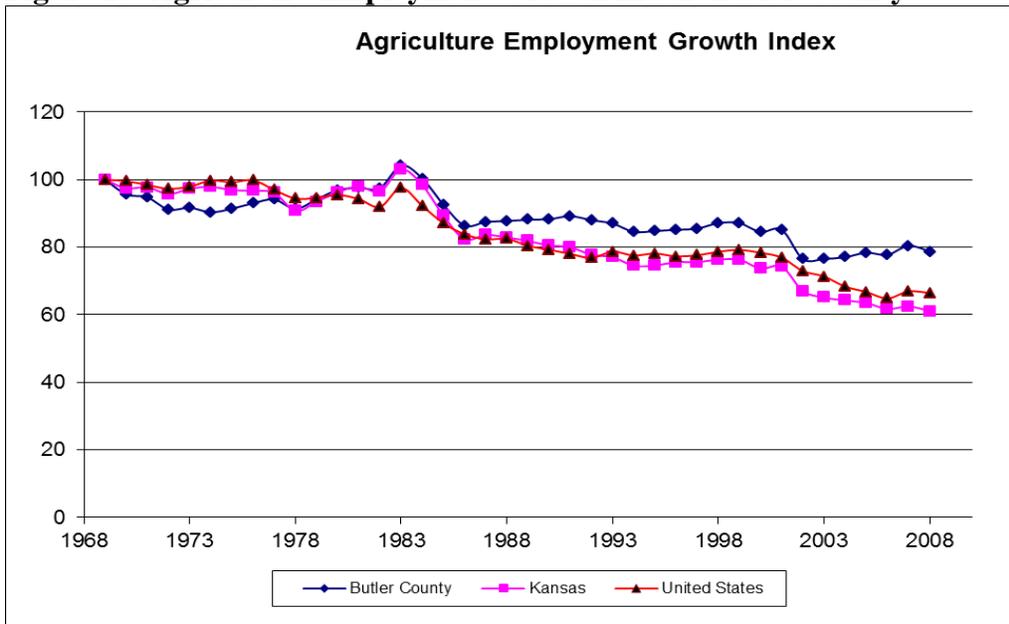
Figure 16. Government Employment in Butler County



Source: Woods and Poole, Washington D.C. 2011

The majority of the growth in government employment since 1970 has been in state and local government. In Andover, USD 385, Butler County Community College, City of Andover account for most of the government employment. The Butler County seat in the City of El Dorado, which has a population of approximately 13, 000 also accounts for significant number of government jobs.

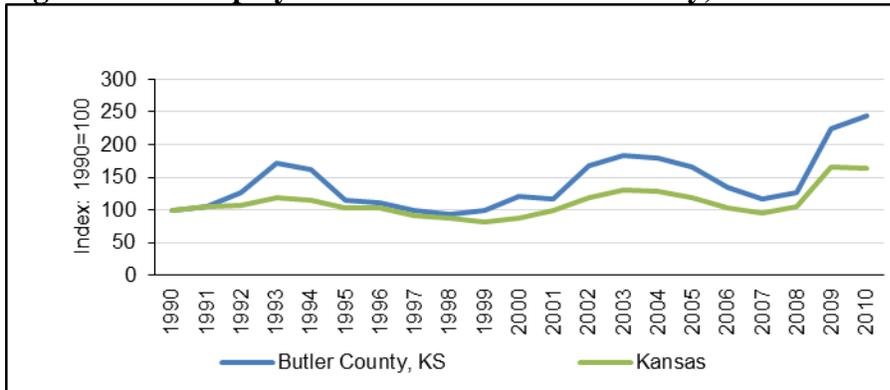
Figure 17. Agriculture Employment Growth Index: Butler County



Source: Woods and Poole, Washington D.C. 2011

Employment growth in the farming is negative across the board in all three regions. However, given the fact that farming is a critical economic sector in Butler County accounting for about 5 percent of total employment, the significance of employment decline is much greater relative to the nation where farm employment accounts for about 2 percent of total employment.

Figure 18. Unemployment Trends in Butler County, 1990-2010



Source: Headwaters Economics, 2011

In 2010, the unemployment rate in Butler County was 6 percent, compared to 7 percent in Kansas. The growth in unemployment rate in Butler County has consistently remained above the state average growth over the past two decades. Compared to the national average however, the unemployment rate suggests that Butler County has been able to weather the long phase of national economic slowdown comparatively better than other parts of the nation.

SHIFT-SHARE ANALYSIS: ASSESSING LOCAL COMPARATIVE ADVANTAGES

Shift-share analysis is used to account for the competitiveness of a region's industries and to analyze the local economic base. The analysis is primarily used to decompose employment changes within an economy over a specific period of time into three contributing factors (Martin Shields, 2003).

1. Growth that is attributable to growth of the national economy.
2. Growth that is attributable to the mix of faster or slower than average growing industries.
3. Growth that is attributable to the competitive nature of the local industries.

The technique facilitates comparisons between the local economy of interest and the larger economy. Specifically, shift-share helps analyze whether a particular local economy has witnessed a faster or slower growth rate in employment than the larger (national or state) economy has observed. Shift-share also helps explain these differences to some extent. For example: Are observed differences in growth rates due to differences in employment mix found at the local level relative to that observed in the larger economy? Or are differences due to the competitive advantage or disadvantage that the specific local economy has relative to the larger economy? (Shields, 2003).

National Share (NS) is the regional employment growth attributable to the overall national employment growth. The NS tells us how much regional employment likely grew in each sector if all grew at the overall national employment growth rates. This approximates the change that can be expected in the regional economy due to the influence of the national economy. This means that if the nation as a whole is experiencing employment growth, it likely will have a positive effect on the regional economy (Das and Rainey, 2006).

Regional Share (RS) is the share of regional employment growth that indicates the extent to which regional factors have contributed to the growth or decline in employment in any particular county sector. Typically, in every region some sectors fare much better than others.

This is mainly due to the comparative advantage of a sector, which may be due to the available natural resources, labor situation, or linked industries (Das and Rainey, 2006).

The industry mix (IM) indicates the share of employment growth attributable to the region's mix of industries and approximates change in the regional/county industry attributable to the growth or decline of the industry nationally. IM illustrates the fact that nationally, some sectors grow faster or slower than others (Das and Rainey, 2006).

