



EL DORADO

THE FINE ART OF LIVING WELL

City of El Dorado, KS
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TO: City Commission
FROM: Tabitha Sharp, City Clerk
SUBJ: Work Session Meeting Agenda
DATE: November 7, 2018

A Work Session is scheduled for November 7, 2018 at 4:00 pm in the Commission Chambers at City Hall, 220 E. First Avenue. The following items will be presented:

I. ITEMS FOR PRESENTATION AND DISCUSSION

- a. Visioning Summit Discussion

II. NOVEMBER 19TH REGULAR AGENDA REVIEW

- a. Service Awards
- b. Consent Agenda
 - i. City Commission Minutes
 - ii. Appropriation Ordinance
- c. Old Business
 - i. None
- d. New Business
 - i. None
- e. Executive Session
 - i. None

III. REPORTS

- a. City Commission Reports
- b. City Manager's Report

2018 Commission Priorities

Water Sales • Community Image • Industrial and Business Parks • Parks and Recreation • Public Safety



Visioning

El Dorado

A Community Visioning Summit

April 15, 2015

El Dorado Civic Center

El Dorado, KS

Introduction

To fulfill a part of its mission,

“...to benefit the community as measured by increased employment, payroll, business volume, housing starts and similar factors—”

the El Dorado Inc. Board and staff organized the Visioning Summit as a way to bring community leaders together to gather input and ideas about which direction the community should go and how to get there.

The first step was a six question survey completed by El Dorado Inc. members and other community members. The six questions were:

- *What do you value most about El Dorado?*
- *What do you think are the two most important issues for El Dorado to become more economically vibrant?*
- *What are the first steps needed to work on the two issues you identified in question #2?*
- *What is the single most important issue to promote growth in El Dorado, Kansas?*
- *What is the biggest deterrent to growth?*
- *What is the most important issue to promote job creation?*

Tabulated survey results revealed four issues of importance to community members for discussion at the Visioning Summit. (see Appendix I1 Survey results)

They were:

1. **Housing**
2. **Business Growth**
3. **Land Bank**
4. **Community Image**

Prior to the Visioning Summit, invitees were provided with background information about each topic through a series of four email updates. Recipients were given the opportunity to educate themselves on each topic in order to effectively participate in the summit.

Approximately 85 community leaders attended the Summit on April 15, 2015 at the El Dorado Civic Center. The event was facilitated by Beth Llewellyn, Strategic Organization Development Consultant.

After presentations by experts on the three discussion topics, attendees broke into three different discussion groups to give input on their chosen topic. Each group was led by a moderator. As an exercise to create vision for the future, each group was asked to write newspaper headlines they would hope to see in the next 5 years pertaining to their topic. Group members were asked to identify factors for success, action steps and stakeholders needed to achieve their headlines.

In the Shift and Share segment of the event, attendees were asked to shift to a different discussion group for 30 minutes for an opportunity to listen to their discourse, ask questions and give input. This exercise lent a new perspective to each group's conversation.

The following pages outline the Issues, Vision and Strategic Direction, and Factors for Success for each of the three discussion areas.

Many thanks to City of El Dorado, El Dorado Chamber and El Dorado Inc. staff who served as moderators and scribes for the event.

For a recap of the event see Butler County Times Gazette article (Appendix I2)



Housing

Housing Headlines

Front Page

**El Dorado is the new Silicon Valley for industry and manufacturing
Jobs! Jobs! Jobs!
NW Trafficway Construction Begins**

Business Section

El Dorado Recruiting Workers From Wichita!
El Dorado Draws Employees from Surrounding Areas!
Land bank Acquisition Accomplished
Incentives Address Developer Needs

Living Section

**Six Year Avg Growth Rate = 5% per year
Housing Starts UP Proportionately
Housing Boom in El Dorado**

Voices

**El Dorado Voted Best Place to Live In Kansas
Refinery Doesn't Smell Any More!**



Housing Content Expert—Ed Gard

Ed Gard, President of INTRUST Bank in El Dorado and member of the El Dorado Inc. Ad Hoc Housing Committee, gave a presentation to the Summit general session. He gave background on the work done by El Dorado Inc. which included the completion of the 2009 Housing Report, a study done by a committee on the state of the housing in our community and recommendations for possible actions. The report was shared with the El Dorado City Commission and staff, resulting in the creation of the Ad Hoc Housing Committee. He also outlined information from the 2013 focus group study done by the WSU Center for Economic Development and Business Research, which surveyed employees of El Dorado's largest employers about factors influencing their housing choices.

Ed shared existing data relating to El Dorado's housing including housing starts, current inventory statistics and the need for 3 bedroom, 2 bath homes. (see *Appendix H-1 General Session notes*)



Ed Gard

Housing Issues Identified

- El Dorado is in need of mid-priced (\$150,000-\$200,000) 3BR/2BA homes in order to attract new citizens to town.
- El Dorado is in need of quality 2BR/2BA rental properties to be available to home-seekers who are moving into town until they find homes to buy.
- Property taxes are an issue.
- Under present policy, specials increase the cost of housing for the buyer.
- The Northwest Trafficway from Main Street (Hwy 77) to West Central is important to development in North El Dorado
- Slum and blight in older neighborhoods is a problem, Could be addressed with encouragement of infill development and through a land bank.

Factors For Success	Action Steps	Stakeholders
Financing/Funding	Grant applications/Political Will	City County State Fed Private Entities
	Identify Reliable Long-Term Funding Sources	
	Crowd Funding	
Improve availability of quality housing	Create matrix to evaluate/measure housing quality improvements (owner occupied and rental)	Developers Board of Realtors Investors Land Owners Landlords City/Inc/Housing Committee
	Infill Opportunities	
	Maintain existing incentives as well as cultivate new ones	
Northwest Trafficway	Land Acquisition	City County State Federal General Community Political Will
	Planning	
	Funding	
Economic Development/Job Creation	Proactive Business Recruitment	College USD490 City/Inc
	Shovel Ready Land	
	Well trained labor pool	

Housing Recommendations

Provide all housing information and data collected to the Ad Hoc Housing Committee for further action.

This recommendation was derived by El Dorado Inc. staff and leadership from input gathered at the Visioning Summit . It is from the perspective of the El Dorado Inc. mission statement. Input from multiple stakeholders is needed to finalize strategic direction and action steps forward.

Ad Hoc Housing Committee

- 2 City Commissioners
- 2 Representative from
El Dorado Inc.
- 3 Representatives from
Major Employers
- 2 Building Professionals

Appendix References

H1 2015 Visioning PowerPoint

H2 General Session Notes from Visioning Summit

H3 Update #2 Pre-Summit Housing Information

H4 Notes from Visioning Session

H5 WSU El Dorado Housing Analysis

<http://Ks-Eldorado.civicplus.com/DocumentCenter/View/1161>

H6 Neighborhood Revitalization Program (NRP)

<http://eldoks.com/DocumentCenter/Home/View/1015>

H7 2014 Spec Housing Incentive Program

<http://eldoks.com/DocumentCenter/View/633>

H8 El Dorado, Inc. Housing Committee Report Spring 2010

<http://ks-eldorado.civicplus.com/DocumentCenter/View/1162>

H9 2030 Comprehensive Plan (Refer to Section 8: Housing)

<http://ks-eldorado.civicplus.com/DocumentCenter/View/400>



Land Bank

Land bank Acquisition Accomplished Housing Starts UP Proportionately Housing Boom in El Dorado

Land Bank Content Expert—Tim Connell

Local attorney Tim Connell gave an overview of land banks—what they are, what they do and why have one— to the Visioning Summit general session. He explained a land bank is a legal tool to which land is deposited and repurposed and is managed by a government entity. Property can be stored/held, free of ad valorem taxes, until the right use comes along. Land is received by the land bank through purchase or donation. The land bank keeps the profit from selling land to pay assessments or acquire new property. The establishment of a land bank requires much thought and planning. *(See Appendix LB 1 General Session notes)*



Tim Connell

Land Bank Issues Identified

- Blighted, run down or abandoned property is a problem in the older areas of El Dorado
- Developers hesitate to build a nice infill project if it is surrounded by run-down properties. A land bank could accumulate larger areas of land, allowing for better planning.
- Code enforcement seems to be difficult for the City.
- The City hesitates to bid against private citizens for tax sale properties.
- Clear parameters and rules need to be established before creating a land bank.

Factors For Success	Action Steps	Stakeholders
Land Bank	Determine Need	City Tax Payers Investors Taxing Entities Bankers
	Create Rules and Goals	
	Education – what it is, how it allows us to plan community better Do we continue the current City trend? How does land bank work with existing city policy?	
	Determine funding. Sales tax?	

Land Bank Recommendations

Refer all information collected to El Dorado City Commission.

This recommendation was derived by El Dorado Inc. staff and leadership from input gathered at the Visioning Summit . It is from the perspective of the El Dorado Inc. mission statement. Input from multiple stakeholders is needed to finalize strategic direction and action steps forward.

Appendix References

LB 1 Land Bank presentation notes from General Session

LB 2 Land Bank Pre-Summit Information

LB 3 Notes from Visioning Session

LB 4 Kansas land banking statute K.S.A. 12-5901 -12-5911

http://www.kslegislature.org/li_2012/b2011_12/statute/012_000_0000_chapter/012_059_0000_article/012_059_0001_section/012_059_0001_k/

LB 5 Hutchinson Land Bank information

<http://www.hutchgov.com/303/Land-Bank>

LB 6 FAQs about Hutchinson's Land Bank

<http://www.hutchgov.com/DocumentCenter/View/386>

LB 7 Guide to Land Banks and Land Banking

<http://eldoks.com/DocumentCenter/View/1167>



Business Growth

Business Growth Headlines

Front page:

U.S. Census shows El Dorado passes 16,000 mark

No Water Shortage!

Northwest Trafficway complete

El Dorado is now a wired community

El Dorado busting at the seams!

Petro-Tech announces new well sensor product line

Business Park full!

Downtown prospers

Former Fenton Ford property re-used

Voices:

El Dorado is clean, looks great

Great internet access

Living:

New housing goes up along trafficway

New event stadium built

El Dorado has #1 schools in Kansas

Business Growth Content Experts— Linda Jolly, Herb Llewellyn

City Manager Herb Llewellyn and Executive Director of El Dorado Inc. Linda Jolly teamed up to give the general session presentation on Business Growth.

Through a slide presentation they detailed the story of how the recruitment of BG Products created a domino effect resulting in the acquisition of land, sale of a spec building to Valmont Industries, the purchase of the El Dorado Country Club golf course, enhanced infrastructure, increased access to rail, enhanced water system, new lodging, a student housing complex, a new stadium, relocation of another company, 220 new jobs, 100 retained jobs and recently the landing of the Shrine Bowl in 2017.

The purpose of the story was to show how business growth and recruitment impact a community very positively in residual ways.

(See Appendix BG2 General Session notes)

Business Growth issues identified

- El Dorado has many assets which should be utilized to encourage growth
 - ⇒ Overland transport access—highways and rail
 - ⇒ Lake, parks, recreation, quality of life
 - ⇒ Business park and industrial park with rail
 - ⇒ Relationships
- El Dorado needs better housing to attract employees
- Making El Dorado a wired community would be attractive to new business
- Support services or specialized products for the oil industry would be a natural fit
- Existing businesses should be a source of growth
- Reuse and infill of commercial property
- Continued development of industrial and business parks— shovel ready property
- Should we consider another spec building to make it easy for business to move here at a relatively low cost?



