



CITY OF VALLEY CENTER
**STRATEGIC
PLAN**

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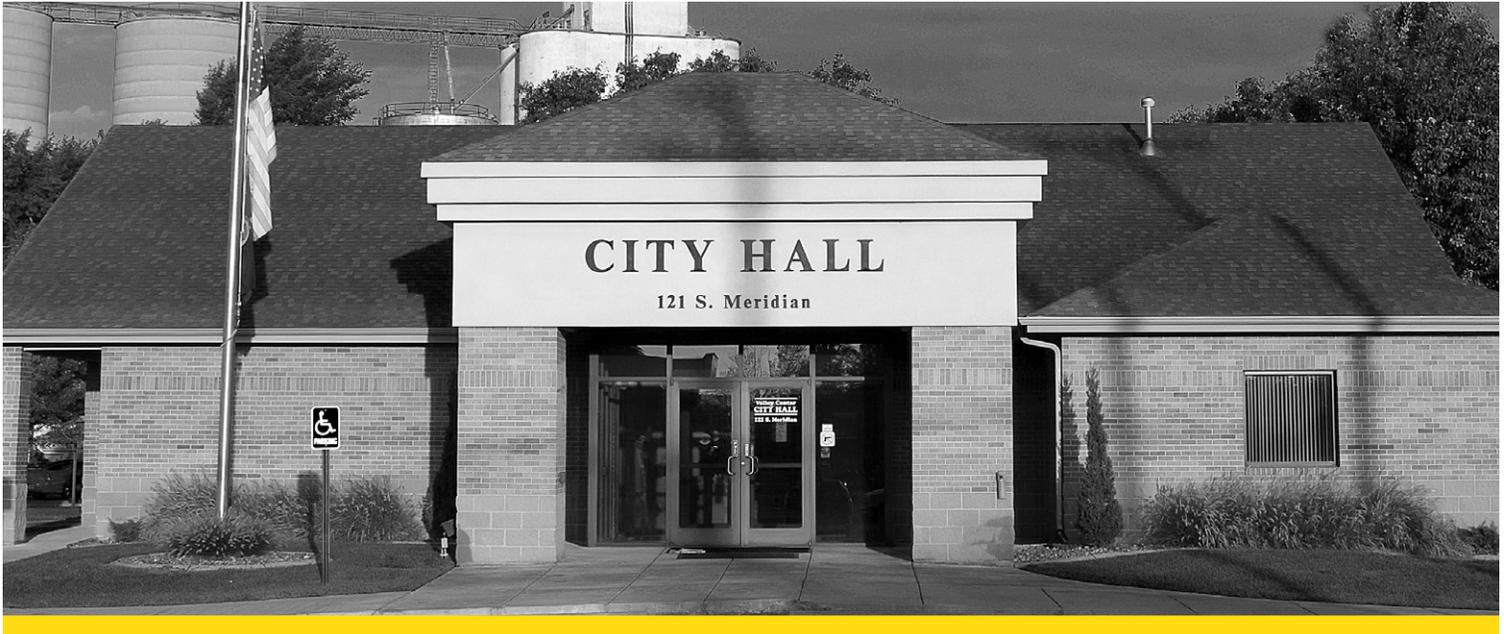
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1. Introduction



The purpose of this plan is to create a roadmap for the City of Valley Center to guide future priorities and decisions. The plan addresses five critical topic areas; communication, economic development, quality of place, infrastructure and city services, and housing. This plan will help guide the City's financial decisions, resource allocation and project priorities moving forward. The planning effort was community supported and has been enhanced through citizens assisting in the development of the goals, objectives and strategies and setting of priorities.



WICHITA STATE
UNIVERSITY

HUGO WALL SCHOOL
OF PUBLIC AFFAIRS

Public Policy and
Management Center

2. Letter from the Mayor

3. Goals, Objectives, Strategies & Actions



MISSION STATEMENT

*Valley Center:
Where there is a respect for balancing history and
progressive ideas to ensure excellence in quality of life
and stewardship of resources for the future.*

GOAL 1: COMMUNICATION

Enhance communication and engagement with people interested in the community to create a dynamic and active civic culture.

Objectives:

- Increase number of citizens engaged in events, volunteer opportunities, and council and board positions
- Measure satisfaction of citizen involvement
- Increase citizens purchasing local
- Increase positive outreach to citizens and businesses moving to Valley Center

Strategies:

1. Establish a process that consistently engages and enhances communication, through multiple channels, between the City and stakeholders, partners, and citizens to build collaboration within the community.

Action Steps:

- Hire a media/communication specialist that can develop information, with city department assistance to distribute to citizens through a community newsletter or social media
- Provide information to be included in the Ark Valley News annual booklet
- Evaluate how to include information on the City's website

Lead: Finance and Administration Department

Timeline: 2017 - 2019

2. Expand community event options in the City to engage local and surrounding area residents to enhance economic growth in the community.

Action Steps:

- Valley Center Community Development Department will work with civic groups to assist the organization in enhancing economic growth in the City.
- Community Development Department will assist in developing a vision of volunteering to other organizations

Lead: City of Valley Center - Community Development Department and Parks and Public Buildings Department

Timeline: 2017 - 2019

3. Utilize community space to create activity and gathering spaces in the City.

Action Steps:

- Complete the Library/Community Building Project
- Utilize the parks master plan to communicate outdoor activities and the use of the outdoor pavilion

Lead: Parks and Public Buildings Department and City Administrator

Timeline: 2018

4. Conduct annual citizen/business survey that is issued through different mediums for a larger sample size.

Action Step:

- Develop and implement an annual survey

Lead: Community Development Department

Timeline: 2019

GOAL 2: ECONOMIC DEVELOPMENT

Ensure intentional growth decisions that support, retain and expand businesses by reducing barriers and utilizes community assets.

Objectives:

- Increase growth in industrial and commercial sectors and land development
- City supports local businesses

Strategies:

1. Evaluate and identify districts in the community, by specific theme, to develop destination options.

Action Steps:

- The Community Development Department will work with Main Street Valley Center to keep activities in the downtown district and promote revitalization
- Identify areas of assistance to groups working on Main Street improvements
- Evaluate the possibility of identifying a district around the library/community center at Lion's Park

Lead: Community Development Department

Timeline: 2017 - 2019

2. Develop processes and procedures that provides intentional growth that meets the needs of the community.

Action Steps:

- Identify properties to maximize use of the land bank
- Explore and implement building incentives

Lead: Community Development Department, Finance and Administration Department and City Administrator

Timeline: 2017 - 2019

3. Evaluate and implement business-friendly processes, procedures, and regulations to encourage business development in the City, including evaluating ordinances and building codes.

Action Steps:

- Explore processing permit applications online to increase efficiency (2017)
- Evaluate providing flexible work schedules for administrative staff to expand service opportunities for citizens to do business with the City after 5:00 p.m. (2017)
- Increase staff efficiency around in-house inspections by staff completing training classes that allow them to conduct inspections vs. contracting services (2019)

Lead: Public Works Department, Community Development Department and Finance and Administration Departments

Timeline: 2017 - 2019

4. Conduct a market research analysis to determine the kinds of businesses that would be successful in the City and develop a business recruitment plan that includes incentive options.

Action Step:

- Hire a firm to perform feasibility study and market analysis for attracting and retaining businesses (2017)
- Develop and implement a marketing plan for the new Library/Community Building (2018)
- Evaluate potential incentive options for attracting businesses (2017)
- Develop and implement a marketing plan for the Ford Street Development (2017)

Lead: City Administrator and Community Development Department

Timeline: 2017 - 2018

GOAL 3: QUALITY OF PLACE

Incorporate quality of life considerations in growth decisions, community design and business practices.

Objectives:

- Increase and improve bike and pedestrian pathways
- Evaluate community needs for parks and green space
- Increase participation by community members and businesses in volunteering and providing materials for community enhancements

Strategies:

1. Encourage businesses to create and/or protect green space.

Action Steps:

- Collaborate with existing businesses and new developments to encourage green space considerations
- Evaluate opportunities to encourage green space development through incentive packages

Lead: Parks and Public Buildings Department, Community Development Department, and City Administrator

Timeline: 2017 - 2019

2. Encourage public art for beautification and appearance enhancement.

Action Step:

- City staff will work with community partners to identify areas to exhibit art, including City Hall and other locations

Lead: Parks and Public Buildings Department

Timeline: 2018

3. Update the Park Master Plan.

Action Step:

- Implement key projects from the plan

Lead: Parks and Public Buildings Department

Timeline: 2018

4. Identify community partners that can participate in and donate to community enhancement projects.

Action Step:

- City will work with community partners that can participate and donate to community enhancement projects

Lead: Parks and Public Buildings Department and Community Development Department

Timeline: Begin 2017 - 2019

5. Finalize the Master Bike and Pedestrian Plan.

Action Steps:

- Update the bike and pedestrian map for the City (2017)
- Implement key projects:
 - 5th to Emporia Sidewalk (2017)
 - Sidewalk needs for Library/Community Building project (2018)
 - Wetland Park Walkway (2017 - 2019)
 - Bike/Pedestrian path for dry detention pond in conjunction with Ford Street development (2019)

Lead: Parks and Public Buildings Department, Public Works Department and City Engineering Firm (PEC)

Timeline: Spring 2017 - 2019

GOAL 4: INFRASTRUCTURE & CITY SERVICES

Provide, maintain and improve infrastructure and deliver efficient and effective services.