Table 8: Shift Share Findings for Butler County: 2001-2009

Employment Sector*	Butler County			United States			National Share	Regional Share	Industry Mix
	2001	2009	Growth rate	2001	2009	Growth rate			
Farming	1,528	1,395	-0.09	3,060,000	2,632,000	-0.14	77	81	-290
Mining	769	1,118	0.45	806,400	1,358,500	0.68	39	-177	488
Construction	1,940	2,144	0.11	9,817,700	9,505,000	-0.03	97	266	-159
Manufacturing	2,297	1,774	-0.23	16,913,600	12,393,700	-0.27	115	91	-729
Utilities	53	60	0.13	615,800	600,200	-0.03	3	8	-4
Wholesale trade	396	487	0.23	6,231,400	6,161,900	-0.01	20	95	-24
Retail trade	3,273	3,368	0.03	18,256,800	17,702,100	-0.03	164	194	-264
Transportation and Warehousing	652	586	-0.10	5,478,000	5,499,300	0.00	33	-69	-30
Information	135	182	0.35	4,047,800	3,359,300	-0.17	7	70	-30
Finance and insurance	1,170	1,647	0.41	7,805,600	9,432,000	0.21	59	233	185
Real estate and rental and leasing	1,181	1,455	0.23	5,547,400	7,534,100	0.36	59	-149	364
Professional and technical services	1,037	1,258	0.21	10,272,800	11,828,800	0.15	52	64	105
Management of Companies	37	344	8.30	1,786,300	1,962,600	0.10	2	303	2
Admin. And Waste Services	1,100	1,032	-0.06	9,604,500	9,939,300	0.03	55	-106	-17
Educational services	200	313	0.57	3,019,300	3,923,400	0.30	10	53	50
Health care and social assistance	2,476	3,784	0.53	15,247,400	18,782,100	0.23	124	734	450
Arts, entertainment, and recreation	478	531	0.11	3,165,100	3,822,000	0.21	24	-46	75
Accommodation and food services	1,640	1,670	0.02	10,807,200	12,005,100	0.11	82	-152	99
Other services, except public admin	1,767	1,797	0.02	9,074,600	9,882,500	0.09	89	-127	69
Government	5,310	6,280	0.18	23,151,000	24,649,000	0.06	266	626	77
Total Employment	27,439	31,225	0.14	164,708,700	172,972,900	0.05	1377	1993	416

* For sectors in which there are no numbers available for Brown County, the corresponding U.S. employment numbers do not appear

Overall, the Butler County employment growth (16 %) was higher than national employment growth (5%) as reflected in the positive regional share. During 2001-2009, four sectors lost jobs and the rest 16 sectors added jobs in Butler County. Among the major sectors, job growth was high in mining, wholesale trade, information, finance and insurance, real estate, healthcare and social assistance and government. It is especially noteworthy that manufacturing, which is a shrinking sector nationally, also showed a 23 percent decline in Butler County. Thirteen of the 20 sectors had a positive regional share indicating a higher job growth relative to the corresponding national sectors. It also indicates the comparative advantage these sectors have locally that has contributed to their relatively better than their national counterparts.

To help better understand let us examine the manufacturing industry in Butler County. If the manufacturing sector in Butler County would have grown at the average national employment rate, the county would have added 115 new jobs in that sector. The local share being positive suggests that manufacturing employment growth was higher (job loss was slower) than national manufacturing employment growth. Due to this, Butler County added 91 jobs. However, a negative industry mix of minus 729 suggests that nationally, manufacturing employment growth was below the national average job growth rate. Therefore, we can infer that the loss of 523 jobs, as a result of the sum of the three components is mainly attributable to the competitive advantage of the local manufacturing sector. Had it not been for the comparative advantage, the job losses would have been much greater. The 80 jobs gained were a net effect of the three components. Clearly, the manufacturing industry had a comparative advantage in Butler County since it did not decline at a higher rate than the national manufacturing.

Similarly, health care and social assistance that added a net of 1,308 jobs did so due to the comparative advantage this sector enjoys in Butler County, as reflected in a positive regional share. Overall, Butler County added 4,498 jobs mainly due to local comparative advantage in a number of sectors as well as having more concentration of fast growing industries in the region, as is reflected in the positive industry mix.

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Appendix D

Envisioning Andover

Strategic Planning for Economic Development

Social and Demographic Profile

January 2012

Office of Local Government
Department of Agricultural Economics
Kansas State Research and Extension
Kansas State University
www.ksu-olg.info

Introduction

Many rural communities throughout Kansas are facing both acute and chronic economic challenges. Employment opportunities in many manufacturing and farming-related sectors have long been in decline. As goods-producing jobs disappear, many young people and other talented individuals are increasingly leaving rural Kansas for opportunities in urban areas. Weakened local economies, aging populations, and a gradual erosion of public infrastructure systems are fostering a downward spiral of shrinking property values, limited tax base, struggling schools, and the loss of other public services in rural areas. As federal funding levels keep diminishing, rural communities no longer can look to government agencies to provide for their needs, but, instead, must look to the people and resources within their communities to build their future. To do this, local leaders need an effective process to make decisions, create a strong vision, and build a clear plan of action with which to meet the challenges in this new environment.

Envisioning Economic Prosperity for Your Community is a Strategic Planning and Visioning Program offered by the Office of Local Government, an educational outreach program of the Department of Agricultural Economics and K-State Research and Extension. We are dedicated to helping rural communities across Kansas to take stock of their assets and capacity and create a vision and action plan for long-term economic growth and development.

Social and Demographic Data Summary

This social and demographic profile presents a variety of socio-demographic indicators that allow program participants and the citizens of Andover and Butler County to better understand the current social and demographic situation as well as changes that have occurred over time. It provides insight about the composition of the community with respect to age, educational attainment, home ownership etc. A comparison with U.S. and Kansas averages illustrates how Butler County has changed demographically and performed on other major indicators of economic development.

Social and demographic data analysis reveals the character of the community as well as the social capital it possesses. It may assist local businesses to better understand their customers: their tastes, preferences and purchasing power. Overall, it provides an indication of the quality of life in a community. “Indicators are bits of information that highlight what is happening in a large system. They tell us which direction a critical aspect of the county is going: forward or backward, increasing or decreasing, improving or deteriorating, or staying the same. By designing indicators carefully, watching them closely, and interpreting them wisely, we can evaluate a region’s condition” (Morris, Leatherman and Bishop, 2008).

This Social and Demographic Profile includes the following:

- Population
- Age Distribution
- Household Income
- Housing
- Educational Attainment
- Poverty Status
- Travel to Work Information
- Crime

Population

Table 1. Population Estimates, Andover, KS

Description	Population
2010 Census	11,791
2000 Census	6,698
1990 Census	4,047
Growth 2000-2010	76%
Growth 1990-2000	65%

Source: Claritas Inc., 2011

There has been an increase of about 76 percent in the population of Andover between years 2000 and 2010. This is a significant rate of population increase and reflects the growth of Andover as a community preferred by many. Although not reflected in Table 1, the sex ratio in 2010 is slightly skewed toward women, i.e. 51 percent women and 49 percent men. Based on projections, population increase will likely continue in the near future.

Table 2. Population by Age, Andover, KS

Age	2000		2010	
	Pop	%	Pop	%
Less than 20	2,449	36.56%	3,777	32.03%
21-34	976	14.57%	2,073	17.58%
35-64	2,567	38.32%	4,673	39.63%
65+	706	10.54%	1,269	10.76%
Total	6,698	100.0%	11,791	100.0%

Source: Claritas Inc., 2011

In all the age groups, the population has increased. There has however been a change in the percentage composition. The largest decline in proportion has been in the 'less than 20' age group that has declined almost five percentage points during the past decade. The 21-34, and 35-64 age groups have witnessed significant increase in population which is indicative of the community attracting and/or retaining younger working adults and middle-age families who have been moving into Andover. Especially, the 21-34 is critical to the community's future and many of whom could become the next generation of local business owners. The number of elderly has also increased significantly over the past decade.