Herb Llewellyn



Linda Jolly

Factors For Success	Action Steps	Stakeholders
Existing Business Development-	On-going communication Succession Planning	Local Business City at Large El Dorado, Inc. School Districts BCC Citizens/Community El Dorado Chamber El Dorado Main Street
	Include Peer Groups	
	Monitor health care industry changes; promote local hospital to keep it open	
	Keep on top of state regulations and available grants and incentives	
Continue Industrial-- Business Park Development near Holiday Inn Express	Make existing Industrial Property shovel ready—Do we need a spec building?	Same as above
	Make Business Park an entertainment district— Market to truck stop—Will trucks get off at restricted access to buy fuel. Oklahoma Fuel Tax is Lower!!!! Advertise in IT Magazine or appropriate trade magazine City Wide Wi-Fi as a public utility Pursue home-based businesses larger employers oil related businesses, services Look at opportunities to expand based on transportation availability. Take advantage of opportunities associated with Lake El Dorado, possible housing, retail developments near the lake.	
	Use CID or TIF tools as funding tool Consider private/public partnership	
Infill-Commercial	Advertise, Trade Shows, Market D/T,	Same as above
	Communicate with existing businesses to see what they want to do with empty property	
	Determine what businesses are needed	
	Fill strip centers	

Business Growth Recommendations

Facilitate a meeting between the City staff/commission and economic development partners to identify and prioritize action items. Coordinate resources accordingly.

This recommendation was derived by El Dorado Inc. staff and leadership from input gathered at the Visioning Summit . It is from the perspective of the El Dorado Inc. mission statement. Input from multiple stakeholders is needed to finalize strategic direction and action steps forward.

Appendix References

BG1 2015 Visioning PowerPoint

BG2 General Session notes

BG3 Notes from Visioning Session

Community Image

Community Image Headlines

Front page:

El Dorado named 'Best in Kansas' by Time Magazine

Education-Amenities-Low taxes-Green community

New Aquatic Park opens

Expected to be destination

Vision 20-20 starts next 12 years

El Dorado now regional water supplier for South Central Kansas

Water pumped west, cash pumped east

New educational opportunities drive business growth

Employers drive needed curriculum

Local students find work at home

Two new elementary schools open

Voices page:

El Dorado produces "star" athletes...

One reflects back on youth in El Dorado as he enters NBA draft 2021

El Dorado Community Market is the place to be on Saturdays!

Craft fairs, produce, socializing and live Music

El Dorado Lake and State Park offers kayaking races and tours. Brandi Lane, Oz Endurance excited to host

Thunderboats return to El Dorado and bring excitement to our 'Adventurist Backyard'

El Dorado is the new 'Hot Spot' in youth sporting tournaments-

Local parent loves staying local

Business page:

Where the past meets the future: El Dorado energy

Homes retrofitted to reflect modern standards

Technology Park off the grid

Low head generators installed

E-commerce based business providing more jobs and filling more downtown space

City completes WIFI build-out

Southwest Air comes to El Dorado Airport

Community Image Headlines continued

Living page:

Enhanced recreational activities improve quality of life

Lake development attracts new residents

Festival attracts tens of thousands of participants

New housing development offers quality affordable housing

Community Image content expert , Laurie Carney

Laurie Carney, Principle at The Strategy Group, marketing/advertising firm from Wichita, spoke to the general session about discovering one's unique identity.

She urged marketers to remain RELEVANT, AUTHENTIC and ASPIRATIONAL. With today's increased communication speed and avenues, the world is in our purview, and we must be aware of the aspirations of the global consumer. Our environment is much broader, yet each community breaks down into small subsets and each communicates differently. We must find a way to connect with the right core message and through the right channels.

In order to create raving fans, one must find the first follower– that person with the courage to be the first to follow. Leaders must think about how to lay the mantle of leadership on other individuals, who will then pass it to the next person. This is how one grows influence. (See *Appendix C11 General Session Notes*)



Laurie Carney

Community Image Issues Identified

- El Dorado has many assets which could make El Dorado a destination. These assets should be capitalized upon.
- El Dorado has some negative perceptions which need to be overcome so they are not barriers to community/business vibrancy.
- We should own what we are and tell our own story
- Identifying funding will be crucial to developing a marketing plan.
- Currently, potential partners are unengaged.
- El Dorado lacks amenities for youth entertainment.

Factors For Success	Action Steps	Stakeholders
Definition of community & Acknowledgment of the past (Make the image of El Dorado shine)	1)Research – Multi faceted	Community Organizations Businesses City Staff USD 490/375 BCC Social Services
	2)Communicate results – leverage outlets	
	3)Embrace the results	
	4)Develop action plan	
Partnership and Collaboration	1)Define the partners	Community Organizations Businesses City Staff USD 490/375 BCC Social Services
	2)Define shared vision and values – ownership of the vision and values	
	3)Understanding strengths/assets	
	4)Utilize assets	
	5) Bring together base group of stakeholders to define vision/values	
Resources	1)Research funding opportunities	Community Organizations Businesses City Staff USD 490/375 BCC Social Services
	2)Understand assets – leverage assets	
	3)Good tax base – establish source of funds	
	4)Educate public about opportunities	

Community Image Recommendations

Recognizing the City of El Dorado historically has been the primary or pivotal partner in forming the image message for the El Dorado community, we recommend this information be forwarded to the City for their consideration. The City can then collaborate with the necessary supporting organizations to achieve the scope of work they feel is reasonable, manageable and measureable. As always, El Dorado, Inc. is willing to be a supporting partner in this effort.

This recommendation was derived by El Dorado Inc. staff and leadership from input gathered at the Visioning Summit. It is from the perspective of the El Dorado Inc. mission statement. Input from multiple stakeholders is needed to finalize strategic direction and action steps forward.

Appendix References

C11 General Session Notes

C12 Update #3 Community Image Pre-Summit Information

C13 Notes from Visioning Session

Resources

SNAP!

<http://www.360eldorado.com/blog>



City of El Dorado

<http://eldoks.com/>

El Dorado CVB facebook

<https://www.facebook.com/eldorado.cvb>

El Dorado Chamber of Commerce

<http://www.eldoradochamber.com/>

El Dorado Main Street

<http://eldoradomainstreet.org/>

360 El Dorado

<http://360eldorado.com>

360ElDorado facebook

<https://www.facebook.com/360eldorado>

El Dorado, Inc.

<http://www.360eldorado.com/CivicOrganizations/ElDoradoInc.html>

<http://eldoks.com/298/El-Dorado-Inc>





Visioning El Dorado

A Community Visioning Summit

April 15, 2015

El Dorado Civic Center

El Dorado, KS

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Community Imaging

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Q 1: What do you value most about El Dorado?

Comments related to Business

1. The people of El Dorado tend to support local businesses, even while City officials generally do not.
6. Diversity of economic factors - we are not just a refinery town anymore (although the refinery remains critical
7. wide range of possibilities we have to grow
10. Ability to get the things I need without going outside except for a few things.
26. The "can do" attitude of all the stakeholders from Inc to CVB to the Chamber. Nothing is impossible if we

Comments related to the El Dorado community and people.

2. Friendly people and good economy
3. Small, safe town to raise my family. Being located a safe & easy distance to a much larger city is nice as well.
8. Sense of community is present.
9. Volunteers
11. Small town with good proximity to large towns
14. Size
15. Relationships
16. Small town/family values. Close to a bigger city.
17. My Hometown
18. Small town feel with most of the luxuries of a big city.
19. Small town, friendly, family oriented neighborhoods. I feel it is safe to let my children play outside during the day. I like the small town life atmosphere.
20. Small town feel. (relatively speaking). Small enough to know a lot a lot of people, but large enough to not know everyone. I enjoy the volunteer opportunities this community has to offer and the pride that the current
21. The lake and community collaboration
22. Nice small town atmosphere. BCCC. There are a lot of jobs in El Dorado however people just don't like living
23. cooperative attitude, friendly people, ability to come together to support community efforts
24. Small town atmosphere and business people willing to work together.
25. Friendliness of people, business, schools, churches, etc.
26. The "can do" attitude of all the stakeholders from Inc to CVB to the Chamber. Nothing is impossible if we
27. The friendly people and small town feel.
28. people that live in El Dorado
29. The spirit of volunteerism, generosity and can do attitude among most residents that gets good things done.
30. Small town
31. Hometown Charm
32. Overall quality of life, quality education K-12 plus BCC, premiere local health-care, a safe community, proximity to Wichita, an autonomous downtown and business community, a giving community (philanthropy and volunteerism), a friendly community, recreational resources (lake, Y, bike-path), and cultural resources (Coutts,
33. Small town great to raise a family.
37. Small Town atmosphere in relation to living.
38. It is a good place to be FROM
39. I value the quality of life and the fact that ELD is self sustaining. I do not have to travel to get any service I am
40. Small town history
41. community living with in a City
42. Volunteers
43. Small town feeling where individuals can become part of a "community." Appropriate sized schools, relative proximity to all services, easy access to Wichita when needed.

Q 1: What do you value most about El Dorado?

Comments related to water

5. Water, lots of good clean, good tasting water

34. the water we have

35. The lake.

46. Small community life but with good amenities such as Y, 2 good school systems, college, hospital. Great location near Wichita, on turnpike and edge of Flint Hills. Great water supply and rec value of lake.

Amenities

4. Improvements by government and business to make our town vibrant: YMCA, SBA Mem Hospital, BCC, New school facilities, keep downtown vibrant.

21. The lake and community collaboration

22. Nice small town atmosphere. BCCC. There are a lot of jobs in El Dorado however people just don't like living there.

32. Overall quality of life, quality education K-12 plus BCC, premiere local health-care, a safe community, proximity to Wichita, an autonomous downtown and business community, a giving community (philanthropy and volunteerism), a friendly community, recreational resources (lake, Y, bike-path), and cultural resources (Coutts,

35. The lake.

36. Great amenities (parks, trails, schools, relatively healthy economy) for a small town with proximity to Wichita

39. I value the quality of life and the fact that EID is self sustaining. I do not have to travel to get any service I am

43. Small town feeling where individuals can become part of a "community." Appropriate sized schools, relative proximity to all services, easy access to Wichita when needed.

44. Recreation and schools

46. Small community life but with good amenities such as Y, 2 good school systems, college, hospital. Great location near Wichita, on turnpike and edge of Flint Hills. Great water supply and rec value of lake.

Location

3. Small, safe town to raise my family. Being located a safe & easy distance to a much larger city is nice as well.

11. Small town with good proximity to large towns

12. Access to Wichita & Kansas City....close, safe commutes....KTA!

13. It's vicinity on I-35 Corridor

16. Small town/family values. Close to a bigger city.

18. Small town feel with most of the luxuries of a big city.

32. Overall quality of life, quality education K-12 plus BCC, premiere local health-care, a safe community, proximity to Wichita, an autonomous downtown and business community, a giving community (philanthropy and volunteerism), a friendly community, recreational resources (lake, Y, bike-path), and cultural resources (Coutts,

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46. Small community life but with good amenities such as Y, 2 good school systems, college, hospital. Great location near Wichita, on turnpike and edge of Flint Hills. Great water supply and rec value of lake.