Objectives:

- Appropriately fund infrastructure projects and city services
- Implementation of a CIP process to guide funding decisions
- City departments are effective and efficient

Strategies:

1. Stabilize water rates (mitigate increases).

Action Steps:

- Finalize water negotiations with City of Wichita (2017)
- Evaluate possibility of building a water treatment plant (2017 - 2019)

Lead: City Administrator, Public Works Department and Finance and Administration Department

Timeline: 2017 - 2019

2. Evaluate long-term needs around City space, personnel, equipment and funding.

Action Steps:

- Evaluate needs of public safety departments
- Evaluate needs of City Hall related to space and safety
- Evaluate Public Works building

Lead: City Administrator, Police Department, Fire Department, Public Works Department and Parks and Public Buildings Department

Timeline: Early 2017 - 2019

3. Identify new funding opportunities including grants, foundations, and other streams to enhance city services.

Action Step:

- Identify a process for all City department heads to identify grants and other funding opportunities

Lead: City Department Heads

Timeline: 2018

4. Develop a process for bi-annual CIP planning that considers community needs.

Action Steps:

- Implement a formal CIP review committee
- Update the process for approving prioritizing CIP projects

Lead: City Administrator, Finance and Administration Department

Timeline: 2017

GOAL 5: HOUSING

Promote rehabilitation and investment in safe, diverse and affordable housing.

Objectives:

- Increase in number of homes improved and revitalized; reduce number of vacancies and infill vacant lots
- Increase housing diversity in types and pricing (consider needs for aging and younger populations)

Strategies:

1. Identify citizen housing needs and ensure that growth and development plans align with needs.

Action Step:

- Work with Land Bank to recommend incentives that align needs with economic drivers

Lead: Community Development Department and Finance and Administration Department

Timeline: 2017

2. Identify opportunities for and/or promote available rehabilitation funding to improve appearance and the value of housing in the community.

Action Steps:

- Conduct a SCKEDD analysis for existing structures in the community
- Explore grants and other funding opportunities to address rehabilitation needs

Lead: Community Development Department

Timeline: 2018

3. Establish preventative and proactive measures that ensure quality construction of housing in the community.

Action Step:

- Staff complete building inspector certifications

Lead: Community Development Department, City Administrator, Finance and Administration Department

Timeline: 2019

4. Engage the real estate and development community to better understand opportunities for housing in Valley Center.

Action Steps:

- Set standards through Land Bank
- Provide information and work with realtors and developers to make them aware of the land bank and building incentive opportunities to address needs

Lead: City Administrator, Finance and Administration Department, Community Development Department

Timeline: 2017 - 2019

5. Create diverse living options for aging population.

Action Steps:

- Evaluate housing needs for aging population
- Explore housing incentives for aging population

Lead: City Administrator, Finance and Administration Department, Community Development Department

Timeline: 2018

4. Background



The Public Policy and Management Center (PPMC) at the Hugo Wall School of Public Affairs at Wichita State University assisted the City of Valley Center with a planning and visioning process. The strategic planning process included a five-phase process involving; information gathering, priority identification, strategy and actions development, plan development and final plan delivery. The comprehensive strategic plan established an overall mission for the community, and goals, strategies, objectives and action steps to advance that mission.

5. Information Gathering



The information gathering phase identified four key steps; conducting a Council Workshop, identifying a planning Steering Committee, developing an Influencing Factors report, and conducting stakeholder interviews and community focus groups.

The first step of the planning effort involved gathering preliminary information during a Council Workshop in early January, 2016. Council provided insight on assets and challenges facing the community and identified stakeholders in the community that could provide assistance in the planning process. Council provided foundational information about the community by identifying assets and challenges, but also through visioning where they described the Valley Center of today and how they would like for Valley Center to be described in the future.

VISIONING

How would you describe Valley Center today?

- Flat
- High quality school district
- Bedroom community
- City that has never arrived, not as well known, don't stick out
- No water tower
- Historic desire to remain a small, low-growth, slower pace community
- Not progressive
- Not much traffic
- Have unique amenities, like a downtown district
- Caring, great, helpful people
- Low crime rate
- Great fire department
- Cozy, family oriented community

How would you LIKE to describe Valley Center in five years?

- Mobilize people and ensure they are informed, participate in decisions and be involved. Have citizens be active and involved so community decisions can be more informed
- Two-way communication between council and citizens to get input
- Maintain small community feeling
- Keep services and current businesses and commercial development
- Have strategic and deliberate growth
- Safe place to live

COUNCIL ASSESSMENT

What are Valley Center's greatest assets?

- School and district facilities
- Number and quality of parks
- Sidewalk system
- Location of city
- Long-term connection of people to the city and their knowledge about history of city
- Willingness to work together and community connection among various sectors
- Fall festival
- Public golf course project
- Public infrastructure and planning - addressed drainage that now is in an area for development
- Downtown district
- Splash Park
- Community Center project

What are Valley Center's greatest challenges?

- Engaging the younger generation and getting them involved in the community
- Tough business environment due to proximity to Wichita
- Communication with citizens
- Drainage issues - feeder areas need work
- Location of city - proximity to Wichita (easier to get to businesses and services there)
- Activities for youth
- Chamber of commerce marketing/promoting the city
- Community support for deliberate growth and have a good plan and community vision
- Lack of land options for growth
- Perception of having a tough business climate
- Developing residential options
- Aging public facilities
- Aging housing stock

In five years what issues do you want to make sure you address?

- Maintain and improve infrastructure; drainage, drinking Water treatment facility, businesses, roads, community center, library, public facilities.
- Sustained growth
- Deliberate/innovative ideas; mixed-use development, social aspects, destination amenities, identify sectors that fit in the city, brand the city and then develop aspects that go with that

- Industrial park fully occupied
- Downtown revitalized
- Art and culture opportunities for all age groups - community theater, makers fair (use Fall Festival model to develop other cultural opportunities)

STAKEHOLDER IDENTIFICATION

- Chamber of Commerce
- High school and middle school students
- Business owners
- Educators
- PTA
- Churches
- Seniors
- Recreation organizations
- Civic organizations
- Potential business owners (those that inquired, but did not come)
- Lions Club

- Ministerial Alliance
- Daycare providers
- Clubs and organizations that cater to 30 - 50 year olds
- Boy and Girl Scout clubs
- 4-H Club
- Alumni
- American Legion
- Basketball Tournament (January)
- City-wide Garage Sale (pancake feed)
- Saturday morning basketball program at Middle School
- Animal League (dog wash event)

6. Influencing Factors



As the City of Valley Center considers its future, consideration must be given to the impact of a number of areas, including: 1) change of demographics; 2) housing trends; and 3) labor and employment trends. To assist in defining the impact of these three main areas, data was collected from a wide variety of sources including: federal and state government, academic research, local governments and other research/data collection agencies.

Within the report, data relative to Valley Center is included as well as external national, state, and county data where appropriate. National, state and Sedgwick County data is used to illustrate how Valley Center is responding to various influencing factors comparatively. In some cases, influencing factors have a greater, reduced, or differing impact locally compared to what is seen at the county, state and national level.

The report provides an environmental scan of the community and includes information that will help guide decision makers and advisors as the community implements its strategic plan. The complete Influencing Factors Report is provided in Addendum 1 of this document.

7. Stakeholder Interviews & Community Focus Groups

Phase 1 of the Valley Center Strategic Planning process was designed to gather information by conducting community focus groups, stakeholder interviews, and obtaining input through an online survey during March and April, 2016. Hugo Wall School conducted focus group meetings that were spent in facilitated discussions regarding opportunities, needs and challenges facing Valley Center now and in the future. One-on-one interviews were conducted with key community stakeholders and an online survey was made available to expand opportunities for participation in the strategic planning process. All participants were fully engaged and provided extensive feedback to all questions asked.

Citizens were asked to respond to the following questions:

1. *How would you describe Valley Center now?*
2. *How would you like to describe Valley Center five years from now?*
3. *What are the best assets or qualities about Valley Center?*
4. *What are the concerns or challenges for the community?*
5. *What are the potential losses for the community?*
6. *What stands out as the transformative issues to be addressed? What most helps create that preferred future?*
7. *What stands in the way of addressing those issues? What barriers must be addressed?*
8. *What other needs should be considered for Valley Center's future?*

Community discussions were held with approximately 140 participants from:

- Senior Center lunch group
- Ministerial representatives
- Chamber of Commerce
- Lions Club
- Middle School Students
- High School Students

In addition, seven community stakeholders participated in one-on-one interviews and 51 citizens responded to the online survey. City of Valley Center staff also participated in the survey process and provided valuable input.