Table 3. Population Estimates and Projections, Butler County, KS

Age Group	1980	1990	2000	2010	2020
Less than 19	14,791	15,938	18,877	19,052	21,058
20-34 years	10,375	10,440	10,043	11,562	13,113
35-64 years	14,314	17,518	23,251	26,833	29,551
65+ years	5,620	6,776	7,504	8,426	12,539
Total	45,100	50,672	59,675	65,880	76,261
Ratio Comparison					
Less than 19	32.80%	31.45%	31.63%	28.92%	27.61%
20-34 years	23.00%	20.60%	16.83%	17.55%	17.19%
35-64 years	31.74%	34.57%	38.96%	40.73%	38.75%
65+ years	12.46%	13.37%	12.57%	12.79%	16.44%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Woods and Poole, Washington D.C., 2011

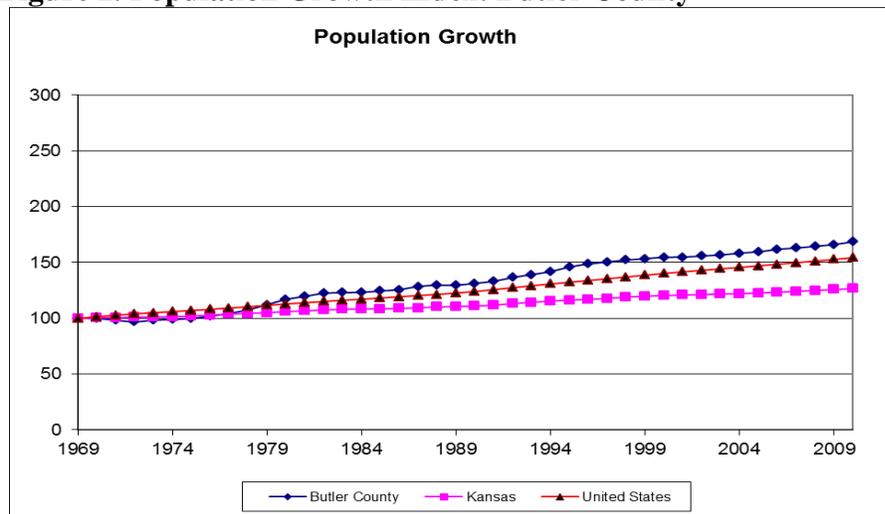
In the year 2010, the City of Andover accounts for about 18 percent of Butler County population. In the year 1990, Andover accounted for about 8 percent of the county population which increased to about 11 percent in year 2000. The city population has grown at a much faster rate than the county and contributes greatly toward the county population increase. Trends in the county demographics mirror those of the city. Based on projections for the county, the 35-64 and 65 + age groups will see the highest increase in their numbers over the next decade.

Figure 1: Components of Population Change in Butler County (2000-2009)



Source: Headwaters Economics, 2011

Figure 2. Population Growth Index: Butler County

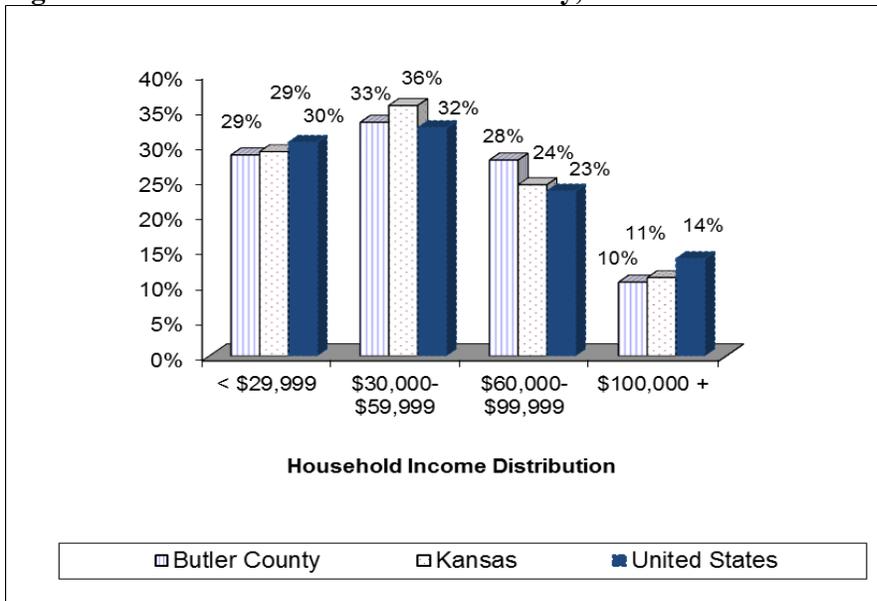


Source: Woods and Poole, Washington D.C., 2011

It is evident that the population of Butler County has been increasing over the past four decades. Butler County is among a select group of counties in Kansas that is experiencing rapid population growth. Lot of the growth is concentrated in the City of Andover which is experiencing high population growth, mostly from increase in middle-aged families.

Household Income

Figure 3. Household Income in Butler County, 2010



Source: Woods and Poole, Washington D.C. 2011

In the lowest income category, Butler County mirrors the state and the nation. The county has a high concentration of households in the \$30,000-\$99,999 categories which suggest the presence of a strong middle class. Especially, the county has a higher proportion of households in the \$60K-\$99.9K category. Only 10 percent of Butler County residents have income greater than \$100,000, lower than the Kansas and U.S. averages. The challenge for Butler County is to retain much of that expenditure in the local economy.

Educational Attainment of Labor Force**Table 4. Educational Attainment Age 25 +, Andover, KS, 2010**

Educational Attainment	Andover (#)	Andover (%)	Kansas (%)	USA (%)
Less than High School	478	6.5	13	19
High School	1,507	20.5	29	28
Some College, no degree	1,765	24	30	28
College	2,691	36.6	18	16
Graduate Degree	912	12.4	09	09
Total	7,352	100	100	100

Source: Claritas, Inc. 2011

Table 4 provides information on the educational attainments of Andover workforce. Adults in Andover have education levels higher than that of Kansas and U.S. average educational attainment. A much greater percentage of adults have either a college degree or graduate degree in Andover, relative to the state and nation. The quality of human capital adds significant value to a community, and the city's economic situation reinforces this by way of high average per capita incomes for local residents. The presence of high quality human capital is directly linked to economic growth, which creates jobs and augments income in the community and through the multiplier effects gets transferred to all other sectors of the local economy

Housing**Table 5. Housing Distribution by Year Built, Andover, KS, 2010**

Year Housing Unit Built	Andover (#)	Andover (%)	Kansas (%)	United States (%)
Housing Unit Built 2000 or later	1,443	40.50	11.48	13.71
Housing Unit Built 1990 to 1999	946	26.50	12.62	14.31
Housing Unit Built 1980 to 1989	334	9.40	11.90	13.87
Housing Unit Built 1970 to 1979	334	9.40	15.57	16.17
Housing Unit Built 1960 to 1969	200	5.60	10.58	11.70
Housing Unit Built 1950 to 1959	222	6.20	13.18	11.08
Housing Unit Built 1940 to 1949	23	0.65	6.67	6.02
Housing Unit Built 1939 or Earlier	63	1.77	17.99	13.15
Total	3,565	100	100	100

Source: Claritas, Inc. 2011

Table 5 provides information about new home construction. Clearly, new home construction in Andover is much ahead of the state and nation. A relatively high proportion of homes are newer with about 41 percent of homes being built over the last decade and 67 percent of homes being built over the past two decades. This is significantly higher than that of Kansas and U.S. home construction rates. It is apparent that the home construction has grown to keep pace with the rapid increase in the city population. With newer homes, the property values tend to be significantly higher which gets translated into a higher property tax base that directly contributes toward the quality of the local school district. As is common knowledge, the Andover school district has contributed in attracting more residents into the community and thus this cycle produces high returns to the city, both through a broad tax base, and more residents moving into the community resulting in more housing.