2015 Community Visioning Survey

<u>Q2; What do you think are the two most important issues for El Dorado to become more economically vibrant?</u>	<u>Q3; What are the first steps needed to work on the two issues you identified in question 2?</u>
<u>Attitudes/Leadership</u>	<u>Attitudes/Leadership</u>
1. Stop doing things in-house. Use local contractors and local businesses for El Dorado services. If businesses outside of El Dorado know that this City will support them, they may	1 1. Our City Manager must change his outlook on doing everything in-house. The City of El Dorado is not a contractor. Do what you're good at, and don't do what you are not
11. A city manager that listens and does what they are elected to do.	11. Get the community groups working together. And a new city manager that does not have hidden agendas.
11. A community that care more about doing what is best for the community and less for the few.	11. Get the community groups working together. And a new city manager that does not have hidden agendas.
13. Main Street Support!	13.1 Aggressive Main Street activities, target tax exempt
14. Excellent leadership and financial backing	14. Eldorado need fresh ideas and change it's image. First Impression is the key. We need to think outside the box and
16. Attitudes Once we change attitudes and perceptions, the rest should work together and fall into place.	16. Including people from all areas and socioeconomic to be included in conversations to try and help change perceptions.
18. When Grants are available, make sure more people share in them. The last big one went to two projects!	18. Our Eco-Devo people need to get out of the office and make site visits. The "Good Deals" are often hidden from the
27. We need close cohesive partnerships with Main St, Inc and the Chamber. They must work as one to achieve economic missions. Separate they are weakened but	27. The Chamber, Main St, Inc and CVB have to start working together to become one powerful entity. We are in competition with othre communities not each other. We
31. Need to again become user friendly.	31. City manager is the biggest stumbling block. Forget about becoming rich from water sales. We are doing ok without
32. Less silos in leadership/business and more comraderie and callabration.	32. Revisioning amongst community leaders to put together a plan to move El Dorado into the future.
44. First, cooperation amongst citizens, commissioners and city staff in order to promote a positive perception to	44.1 Self-reflection by those in leadership roles and possibly an outsider to explain perception issues.
45. A functional City Commission.	45 1. Further educate the commission if possible.
45. More business friendly environment.	45.2 Get other business to "buy into" bringing more business

2015 Community Visioning Survey

<u>Q2: What do you think are the two most important issues for El Dorado to become more economically vibrant?</u>	<u>Q3: What are the first steps needed to work on the two issues you identified in question 2?</u>
Housing	Housing
2. Improve older existing housing, add new housing.	2. No response.
3. The El Dorado Lake.	3. Promoting the lake with possible development around the
7. Housing options.	7. Housing should help small and large business growth in El Dorado - many healthy incentives are already in place. I am
9. We need housing areas similar to other locations in our	9.2 Housing development strategy.
15. housing	15. Working better with city.
19. Housing base.	19.1 Keep helping developers.
22. Increased mid-income housing in developments and	22.1 Reduce or repair dilapidated housing in central areas of
23. Housing. Too many old houses in town and old closed businesses buildings decaying and unsightly. Because of this people do not chose to live there. This creates a cause and	23. Long term plan to get rid or update by creating redevelopment districts and how do you change the image. Many things have been done but just haven't caught on.
24. Nice, clean, affordable housing.	24. Clean up blighted housing; enforce city regulations to get properties cleaned up support law enforcement to enable
25. Housing	25. No response
26. Housing, whether it be new builds or neighborhood revitalization. Landlords who take pride in their rental property and tenants who take care of rental property.	26. Better education to homeowner's about the revitalization program. Letting them know what it has to offer them and how they can get the funding for repairs, etc.
28. Housing.	28. Tax incentives to clean up existing deteriorated areas and better advertisements of what El Dorado has to offer families
29. Existing housing.	29. housing stock survey by an outside company action plans
30. More affordable housing options for middle and higher low income individuals/families.	30. A more unified, collaborative effort among elected officials, and public and private entities -- in other words a
33. Increase the availability of affordable housing which meets the needs of those who already live here and those who are considering a move to El Dorado (new and existing).	33. Continue the public/private partnership between the City and Inc. for both initiatives. 1. Review and expand actionable work plans based on Inc's housing study and associated
37. Enhance downtown with housing and vibrant local retailers.	37.1 help with incentives and grants for downtown area housing and encouragement to fixup existing buildings.
38. Housing, spending development money wisely. Community input, not letting an individual make the most	38. City Government must work closely with developers to open new areas. All elected officials should work with their
40. Housing.	40. Political will
41. Housing.	41.1 promoting development of multi family housing and
44. Good housing options at the low-mid to upper-mid range.	44.2 Better cooperation between govt and developers in incentives to promote revitalization or new development.
46. Housing-need more choices.	46.1 Housing-develop a new area, say like is starting up North on a small scale, but bigger. Clean up/remove old areas.

2015 Community Visioning Survey

<u>Q2: What do you think are the two most important issues for El Dorado to become more economically vibrant?</u>	<u>Q3: What are the first steps needed to work on the two issues you identified in question 2?</u>
<u>Jobs</u>	<u>Jobs</u>
5. Good paying jobs.	5. Attract more job opportunities with higher pay whether manufacturing or high tech jobs. Also continue to update
9. We need businesses with good jobs.	9. Economic development continuing to locate businesses
12. Work force	12. Market water wisely and economic incentives.
17. Attract some new employers to the area.	17. Attract some new employers to the area.
17. Jobs. Diversity of employment/Manufacturing.	17. Attract some new employers to the area.
15 Better jobs	15. Working better with city.
20. Industry - we need more good paying jobs in the community.	20 1. Economic development incentives. Tax abatements, grants or other funding to attract companies or corporations.
35. Landing company with good jobs.	35. promote el dorado
40. Work force.	40. Political will
41. Jobs	41.2 Be much more user friendly to new business.
42. Additional higher paying jobs.	42. No specific response
43. Higher paying jobs.	43.1 More focused proactive economic development.
46. Jobs-more, but also better paying jobs.	46.2 Have city and Inc working together to promote new business and growth of existing businesses. Is the city pro-

2015 Community Visioning Survey

<u>Q2: What do you think are the two most important issues for El Dorado to become more economically vibrant?</u>	<u>Q3: What are the first steps needed to work on the two issues you identified in question 2?</u>
<u>Recruitment</u>	<u>Recruitment</u>
1. Continue to heavily recruit companies to build in El Dorado, which will increase jobs, increase housing starts, and increase our tax base.	1.2 Consider a major marketing campaign, with billboards, radio, etc in the next 2-3 years. Have lots readily available for potential suitors when they call in an easy to read brochure.
2. Continue to work towards attracting businesses to El	2. No response
3. Keeping the refinery here along with the rail access in the	3. Continued work with the refinery to encourage it to stay.
3. The El Dorado Lake.	3. Promoting the lake with possible development around the
4. A "name brand" dining option would be a nice addition as well to pull patrons from smaller surrounding communities	4. Promoting our city to the appropriate entities.
7. Small business growth.	7. Housing should help small and large business growth in El Dorado - many healthy incentives are already in place. I am
8. Bringing in more industry.	8. put together a plan to show them the benefit to come to
8. Bringing in more retail and restaurants.	8. put together a plan to show them the benefit to come to
9. We need businesses with good jobs.	9.1 Economic development continuing to locate businesses
13. Attract industry	13.2 Local new employee housing support.
18. Work with existing businesses to increase their presence.	18. Our Eco-Devo people need to get out of the office and make site visits. The "Good Deals" are often hidden from the
19. Restaurants/shopping to draw companies here.	19.2 Find shops to fill the holes downtown and on Central.
20. Industry - we need more good paying jobs in the community.	20 1. Economic development incentives. Tax abatements, grants or other funding to attract companies or corporations.
20. Build on local assets	20.2. Offer grants or funding to local businesses or help promote new or expanding small businesses.
21. Business Startup (Provide incentives for new business startup, which will create new jobs and eventually new tax	21.1 Work with local organizations, the city and the state to provide an incentive package/program for new business start
21. Business Retainage (Keeping the businesses we have and keeping those new businesses that startup).	21.2 Once new businesses start up, continue to work with those businesses on training (business, marketing, etc) to
22. Increase the number of family restaurants for sit-down	22.2 Attract Applebees, Chilis, or Denny's style restaurants.
24. Continue to provide incentives to attract new businesses.	24. No specific response
28. More families with young children.	28. Tax incentives to clean up existing deteriorated areas and better advertisements of what El Dorado has to offer families
29. Retail that people like to have in town.	29. No specific response
30. Recruitment/expansion of businesses that offer higher wage job opportunities.	30. A more unified, collaborative effort among elected officials, and public and private entities -- in other words a
review adequacy of competitive/affordable incentives for new and/or expanding business.	and Inc. for both initiatives. 1. Review and expand actionable work plans based on Inc's housing study and associated
34. More businesses to provide good jobs.	34. Attracting business and industry.
37. Enhance downtown with housing and vibrant local retailers.	37.1 help with incentives and grants for downtown area housing and encouragement to fixup existing buildings.
37. Continue to bring in small to medium sized light industry	37.2Continue to market build-ready sites in proximity to rail,

2015 Community Visioning Survey

<u>Q2: What do you think are the two most important issues for El Dorado to become more economically vibrant?</u>	<u>Q3: What are the first steps needed to work on the two issues you identified in question 2?</u>
<u>Schools</u>	<u>Schools</u>
5. Good schools from elementary to BCC.	5. Attract more job opportunities with higher pay whether manufacturing or high tech jobs. Also continue to update
10. Developing and promoting our water and schools. These are two important assets that have not been developed to	10. Improvement in both has been initiated. Continuing to promote and utilize these assets is imperative.
25. Replacement of last 3 grade schools. New buildings have a tendency to bring higher dollar people to town.	25. I think groundwork has been laid, it is just a matter of how we proceed and change the attitude of taxpayers
43. Better education.	43.2 Better telling our education opportunities.
<u>Water</u>	<u>Water</u>
6. Marketing and selling our renewable resource, water.	6.1 Continue to market our water.
10. Developing and promoting our water and schools. These are two important assets that have not been developed to	10. Improvement in both has been initiated. Continuing to promote and utilize these assets is imperative.
12. Dependable revenue stream for quality of life issues.	12. Market water wisely and economic incentives.
31. Keep our water for butler county as those responsible for us having it intended.	31. City manager is the biggest stumbling block. Forget about becoming rich from water sales. We are doing ok without
36. We need to sell water to Wichita. Make them an offer they can't refuse.	36.2 Let's be the ones to re-establish the talks. And then lets make them an offer they can't refuse.
46. Water	46.3 Where are we on selling water and using part of
<u>Other</u>	<u>Other</u>
4. An additional venue that would help pull in large numbers	4. No specific response.
6. Making El Dorado a desirable community to want to live in and raise our children.	6.2 I believe drugs like Meth have a sinister effect on a minority in this community, but the crimes committed against others in the pursuit of drugs, the collateral damage, have a lasting effect on the desirability of a community. Crimes against children, prime example, crimes like the baby
21. My two most important issues are listed below, however to support these two items, we need more families living in this town. To get more families, we have to have better	21. No specific response.
36. I would like to see an ordinance to stop the big signage along Central St. You have to grandfather all the existing	36.1 Enact a new ordinance that restricts signage to buildings only. We need to ask for a meeting.
39. It needs to be a great place to LIVE Keeping the residents	39. Identify what discretionary and non discretionary
42. Taxes on real estate too high.	42. develop a five year plan for taxes relief.