The following, is a summary of the most common responses received for each of the eight questions asked:

1. *How would you describe Valley Center now?*

- Nice and Quiet Community
- Good Schools
- Growing Community
- Safe - low crime rate
- People are warm, personable, helpful, supportive and everyone knows everyone
- Close-knit/bedroom community
- Slow to change
- Close to services/amenities in Wichita, but also have amenities in the City

2. *How would you like to describe Valley Center five years from now?*

- Additional services and amenities - restaurants, entertainment, recreation and community events.
- Growth
- Progressive, but close-knit
- Strong community identity
- Prosperous community - more businesses to create jobs
- Better communication among community entities
- Thriving businesses that have community support
- Downtown improvements
- Strong school system

3. *What are the best assets or qualities about Valley Center?*

- People
- Fire and Police Department
- Schools
- Parks
- Golf Course
- Library
- Amenities/Services - grocery store, hardware store, restaurants, etc.
- Recreation Commission activities for youth
- Pool
- Fall Festival
- Churches
- Safe Community
- Everyone knows everyone
- Small town
- Good proximity to Wichita

4. What are the concerns or challenges for the community?

- Fear of growth and not having a lot of options for growth
- Keeping what the City has and enhancing it
- Ownership and involvement in the community
- Keeping and attracting businesses and community support of local businesses
- Need to revitalize downtown - empty buildings
- High water bills
- Infrastructure issues - flooding concerns, roads
- Willingness to grow and change

5. What are potential losses for the community?

- Lose close-knit, small town feel
- Fear of growth and that it will bring higher taxes
- Keeping quality services, amenities, businesses
- Loss of community history and identity with change
- Strong ownership by long-term residents and ability to let go
- Residents leaving to live where there are more choices in housing, amenities, etc.
- Losing people and dollars to Wichita

6. In considering the conversation so far, what stands out as the transformative issues to be addressed? What most helps create that preferred future?

- Engaged citizens
- Shift community mindset around growth and change
- Establish a clear community vision and goals
- Create more support for businesses
- Community collaboration with open communication among entities
- Identify funding
- Improvement in infrastructure and community appearance

7. What stands in the way of addressing those issues? What barriers must be addressed?

- Funding/Budget constraints
- Need for private sector investment and improved business environment
- Support for local businesses
- People - mindsets
- Time - so busy difficult to be involved
- Lack of personal connections, community involvement and commitment to work together
- Fear of change
- Consistent leadership
- Communication

8. What haven't we talked about today that needs to be considered for Valley Center's future?

- Need a variety of restaurant choices - traditional food
- Entertainment options and places for activity for all community members - seniors, youth
- More community gatherings and local events

8. Priority Identification

On April 21, 2016, the City Council reviewed the Community Engagement and Influencing Factors Summary Reports and identified major themes that should be considered moving forward. More specifically, Council members were asked to describe what each theme would look like if they were successful at addressing those topics. The City Council provided feedback that resulted in the identification of five major themes with goals for each focus area. This information was used to engage stakeholders, partners, and citizens in the community to help narrow focus areas for the strategic plan. Citizens were encouraged to think about major themes and provide ideas that would assist in the development of strategic planning elements. After priority identification, the council and community provided input on the development of strategies and action steps to be utilized in the final strategic plan.

Information on the themes and strategies were used to engage citizens on May 12th as part of an open house community event. Citizens were asked to provide ideas and input on the major themes and identify the most important issues and strategies for Valley Center to address in the future. This information was used to develop action steps around the major themes and then prioritize them.

In addition, through a short survey, citizens provided input on the most important issues or strategies for Valley Center in the future, ideas to expand on the major themes, and give general feedback to the City Council. Below is the feedback provided:

Most important issue or strategy for Valley Center to address in the future

- Infrastructure available for development
- Revitalization of historic streets
- For Valley Center to be a destination and fun place to live
- Connect residents to the town center through events and activities
- Maintain small, close-knit community through growth
- Support seniors in the community

Issues or strategies missing from the major themes

- Community policing and safety education
- Job Growth - educating citizens to be job ready

Additional feedback for the City Council

- Host an open house event for citizens to get to know city officials and communicate with citizens
- Communicate ways citizens can get involved in their community through committees, projects, or volunteer opportunities
- Increased collaboration between city, schools, and businesses and increased student involvement in community service projects and citizen participation in adult learning opportunities
- Good police, fire, and public works departments
- Ensure Wi-Fi connectivity in the City
- Ecofriendly options
- So many vacant houses to rehabilitate
- Fix up the strip mall behind downtown
- Bring in a refugee family and let them open shops and restaurants

9. Plan Development



On July 18, 2016, the City Council participated in a workshop that asked them to think about mission and purpose and translate that into the goals, objectives, and strategic actions. Council members were asked to think about audience, cause, action and impact to help refine the goal statements, identify objectives, and enhance the strategic goals.

MISSION FRAMEWORK

Our Audience

- All citizens of Valley Center including, city employees, school district, and businesses
- Other cities, potential residents, and surrounding area

Our Cause

- Provide efficient, economical, high quality city services to citizens through good stewardship of tax dollars
- Engage citizens and get them involved in the community through conversations and providing good information
- Embrace the individuality of Valley Center by balancing historic elements and progressive ideas

Our Action

- Be a City Council that challenges ourselves to be open-minded on issues, listen and consider other opinions, gather information, and have an open dialogue with each other and the community
- Set a vision, stay focused and establish goals - be proactive vs. reactive
- Be objective, passionate and focused
- Admit mistakes, communicate lessons learned, regroup and then move forward
- Balance projects between infrastructure and visible projects such as road improvements

Our Impact

- Maintain and improve the lives of all citizens by making Valley Center a better place to live
- Work together to be stewards of place and set the example for citizens and future council members.
- Accomplish long-term goals to improve the image and reputation of community and provide and maintain quality amenities

MISSION FOCUS

- Make Valley Center a better place to live
- Improve communication
- Establish a unique quality of life for Valley Center
- Be good stewards of tax dollars
- Be objective

During a community engagement event on August 26, 2016, citizens identified their top three strategies for each of the five topics to inform what actions steps to move forward on. These priorities assisted in the development of the final goals and strategies and also determined the timeline for implementation of action steps.

Addendum 1

Influencing Factors

PURPOSE & BACKGROUND

The City of Valley Center is beginning a process to develop a strategic plan. To assist in these efforts the Hugo Wall School (HWS) of Public Affairs at Wichita State University has prepared an influencing factors report, or an environmental scan of the community. This report includes important information that will help guide decision makers and advisors as the community's desired future is considered.

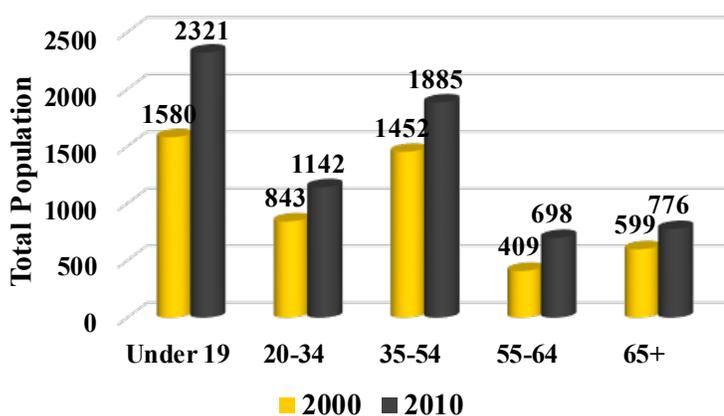
PROTOCOL

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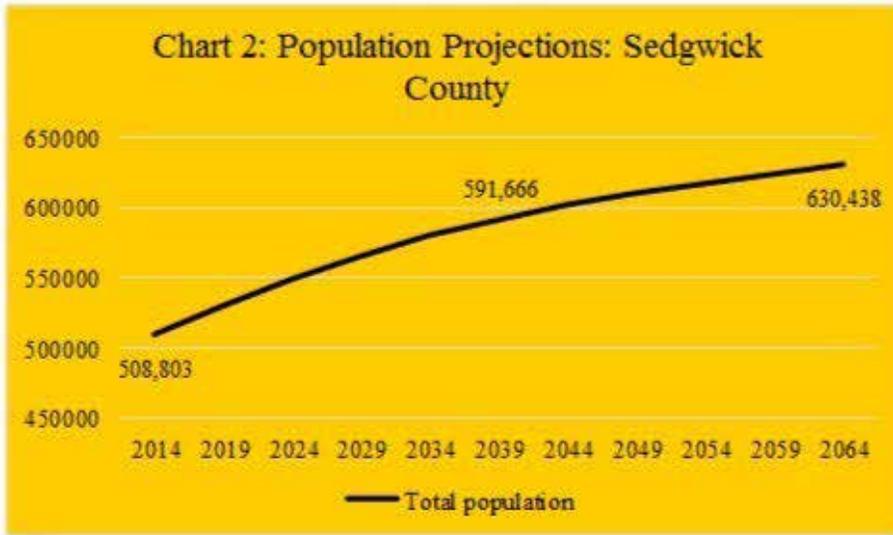
Demographics