Poverty

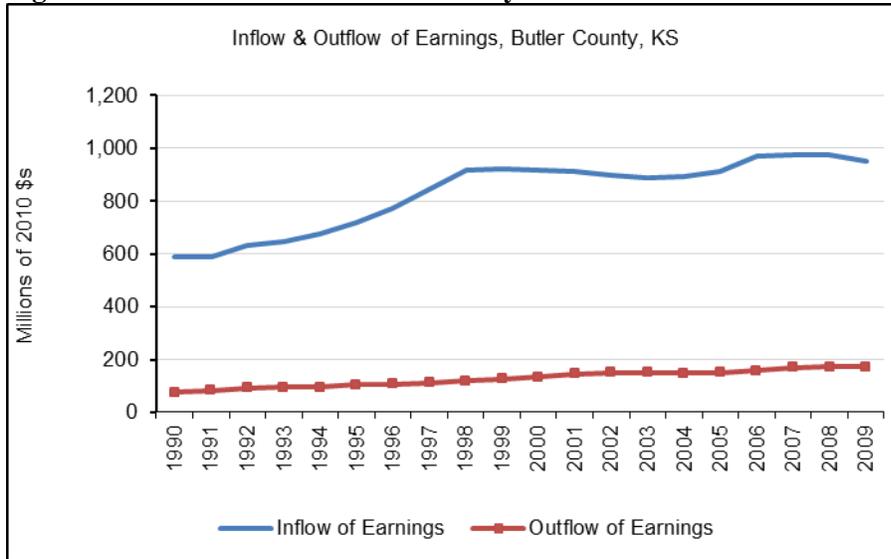
“Following the Office of Management and Budget's (OMB) Statistical Policy Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If a family's total income is less than the family's threshold, then that family and every individual in it is considered in poverty. The official poverty thresholds do not vary geographically, but they are updated for inflation using Consumer Price Index (CPI-U). The official poverty definition uses money income before taxes and does not include capital gains or noncash benefits such as public housing, Medicaid, and food stamps” (Census Bureau, 2010).

The city of Andover had 6.50 percent of households below the poverty line. This is a percentage lower than the state of Kansas that had 7.60 percent of households under the poverty line.

About 10 percent of Butler County residents were below poverty in the year 2010. For the same year, 13.5 percent of Kansas residents were below poverty. For children below 18 years of age, 11.1 percent of Butler county residents were below poverty, lower than the state average of 18.1 percent in 2010 (ERS, USDA, 2010).

Journey to Work

Figure 4: Income Flows in Butler County: 1990-2009



Source: Headwaters Economics, 2011

Figure 4 suggests that Butler County has increasingly become a bedroom community. One positive aspect of this is that workers are importing dollars that are used to purchase local goods and services and pay local taxes. The gap between income imports and income exports of Butler County residents has increased steadily over the past two decades with a few fluctuations. The most current data suggests that more income resources are flowing out of the community than that is coming in.

From 1990 to 2009, inflow of earnings grew from \$588.3 million to \$949.5 million (in real terms), a 61 percent increase. From 1990 to 2009, outflow of earnings grew from \$76.3 million to \$171.5 million (in real terms), a 125 percent increase. From 1990-2009, net residential adjustment (inflow-outflow) changes from \$35.74 to 31.44 percent of total income.

Crime

The crime rate impacts both social and economic well-being. Low crime rates suggest that an area offers individuals and businesses a safe environment in which to live, raise children, and do business. Crime adds to the cost of conducting business and to the tax burden for prosecution

and incarceration of criminals. Crime index offenses include murder, non-negligent manslaughter, rape, robbery, aggravated assault, burglary, theft, and motor vehicle theft. The crime index offense rate is the number of crime index offenses per 1,000 persons.

Between 2005 and 2010, crime index offenses per 1,000 Kansas residents declined from 43.9 to 34.9, a decrease of 20.5%. Over the same period, the crime index offense rate in Butler County decreased 14.5% from 31.1 to 26.6 (Kansas Bureau of Investigation, 2005, 2010).

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Appendix E

Envisioning Andover

Strategic Planning for Economic Development

Retail Trade Analysis

January 2012

Office of Local Government
Department of Agricultural Economics
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Introduction

Many rural communities throughout Kansas are facing both acute and chronic economic challenges. Employment opportunities in many manufacturing and farming-related sectors have long been in decline. As goods-producing jobs disappear, many young people and other talented individuals are increasingly leaving rural Kansas for opportunities in urban areas. Weakened local economies, aging populations, and a gradual erosion of public infrastructure systems are fostering a downward spiral of shrinking property values, limited tax base, struggling schools, and the loss of other public services in rural areas. As federal funding levels keep diminishing, rural communities no longer can look to government agencies to provide for their needs, but, instead, must look to the people and resources within their communities to build their future. To do this, local leaders need an effective process to make decisions, create a strong vision, and build a clear plan of action with which to meet the challenges in this new environment.

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What is retail trade analysis?

The retail sector is important to local communities for three reasons: it is a barometer of the local economy, it adds to the community's quality of life, and it is a source of employment and income for residents. Because most retail businesses primarily serve the local population, the performance of this sector is dependent upon the level of wages and income of residents. The retail sector thrives when wages are high and unemployment is low, but it diminishes when wages drop or unemployment rises. Tracking retail sales in a community helps gauge how the local economy is performing. The retail sector also contributes to the quality of life in a community by providing household goods and services. By providing a variety of goods locally, retail merchants increase convenience and provide a form of recreation for local residents. Lastly, the retail sector creates jobs and income for proprietors and employees, who in turn spend their income locally. Communities should study their retail sectors to inform their planning and capture these benefits. (Oklahoma State University Extension)

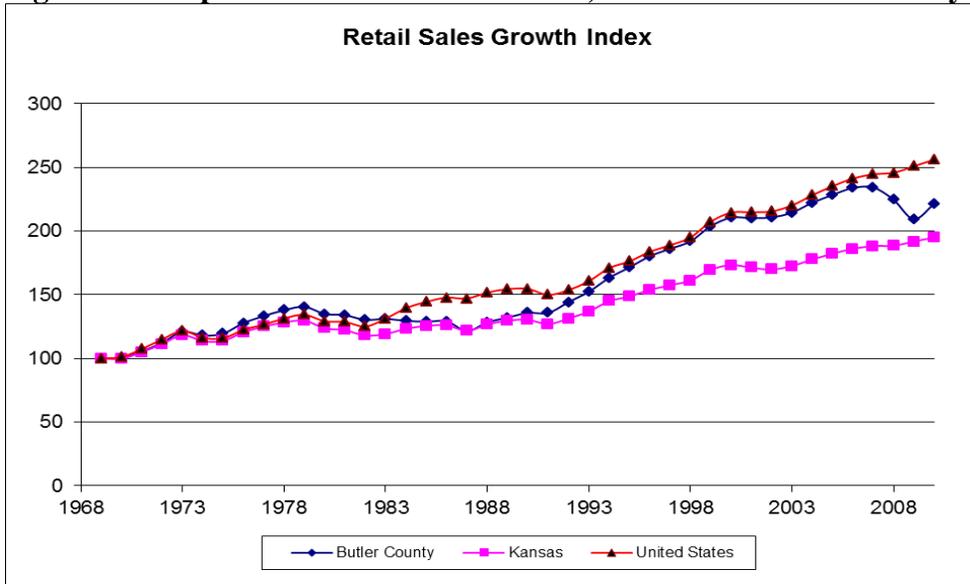
Why is retail trade analysis important?

