



# **ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**2010**

**Haysville, Kansas**

*Creating a Strong Local Economy  
In Order to Enhance the  
Quality of Life in Haysville*

**Adopted by the City Council  
City of Haysville  
May 10, 2010**

## **Acknowledgements**

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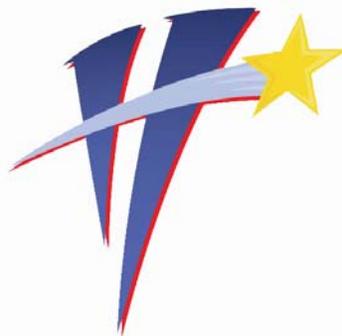
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## **Introduction**

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### **Purpose of the City of Haysville Economic Development Strategic Plan**

The Economic Development Strategic Plan establishes direction for Haysville's economic development activities over the next three years. The Plan guides future land use decisions with economic development implications and outlines strategies to enhance Haysville's business retention, expansion, and attraction efforts. By leveraging Haysville's strengths and taking advantage of all opportunities, the Plan aims to create a vital and diverse economy for the City of Haysville thereby enhancing the quality of life for the entire Haysville Community.



### **Economic Development Strategic Planning Process**

The Plan reflects several months of planning among representatives from business, planning, chamber, economic development, governing body, and staff who became the Economic Development Strategic Planning Team. Over the course of this process Team members met to review strengths, weaknesses, opportunities, and challenges. The Team developed a mission statement, discussed goals and objectives, and formulated action plans. Based on this information, the Plan was drafted and presented to the Team on April 29, 2010 for final review and input.

### **Economic Development Strategic Plan Format**

The Plan consists of a mission statement, goals, objectives, and action plans. The mission statement serves to reflect local potential and make a commitment to future action. The goals are concise statements that describe, in general terms, a desired future condition that further defines the mission statements. The objectives are statements that describe a specific, measurable, future condition that is attained during a stated period of time. The goals and objectives are supported by action plans for full implementation of the Plan.

### **Updating the Plan**

The Plan is not a static document; it discusses projects, programs or actions that will be developed in the future. As such, these items serve as the framework for the City and its partners to build upon. A schedule will be established for review and update of the Plan on an annual basis.

## **Mission Statement and Goals**

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### **Mission Statement**

The mission of the City of Haysville Economic Development program is to create a strong local economy in order to enhance the quality of life in Haysville.

### **Goals**

*Build partnerships with Government, Business, and Community to support economic development.*

There are many existing partnerships throughout the Haysville Community. It is important to explore those existing partnerships as well as identify the potential for new partnerships as they both relate to economic development. Through healthy and successful partnership the economic climate within Haysville will be strengthened.



*Attract new retail, commercial, and industrial businesses.*

A diverse economic base can help to provide stability to the Community and offer both shopping and employment opportunities to local residents. It is important for Haysville to build upon its current economic base by attracting new and distinctive businesses.

*Support existing businesses so they can grow and be successful.*

Haysville is home to a diverse array of businesses. It is important that the citizens support local business through purchasing choices. It is equally important that the Community support all business and industry through appropriate means in order to retain and expand those businesses.

*Align City resources to maximize economic development impact.*

Without resources no plan can be implemented or become successful. It is important that the City of Haysville support economic development through proper resource allocation. Resources include not only financial support but personnel, time, and equipment as well.

## Self Analysis

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During the strategic planning process the Planning Team was asked to identify strengths, weaknesses, opportunities, and challenges for the City as those areas related to economic development. The Team was then asked to answer the following questions: Where are we? Where do we want to be? What is it going to take to get there? All ideas and opinions were included in the final lists.

### Strengths:

- Multiple resources through city departments
- Amenities throughout the City of Haysville; small town friendly atmosphere
- Government is community oriented
  - People are in right places; talents and skills to administer
  - Police and Fire
  - Full service community (independent)
- Desire/excitement of citizens for business
  - Senior community
  - Friendly folks/supportive
- Location

### Weaknesses:

- Perception
- Location
- Lack of population
- Zoning issues (Broadway)
- Image
  - Low self esteem
  - Lack of community support
- Communication/education



### Opportunities:

- Meridian corridor
- Develop future incentive plan
- Develop an active marketing plan
- Broadway (align zoning and land use)
- Marketing (housing costs)
- Growth potential

### Challenges:

- Change perception
- Improving & upgrading amenities

- Lack of customers
- Land availability
- Citizen participation (loyalty/support)
- Location – business property
- Incentives – Need a written plan/Need to be knowledgeable about incentives.