Chart 1: Age



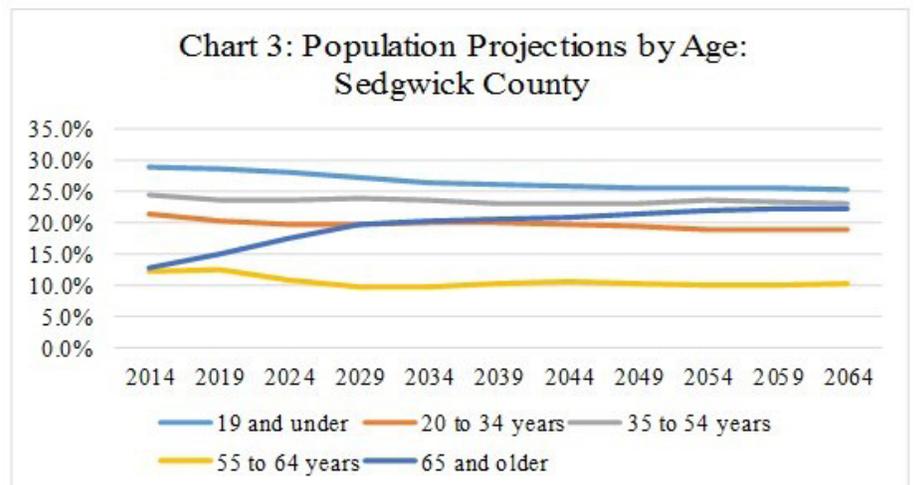
Age: From 2000 to 2010, the total Valley Center population grew by forty (40) percent. As seen in Chart 1, all age groups experienced population growth. The fifty-five (55) to sixty-four (64) age group grew at seventy (70) percent, faster than the overall population growth rate and faster than other age groups. The sector of population under 19 years of age grew at a rate of forty-seven (47) percent. The remaining age groups, twenty (20) to thirty-four (34), thirty-five (35) to fifty-four (54), and sixty-five (65) and older, grew at rates similar to the overall population growth; thirty-six (36) percent, thirty (30) percent, and thirty (30) percent, respectively.

Valley Center grew at a faster rate than the state of Kansas, whose total population grew by 6 percent from 2000 to 2010. The sector of population under 19 years of age in Valley Center also grew at a faster rate than the state of Kansas, whose population 19 years of age and younger grew by only two (2) percent from 2000 to 2010. The sector of population in Valley Center 65 years and older also grew at a faster rate than the state of Kansas from 2000 to 2010; Valley Center saw a 30 percent growth in this sector compared to a 6 percent growth at the state level.



The Center for Economic Development and Business Research (CEDBR) at Wichita State University projects that the population in Sedgwick County will increase by sixteen (16) percent by 2039, and by twenty-four (24) percent by 2064 (Chart 2).

CEDBR predicts that the age demographics of Sedgwick County will also change over the next 30 years. The population 19 and under in Sedgwick County is projected to decrease by three and a half (3.5) percent as a share of the total population over the next 50 years. The sector of the population 65 years and older is projected to increase from its current level of thirteen (13) percent of the population to twenty-two (22) percent of the population by 2064.



Trend Considerations: *The Aging Population*

The population nationwide is becoming older; more than 78 million “baby boomers” are nearing or have entered retirement. An aging population brings unique concerns for municipal planning. Issues impacted by the aging population include housing, caregiving, and transportation.

Housing: The aging population will create unique housing demands, including an increased demand for household renovations, as well as assisted living housing, nursing home facilities. This demand is illustrated in the following statistics.

- 89 percent of individuals age 50 and older want to stay in their home as long as possible and if that is no longer an option, they would like to reside in the same community.
- Approximately 70 percent of all households with a member over age 65 live in single family detached housing.
- 50 percent feel their home will accommodate them well as they age.
- 16 percent of families have made home modifications.

Caregiving: As the population ages and the financial burdens placed on family member caregivers increases, there will be an increased need for caregiving services.

- 47 percent of caregivers are employed
- 71 percent of employed caregivers work full time
- 65 percent of all caregivers are age 35 to 64

Nationwide there is an enormous cost to employers in lost productivity as a result of family member caregivers.

- Caregivers who work full time and perform personal care tasks: \$11.4 billion per year in lost productivity.
- Counting all caregivers including part-time workers and long distance caregivers: \$29 billion per year in lost productivity.

Estimated costs to employers, as a result of caregiving issues, are also substantial; replacing employees who quit: \$4.9 billion; workday interruptions: \$3.7 billion; dealing with eldercare crises: \$1 billion; partial absenteeism: \$488 million; absenteeism: \$397 million; not to mention increased health and mental health costs, leave of absence, and reduced hours of work.

A significant number of large companies, 25 percent, have implemented workplace programs for caregiver and elder care. These programs have seen positive results including:

- Increased retention of highest performers from 77 percent to 91 percent;
- Reduction of absences and decreased benefit claims;
- Decrease in turnover, lateness, and absenteeism; and
- Positive impact on employee health costs.

Transportation: As the population ages, transportation services accessible by less mobile seniors will be in higher demand. By 2030, one out of every four drivers will be over the age of 65, and the number of drivers age 85 and older will be four to five times higher than it is today. The issue of elderly transportation also impacts Kansas caregivers, 83 percent of whom provide help with transportation.

Potential options for senior transportation include:

- Traditional public transportation;
- Para transit service;
- Taxis; and
- Specialized transportation.

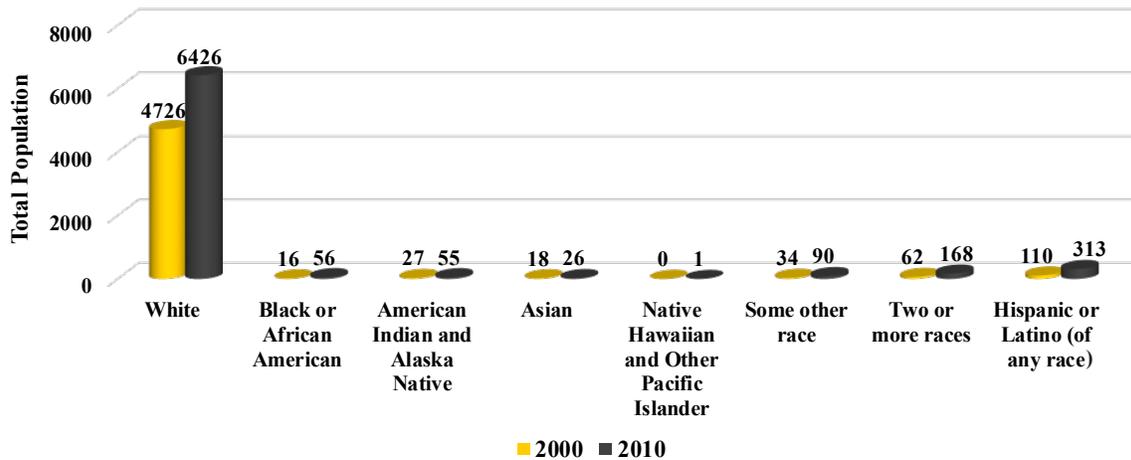
Life Expectancy: Individuals as a whole are living longer, and thus often needing senior services for a longer period of time. Overall, from 2010 to 2020, the average life expectancy is projected to increase to 79.5 years from 78.3 years in 2010.