How healthy is retail in your community? A Retail Trade Analysis provides insight that helps you:

- Know your community’s retail potential.
- Learn which retailers are attracting shoppers to your town.
- Learn what your community’s retail gaps are.
- Find out which businesses are drawing shoppers away from your town.
- Understand your town’s pull factor and trade area capture, what it means, and why it matters.
- Jump-start a retail trade improvement plan.

While a Retail Trade Analysis can provide insight into potential business opportunities, it should also be recognized that it is only the starting point for assessing the feasibility of a new business venture. Before starting or expanding any business, it is strongly advisable to undertake a full feasibility assessment that includes a market analysis, financial analysis, competition analysis and other information. The analysis is best undertaken with the advice and assistance of experienced business advisors such as financial specialists, accountants, attorneys and small business specialists. No information presented in this Retail Trade Analysis should be interpreted as advising anyone to start a business.

Figure 1. Comparison of Retail Sales in US, Kansas and Butler County (1969-2010)



Source: Woods and Poole Economics, Washington D.C. 2011

Figure 1 uses total retail sales expressed in 2005 dollars to calculate the index. Retail sale growth in Butler County has been higher than the Kansas average growth since the early 1990's. Retail sales grew almost at the national rate during 1992-2007, but have slowed down since. Expressed in 2005 dollars, the total retail sales increased from approximately \$242 million in 1969 to about \$537 million in 2010. The trend has generally continued upward, except during 2007-2009 when the total sales plunged by about 10 percent, mainly attributable to the economic recession. The increase in retail sales could be partially due to the continuous increase in the county population and increase in per capita income. Loss of retail dollars, especially into neighboring retail markets however is an issue. The city of Andover and Butler County are adjacent to the City of Wichita, in Sedgwick County which is the largest city in the state of Kansas. The City of Wichita with a population of approximately 500,000 offers many more choices for buyers. This is apparent when one speaks with residents in Andover. Further, over the past few years, there also has been growth in online purchases which has help reduce in-store sales for many retailers. For example, a large consumer segment prefers to buy books online because it is less expensive and in many cases there is no tax on the transaction. While some online stores do collect a local sales tax, many online vendors still do not collect local sales tax. The net result is a loss of the local retail sales as well as a loss of sales tax revenue to local government.

What is Pull factor? Why is it important? What do the numbers mean? What are the implications?

The Pull Factor is an estimate of how many people are shopping locally compared to the population of the community. For example, a city with a retail pull factor of 1.0 is exactly capturing the retail expenditures of its residents, but it is not attracting any other shoppers from outside the community. A city with a pull factor that is greater than 1.0 is attracting its own population plus attracting outside shoppers. A city with a pull factor that is less than 1.0 is experiencing a sales leakage. Local residents are leaving the city to shop for retail items in other communities (Source: University of Minnesota Extension).

What is Trade Area Capture? Why is it important? What do the numbers mean? What are the implications?

Trade area capture (TAC) provides an estimate of the number of customers drawn to a community. TAC analysis assumes local people buy goods and service at the same rate as the state per capita average. The only force causing a variation in spending patterns is income. TAC

analysis estimates customer equivalents by dividing actual local sales by the state per capita sales adjusted by relative local income.

If the TAC is larger than the municipal population, the community is attracting consumers from outside its boundaries, or local people are spending more for an item than the statewide average.

It requires further analysis to determine the cause. If the TAC is less than the municipal population, then the community is not capturing the retail/service purchases of its own residents or local residents are spending relatively less than the statewide average.

It can also provide insight into the change in customer attraction over time.

Table 1. Pull Factor and Trade Area Capture for selected years: Butler County

Category	Pull Factor			TAC		
	1990	2000	2010	1990	2000	2010
Motor vehicles and Parts	0.915	1.204	1.042	46,386	71,837	67,835
Furniture and Home Furnishing	0.399	0.210	0.163	20,195	12,511	10,578
Electronics and Appliances	0.625	0.169	0.083	31,657	10,093	5,404
Building Materials and Garden Equipment	0.689	0.429	0.314	34,924	25,626	20,415
Food and Beverage	0.947	1.252	1.220	47,992	74,724	79,368
Health and Personal Care	0.682	0.606	0.647	34,556	36,177	42,092
Gasoline Stations	1.318	1.382	1.244	66,793	82,494	80,973
Clothing and Accessories	0.334	0.198	0.148	16,916	11,790	9,649
Sporting Goods Books and Music	0.344	0.173	0.105	17,441	10,301	6,842
General Merchandise	0.514	0.544	0.510	26,022	32,492	33,220
Miscellaneous Store	0.640	0.705	0.657	32,432	42,082	42,751
Nonstore Retailers	1.651	0.784	0.410	83,645	46,761	26,706
Eating and Drinking Places	0.781	0.867	0.752	39,599	51,711	48,958
Total	0.826	0.874	0.771	41,861	52,175	50,200

Source: Woods and Poole Economics, Washington D.C. 2011

Over the past two decades, Butler County has seen increased leakage in overall retail expenditures. Since per capita income in Butler County has grown at almost the same pace as the Kansas average, what this means is that over time as there are more residents in the County, Butler County residents are spending less locally, mainly because they are buying more from outside of the county trade area. Another possible explanation is that people from outside the county who earlier purchased goods and services from the Butler County trade area no longer do so. Most likely, it is a combination of the above factors.

One factor that is difficult to track but potentially driving the numbers down is Web-based online purchases. Web-based stores offer the convenience of shopping without the hassle of driving. More and more people are turning to the web for shopping not only because it is convenient, but many times there is a cost advantage as well. Online purchases not only drive down local retail sales, but are responsible for sales tax revenue leakages. Since there is no reliable way of knowing the scale and scope of local consumers substituting Internet purchases, it is difficult to conclusively say how much of the change is attributable to Web-based transactions.

In 1990, two of the thirteen retail sectors tracked had a Pull Factor over 1 - gasoline stations and non-store retailers. In 2010, that increased to three sectors which had a pull factor of over 1.0 - motor vehicle and parts, food and beverage and gasoline stations. What this meant was that over the past two decades, fewer residents shopped within the county and fewer shoppers came into the county to make various types of purchases. In 2010, most of the retail sectors were seeing either lower spending or expenditure leakage outside of the county boundaries. The situation thus presents an opportunity to the community businesses to think of ways to capture the local dollars within the community. The following section presents some general strategies for small stores success.

To gain insight from the TAC, we use the county population for years 1990, 2000 and 2010. For example, in 1990, gas stations and non-store retailers had TAC greater than the county population which meant that those sectors attracted more customers than would be expected based on the county population. These stores either attracted people from outside of Butler County, or county residents spent more on items from these stores compared to the state average. For those sectors that had a TAC less than the county population, it means that residents either made purchases from these sectors outside the trade area or they made fewer purchases from these sectors than the state average. Similarly, the TAC for motor vehicle and parts sector was greater than the 2010 county population which indicated more than expected sales.

Retail Opportunity Gap

The retail opportunity gap analysis is used to observe the difference between what residents in Andover actually spend and the sales revenue of the various types of retailers. Table 2 lists the major types of retailers used in retail trade analysis. Appendix A presents a more detailed breakdown of each of the retail sector. The consumer expenditures are estimated based on general spending patterns gathered by Bureau of Labor Statistics through Consumer Expenditure Survey's and the demographic information for the region under study. While the numbers may not be exact, they are highly representative of the spending behavior and are widely used as representing consumer spending at a city level. Retail sales figures are estimated using

information from Census of Retail Trade (CRT), Annual Survey of Retail Trade, Claritas Business facts, Census of Employment and Wages (ES202), State sales tax reports and Trade associations.