Q3 What are the first steps needed to work on the two issues you identified in question 2?

1. Our City Manager must change his outlook on doing everything in-house. The City of El Dorado is not a contractor. Do what you're good at, and don't do what you are not capable of doing.
- 1.2 Consider a major marketing campaign, with billboards, radio, etc in the next 2-3 years. Have lots readily available for potential suitors when they call in an easy to read brochure. This campaign would be costly and would need to be a major budget item, but could have lasting impacts.
3. Promoting the lake with possible development around the lake and continued work with the refinery to
4. Promoting our city to the appropriate entities.
5. Attract more job opportunities with higher pay whether manufacturing or high tech jobs. Also continue to
- 6.1 Continue to market our water.
- 6.2 I believe drugs like Meth have a sinister effect on a minority in this community, but the crimes committed against others in the pursuit of drugs, the collateral damage, have a lasting effect on the desirability of a community. Crimes against children, prime example, crimes like the baby Jayla murder have a lasting effect on
7. Housing should help small and large business growth in El Dorado - many healthy incentives are already in place. I am not sure where the tipping point lies for housing.
8. put together a plan to show them the benefit to come to our area, contact them all
- 9.1 Economic development continuing to locate businesses here.
- 9.2 Housing development strategy.
10. Improvement in both has been initiated. Continuing to promote and utilize these assets is imperative.
11. Get the community groups working together. And a new city manager that does not have hidden agendas.
12. Market water wisely and economic incentives.
- 13.1 Aggressive Main Street activities, target tax exempt store fronts.
- 13.2 Local new employee housing support.
14. Eldorado need fresh ideas and change it's image. First Impression is the key. We need to think outside the box
15. Working better with city.
16. Including people from all areas and socioeconomic to be included in conversations to try and help change
17. Attract some new employers to the area.
18. Our Eco-Devo people need to get out of the office and make site visits. The "Good Deals" are often hidden
- 19.1 Keep helping developers. Find shops to fill the holes downtown and on Central.
- 19.2 Find shops to fill the holes downtown and on Central.
- 20.1. Economic development incentives. Tax abatements, grants or other funding to attract companies or
- 20.2. Offer grants or funding to local businesses or help promote new or expanding small businesses.
- 21.1 Work with local organizations, the city and the state to provide an incentive package/program for new
- 21.2 Once new businesses start up, continue to work with those businesses on training (business, marketing, etc) to keep their business strong.
- 22.1 Reduce or repair dilapidated housing in central areas of the city.
- 22.2 Attract Applebees, Chilis, or Denny's style restaurants.
23. Long term plan to get rid or update by creating redevelopment districts and how do you change the image. Many things have been done but just haven't caught on.
24. Clean up blighted housing; enforce city regulations to get properties cleaned up support law enforcement to enable them to slow/stop drug traffic.
25. I think groundwork has been laid, it is just a matter of how we proceed and change the attitude of taxpayers
26. Better education to homeowner's about the revitalization program. Letting them know what it has to offer them and how they can get the funding for repairs, etc. A program to help senior citizens in need of assistance

27. The Chamber, Main St, Inc and CVB have to start working together to become one powerful entity. We are in competition with other communities not each other. We must be as one. One stop shopping for Economy.
28. Tax incentives to clean up existing deteriorated areas and better advertisements of what El Dorado has to offer families with young children.
29. housing stock survey by an outside company action plans to improve existing housing.
30. A more unified, collaborative effort among elected officials, and public and private entities -- in other words a shared strategic focus.
31. City manager is the biggest stumbling block. Forget about becoming rich from water sales. We are doing ok without selling out of county.
32. Revisioning amongst community leaders to put together a plan to move El Dorado into the future.
33. Continue the public/private partnership between the City and Inc. for both initiatives. 1. Review and expand actionable work plans based on Inc's housing study and associated recommendations.
34. Attracting business and industry.
35. promote el dorado
- 36.1 Enact a new ordinance that restricts signage to buildings only. We need to ask for a meeting.
- 36.2 Let's be the ones to re-establish the talks. And then let's make them an offer they can't refuse.
- 37.1 help with incentives and grants for downtown area housing and encouragement to fix up existing buildings.
- 37.2 Continue to market build-ready sites in proximity to rail, and highway.
38. City Government must work closely with developers to open new areas. All elected officials should work with their constituents to govern for them, not what an individual themselves think.
39. Identify what discretionary and non discretionary spending is leaving El Dorado and why.
40. Political will
- 41.1 promoting development of multi family housing and senior living space.
- 41.2 Be much more user friendly to new business.
42. develop a five year plan for taxes relief.
- 43.1 More focused proactive economic development.
- 43.2 Better telling our education opportunities.
- 44.1 Self-reflection by those in leadership roles and possibly an outsider to explain perception issues.
- 44.2 Better cooperation between govt and developers in incentives to promote revitalization or new
- 45 1. Further educate the commission if possible.
- 45.2 Get other business to "buy into" bringing more business to town.
- 46.1 Housing-develop a new area, say like is starting up North on a small scale, but bigger. Clean up/remove old areas. (that is happening to some degree.
- 46.2 Have city and Inc working together to promote new business and growth of existing businesses. Is the city pro-business and partnership?
- 46.3 Where are we on selling water and using part of proceeds to develop a new area?

Q4: What is the single most important issue to promote growth in El Dorado, Kansas?

Recruitment/Jobs/Business

1. I think we need to focus our recruiting efforts to attract companies that could benefit from a close partnership with existing El Dorado companies, such as BG Products, HollyFrontier, etc.
2. Bring businesses to El Dorado that will provide jobs to people that want to also make El Dorado their home as opposed to commuting.
3. Promote the rail access for good business, such as BG and moderately priced housing for the workers.
8. Bring in more job opportunities with businesses.
7. Focus on small business growth and expansion, while not ignoring large business growth and expansion - for instance, if most small businesses could justify (or find) one additional employee you would see a ten to twenty percent increase across a large sector of El Dorado business-that is deliberate growth, without the boom
9. Jobs
11. Taking care of the businesses that we have and doing the best to provide for them while recruiting new ones to come to town.
14. The freight rates and It's vicinity between St. Louis and Dallas. Go after the large retail distribution Center to relocate in El Dorado.
15. More jobs.
17. Bring a growing company to town with similar values. Maybe a division of Koch.
18. Fairness to all entities, some in this community think it is a bad thing for a few to make money on local projects and thus they have alienated some local investors, and they have moved on.
20. Planning and development.
25. Jobs.
26. Housing and a shoe store. That's two but had to get the shoe store in.
27. Unity amongst stakeholders and attraction of growth industry to our community. More emphasis on downtown growth is vital as well.
39. Vertical integration of existing industries and/or integration of industries that have similar skill set and resource requirements.
45. Availability of build ready land for industry.
46. New business or growth of existing business.

Housing

2. Bring businesses to El Dorado that will provide jobs to people that want to also make El Dorado their home as opposed to commuting.
3. Promote the rail access for good business, such as BG and moderately priced housing for the workers.
19. Housing.
22. Housing.
24. Clean, affordable housing.
26. Housing and a shoe store. That's two but had to get the shoe store in.
28. Housing.
29. Existing housing improvements.
30. A variety of housing options that appeal to families and single individuals.El Dorado can be a great place to live, even while not working here.
33. Quality and affordable housing - new and existing.
36. Beautification. See if the State would sell off some of the land around the lake. This could be developed into high end housing. Use the water profits to beautify the city and to keep property taxes low.
41. Housing.
42. Better homes in all price ranges.

Q4: What is the single most important issue to promote growth in El Dorado, Kansas?

Other

31. Again, city adm. We need to become user friendly and figure out how not just say no.

34. Getting our story out.

35. Clean up old core part of town.

37. Easy to work with government entities that work together to make location here easy on business without roadblocks and time delays.

Quality of Life Issues

5. Keeping property taxes competitive with neighboring towns.

6. Desirability. Three primary issues affecting desirability: 1)The perception of quality schools; 2) Safe Community => low crime, drugs, etc.; 3)Healthy-Smell of the refinery makes people think they are exposing their children to unhealthy conditions.

10. Quality of life.

12. Water.

13. Safe, Clean, fair property taxes.

16. Changing the perception of our schools. We have a really good school system but due to perceptions and things of the past, it is hard to convince people from out of town of that.

21. Families. Making this town that is fun and safe for children to grow up in.

23. Needs to be a destination point, i.e the Lake!

32. We need more family focused entertainment options.

38. Stop wasteful spending. Fair taxation for all.

40. Perception and environment. I think the perception of our community has an affect on growth. Whether it be refinery odor, dirty industry, school reputation, city reputation, etc. Some of these can be addressed, some are intangible.

43. Great education perception.

44. I have no idea.

Q5: What is the biggest deterrent to growth?

Location/Boundaries/Workforce

1. Rail service, small market, lack of quality housing.
2. We have a large number of people that commute to El Dorado for their job as opposed to also making El
3. Not having space available and ready to prospective businesses.
15. Industry recruitment.
17. Education/skills of the workforce.
20. Location / transportation of material in and out of our town.
23. Location to Wichita or Cities closer to Wichita. Nothing one can do about this. Location of Prison may also be an issue but it never has been a problem.
28. Geographic limitations to urban sprawl. We are bounded by the south and east by the river. The oil well fields on the west limit growth in that direction. North is the only viable direction to grow.
36. Commercial - We need to give tax incentives to those who will set up in El Dorado. Residential - We need to develop to the north. We need to open up some of the ground around the lake. We need to bring in more jobs
39. Mental boundaries. Train tracks on south, turnpike on West, River on East, etc.
40. Availability of quality labor.

Attitudes

3. A bickering city commission.
9. Our reputation as a city - it has not been "upscale". We are not close enough to Wichita to really be a "bedroom" community where people want to locate for that reason (to commute to Wichita for work.)
10. Attitude within.
11. The overwhelming need of the few to remain the most important thing in town.
14. Lack of vision to think outside the box and current City Commission.
16. Perceptions of our town and school and that there are those in town that help spread those.
18. BS from the government and lack of truly visionary people on the various committees.
22. Blighted areas of town and a tendency to be our own worst critics, to the point of tearing our systems apart.
25. The socioeconomics we have currently. We have to make sure we don't look like a poor community.
27. Each stakeholder not letting go of their slice of the pie and collaborating in a meaningful way with each other.
32. Too much division.
33. Regulatory requirements, and availability of shovel ready (or nearly shovel ready) land development spaces.
38. Current city government.
41. Government
42. City commission fighting.
44. In-fighting between gov't officials.
46. Are all public entities pulling together? (City, Inc., Chamber)?

Housing

7. Lack of quality mid-range housing options is likely limiting our ability to attract employees (and residents) from outside the region. I think many of the stereotypical concerns about the school system have been overcome in recent years, both performance-based and facilities.
12. Housing.
22. Blighted areas of town and a tendency to be our own worst critics, to the point of tearing our systems apart.
24. Lots of rundown housing and not much for young professionals or families to rent or buy.
26. Again, housing but I know Inc and the city are trying. Again education of the general public on how they can utilize programs offered. Also make landlords more responsible for their properties.

Q5: What is the biggest deterrent to growth?

Housing

31. Investment housing loans are real hard to get. I believe if city found grants the could loan money to investors to purchase the less expensive properties to fix the those owners would move up into newer homes. The new homes could again be built and sold to those people.