Concerns of the “20 somethings”: Historically, it was common for individuals to move to a community where they could find a job, no matter the location. It is becoming more common, however, that young adults will choose the location they would like to live before the search for a job begins. Young adults typically search for a community to reside in that fits their desired quality of life. Although where they work is still important to young adults, where they live is often more important. Young adults typically want to work in diverse communities that offer well-maintained parks and trails, outdoor recreation, and entertainment options. Young adults and professionals will move to and stay in communities that offer the following qualities:

- Health: Clean air, water, and open green spaces
- Earning: Opportunity to develop a well-paying career in the future
- Learning: Higher education options
- Diversity: Opportunity to interact with diverse members of the population
- Cost: Affordability of housing and entertainment options
- Entertainment: Activities to engage in outside of work
- Transportation: Easy commuting options, walkability, and mass transit opportunities

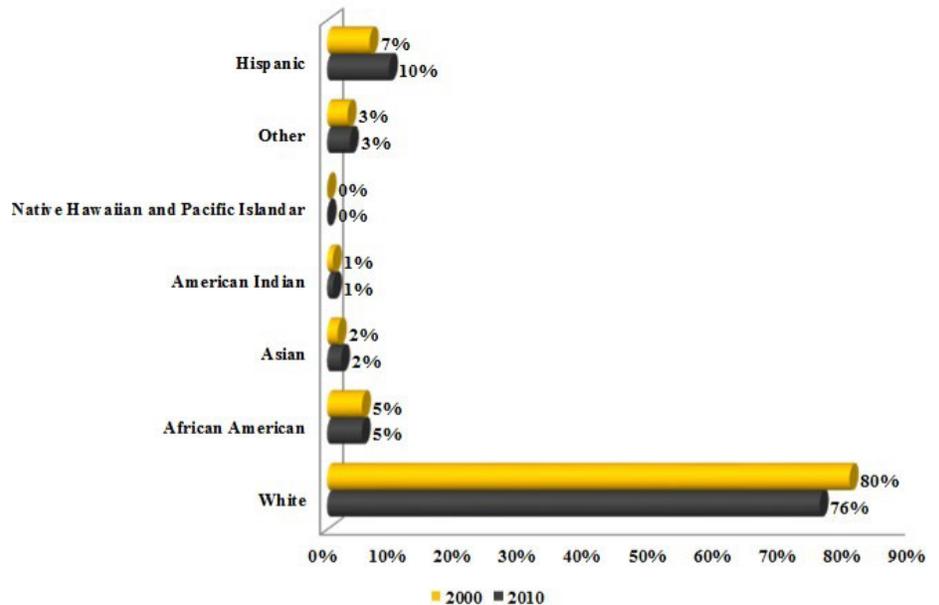
Race: The racial composition of Valley Center is becoming more diverse. In 2000, the white population made up nearly 97 percent of the population, and in 2010, 94 percent of the Valley Center population was white. Although a very small share of the total population, the African American population grew at the fastest rate (250%). In 2000, the African American sector comprised .33 percent of the population, and in 2010 comprised .82 percent of the population. The American Indian and Alaskan Native sector also grew substantially, 104 percent from 2000 to 2010; making up .55 percent of the population in 2000 and .81 percent of the population in 2010. The white population grew by 36 percent from 2000 to 2010, the slowest growth of any segment. The Hispanic/Latino population grew by 185 percent from 2000 to 2010, in 2000 this segment composed 2 percent of the population and in 2010 composed 4.6 percent of the population. No racial groups declined in population from 2000 to 2010.

Chart 4: Valley Center Population Composition by Race



The population of the state of Kansas was more diverse than the City of Valley Center in 2000, and is becoming more diverse at a faster rate. As seen in Chart 5, the population of the state of Kansas decreased from 80 to 76 percent white from 2000 to 2010; the Valley Center community was composed of 94 percent white individuals in 2010, down 3 percent from 97 percent white in 2000. The Hispanic population composed 10 percent of the population of Kansas in 2010, up 3 percent from 2000, whereas the Hispanic/Latino population in Valley Center composed 4.6 percent of the population in 2010, up 2.6 percent from 2000. The African American population remained steady as a percentage of the total population in the state of Kansas; in Valley Center the African American population grew from .33 percent to .82 percent from 2000 to 2010.

Chart 5: Kansas Population Composition by Race

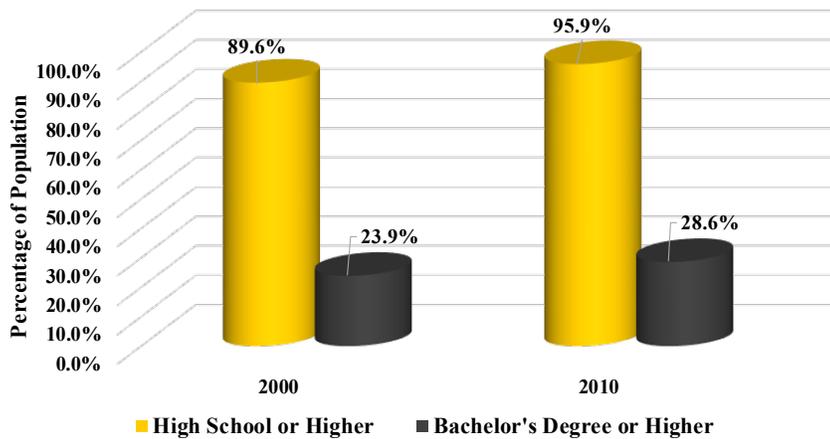


Nationally, in the 2010 census, people of Hispanic or Latino origin comprised 16 percent, 50.5 million, of the total population, an increase from 13 percent in 2000. More than 50 percent of the growth in the total population of the United States from 2000 to 2010 was due to increases in the Hispanic population.

Trend Considerations: As communities continue to become more diverse, it will be necessary to address certain potential challenges, including: communicating with immigrant populations in their native language, providing services to help better integrate immigrants into the population (such as ESOL classes), and determining the best way to communicate with and provide services for immigrant populations.

Race: The educational attainment of a community influences economic development, the prevalence of public safety concerns, and a number of other key issues. Understanding the trends of educational attainment and competitiveness of a region is an important factor in planning for the future.

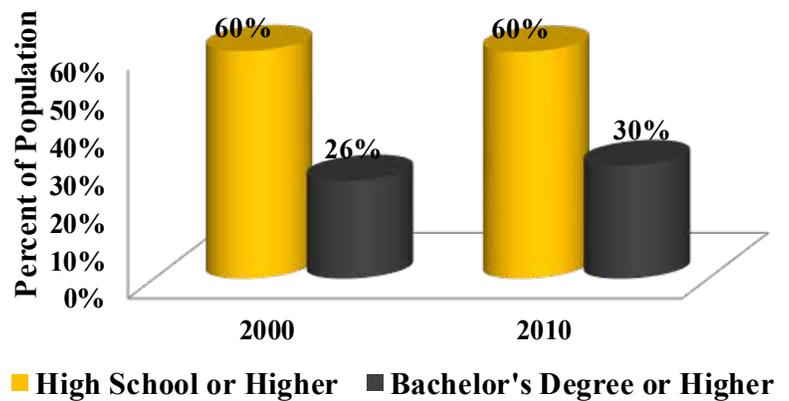
Chart 6: Valley Center Educational Attainment



Approximately ninety-six (96) percent of the Valley Center population 25 years and older have received a high school diploma or higher (i.e. some college, associate's degree). The composition of the Valley Center population having received a bachelor's degree or higher increased from 2000 to 2010, twenty-four (24) percent in 2000 and nearly twenty-nine (28.6) percent in 2010 (Chart 6).

Compared to individuals 25 or older across the state of Kansas in 2010, approximately thirty (30) percent more of the population in Valley Center has received a high school degree or higher and approximately one (1) percent less of the population in Valley Center has received a bachelor's degree or higher (Chart 7).

Chart 7: Kansas Educational Attainment



Trend Considerations:

Education is an important factor to consider for future planning because educational attainment and availability of education have historically been tied to economic growth in communities. Residents' education and income levels have been found to be consistent predictors of urban growth. Similarly, investments in education have been shown to increase labor productivity and reduce the incidences of social problems such as drug abuse, crime, welfare dependency, and lack of access to medical care, all of which can weigh heavily on the economy.

Higher levels of educational attainment in an economy often increases the human capital in the workforce, which leads to increased labor productivity and a higher level of output among workers. Higher levels of educational attainment also promote innovative thinking and exposure to new technologies, products, and processes which promote growth. Finally, education helps facilitate the diffusion of knowledge required to understand and process new information and to implement the new technologies devised by others, again promoting an economy's growth.

Education not only impacts those earning the education, but also provides many positives for the communities at-large. Research shows that when a community's supply of college graduates increases by one percentage point, residents who did not complete high school earn wages 1.9 percent higher and high school graduates earn wages 1.6 percent higher than otherwise. Such findings suggest that education impacts have an indirect benefit on other labor market segments.

Income: The Valley Center community's median household income was \$53,826 in 2010 (Chart 8), up 6 percent from 2000, when the median household income was \$50,683. The median social security income was up twenty-eight (28) percent from \$14,420 in 2000 to \$18,436 in 2010. In 2010, the mean retirement income was \$16,653, up twenty-four (24) percent from 2000 when mean retirement income was \$13,412.