#### Where are we?

- A city with infrastructure ready for growth
- Not successful at recruiting (this was tempered with discussion about recent recruitment successes)
- Unoccupied business property
- Threshold for economic development
- In a position to move forward

#### Where do we want to be?

- A community with strong business climate and adequate community amenities
- A city with business helps/incentives, i.e. a city that encourages business through assistance and incentives
- A city with buildings filled
- A city with ongoing marketing program
- Positioned to be inviting to businesses...stable economic/business base
- Community of diverse businesses to service citizens

#### What is it going to take to get there?

- Develop marketing plan/incentives
- Find sources of funding
- Community buy-in/support
- Review/change zoning
- Money (lack of funding; new opportunities to change allocation)
- Citizen involvement
- Commitment and follow through
- Marketing
  - What is here
  - New business
- Restructuring
  - Zoning
  - Personnel
- Guts (courage, conviction, consistency)

The Self Analysis served as a foundation for the development of various components of the Economic Development Strategic Plan.

## Strategic Plan

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### GOAL 1.

*Build partnerships with Government, Business, and Community to support economic development.*

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There are many existing partnerships throughout the Haysville Community. It is important to explore those existing partnerships as well as identify the potential for new partnerships as they both relate to economic development. Through healthy and successful partnering the economic climate within Haysville will be strengthened.

#### **Objective 1.1 Identify and strengthen existing partnerships.**

It is important that all existing economic development partnerships throughout the community are actively engaged in the economic development process. By strengthening those existing partnerships a broader base is built for Community support of businesses within the City of Haysville.

- Action 1.1.1* Create a partnership directory including partner resources.
- Action 1.1.2* Survey partners regarding interest in economic development program of work.
- Action 1.1.3* Engage existing partners in economic development program of work.
- Action 1.1.4* Create opportunities for collaboration.

#### **Objective 1.2 Create new partnerships to support economic development program of work.**

It is vital that all segments of the community are engaged in the economic development process. By identifying and including as many partners as possible an even broader base is built for Community support for businesses within the City of Haysville

- Action 1.2.1* Build a relationship with all businesses. (Cross reference *Action 3.1.3*)
- Action 1.2.2* Develop survey for possible economic development involvement.
- Action 1.2.3* Engage economic development organizations not currently connected with the City.
- Action 1.2.4* Identify existing organizations in the community not currently involved in economic development and assess potential for involvement.
- Action 1.2.5* Contact identified organizations regarding interest in establishing partnerships to support economic development.

*Action 1.2.6* Create opportunities for collaboration.

**Objective 1.3 Establish ways to communicate with and educate the community on economic development activities.**

Communication and education are key to sustaining a flourishing economic development environment. Through communication and education members of the Haysville Community can be more engaged in economic development activities focused on creating an enhanced quality of life.

*Action 1.3.1* Establish a partnership forum.

*Action 1.3.2* Explore existing communication avenues and utilize as appropriate.

**GOAL 2.**

***Attract new retail, commercial, and industrial businesses.***

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A diverse economic base can help to provide stability to the Community and offer both shopping and employment opportunities to local residents. It is important for Haysville to build upon its current economic base by attracting new and distinctive businesses.

**Objective 2.1 Identify sites for new businesses.**

When new businesses call it is imperative that sites be identified, and in some cases shovel-ready, in order to be competitive in the fast-paced economic development climate. Without an inventory of sites (and a balanced mix of types of sites) the City may miss potential new business opportunities.

*Action 2.1.1* Create and updated/current list of available property (including large tracts adjoining the City).

*Action 2.1.2* Create corridor plans. (Development/redevelopment of: Broadway; Meridian; Main; Grand).

*Action 2.1.3* Align zoning to support economic development.

**Objective 2.2 Align regulations for new business with economic development goals and program of work.**

The City of Haysville strives to promote a culture of business support. It is important that all regulations reflect this attitude and are efficient and cost competitive with neighboring communities.

*Action 2.2.1* Create complete list of new business requirements.

*Action 2.2.2* Review new business requirements, including zoning, and change as needed.

*Action 2.2.3* Conduct annual review of business regulations to identify potential changes.

**Objective 2.3 Recruit retail businesses.**

Retail business is the backbone for any full-service Community. It is essential that residents are able to fulfill their basic shopping needs from within the City. Filling the underutilized retail space located throughout the City is central for sustaining the Community.

*Action 2.3.1* Identify target businesses.

*Action 2.3.2* Survey the community, residents, and businesses regarding specific businesses they would like to see in Haysville and what businesses they would support.

*Action 2.3.3* Identify what businesses have potential for Haysville support. (Outside expertise may be needed to complete this item.)

*Action 2.3.4* Prioritize businesses based on results of survey and support study.

*Action 2.3.5* Establish active retail recruitment program of work.

**Objective 2.4 Recruit commercial businesses.**

General commercial businesses provide a balanced business mix for any Community. Recruiting businesses identified within this category will not only help stabilize this mix, it will also support a diversified Community.