37. I still believe the condition of large areas of blighted housing and rentals is a huge deterrent. When I moved here, the large areas of fundown rental housing was a big turnoff. This brings down the areas of town that are appealing to outsiders and must be addressed.

46. Maybe Housing-

Quality of Life Issues

5. Keeping property taxes competitive with neighboring towns.

21. Nothing for the children... for all ages. I have kids in the middle school age so I like to see fun and safe places where I can drop my kids off with their friends and just hang out. El Dorado needs more of that. The fact that we are losing our skating rink is not a step in the right direction. I applaud Wade for keeping the bowling alley

Refinery

6. Smell of the refinery, impression that it's unhealthy.

35. Refinery

43. Smell of the refinery.

45. Refinery - smell and perception it casts over the town.

Other

4. ?

8. There is no deterrent to growth.

13. Wichita/Kansas Economy.

19. Businesses are frightened of competition even though they would make more money if the city grew.

34. Unsure

Q6: What is the most important issue to promote job creation?

Recruitment

1. Continue building on what we have and bring in companies that could build a mutually beneficial relationship with our existing businesses.
2. Having areas ready for new business to move in.
7. More areas of employment, industry, retail and restaurants.
3. Bringing employers and new small businesses to town.
8. Industry/business development.
13. Installing new faces on the City Commission, using our water resource to increase manufacturing and growth. Change the image of USD 490 and the promoting tax incentives and our box of financial tools.
15. An employer with a vision to grow or at least dramatically improve. .
16. Ask around what is planned by those who currently have a business and employ people.
18. Business Startup
20. Making sure that the City/County still is looking to develop new industrial area with enough land and infrastructure to support a wide variety of potential businesses. Need to showcase that land is shovel ready and most of the infrastructure is ready to go. Makes the decision process much slower if it is not ready to go. There will be a need to customize for each company.
21. Provide incentives for small and large businesses to move to El Dorado.
22. Being business friendly as far as the City is concerned, trying to help small business, not hinder.
23. Shopping locally. Support what the city has to offer. Housing, schools, the Y, remodeled library, downtown renovation. Would help if the west entrance into town could be sold and cleaned up. A restaurant at the 254/turnpike entrance. There is more than one issue. It all has to work together.
24. Providing job creators undeniable reasons to bring their business to El Dorado. We are in competition with every single community in Kansas for jobs. We need a one stop shop of skilled professionals from the Chamber, Inc, Main Street, CVB and the city to work together under one umbrella organization so that we make it seamlessly easy to address everything from affordable housing to zoning in one office with a dedicated team approach to searching out, closing and maintaining new and growth businesses for El Dorado.
27. A more defined infrastructure that supports existing businesses and aspiring entrepreneurs.
28. Use incentives as we did for prison, pioneer balloon etc. inc is just sitting on 1/2 million dollars. We have proven in past build it and they will come. We need at least 100,000 sq. ft. spec building at all times so we have something to show and bring prospects. That's what inc was created for.
30. A community with a cooperative mind-set to grow and provide appropriate/timely resources to assist economic growth; and improvement in housing stock.
33. We must bring in more industry. We need to make ourselves the best choice to set up shop.
38. Housing and business incentives
39. Community understanding IRB's and other financial tools.
41. Cooperation in govt and private business.
42. Recruiting new business to town.

Q6: What is the most important issue to promote job creation?

Schools

4. Good schools are critical to having families even if we can attract the business to house here.

9. Schools.

13. Installing new faces on the City Commission, using our water resource to increase manufacturing and growth. Change the image of USD 490 and the promoting tax incentives and our box of financial tools.

Trained Workforce

5. Knowledgeable workforce.

11. Tech savy leaders and attitude.

14. Workforce

17. Ensuring that the jobs created provide those employees with enough money to live in El Dorado.

19. I'm not sure we need more jobs. We have plenty of jobs for people who choose to drive here from Wichita or

26. People to work the new jobs.

31. Good work force.

32. labor force

36. Skilled workforce.

37. Work force. I believe our work force is too small for us to recruit meaningful opportunities. Housing and quality labor force go hand in hand. Or is it Chicken and Egg.

Housing

6. Maybe I am a one-trick pony, but I think it is housing.

10. Having adequate housing at a price people can afford.

37. Work force. I believe our work force is too small for us to recruit meaningful opportunities. Housing and quality labor force go hand in hand. Or is it Chicken and Egg.

38. Housing and business incentives

Other

12. Low Property Taxes....Juco training for employees.

25. I think El Dorado should appeal to families with young children to relocate to town. We are only 30 minutes from Wichita and several job opportunities. We could promote the City as a great place to raise a family. More families would equal more tax revenue and more service industry jobs.

29. Need to advertise more the benefits that El Dorado has to offer. Everything from the lake to home town charm makes El Dorado viable. Think "SNAP" on a grander scale How do we take that to the next level? It's going to take collaboration with multiple entities.

34. Encouraging "shopping hometown", working to keep existing industry happy and satisfied beyond the time incentives runout, promoting and enhancing our "quality of life" benefits to prospective employers including hosptial, museums, parks, new schools, proximity to Wichita and small town values.

35. Promoting El Dorado as a great place to live and work. Then standing up for it by doing the right things for all types of workers.

40. Quality of life

46. A good plan of what we want to promote, how to, and partners involved in doing so.



Leaders discuss key issues for El Dorado's future

- Visioning El Dorado Summit event
- By Cristina Janney, Publisher Butler County Times Gazette

Posted Apr. 16, 2015 at 10:15 AM

El Dorado

El Dorado leaders met Wednesday to discuss key issues for the city's future, including housing, land use, business development and community promotion.

The event, which was called the Visioning El Dorado Summit, was sponsored by El Dorado Inc. and sought to explore the needs and goals of the community during the next six years.

The attendees broke out into three groups — housing, building business and community image.

Housing

Housing was an overarching theme that tied in to all three of the breakout groups.

Data gleaned from recent focus groups of El Dorado employees found housing was one of the top concerns for workers deciding to locate in the city.

Ed Gard, who was a facilitator for the breakout group on housing, said El Dorado's proximity to Wichita is an asset, but people want a quick way to get from the northeast section of the city to highways to the west.

The group agreed a northwest traffic way would be key to future success of continued development in northeast El Dorado.

The community needs a solid stock of rental, mid-level and upper-level homes, Gard said.

However, the homes that seem to be most in demand are family homes in the \$120,000-to-150,000 range, he said.

The most desired properties have three bedrooms and two baths. Of the 61 homes on the market in El Dorado as of last week, 25 homes were three bedrooms with two baths. Only a handful of those were built after 1980.

Jeremy Sundgren of Sundgren Reality said builders have said they are having difficulty building homes in the 120,000-to-130,000-price range.

Special assessments can add \$100 to \$150 per month to homes' costs, which can make it difficult for first-time homebuyers to afford homes.

The group noted infill could help improve blighted areas and would help mid-level buyers avoid high costs of special assessments.

"Infill is both a challenge and a opportunity, City Commissioner Bill Young, said.

The group noted there would need to be a political will at the city to use code enforcement to address blighted properties.

Incentives and grants would need to be sought to spark new housing starts as well as help existing homeowners with repairs on aging homes, Gard said.

Tim Connell introduced the concept of land banks to the summit. A land bank is usually administered by a government entity like a city or county commission. The land bank can take in vacant lots, properties that have been subject to tax foreclosure or blighted properties.

The land bank holds the property until such time it can be sold for suitable use and returned to the tax rolls. Land banks also have been used to hold property for non-profit use, such as a park or a Habitat for Humanity home.

- **Page 2 of 2 - Business development**

Linda Jolly of El Dorado Inc. and City Manager Herb Llewellyn led a group that explored the process of bringing new businesses to the community. Jolly and Llewellyn outlined how El Dorado was able to draw BG Products to El Dorado. BG brought \$109 million in new capital improvement and 220 new jobs to the city.

In attempts to draw new business to the community, leaders Wednesday said they would like to see El Dorado become a Wi-Fi community, maintain a quality water supply and grow in population.

The group also hoped to see BG full, a prospering downtown, and a business using the old Ford dealership on Central Avenue in the next six years.

Community image

Laurie Carney, co-owner of Strategy Group in Wichita, led the group that explored El Dorado's image.

"You need to be connected to grow your world and grow you understanding," she said. "You should ask who should care and what is your core message and what is the right delivery..."

The image group dreamed of El Dorado being recognized by Time magazine as the best place to live in the U.S. They envisioned an aquatics center, education that met employers' needs, low taxes, and El Dorado taking the lead in both traditional and green energy.

The community leaders saw El Dorado having craft fairs, a farmer's market, development at the lake, kayak races and tours, youth tournaments and a return of the Thunder boat races.

The group also envisioned El Dorado being home to e-commerce businesses by providing warehouse space.

What did the 2012 WSUCEDBR Study tell us?

- ▶ Those surveyed indicated the things *most important* in their decision making process to buy a home were as follows:
 - Availability of housing that met their criteria
 - Quality of Schools
 - I want to live near work (For those who moved to El Dorado)
- ▶ Second most important to All
 - Cost/value of housing relative to other markets
- ▶ At least a 3 bedroom, 2 bath home

Available Housing

- ▶ Multi-list search as of April 2015
 - 61 homes listed
 - 25 with 3 bedroom, 2 bath
 - 9 of 25 homes built after 1980
- ▶ Currently 5 spec homes

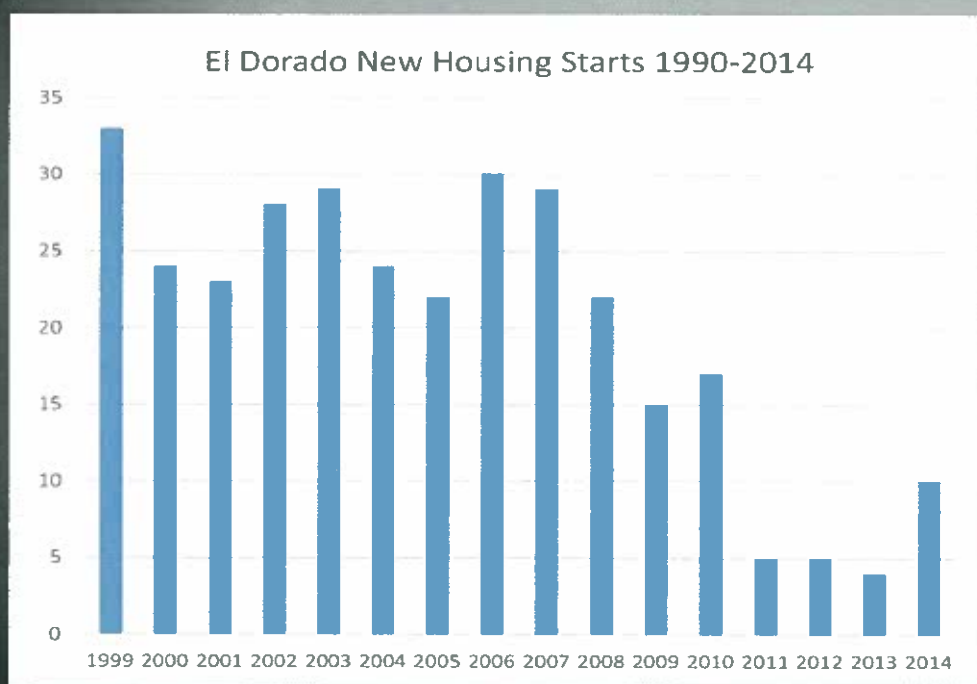
Available El Dorado Property for sale as of 4.9.2015