Chart 8: Valley Center Population Income

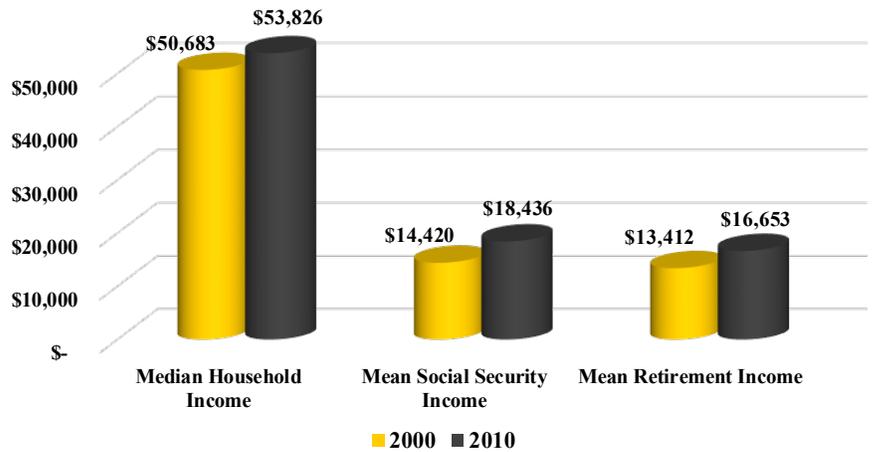
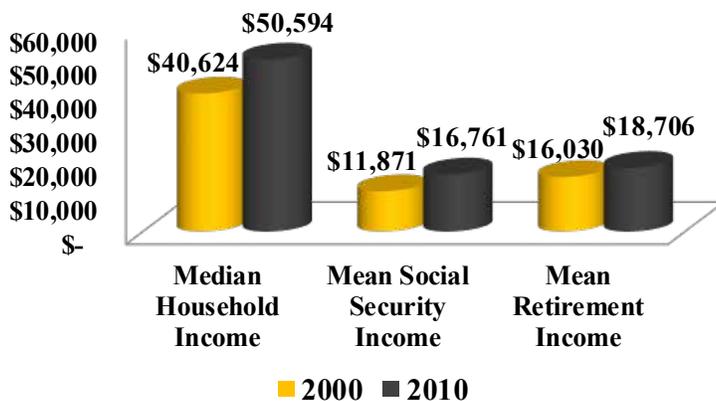


Chart 9: Kansas Population Income

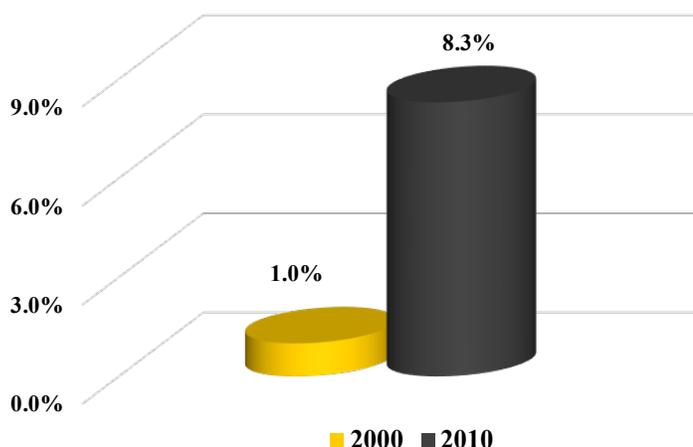


Median household income across the state of Kansas grew at a greater rate than median household income in Valley Center, although the median household income dollar amount is higher in Valley Center. In 2010, Kansas median household income was \$50,594, up twenty five (25) percent from 2000, when the median household income was \$40,624 (Chart 9).

Mean social security income also grew at a faster rate across the state of Kansas, although the mean total dollar amounts received through social security income are higher in Valley Center than across the state; in 2010, the mean social security income across the state of Kansas was \$16,761, up forty one (41) percent from 2000, when the mean social security income was \$11,871.

Mean retirement income grew at a slower rate across the state of Kansas than in Valley Center; the mean retirement income across the state of Kansas was \$18,706 in 2010, up seventeen (17) percent from 2000, when the mean retirement income was \$16,030. The mean retirement income for the state of Kansas was 12 percent greater than in Valley Center in 2010.

Chart 10: Families Living in Poverty



From 2000 to 2010, the percentage of families living below the federal poverty line increased from one (1) percent to eight (8) percent (Chart 10). Comparatively, approximately nine (9) percent of families in the state of Kansas were living below the federal poverty line in 2010.

Housing Trends

The number of housing units (displayed in Chart 11) in Valley Center increased from 1826 in 2000 to 2601 in 2010, a forty-two (42) percent increase. In 2000, 1761 (96 percent) of these units were occupied, and in 2010, 2484 (95 percent) were occupied (Chart 12).

Chart 11: Total Housing Units

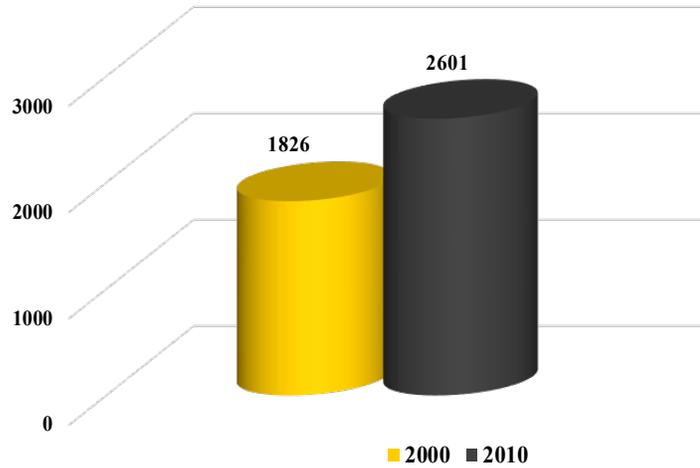
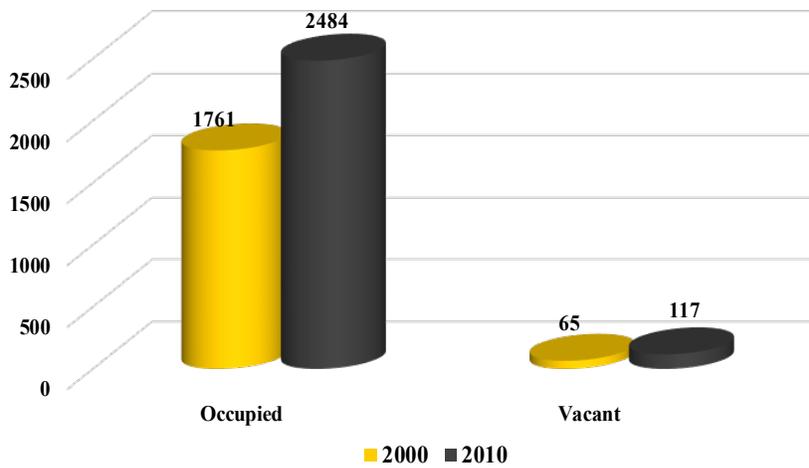
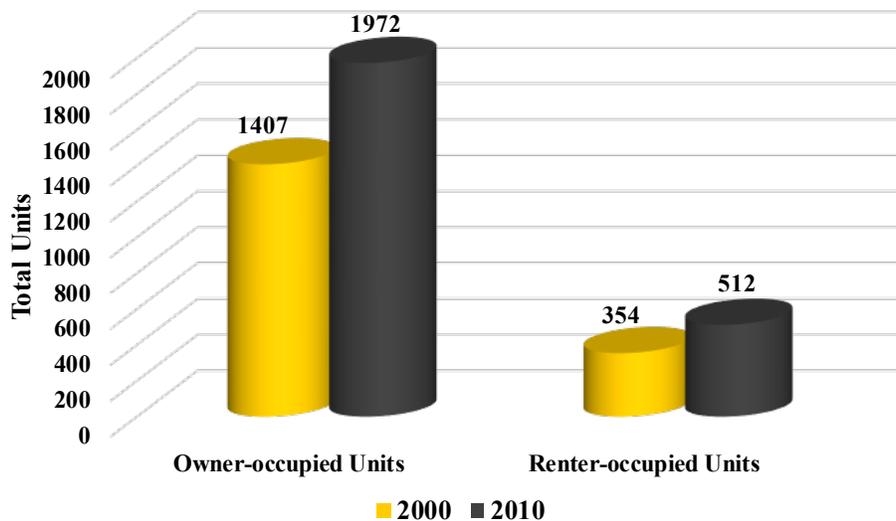


Chart 12: Occupied vs. Vacant



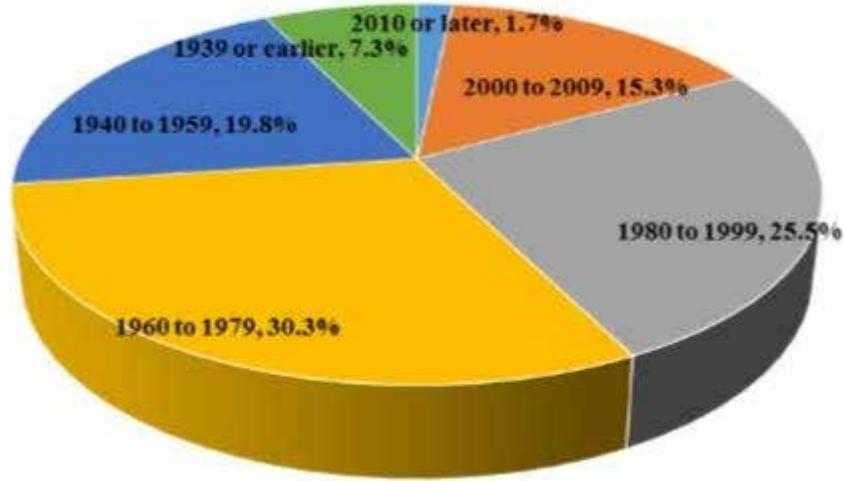
Of the occupied housing units, 1407 (79.9 percent) were owner occupied and 354 (20.1 percent) were renter occupied in 2000. In 2010, 1972 (79.4 percent) of the occupied housing units in Valley Center were owner occupied, and 512 (20.6 percent) were renter occupied. The number of owner occupied units grew by 40 percent, and the number of renter occupied units grew by 44 percent over the decade (Chart 13).