An opportunity for a specific retail sector appears when household expenditure levels in that sector is higher than the corresponding retail sales estimates. This can be interpreted as resident households making purchases not just from local suppliers but buying from outside of their region. In the reverse situation of a surplus, when consumer expenditures is lower than retail sales, local retailers are not just satisfying local demand, but also attracting residents of other areas in to their stores.

Table 2: Retail Opportunity Gap* Analysis in Andover, 2010

	2010 Demand Consumer Expenditures	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle and Parts Dealers	26,869,493	40,272,077	-13,402,584
Furniture and Home Furnishings Stores	3,188,545	675,272	2,513,273
Electronics and Appliance Stores	3,440,911	68,684	3,372,227
Building Material, Garden Equip Stores	14,816,841	4,022,094	10,794,747
Food and Beverage Stores	17,527,341	59,082,589	-41,555,248
Health and Personal Care Stores	8,047,970	1,780,739	6,267,231
Gasoline Stations	11,443,664	31,703,291	-20,259,627
Clothing and Clothing Accessories Stores	7,124,131	432,186	6,691,945
Sporting Goods, Hobby, Book, Music Stores	3,224,061	409,438	2,814,623
General Merchandise Stores	19,391,656	2,260,974	17,130,682
Miscellaneous Store Retailers	3,773,419	1,820,716	1,952,703
Non-Store Retailers	10,072,103	1,297,939	8,774,164
Foodservice and Drinking Places	13,732,105	10,598,520	3,133,585
Total Retail Sales Incl Eating and Drinking Places	142,652,240	154,424,519	-11,772,279

Source: Claritas, Inc. 2011

* We are not looking at the accuracy of the numbers, rather at the broad trends that exist.

We use an example to explain the way the numbers need to be interpreted. For motor vehicles and parts dealers in Andover, supply is greater than demand which can be interpreted as local residents as well as customers from outside of Andover making purchases from local motor vehicle and parts dealers in Andover. Thus there is about \$13.4 million of surplus that is accrued to local motor vehicle dealers. On the contrary, in the building materials and garden equipment stores category, demand is greater than supply which can be interpreted as consumers from inside the City of Andover making purchases from non-local stores outside of the city. This presents an opportunity of \$10.8 million that can be tapped into by local retailers in this sector. Overall, however the city of Andover had a surplus of approximately \$11.7 million in 2010

which can be interpreted as the city attracting retail dollars from local residents as well as from folks who live outside the city as well as from tourists and travelers.

Strategies for Small Store Success

While these are not comprehensive, the strategies explained below do provide some important ideas and strategies for small stores to succeed. There are four broad areas where small stores can focus on to be more successful (Nelson, 2006). They are briefly explained below.

Marketing: This is one area where local merchants tend to be weak. It is important for retailers to know and understand their customers based on age, income, lifestyle and home ownership in relation to the merchandise they sell. Sharpening of pricing skills is important to make sure that while some items are very competitive, others are not. Knowing what items big box retailers do not carry can be very helpful in effective pricing. Knowing your competitive advantage and advertising it using new electronic mediums that are cost effective (Nelson, 2006).

Merchandising: Small stores need to reposition themselves and become more specialized. Examining presentation, both inside and outside, improving signage (prices, markdowns, new items etc.) are critical. Filling competitors voids in service, quality and customization (different brands, get rid of slow movers, complementary merchandise) and checking regularly to learn about their strengths and weaknesses of staying ahead in the game (Nelson, 2006).

Customer Service: Customer service is not just treating customer with a smile and respect but being knowledgeable about your merchandise and competing options. Adding value to products and services in ways that customer will come back again. It costs less to retain customers, so treat them well. Having a good return policy. Training and retraining employees and rewarding them to stay motivated (Nelson, 2006).

Business Operation: Networking with other merchants and using new technology to continually improve business operations. Being persistent to reduce operating costs and knowing your financial statements is crucial to maintaining financial health of your business. Examining store hours is very important to remain competitive. Overall, trying to develop a niche in the market so people know your store is the place to go (Nelson, 2006).

Appendix

Breakdown of Retail Trade Sectors

Motor Vehicle and Parts Dealers

- Automotive Dealers
- Other Motor Vehicle Dealers
- Automotive Parts/Accessories, Tire Stores

Furniture and Home Furnishings Stores

- Furniture Stores
- Home Furnishing Stores

Electronics and Appliance Stores

- Appliances, TVs, Electronics Stores
- Household Appliances Stores
- Radio, Television, Electronics Stores
- Computer and Software Stores
- Camera and Photographic Equipment Stores

Building Material, Garden Equip Stores

- Building Material and Supply Dealers
- Home Centers
- Paint and Wallpaper Stores
- Hardware Stores
- Other Building Materials Dealers
- Building Materials, Lumberyards
- Lawn, Garden Equipment, Supplies Stores
- Outdoor Power Equipment Stores
- Nursery and Garden Centers

Food and Beverage Stores

- Grocery Stores
- Supermarkets, Grocery (excluding Convenience) Stores
- Convenience Stores
- Specialty Food Stores
- Beer, Wine and Liquor Stores

Health and Personal Care Stores

- Pharmacies and Drug Stores
- Cosmetics, Beauty Supplies, Perfume Stores
- Optical Goods Stores
- Other Health and Personal Care Stores

Clothing and Clothing Accessories Stores

- Clothing Stores
 - Men's Clothing Stores
 - Women's Clothing Stores
 - Children, Infants Clothing Stores
 - Family Clothing Stores
 - Clothing Accessories Stores
 - Other Clothing Stores
- Shoe Stores
- Jewelry, Luggage, Leather Goods Stores
 - Jewelry Stores
 - Luggage and Leather Goods Stores

Sporting Goods, Hobby, Book, Music Stores

- Sporting Goods, Hobby, Musical Instrument Stores
 - Sporting Goods Stores
 - Hobby, Toys and Games Stores
 - Sew/Needlework/Piece Goods Stores
 - Musical Instrument and Supplies Stores
- Book, Periodical and Music Stores
 - Book Stores and News Dealers
 - Book Stores
 - News Dealers and Newsstands
 - Prerecorded Tapes, CDs, Record Stores

General Merchandise Stores

- Department Stores excluding Leased Departments
- Other General Merchandise Stores
 - Warehouse Clubs and Super Stores
 - All Other General Merchandise Stores

Miscellaneous Store Retailers

- Florists
- Office Supplies, Stationery, Gift Stores
 - Office Supplies and Stationery Stores
 - Gift, Novelty and Souvenir Stores
- Used Merchandise Stores
- Other Miscellaneous Store Retailers

Non-Store Retailers

- Electronic Shopping, Mail-Order Houses
- Vending Machine Operators
- Direct Selling Establishments

Industries in the Non-store Retailers subsector retail merchandise using methods, such as the broadcasting of infomercials, the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls and distribution through vending machines. Establishments in this subsector include mail-order houses, vending machine operators, home delivery sales, door-to-door sales, party plan sales, electronic shopping, and sales through portable stalls (e.g., street vendors, except food). Establishments engaged in the direct sale (i.e., nonstore) of products, such as home heating oil dealers and newspaper delivery are included in this subsector (U.S.Census, 2011).