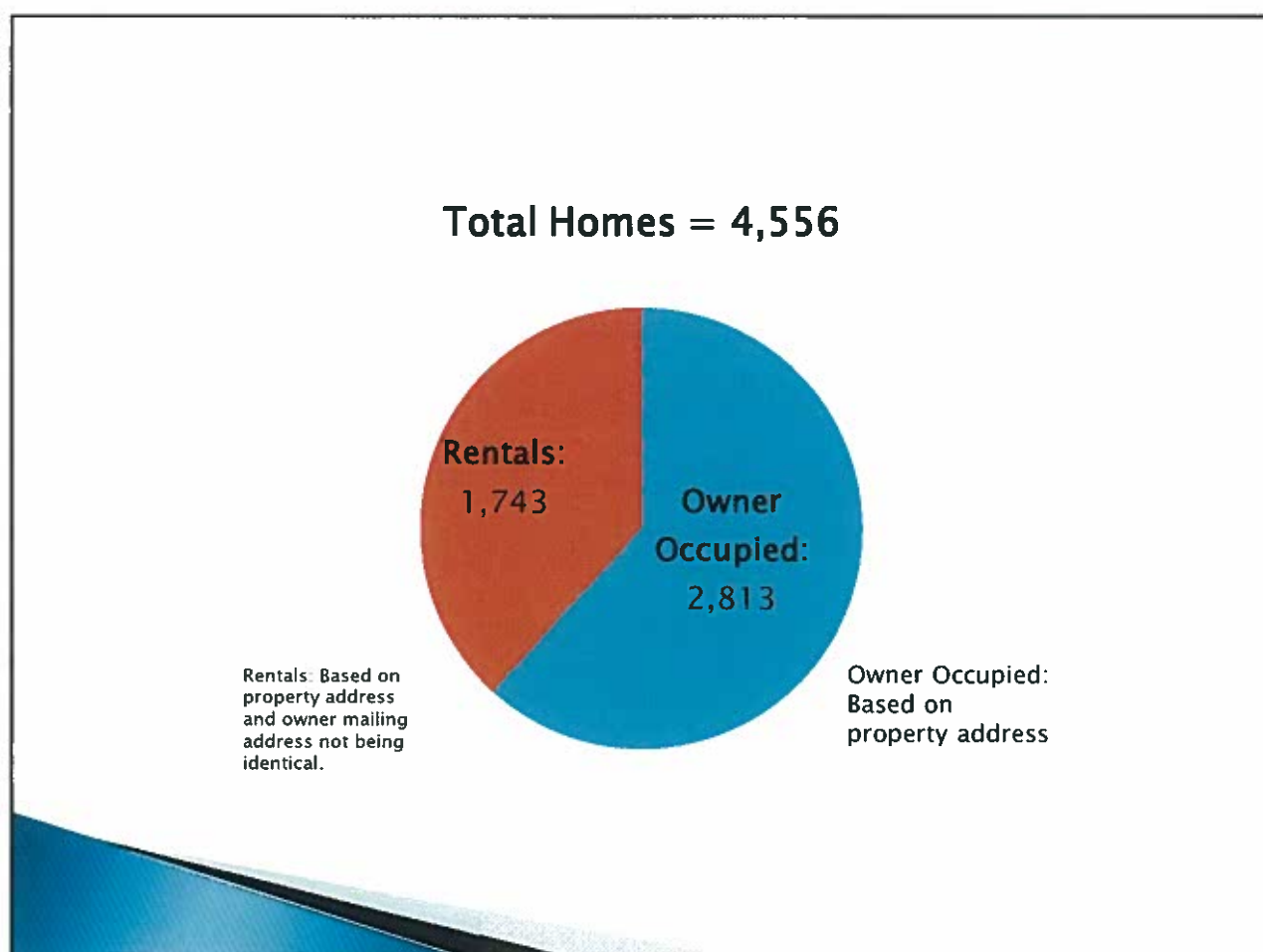
At least 3 bedrooms

At least 2 baths

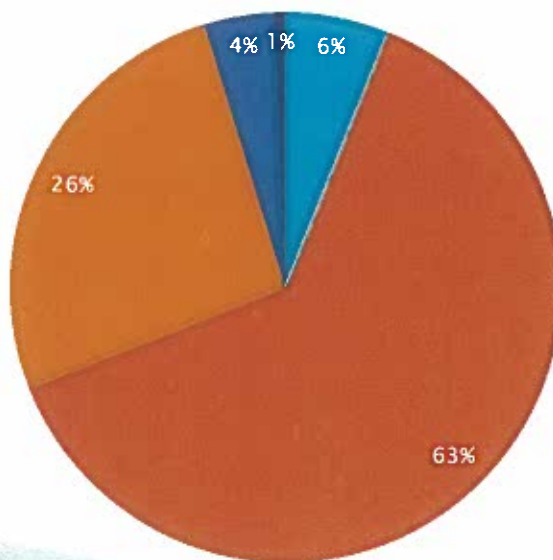
25 Homes

Year Built	Address	Price	Bedrooms	Full Baths
1952	1117 N Taylor St	\$50,000	3	2
1910	630 N Emporia St	\$59,900	3	2
1880	702 S WASHINGTON ST	\$75,000	3	2 1/2
2010	427 N SUMMIT ST	\$80,000	4	2 1/2
1969	1410 N Taylor	\$83,000	3	2 1/2
1883	125 N Washington St	\$85,000	4	2
1959	919 S Arthur St	\$89,500	4	2
1880	109 N SUMMIT ST	\$92,000	3	2
1918	304 S DENVER ST	\$99,900	4	2
1976	318 N SCHOOL	\$99,900	3	2
1996	605 E 7TH AVE	\$99,900	3	2
2003	919 N GORDY	\$102,000	3	2
1990	2037 SW 63RD TERRACE	\$113,000	3	2
1900	627 S STAR ST	\$115,000	4	2
1920	521 S DENVER ST	\$124,500	4	3
1956	1821 W 3rd Ave	\$125,000	5	2
1996	325 S Arthur St	\$130,000	3	2
1961	5051 NW 10th St	\$150,000	3	2
1935	121 N High St	\$164,000	3	2 1/2
1989	1718 N Chagr	\$189,000	4	4
1991	589 SE 30th St	\$195,000	4	2 1/2
1956	1670 N ARIZONA	\$198,000	3	2
2014	135 GENNA CT	\$205,000	3	2
1981	5754 NW 20th St	\$240,000	3	4 1/2
1978	530 E Prairie Rd	\$320,000	4	5 1/2





Rental Housing Classifications



Classifications for Housing Conditions

- ▶ **EXCELLENT**
 - ▶ The dwelling exhibits an outstanding standard of maintenance/upkeep in relation to its age
- ▶ **GOOD**
 - ▶ The dwelling definitely exhibits an above ordinary standard of maintenance/upkeep in relation to its age
- ▶ **AVERAGE**
 - ▶ The dwelling shows minor signs of deterioration
 - ▶ Normal "wear and tear"
 - ▶ Exhibits an ordinary standard of maintenance/upkeep in relation to its age
- ▶ **FAIR**
 - ▶ The dwelling is in structurally sound condition
 - ▶ But has greater than normal deterioration relative to its age
 - ▶ May be characterized as having a significant degree of deferred maintenance
- ▶ **POOR**
 - ▶ The dwelling shows signs of structural damage
 - ▶ Combined with a significant degree of deferred maintenance.
- ▶ **UNSOUND**
 - ▶ The dwelling is structurally unsound
 - ▶ Not suitable for habitation
 - ▶ Subject to condemnation

Appendix H2
General Session notes
Visioning El Dorado 2015

Ed Gard

Housing

Background on housing efforts.

- 2009, how to attract new job holders to live in ED. Ad Hoc Committee completed Housing Report, which was sent to City Commission.
- 2013 WSU focus groups surveyed employees of largest employers. Important factors to participants- availability of housing that met criteria, quality of schools, living near work.

Existing housing data-

- Looking for 3 bdrm, 3 bath homes- only 25 in current listings, only 9 less than 25 years old.

Majority of homes in ED over 55 years old. Compare to Andover's 70% after 1980.

Housing starts-

Incentives to motivate construction needed. Worked with City on bldg. spec program. To date four homes are currently enrolled. 5 spec homes currently under construction. Shows good progress. NRP modified this year with good changes.

Existing housing-

Availability of quality rental housing important as temporary location while newcomers building or looking. If we don't capture that new community member at that time, more difficult to get them back here. 3 bdrm, 2 bath is an expectation according to studies.

Inc. did analysis of existing rental housing stock. Average 63% of stock; fair 26% of stock. An issue that needs to be addressed. Look for ways to incent development of expected types of housing.

Progress has been made, but work yet to be done.

Update #2: Background information on housing[View this email in your browser](#)

Visioning El Dorado

Wednesday, April 15, 2015

7:30 a.m. to 2:30 p.m., El Dorado Civic Center

Thank you for participating in the 2015 Visioning El Dorado Summit. This is an opportunity for community leaders to share their vision for El Dorado's future and shape possible outcomes in four important areas- housing, community image, land use and land banks, and business growth. Your input is important!

Update #2 Housing

The general consensus of our current housing stock is that we don't have the type of housing that people want and therefore they don't choose to live in El Dorado. Below you will find some information about our current housing availability as well as links to some large housing studies and current program information.

In the past six years El Dorado, Inc. and a housing committee comprised of major employers, City Commissioners, El Dorado, Inc. members, building professionals and El Dorado, Inc./City staff have studied housing information

specific to the City of El Dorado. To help you understand some of the housing challenges facing our community please review the following information:

In 2012, El Dorado, Inc. commissioned the WSUCEDBR (Wichita State University Center for Economic Development and Business Research) to conduct focus groups or survey the employees of four of the largest El Dorado employers to determine why people often do not choose to live in El Dorado. The chart below gives an overview of their findings. The full WSU report can be seen by [clicking here!](#)

Below is a list of location criteria. Please rate the following by indicating their level of importance where "1" indicates critically important and "5" indicates little or no impact on your decision to reside in your current location.