*Action 2.4.1* Identify target businesses.

*Action 2.4.2* Survey the community, residents, and business regarding specific businesses they would like to see in Haysville and what businesses they would support.

*Action 2.4.3* Identify what businesses have potential for Haysville support. (Outside expertise may be needed to complete this item.)

*Action 2.4.4* Prioritize businesses based on results of survey and support study.

*Action 2.4.5* Establish active commercial business recruitment program of work.

**Objective 2.5 Recruit industrial businesses.**

In many cases, industrial businesses provide larger-scale employment opportunities for a Community. Developing the right balance between industry and the City provides a foundation for employment growth.

*Action 2.5.1* Identify target businesses.

*Action 2.5.2* Survey the Community for a consensus of appropriateness and acceptance regarding types of potential new industrial businesses.

*Action 2.5.3* Establish active industrial business recruitment program of work

**Objective 2.6 Develop incentive program.**

Business recruitment is a highly competitive process. In order to successfully recruit a business to a Community specific incentives must be in-place and regionally competitive. It is equally important that staff be familiar with all incentives and prepared to implement incentives during the recruitment process.

*Action 2.6.1* Identify potential incentives for any new business.

*Action 2.6.2* Establish criteria for providing incentives.

*Action 2.6.3* Create an incentives policy.

**GOAL 3**

***Support existing businesses so they can grow and be successful***

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Haysville is home to a diverse array of businesses. It is important that the citizens support local business through purchasing choices. It is equally important that the Community support all business and industry through appropriate means in order to retain and expand those businesses.

**Objective 3.1 Identify trends/constraints that have potential to negatively impact existing businesses.**

Early identification of trends that may negatively impact Haysville businesses can assist the City and businesses address, as possible, those trends prior to a business needlessly succumbing to those trends resulting in a potential business closure.

*Action 3.1.1* Create an annual needs and constraints survey. (Include those items that are helpful/appealing.)

*Action 3.1.2* Establish a feedback mechanism that communicates the survey results back to the businesses including how the needs / constraints will be, as possible, addressed.

*Action 3.1.3* Establish a “visitation program”. (Cross reference *Action 1.2.1*)

**Objective 3.2 Create broad-based plan to promote local business support (shop at home).**

Review of the shopping habits of Haysville residents suggests that a significant amount of retail and commercial “leakage” occurs in Haysville as residents leave the City for their shopping needs. Residents must be urged to shop at existing stores as often as possible to sustain Haysville businesses.

*Action 3.2.1* Analyze previous marketing programs for approaches used and effectiveness.

*Action 3.2.2* Develop local marketing program.

*Action 3.2.3* Address incentives program for existing businesses.

**GOAL 4**

***Align City resources to maximize economic development impact.***

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Without adequate resources it is difficult to implement any plan or for that plan to be successful. It is important that the City of Haysville support economic development through proper resource allocation. Resources include not only financial support but personnel, time, and equipment as well.

**Objective 4.1 Evaluate physical and operational city resources and constraints.**

Identifying and evaluating the physical and operational resources of the City will assist in determining how to better direct those resources for economic development. Identifying constraints during this process will help to strengthen any ultimate resources alignment.

*Action 4.1.1* Inventory resources: buildings, equipment, and people including size / number, use, etc.

*Action 4.2.2* Adjust resources to support economic development.

**Objective 4.2 Evaluate City financial resources / avenues / options for use in economic development.**

Without the proper funding for economic development activities it is impossible to reap the benefits of an economic development program. The City must be prepared to make economic development a priority through the allocation of funds and the budget process.

*Action 4.2.1* Review and evaluate budget and revenue streams.

*Action 4.2.2* Provide funding for incentives plans.

**Objective 4.3 Evaluate policies, procedures, ordinances and organization structures.**

It is essential that the right staffing is in-place to support the economic development process. Of equal importance is the proper direction for staff as implemented through policies, procedures, and ordinances.

*Action 4.3.1* Identify policies, etc. that pertain to economic development.

*Action 4.3.2* Receive input from businesses about what has been restrictive and/or helpful.

*Action 4.3.3* Adjust accordingly (as possible).

## Implementation Schedule

<b>SCHEDULE</b>			
<b>Objective</b>	<b>Action</b>	<b>Year</b>	<b>Responsible</b>

### GOALS

Goal 1: Build partnerships with Government, Business, and Community to support economic development.