Food service and Drinking Places

- Full-Service Restaurants
- Limited-Service Eating Places
- Special Foodservices
- Drinking Places -Alcoholic Beverages

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Appendix F

Community Assessment Survey

October-November, 2011

Community Assessment Survey

Accuracy of Information Statement

The assessment survey was filled out by the steering committee with the best information they had at the time. An addendum was included to update the information at a later point. While the steering committee made every effort to include all the available information, there might be instances where more updated information is available. This document is a work in progress and needs continuous updating. If you have additional information, please contact the steering committee members. Their contact emails are provided at the beginning of this document.

ENVISIONING
Economic Prosperity
for
Your Community

COMMUNITY ASSESSMENT

Name of Community: _____

Contact person: _____

Address: _____

Phone: _____

E-mail: _____

Date of Application: _____

Envisioning Economic Prosperity for Your Community

1. Name of Community _____ Date of Application _____
2. Population (latest) _____
3. Please tell us about your community. Complete the information below.

LOCAL ECONOMY

Number of known retail, service, and professional establishments offering

- Jewelers _____
- Hardware _____
- Furniture/Appliances _____
- Restaurants _____
- Variety/Discount Items _____
- Office Supplies _____
- Books/newspapers _____
- Sporting Goods _____
- Clothing or Shoes _____
- Antiques _____
- Gifts/Greeting cards _____
- Taverns _____
- Grocery Stores _____
- Automotive Parts _____
- Gasoline/Conveniences _____
- Dry Cleaning _____
- Theater/Entertainment _____
- Video rentals _____
- Beauty/Barber shop _____
- Healthcare Professionals _____
- Insurance _____
- Legal or Accounting _____
- Child day care _____
- Heating/AC/Plumbing _____
- Electrical repair _____
- Other: _____

Number of Local Financial Institutions

- Banks _____
- Savings and Loans _____
- Credit Unions _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

List the six largest employers in your community:

<u>Employers (Name)</u>	<u>No. of Employees</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____

Accommodations

Number of overnight accommodations		
	Number	Rooms
Motels	_____	_____
Bed & Breakfasts	_____	_____
Hotels	_____	_____

Envisioning Economic Prosperity for Your Community

Name and seating capacity of largest banquet room in the community

Name _____ Seating _____

EDUCATION

Schools serving the community:

Name: _____

Public ___ Private ___ Enrollment _____

HEALTHCARE

Name the location of nearest hospital or health care clinic and approximate distance

Other health amenities:

COMMUNITY FACILITIES

Does the community have a public library?

Yes ___ No ___

If yes, how is it funded? _____

Does the community have a community/ civic center?

Yes ___ No ___

If yes, how is it funded? _____

Does the community have a youth center?

Yes ___ No ___

If yes, how is it funded? _____

Does the community have a senior center?

Yes ___ No ___

If yes, how is it funded? _____

PARKS & RECREATION

Number of community recreational facilities and public spaces:

	Yes	No	Number
Swimming pool	___	___	___
Golf course	___	___	___
Tennis court	___	___	___
Ball field	___	___	___
Public parks	___	___	___
Total acreage:	___	___	___
Health/fitness center	___	___	___
Other:	___	___	___
Other:	___	___	___

Is there a park district or park board?

Yes ___ No ___

LOCAL GOVERNMENT, PUBLIC SERVICES & INFRASTRUCTURE

Local government information

City Class: _____

County name: _____

Current municipal total assessed valuation:

\$ _____

Current mill levies

City: _____ mills

County: _____ mills

Schools: _____ mills

Other: _____ mills

Other: _____ mills

Total: _____ mills

Envisioning Economic Prosperity for Your Community

Sources(s) of community water supply:

	Yes	No
Surface water reservoir	_____	_____
Public wells	_____	_____
Private wells	_____	_____
Water district	_____	_____
River	_____	_____
Other:	_____	

Excess infrastructure capacity:

Water Supply
Current Usage: _____
Total Capacity: _____

Wastewater Treatment
Current Usage: _____
Total Capacity: _____

Name of Local Utility Suppliers
Electricity: _____
Natural Gas: _____
Telephone: _____
Other: _____

Is the community equipped with a storm water drainage system?
Yes _____ No _____

Distance nearest sanitary landfill or solid waste transfer facility _____

Does the community have a recycling program?
Yes _____ No _____

If yes, briefly describe how it is operated

How is law enforcement provided?
City Yes _____ No _____
County Yes _____ No _____

Number of city law enforcement personnel:
Full-time _____
Part-time/auxiliary _____
Other _____
Fire protection
Volunteer _____ Professional _____
City fire insurance rating _____

PUBLIC COMMUNICATION

Is there a local newspaper?
Daily – number _____
Non-daily – number _____
Other _____
Is a community newsletter published and distributed? Yes _____ No _____

Number of local radio stations _____

Is there a local Internet service?
Yes _____ No _____

Type of Internet
Dialup _____ Broadband _____

Does the community have a web page?
Yes _____ No _____

Is there a local cable access channel?
Yes _____ No _____

TRANSPORTATION

Does the community have active rail service?

Passenger Yes _____ No _____
Freight Yes _____ No _____

Are public transportation services available locally?
Bus Yes _____ No _____
Taxi Yes _____ No _____
Senior Yes _____ No _____
Other _____

Does the community adjoin a navigable river?
Yes _____ No _____

If yes, are there barge docking facilities?
Yes _____ No _____

Distance to the nearest airport offering charter or commercial air service: _____

Envisioning Economic Prosperity for Your Community

CIVIC ENGAGEMENT

Number of Churches/synagogues: _____

Ministerial Alliance: Yes ____ No ____

Contact: _____

Please list all civic organizations

Community Preparedness for Long term Community and Economic Development

1. The community has an economic development plan: Yes ____ No ____
 - prepared and reviewed by a citizens committee: Yes ____ No ____
 - formally adopted by city commission within the last 3 years: Yes ____ No ____
 - includes an analysis of area sources of employment Yes ____ No ____
 - encourages community-wide economic development Yes ____ No ____

2. The community has a land use plan and zoning ordinance that delineates industrial and commercial areas: Yes ____ No ____
 - it has been written or formally reviewed within the last 3 years Yes ____ No ____
 - provided for future expansions of commercial and/or industrial sites Yes ____ No ____

3. The community has an organization designated for economic development activities. Yes ____ No ____
 - an organized business development or prospect contact team exists Yes ____ No ____
 - local updates of commercial/industrial development information have been maintained Yes ____ No ____
 - the corporation has financed a business prospect search outside of the community during the last 2 years Yes ____ No ____

Please briefly describe how the organization is structured, staffed, and funded:

- total budget for development corporation \$ _____
- total membership _____

4. The community has a system for inventorying vacant or available commercial buildings Yes ____ No ____
 - a list of current vacancies can be provided within 2 days Yes ____ No ____
 - the list includes square footage, photographs, property descriptions, and ownership Yes ____ No ____