	In El dorado: Focus Group AND USD 490						Out of El Dorado: Focus Group AND USD 490					
	Index Value	1	2	3	4	5	Index Value	1	2	3	4	5
Quality of Schools	1.9	76.0	23.0	13.0	3.0	15.0	2.2	24.0	10.0	3.0	3.0	7.0
Proximity to preferred public schools/school district	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Athletic programs at public schools	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Daycare facilities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Location of spouse's job/job opportunities	2.4	60.0	26.0	8.0	7.0	31.0	2.7	16.0	12.0	3.0	2.0	13.0
Proximity to Wichita	2.7	29.0	30.0	39.0	15.0	19.0	2.5	11.0	19.0	14.0	3.0	5.0
Sights, smells, and sounds of the refinery	3.0	33.0	17.0	32.0	21.0	29.0	3.5	6.0	9.0	10.0	5.0	20.0
Tax rates	2.9	24.0	24.0	47.0	11.0	25.0	3.4	3.0	11.0	14.0	7.0	15.0
Availability of housing that met your criteria	1.9	65.0	40.0	15.0	3.0	9.0	2.2	22.0	15.0	5.0	4.0	6.0
Cost/value of housing relative to other markets	2.1	46.0	53.0	21.0	4.0	8.0	2.3	20.0	14.0	3.0	3.0	7.0
Available, suitable building sites	3.3	23.0	23.0	26.0	11.0	47.0	3.6	8.0	7.0	9.0	4.0	24.0
Population of the community/rural vs. city setting	2.8	27.0	41.0	25.0	9.0	27.0	2.6	16.0	11.0	10.0	6.0	9.0
Amenities (shopping, restaurants, etc.)	2.7	26.0	35.0	32.0	20.0	17.0	2.7	13.0	12.0	14.0	6.0	7.0
Proximity to El Dorado Lake	3.2	11.0	17.0	26.0	27.0	17.0	4.5	0.0	1.0	9.0	5.0	37.0
Other recreation (golf courses, parks, sports, etc.)	3.5	12.0	24.0	27.0	24.0	43.0	3.9	2.0	5.0	12.0	10.0	23.0
Looking for a younger/singles-friendly community	3.9	7.0	16.0	26.0	17.0	64.0	3.8	8.0	3.0	5.0	9.0	25.0
I wanted to live near work	1.9	71.0	26.0	21.0	3.0	10.0	3.1	9.0	12.0	12.0	5.0	14.0
Recommendations from others	2.9	14.0	23.0	44.0	12.0	12.0	3.6	4.0	8.0	14.0	4.0	22.0
Proximity to primary highways	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Proximity to family	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other	3.5	13.0	3.0	5.0	1.0	27.0	3.3	7.0	1.0	3.0	0.0	11.0
Most Important												
Second Most Important												

We also learned from the January 2012 WSUCEDBR housing study that the majority of people are looking for a home at least as large as a 3 bedroom, 2 bath home. A recent multi-list search of housing for sale in El Dorado as of April 9, 2015 shows a total of 61 houses listed. Twenty five of those homes are at least 3 bedroom, 2 bath as shown in the chart below. Only seven homes are less than 25 years old. As you can see from the chart below, the options are limited. Keep in mind we currently have 5 new spec houses under construction.

Available El Dorado Property for sale as of 4.9.2015

At least 3 bedrooms

At least 2 baths

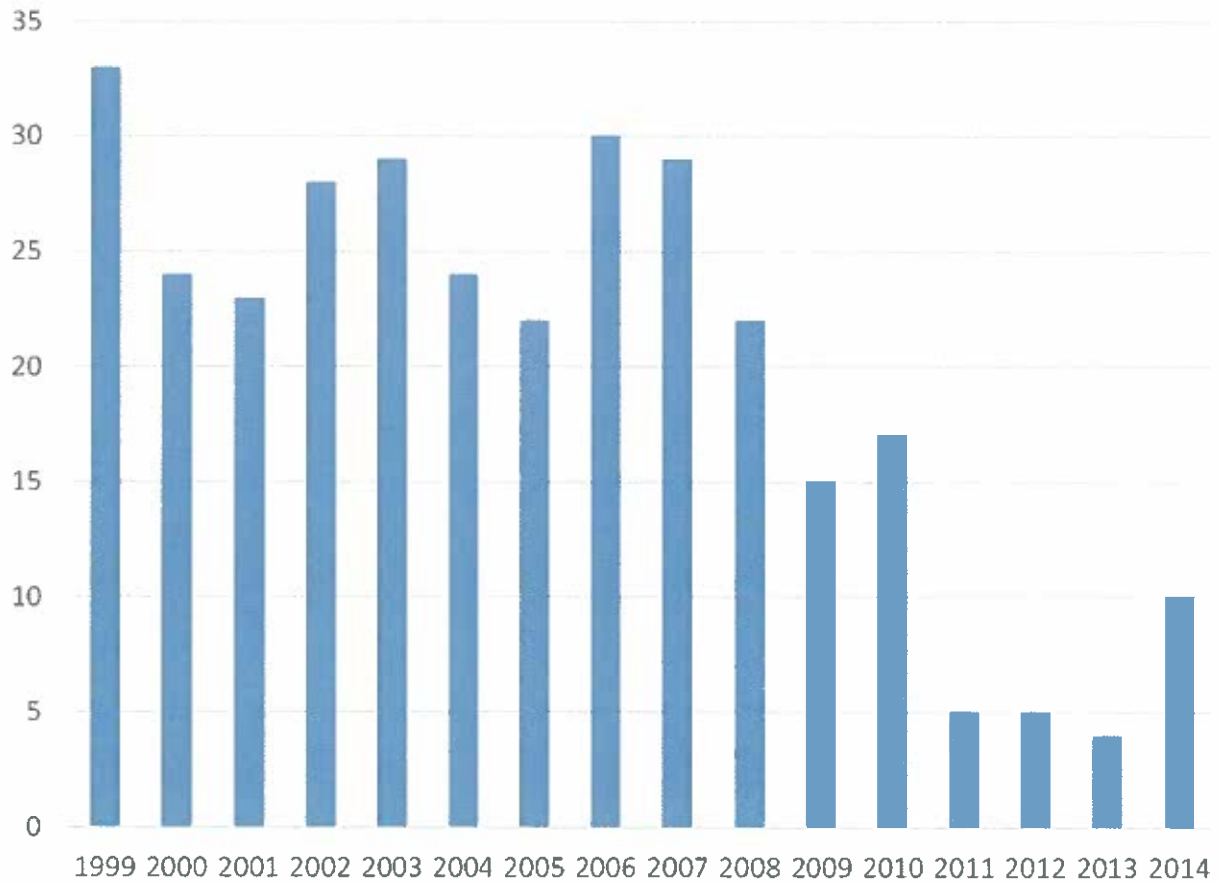
25 Homes

<u>Year Built</u>	<u>Address</u>	<u>Price</u>	<u>Bedrooms</u>	<u>Full Baths</u>
1952	1117 N Taylor St	\$50,000	3	2
1910	630 N Emporia St	\$59,900	3	2
1880	702 S WASHINGTON ST	\$75,000	3	2 1/2
2010	427 N SUMMIT ST	\$80,000	4	2 1/2
1969	1410 N Taylor	\$83,000	3	2 1/2
1883	125 N Washington St	\$85,000	4	2
1959	919 S Arthur St	\$89,500	4	2
1880	109 N SUMMIT ST	\$92,000	3	2
1918	304 S DENVER ST	\$99,900	4	2
1976	318 N SCHOOL	\$99,900	3	2
1996	605 E 7TH AVE	\$99,900	3	2
2003	919 N GORDY	\$102,000	3	2
1990	2037 SW 63RD TERRACE	\$113,000	3	2
1900	627 S STAR ST	\$115,000	4	2
1920	521 S DENVER ST	\$124,500	4	3
1956	1821 W 3rd Ave	\$125,000	5	2
1996	325 S Arthur St	\$130,000	3	2
1961	5051 NW 10th St	\$150,000	3	2
1935	121 N High St	\$164,000	3	2 1/2
1989	1218 N Osage	\$189,000	4	4
1991	589 SE 30th St	\$195,000	4	2 1/2
1956	1670 N ARIZONA	\$198,000	3	2
2014	135 GENNA CT	\$205,000	3	2
1981	5754 NW 20th St	\$240,000	3	4 1/2
1978	530 E Prairie Rd	\$320,000	4	5 1/2

The chart below shows the impact of the recent economic downturn on new housing starts in El Dorado. It is important to remember that only 30% of all types of housing units in El

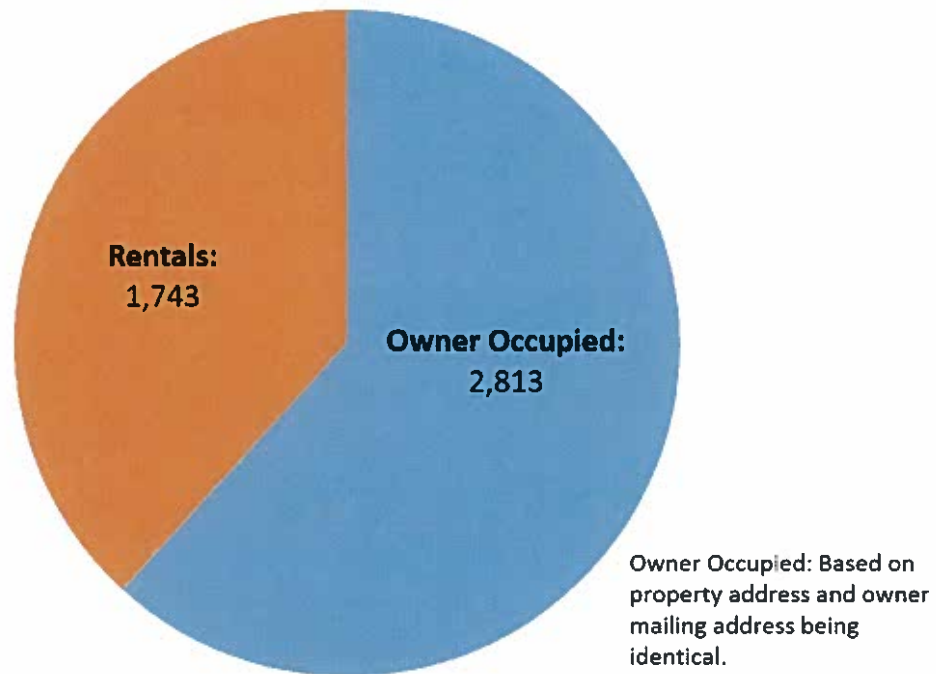
Dorado have been built since 1970.

El Dorado New Housing Starts 1990-2014



Rental Property:

Thirty-eight (38%) percent of all residential housing in El Dorado is rental property, according to a study conducted by El Dorado, Inc. in early 2013. Using the classifications for housing conditions provided by Butler County we are able to access the condition of our rental housing as shown in the chart below. The pictures shown are of properties in average or poor condition.

Total Homes = 4,556

CLASSIFICATIONS FOR HOUSING CONDITIONS

EXCELLENT

- The dwelling exhibits an outstanding standard of maintenance/upkeep in relation to its age

GOOD

- The dwelling definitely exhibits an above ordinary standard of maintenance/upkeep in relation to its age

AVERAGE

- The dwelling shows minor signs of deterioration
- Normal "wear and tear"
- Exhibits an ordinary standard of maintenance/upkeep in relation to its age

FAIR

- The dwelling is in structurally sound condition
- But has greater than normal deterioration relative to its age
- May be characterized as having a significant degree of deferred maintenance

POOR

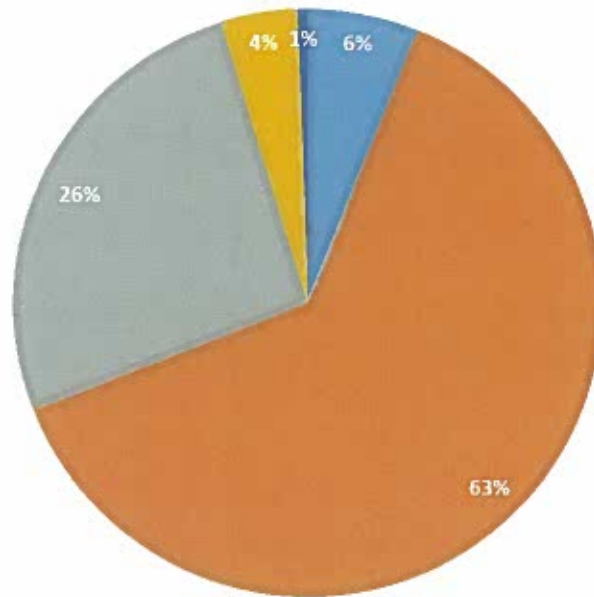
- The dwelling shows signs of structural damage
- Combined with a significant degree of deferred maintenance.