Objective 1.1: Identify and strengthen existing partnerships	Create a partnership directory including partner resources.	2010	City Staff
	Survey partners regarding interest in economic development program of work.	2010	City Staff
	Engage existing partners in economic development program of work.	2010 / 2011	City Staff / Partners
	Create opportunities for collaboration.	2010 / 2011	City Staff / Partners
Objective 1.2: Create new partnerships to support economic development program of work	Build a relationship with all businesses. (Cross reference <i>Action 3.1.3</i> )	2010	City Staff
	Develop survey for possible economic development involvement.	2010	City Staff
	Engage economic development organizations not currently connected with the City.	2011	City Staff / Organizations
	Identify existing organizations in the community not currently involved in economic development and assess potential for involvement.	2010	City Staff / Organizations
	Contact identified organizations regarding interest in establishing partnerships to support economic development	2010	City Staff
	Create opportunities for collaboration.	2010	City Staff / Partners
Objective 1.3: Establish ways to communicate with and educate the community on economic development activities.	Establish a partnership forum.	2011	City Staff / Partners
	Explore existing communication avenues and utilize as appropriate	2010 / 2011	City Staff

**Goal 2: Attract new retail, commercial, and industrial businesses.**

Objective 2.1: Identify sites for new businesses.	Create and update/current list of available property (including large tracts adjoining the City).	2010 / 2011	City Staff
	Create corridor plans. (Development / redevelopment of: Broadway; Meridian; Main; Grand	2011 / 2012	City Staff / Planning Commission / Council
	Align zoning to support economic development.	2011	City Staff / Planning Commission / Council
Objective 2.2: Align regulations for new business with economic development goals and program of work.	Create complete list of new business requirements.	2010	City Staff
	Review new business requirements, including zoning, and change as needed.	2010	City Staff / Planning Commission / Council
	Conduct annual review of business regulations to identify potential changes.	2011 / 2012	City Staff
Objective 2.3: Recruit retail businesses.	Identify target businesses.	2010	City Staff / Community
	Survey the community, residents, and businesses regarding specific businesses they would like to see in Haysville and what businesses they would support.	2010	City Staff / Community
	Identify what businesses have potential for Haysville support. (Outside expertise may be needed to complete this item.	2010	City Staff / ED Agency
	Prioritize businesses based on results of survey and support study.	2010	City Staff / HFI / Council
	Establish active retail recruitment program of work.	2011	City Staff
Objective 2.4: Recruit commercial businesses.	Identify target businesses.	2010	City Staff
	Survey the community, residents, and businesses regarding specific businesses they would like to see in Haysville and what businesses they would support.	2010	City Staff / Community
	Identify what businesses have potential for Haysville support. (Outside expertise may be needed to complete this item.	2010	City Staff / ED Agency
	Prioritize businesses based on results of survey and support study.	2010	City Staff / HFI / Council
	Establish active retail recruitment program of work.	2011	City Staff
Objective 2.5: Recruit industrial businesses.	Identify target businesses.	2011	City Staff
	Survey the Community for a consensus of appropriateness and acceptance regarding types of potential new industrial businesses.	2011	City Staff

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	Establish active industrial business recruitment program of work.	2011	City Staff
Objective 2.6: Develop incentive program.	Identify potential incentives for any new business.	2010 / 2011	City Staff / Council
	Establish criteria for providing incentives.	2010 / 2011	City Staff / Council
	Create an incentives policy.	2011	City Staff / Council

**Goal 3: Support existing businesses so they can grow and be successful.**

Objective 3.1: Identify trends/constraints that have potential to negatively impact existing businesses.	Create an annual needs and constraints survey. (Include those items that are helpful / appealing).	2010 / 2011	City Staff / HFI
	Establish a feedback mechanism that communicates the survey results back to the businesses including how the needs / constraints will be, as possible, addressed.	2011	City Staff
	Establish a “visitation program”. (Cross reference <i>Acton 1.2.1</i> )	2010 / 2011	City Staff / Chamber
Objective 3.2: Create broad-based plan to promote local business support (shop at home).	Analyze previous marketing programs for approaches used and effectiveness.	2011	City Staff / HFI
	Develop local marketing program.	2011	City Staff / Council
	Address incentives program for existing businesses.	2010 / 2011	City Staff / Council

**Goal 4: Align City resources to maximize economic development impact.**

Objective 4.1: Evaluate physical and operational city resources and constraints.	Inventory resources: buildings, equipment, and people including size / number, use, etc.	2010	City Staff
	Adjust resources to support economic development.	2011	City Staff / Council
Objective 4.2: Evaluate City financial resources / avenues / options for use in economic development.	Review and evaluate budget and revenue streams. (Add as necessary)	2010 / 2011	City Staff
	Provide funding for incentives plans.	2011	Council
Objective 4.3: Evaluate policies, procedures, ordinances and organization structures.	Identify policies, etc., that pertain to economic development.	2010	City Staff
	Receive input from business about what has been restrictive and/or helpful.	2010	City Staff / HFI / Businesses
	Adjust accordingly (as possible).	2010 / 2011	City Staff