Chart 13: Owner vs. Renter



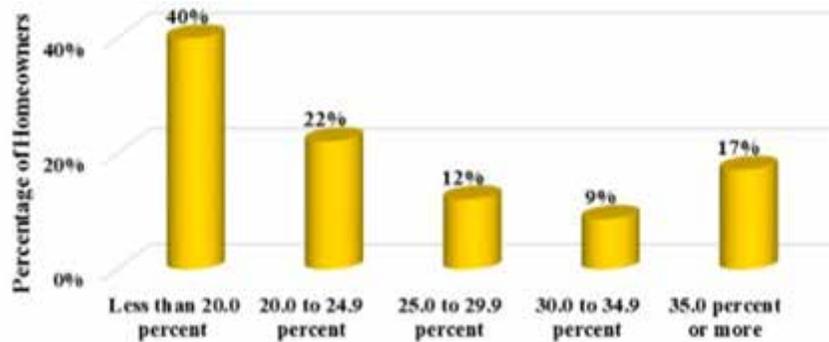
The majority of the housing stock in Valley Center was built before 1980. Seven (7) percent was built in 1938 or earlier; twenty (20) percent was built between 1940 and 1959; and thirty (30) percent was built between 1960 and 1979. Of the forty-two (42) percent built after 1980, twenty-five (25) percent was built between 1980 and 1999, fifteen (15) percent was built between 2000 and 2009, and nearly two (2) percent was built in 2010 or later (Chart 14).

Chart 14: Housing Stock - Year Built (as of 2014)



As a percentage of household income, the majority of homeowners (62 percent in 2010) pay twenty-five (25) percent or less on their home mortgage. It is recommended that homeowners spend no more than twenty eight (28) percent of their household income on mortgage payments. In 2010, twelve (12) percent of homeowners spent from 25 to 29.9 percent of household income on their home mortgage; nine (9) percent spent from 30 to 34.9 percent; and seventeen (17) percent spent 35 percent or more of household income on their home mortgage payments (Chart 15).

Chart 15: Selected Monthly Owner Costs as Percentage of Household Income (Housing units with a mortgage) (2010)



National and State Trends in Housing Type and Size:

According to 2000 census data, the majority of Kansas families live in single-family homes constructed before 1979 with 4 or more rooms. The following statistics provide additional information regarding Kansas housing:

- 72 percent of the population in Kansas lives in a single-family home;
- 61 percent of those units were built before 1979;
- More than 50 percent of the homes have 4 to 7 rooms;
- 71.5 percent use gas as their heating fuel;
- 17.2 percent use electricity as their heating source;
- 81 percent of homes are valued at a \$150,000 or less;
- The median home value from 2005 to 2009 was \$118,500;
- 65 percent of homes have a mortgage;
- In 1999, 75 percent of population paid housing costs under 25 percent of their income;
- 60 percent of the population is paying between \$300.00 and \$750.00 for rent;

For the first time in its history, the National Association of Home Builders reported at its International Builder Show in January 2011, an overall decrease in the size of new homes being built. Builders surveyed expect homes to average 2,152 square feet in 2015, 10 percent smaller than the average size of single-family homes started in the first three quarters of 2010.

The average new home of 2015 is likely to feature a great room comprised of the kitchen, foyer, and living room rather than individual rooms. In addition to floor plan changes, 68 percent of builders surveyed say that homes in 2015 will also include more green features and technology, including low-emittance windows; engineered wood beams, joists or tresses; water-efficient features such as dual-flush toilets or low-flow faucets; and an Energy Star rating for the entire house.

Trends indicate that multifamily housing, including garden apartments, condominiums and mid-rise apartments, will experience increasing demand during the next several decades. Multifamily living can be the preferred housing types for young people just starting out in their careers, senior citizens who cannot or elect not to maintain a full-sized home and others who do not necessarily want the burdens that come with single-family home ownership. Communities may want to encourage the development of multifamily housing structures for a number of reasons.

- Multifamily housing choices provide economic vitality to the community, because they provide appealing options to residents.
- Multifamily housing enables a community to provide housing options to a wide range of incomes.
- Multifamily development is often environmentally friendly.

An inadequate supply of affordable housing essentially limits economic growth, because residents who pay high prices for housing, including housing related expenses such as homeowners insurance, property taxes, and repair costs, have less disposable income to spend on other goods and services. Similarly, businesses cannot expand their workforces without enough housing available to workers and their families.

Labor and Employment Trends

Powerful trends at the national and state level influence the City of Valley Center's economic viability. The labor and employment section investigates the impact of national and state trends on the City of Valley Center. Economics drives growth, tax base and ultimately resources and needs for future investment; all critical factors for future planning.

Federal Trends

Some of the major trends at the national level, through 2018, as reported by the National Bureau of Labor Statistics, will include the following.

- *Growing Work Force* – anticipated total labor force growth 2018 of 8.2%.
- *Aging Work Force* – a 43% rise in the number of employees aged 55 or older, who will comprise 24% of the total labor market.
- *Increasingly Hispanic Work Force* – the total number of workers, who are Hispanic, will grow by 33%.
- *More Service Jobs and Less Manufacturing Jobs* – anticipated 12.5% growth in service sector jobs and a 9% decrease in manufacturing jobs.
- *Areas of Growth* – professional & business services, health care & social assistance, and small-box & boutique retail trade.
- *Areas of Slow Growth or Job Loss* – manufacturing, government, and large-box retail trade.
- *More Education Required* – positions requiring a Bachelor’s degree will increase by nearly 17%, Associate’s degree by 19%, and post-secondary vocational training by 13%.
- *Growth in “Middle Market” Companies* – In recent years, “middle market” companies have added 2 million workers, nationwide. The middle market businesses are defined as having annual sales between \$10 million and \$1 billion. There are approximately 200,000 “middle market” businesses, which are 3% of all companies. This 3% of all businesses provide close to 34% of all private employment or 41 million jobs. The vast majority of these “middle market” companies are expected to grow within the next year. “Middle market” businesses tend to be more stable, which enables them to focus on innovation.

Kansas Employment Trends (2001 - 2010)

Nationally, total employment in 2010 was 2.84 percent lower than it was in 2001, for a loss of 3.1 million jobs. This national decrease in employment levels has been based on job losses in manufacturing, information, and construction. The job losses in these industries have been offset by gains in educational services, health care, and mining.

These national trends are evident in the employment growth of the Kansas economy over the same period. The long term economic growth in Kansas has been driven by growth in five key industries: health care, professional services, administration and waste services, accommodation and food services, and educational services.

The growth in professional and technical services and educational services in Kansas has been due to both an increase in the overall employment levels in these industries nationally and an increase in the market share of these industries regionally. Statewide growth in health care and accommodation and food services is mostly attributable to national growth in these industries. Kansas has experienced a loss of market share in each of these industries over the last decade. So, although there has been employment growth, it has not been as strong in Kansas as the national trend. Employment in the administration and waste services industry has grown in Kansas over this time period despite overall job losses nationally.

The long term growth in total Kansas employment has been negatively impacted by employment in the information and retail trade industries, which are shrinking at both the national and regional level. The state has also experienced significant job losses in both construction and manufacturing. In both of these industries the contraction has been less dramatic in Kansas than it has nationally. However, the net result was a significant loss of employment.

Kansas Employment Growth (2008 - 2010)

The shortterm state employment trends from 2008 to 2010 are very similar to the long term trends, with the exception of four industries that have been impacted to a greater degree by the recession of 2008 and 2009. These industries are mining, finance, professional services, and administration and waste services. Although these industries show long term growth from 2001 to 2010, they have not returned to their prerecession employment levels.