Envisioning Economic Prosperity for Your Community

5. The community has an industrial site (with vacancies) Yes ___ No ___
- it owns or has an option on a site of 15 acres or more Yes ___ No ___
- a vacant shell building is currently available Yes ___ No ___
- there is an adequate water line (10" or more) to the property line Yes ___ No ___
- there are heavy duty sheets not through a residential area
to the boundary Yes ___ No ___
- there is an adequate sewer line (12" or more) to the property line Yes ___ No ___
- a firm site price has been set Yes ___ No ___
- a copy of site covenants and restrictions is readily available Yes ___ No ___
- a topographical map is readily available, including site layout Yes ___ No ___
6. The community has conducted a labor survey within
the last 3 years Yes ___ No ___
7. The community has a promotional brochure Yes ___ No ___
- it includes recreational opportunities Yes ___ No ___
- it includes available services (e.g., retail, restaurants) Yes ___ No ___
- it includes public services (e.g., schools, health care) Yes ___ No ___
- it includes the stock of new or existing homes and apartments Yes ___ No ___
- it includes employment opportunities Yes ___ No ___
- date that the brochure was last revised/updated: _____
8. The community has completed and distributed an economic
development profile (i.e., like those published by utilities or regional
planning agencies) during the last three years. Yes ___ No ___
9. Local government provides specific incentives for business
development or helps businesses acquire financing for a new
location or expansion. Yes ___ No ___
- local government has passed an industrial revenue bond
interest resolution Yes ___ No ___
- a tax increment financing district (TIF) has been established Yes ___ No ___
- the community has an enterprise zone Yes ___ No ___
- local government has encouraged the information of a small
business development organization Yes ___ No ___
10. Local banks support community economic development Yes ___ No ___
- local banks have utilized a correspondent bank relationship in
financing a local project within the last 2 years Yes ___ No ___
- local banks have actively solicited commercial and industrial
loans within the past year Yes ___ No ___
- local banks have made Small Business Administration
guaranteed loans within the past two years Yes ___ No ___
- bank officials are active in community economic development
organizations Yes ___ No ___
11. The community has a program to encourage existing
businesses (commercial and industrial) Yes ___ No ___
- local businesses access community revolving loan funds
for expansion projects Yes ___ No ___

Envisioning Economic Prosperity for Your Community

- the chamber of commerce, business organization, or industrial groups makes regular visits to business managers Yes ___ No ___
- an annual industrial and commercial recognition event (exhibit, field day) is held Yes ___ No ___
- 12. The community has a chamber of commerce, or business organization working on retail sales programs and commercial development. Yes ___ No ___
 - has a paid (chamber of commerce, business organization) executive at least on a part-time basis Yes ___ No ___
 - has a tourist promotion committee Yes ___ No ___
 - number of chamber members _____
 - total annual budget \$ _____
- 13. The community has conducted a retail trade area survey or analysis within the last 3 years. Yes ___ No ___
- 14. The community has an active downtown program Yes ___ No ___
 - it includes a regular calendar of main street promotion activity (e.g., monthly trade days) Yes ___ No ___
 - completed a downtown physical renovation within the past 10 years Yes ___ No ___
 - merchants are following the plan when renovating Yes ___ No ___
 - an uniform billboard and street sign ordinance Yes ___ No ___
 - improved main street lighting, parking, and traffic flow within the past 10 years Yes ___ No ___
 - number of downtown business area public parking spaces Yes ___ No ___
- 15. The community has a published directory (more detailed than a brochure), including:
 - restaurants Yes ___ No ___
 - motels, hotels, beds and breakfasts Yes ___ No ___
 - recreational facilities Yes ___ No ___
 - other _____
 - other _____
- 16. The community has at least one major community event each year (e.g., festival, fair, contest, derby, car show, pageant) that attracts visitors from the outside the immediate community. Yes ___ No ___

Please briefly list the events and estimate average attendance:

Envisioning Economic Prosperity for Your Community

Regarding availability and quality of service, rate your community's internet services compared to other surrounding rural communities:

Above _____ Below _____ Don't
Average _____ Average _____ Average _____ Know _____

Public Access

Please indicate whether internet access is available for public use:

Community Center	Hours open to public _____	Staffed	Yes _____	No _____
School	Hours open to public _____	Staffed	Yes _____	No _____
Library	Hours open to public _____	Staffed	Yes _____	No _____
Cyber-café	Hours open to public _____	Staffed	Yes _____	No _____
Other	Hours open to public _____	Staffed	Yes _____	No _____

Community Web presence

Does the community have an official website? If yes, please provide web address:

If yes, how often is it updated? _____

What sectors of the community are represented on the community website or another website?
If located at a site other than community website, please provide the web address:

_____ City Government	_____ Schools	_____ Businesses
_____ Health Care	_____ Libraries	_____ Tourism
_____ Economic Development	_____ Service Organizations	_____ Transportation
_____ Utilities	_____ Entertainment	_____ Civic organizations
_____ Other		

Community Technology Policies

Is telecommunications infrastructure development formally addressed in any of the community's planning efforts? Yes _____ No _____

If yes, when was the plan last reviewed? _____

What hindrances, if any, exist in your community in the area of IT enhancement/improvement?

- lack of funding for IT improvement Yes _____ No _____
- community is thriving without extensive IT development Yes _____ No _____
- community has exceptional services and utilization of information technology Yes _____ No _____
- community is aware of the importance of IT for economic sustainability, but is indifferent Yes _____ No _____
- no known hindrances Yes _____ No _____

Envisioning Economic Prosperity for Your Community

Information Technology Use

What is your perception of the current level of importance of information technology to various sectors in the community?

	Critical	Very Important	Somewhat Important	Not at all Important	Don't Know
Main Street/Smaller Business					
Industrial/larger Businesses					
Health Sector					
Education Sector					
Government Sector					
Other					

How do you perceive the level of importance will be to various sectors in the community in the future?

	Critical	Very Important	Somewhat Important	Not at all Important	Don't Know
Main Street/Smaller Business					
Industrial/larger Businesses					
Health Sector					
Education Sector					
Government Sector					
Other					

Overall, how do you perceive your community's level of IT usage compared to other communities?

Above Average _____ Average _____ Below Average _____

Source: MAPPING the Future of Your Community, Illinois Institute of Rural Affairs

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Summary of Capital Projects

Capital Improvement Program:

Department: Street Improvement:

Priority	Project Title	Total Project Estimate	Project Costs										
			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Years Beyond
	Andover Rd. & 13th St. Intersection	\$ 955,000	75,000	80,000	-	-	-	-	-	-	-	-	-
	159th St. KTA Bridge - 21st St.	\$ 5,620,205	489,879	464,044	-	-	-	-	-	-	-	-	-
	Redbud Trail 159th - 13th Sports Park	\$ 1,703,314	97,332	-	321,196	-	-	-	-	-	-	-	-
	Andover Rd. & Harry St. traffic signals	\$ 228,122	-	-	45,624	36,500	-	-	-	-	-	-	-
	Andover Rd. SW110th - SW120th	\$ 7,036,597	-	-	514,262	608,326	1,182,802	-	-	-	-	-	-
	Andover Rd. Bike/Ped 13th - 21st	\$ 851,657	-	-	58,399	121,665	170,331	-	-	-	-	-	-
	Andover Rd. Bike/Ped Central - US-54	\$ 851,657	-	-	-	58,399	121,665	170,331	-	-	-	-	-
	Redbud Trail 13th Park to Meadowlark	\$ 1,216,653	-	-	-	-	-	58,399	121,665	207,318	-	-	-
	159th St. Bridge over KTA	\$ 5,474,938	-	-	-	-	-	408,795	364,996	940,229	-	-	-
	21st St. Andover Rd. - KTA	\$ 9,124,897	-	-	-	-	-	912,490	912,490	1,411,237	-	-	-
		\$ -	-	-	-	-	-	-	-	-	-	-	-
		\$ -	-	-	-	-	-	-	-	-	-	-	-
		\$ -	-	-	-	-	-	-	-	-	-	-	-
	Total	33,063,040	662,211	544,044	939,481	824,890	1,474,798	1,550,015	1,399,151	2,558,784	-	-	-