Valley Center Employment Trends

Chart 16a: Employment Status 2000

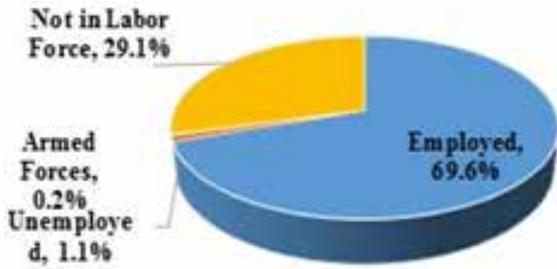
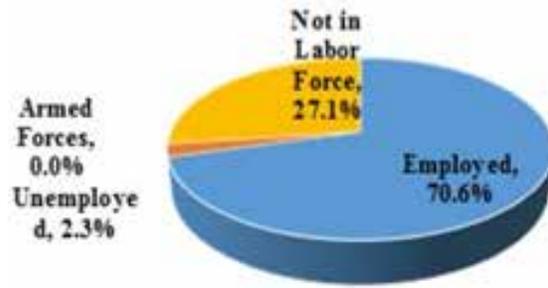


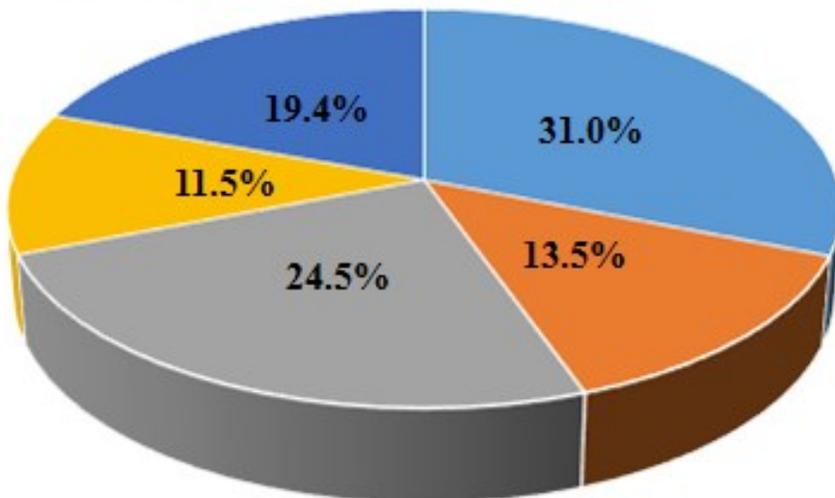
Chart 16b: Employment Status 2010



In 2000, prior to the economic downturn of 2008, 69.6 percent of the Valley Center community was employed, while 29.1 percent were not in the labor force, and 1.1 percent were unemployed (Chart 16a). Census numbers show that in 2010, the unemployment rate had increased to 2.3 percent of the population, and the percent of individuals who were not in the labor market had decreased to 27.1 percent of the population. In 2010, the percentage of employed persons in Valley Center rose 1 percentage point from 2000 to 70.6 percent (Chart 16b).

Chart 17: Resident Occupation 2000

- Management, professional, and related occupations
- Service occupations
- Sales and office occupations
- Farming, fishing, and forestry occupations/Construction, extraction, and maintenance occupations
- Production, transportation, and material moving occupations

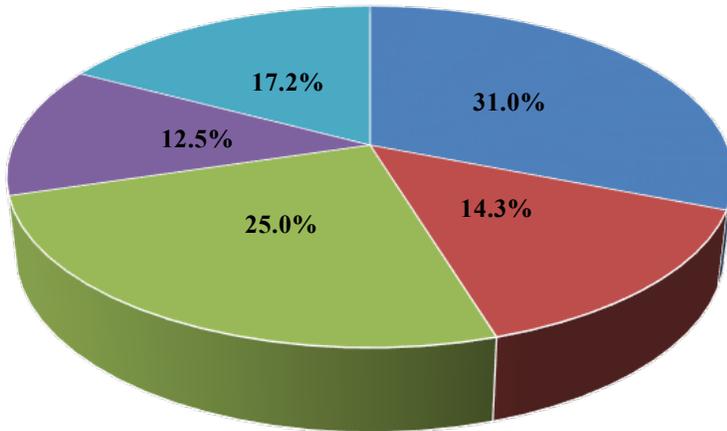


Occupations held by residents of Valley Center fall within five (5) Census categories: Management, professional, and related occupations; service occupations; sales/office occupations; Farming, fishing, and forestry occupations/Construction, extraction, and maintenance occupations; Production, transportation, and material moving occupations.

In 2000, the majority of the Valley Center community that was employed, held a management, professional, and related occupation (31 percent) or a sales and office occupation (24.5 percent). Nineteen (19.4) percent of the employed population held an occupation in production, transportation, and material moving, thirteen (13.5) percent in service occupations, and eleven (11.5) percent in farming, fishing, and forestry occupations/construction, extraction, and maintenance occupations (Chart 17).

Chart 18: Resident Occupation 2010

- Management, professional, and related occupations
- Service occupations
- Sales and office occupations
- Farming, fishing, and forestry occupations/Construction, extraction, and maintenance occupations
- Production, transportation, and material moving occupations

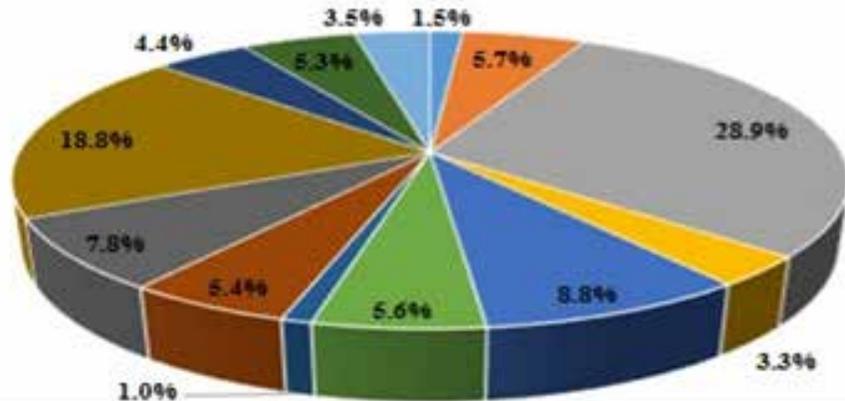


In 2010, the percentage of individuals holding an occupation in management, business, science, and arts (31 percent) remained steady. Fewer individuals held occupations in production, transportation, and material moving (17.2 percent, down 2.2 percentage points from 2000). Occupations seeing an increase in prevalence include farming, fishing and forestry occupations (12.5 percent, up 1 percentage point from 2000); sales and office occupations (25 percent, up 0.5 percentage points from 2000); and service occupations (14.3 percent, up 0.8 percentage points from 2000) (Chart 18).

The Valley Center community provides employees for a number of different industries. In 2000, manufacturing was the top industry employer, employing twenty-nine (29) percent of the community. Educational, health and social services was second in 2000, employing nineteen (19) percent of the community. The retail trade industry employed nearly nine (9) percent of the population, making it the third largest industry in 2000. Professional, scientific, management, administrative, and waste management services (7.8 percent of the employed population) and construction (5.7 percent of the employed population), were the fourth and fifth largest industries, respectively, in 2000 (Chart 19).

Chart 19: Industry 2000

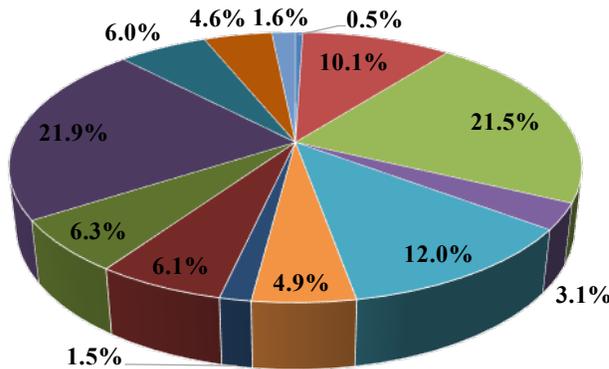
- Agriculture, forestry, fishing and hunting, and mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing, and utilities
- Information
- Finance, insurance, real estate, and rental and leasing
- Professional, scientific, management, administrative, and waste management services
- Educational, health and social services
- Arts, entertainment, recreation, accommodation and food services
- Other services (except public administration)
- Public administration



Industry

Chart 20: Industry 2010

- Agriculture, forestry, fishing and hunting, and mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing, and utilities
- Information
- Finance, insurance, real estate, and rental and leasing
- Professional, scientific, management, administrative, and waste management services
- Educational, health and social services
- Arts, entertainment, recreation, accommodation and food services
- Other services (except public administration)
- Public administration



In 2010 (Chart 20), educational services, health, and social services moved to the top industry, employing nearly twenty-two (21.9) percent of the employed population residing in Valley Center, rising 2 percentage points from 2000. Manufacturing fell to the second largest industry in 2010, and did not make up as large of a percentage of the workforce in 2010 as it did in 2000 (21.5 percent in 2010, down over 7 percentage points from 2000). Those employed by the retail trade industry grew from 2000 to 2010 (up 3 percentage points from 9 percent to 12 percent of the employed population), making it the third largest employer in 2010. The fourth largest employer, construction, employed 10 percent of the employed population in 2000 and growing nearly 5 percent from 2000. Industries that also saw growth from 2000 to 2010 include: information; finance, insurance, real estate, and rental and leasing; and arts, entertainment, recreation, accommodation and food services. Additional industries experiencing a declining trend from 2000 to 2010 included: agriculture, fishing, forestry, hunting and mining; wholesale trade; transportation and warehousing, and utilities; professional, scientific, management, administrative, and waste management services; other services (except public administration).



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