UN SOUND

- The dwelling is structurally unsound
- Not suitable for habitation
- Potentially subject to condemnation

UNITS

■ Good ■ Average ■ Fair ■ Poor ■ Unsound

**EXAMPLES OF AVERAGE HOUSING**



Much of our rental housing is aging and deteriorating. During the Summit we will talk about "What is Slum and Blight?" The pictures below depict some of the poor and unsound housing in our community. [Click here](#) for the definition of "slum and blight".

EXAMPLE OF POOR AND UNSOUND HOUSING



Appendix H4

Wednesday, April 15, 2015

COMMUNITY VISIONING SUMMIT

HOUSING – Facilitation Notes

Facilitator: Brian Gartland

Recorder: Laura Spradlin

Intro by Brian – explaining materials on tables

5 minutes for review

Bill Young
Jeremy Sundgren
Bert Anderson
Kendra Wilkinson
Roger Cutsinger
Rick Glaves
Ed Gard
Wanda Stewart
Christina Janney
Collin Rowell
Steve Seymour
TK Smith
Jim Johnson

What do you believe are the most important housing issues for El Dorado to focus on for the next 6 years, team top 3:

- Medium price housing: \$150,000-\$200,000
- More affordable housing in \$125,000 range
- Builders say they can't build a house for that price today, even can hardly do it in the \$150K range
- Conflict between what is affordable and what builders can do
- Real focus should be on defining new, existing, and rentals.
- IF we don't have a rental they can afford we're not as likely to retain them as a resident.
- Is modular home quality today reasonable for 3BR/2BA rental properties? If we had some quality modulars?
- They're a lot better but it's VERY challenging to get them financed.
- Quality rentals are the gateway to growth, or a big part of that.
- Only 61 houses for sale right now in town – only 25 are 3/2.
- How many rentals with 3/2 in town? Not very many and they go quick.
- In rental market if you have a 3/2 you can move it much quicker than a 2/1 or 2/2.
- To meet that demand, the 3/2 rental option is one that we need to develop.
- Need developers to be willing to take the risk to build more 3/2.
- Need more duplex developments or 4plex options
- Bigger issue is that we don't have that multi-family development.
- Why can't we get builders to supply this?
- Younger families can't come up with the downpayments to be able to purchase something.

- That goes back to regulations on lending side from one extreme to another.
- Needed 15-20% down
- Another obstacle is property tax. With what's been going on at the state level, with mil levies going up this year related to school finance, we're getting too heavily weighted on that leg of a 3 legged stool. Those property taxes on home owners continue to go up and up and up and become more of a challenge.
- Part of the risk is getting initial momentum. Developers are risk takers and it's a big capital investment. One thing we need to do is identify resources like the Ks moderate housing grant we've been looking at.
- Incentive programs we can offer locally will help make developers projects happen
- El dorado is a friendly city toward developers
- People comment on Specials as a roadblock.
- People coming to El Dorado from other states don't know what specials are.
- In other states they're probably including specials into the price of the property.
- In El Dorado they're looking at deferring specials.
- Last 4-5 years the commission has been friendly about deferring those specials.
- Developers have been sitting on spec houses last 4-5 years and being hurt financially.
- Last 60-90 days the housing market has been hot regionally but who knows how long that will last?
- We must be seeing some improvement on that to have five spec houses at the moment
- Maybe we need to investigate other ways to cover the cost of specials?
- Rural housing incentive districts? McPherson set up zones in the community. Money that was generated from city and county increases in property taxes from those developments could be used to go back to the builder to support infrastructure developments.
- Might look into what other states and municipalities are doing.
- Interest rate on specials from the city of El Dorado?***
- Home owner is paying a lot more for a new home because of specials.
- Specials on a lower priced new house behind Sutherland's ranges from \$80-\$150/mo
- It's how they paid for the infrastructure out there
- One of the reasons so many of the spec homes have sat out there
- Belmont Heights specials are around \$175/mo but don't start until 2019
- Deferring doesn't resolve any issues
- Provides relief for the developer who doesn't pay specials on the empty lot and allows the spec home to be built without paying specials on a vacant house
- Specials makes a \$150k home really \$175K.
- City pays for storm/sewer/intersections
- Main expense is running utilities
- Is direction of development a concern? Landlocked in certain directions because of hwy and river.
- Would be nice to go west but north is mostly the only direction we can go.
- Proximity to ICT and Hwy is important
- NW traffic way is important for accessing Hwy
- When NW traffic way was taken off the table before we were at the top of the list with federal dollars. To get it back on the list we start at the bottom of the funding list.
- Turnpike entrance on the North side access is good.
- People don't want to pay toll.
- NW traffic way would be important to future development on the North
- Envision the NW corner of El Dorado if we had the traffic way

- Wichita has always done a good job of planning traffic ways ahead. You can get around Wichita pretty quickly because of what they have developed.
- Oil Hill would be good if we had sewer out that way
- There are pipelines up there but in the old housing area not so much.
- If you put an expressway out McCollum not much of it can be developed because of the flood zone.
- I think you could build a lot of that up.
- It's in the hundred year floodplain which could be built up.
- Access opens up the future in the NW
- Beautiful areas there too
- As you go west it's not as beautiful for development
- Have seen older homes razed and new homes built in some areas of town
- Infill and opportunity
- Have spent a lot of time at the city discussing infill = no specials and not a lot of money because it's an established neighborhood. No-brainer.
- Better chance of getting closer to your lower/medium priced housing. Raises the value of the neighborhood – financial value and aesthetic value. Lots of infill lots available.
- A lot of those lots only have a 45' frontage. Need to have at least 50'?
- Pick up a couple blighted home and redevelop those lots
- Opportunities with beautiful older housing with blighted properties nearby.
- Can look at this as opportunity.
- Land bank can come into play here.
- How do you pick up a half block of continuous property? N Gordy properties sold faster than they could be built. Grants and incentives can help there.
- Removal of slum/blight and code enforcement will help a lot.
- Re code enforcement – someone in town owns 13 homes in town they use only for storage! (Jeremy S)
- B Young – ordinance in El Dorado has housing authority that has stopped being active in the mid 90s. No rental authority in El Dorado at this time.
- BY – real opportunity in looking at multi-family developments/rentals. These sell overnight. Model of success and opportunity for the resident to stay and grow in this community.
- C Rowell – multi-story townhomes with 4-6 per unit are good transitional homes.
- Can build a duplex for \$250k that becomes an opportunity for young families and rents well.
- If it meets the demand for 3/2 it's golden.
- Grant programs, moderate income housing grant from state (we didn't get but were next in line), and other opportunities. Need to identify projects that work with incentives.
- Tipping fees.
- If we can do things with removing slum/blight, if city can help with removal/disposal fees that would help. Those bits and pieces make it expensive. Funding sources. Those things add up fast when you have 2-3-4 properties you're trying to clean up.
- Good progress with NRP, builder incentive programs, but there are other things we can try to do to expand on that
- JS – the twin homes on N Gordy – what are those zoned? Multi-family? They're individually owned. SFR but Townhome type. Is there any challenge getting mixed uses in a development? Like twin-homes plus residential SFH? BY says No, probably not. Because in future land use developments there are mixed uses available. As we move forward the current commission their concern is what do we need to do to develop?

- Collin – infill I don't think there would be a problem with zoning – other communities have inserted hotels, apartments, etc. If there's a better tax base down the road why wouldn't it happen?
- Bert – example of Derby. Apartment complex plan, patio homes, single family homes around a golf course – three different types of homes.

B. How can this shape the community demographic?

- Might help keep younger people here if we have jobs AND housing
- Grow the population out of the tax base (what did he say?)
- Housing is key to the economy in general. If you have people living here you have more people shopping and keeping dollars local.
- Wouldn't hurt the school system

C. What assets does

- Water (lake)
- Has anyone worked with corps of engineers trying to put a development out there?
- Old Chelsea school area, doctors involved, platting stage, and corps of engineers shut us down. It was private land, they wanted their own boat dock, willing to build own sewage, etc, but was shut down by COE (about 20 years ago).
- COE and state are more amicable to that discussion than they were ten years ago.
- Would make a huge difference if accessibility was available to Chelsea area. Much agreement in room.
- Possibilities are endless if you can just get in that door.
- We have land to the N and E.
- Middle school brought infrastructure further than it was before. New developments happening. More shovel ready lots now than we have had.
- Park system and walking paths are a major asset.
- Agreement.
- New resident has told Jeremy that improving our walking paths would make a difference.
- Developing walking paths with amenities along (fitness stations) along the way would improve that asset.
- Traffic way around north we could have a continuous circle.
- Have had people from out of town remark favorably about our parks and walking path(s).
- Asset we have is the quality of life in El Dorado. We don't promote that enough.
- Parks and Rec facilities improvement plan is an asset even though it's not money, water or concrete.
- When marina was first built, don't they have a stipulation that they're the sole business out there? That may need to be explored to allow development. That would make the lake more of a destination than they are now.
- Entire lake is COE.
- Attitude and willingness to recognize that this is something we need to address = an asset! Collaboration. Partnerships. (Ed Gard)
- Turkey Hunt = this is one of the friendliest communities that people ever see in their lifetime. We don't see it because we're here. Athlete's w/host families state we're such a friendly community.
- Volunteerism = asset. It's a charitable community. Can Do attitude. Marv McCown = volunteerism started with the turkey hunt.
- BCC is an asset

- Location, rail access, hwy access, proximity to ICT

Room full of men. Nobody feels creative!!

Tell story starting with Section A: What has been achieved in six years – it's year 2021!

What's your vision for this? What do you want to see?

Front Page

- El Dorado is the new Silicon Valley, industry and manufacturing-wise (industrial recruiter).
- Jobs! Jobs! Jobs!
- NW Traffic way Construction Begins

Business Section

- El Dorado Recruiting Workers from Wichita!
- El Dorado Draws Employees from Surrounding Areas!
- Land bank Acquisition Accomplished
- Incentives Address Developer Needs

Living Section

- Six Year Average Growth Rate = 5% per year
- Housing Starts UP Proportionately
- Housing Boom in El Dorado

Voices

- El Dorado Voted Best Place to Live In Kansas
- Refinery Doesn't Smell Any More
- Housing Improves at All Levels
- Do we have much code enforcement?? Yard too tall, abandoned vehicle around, that's all the code enforcement we have. We don't have much manpower to enforce this.
- This is driven by the political will to enforce codes. Political will plays a big part in this.
- Until we go to a blighted area and select property that needs improvement, enforcement isn't happening. We have an upcoming commission that may be able to address these issues.
- Is there community development grant money available to let people go in, purchase the property and develop infill?
- Need projects for this. Period.
- If you have housing in El Dorado, ex widow on fixed income, outside is outside of her financial and physical ability? Pride exists without means. We used to have this but don't any more. Ex BY's MIL qualified for some city grants that provided funding for this kind of need but money has dried up on this. State grants were also available. A lot of this is Owner Occupied housing. No incentives for assistance to these people low-moderate income (LMI). They don't want to sell their homes. We need assistance program to support this need. Want to die in their homes, not move on. Need state/fed/local funding for LMI assistance to improve their homes.
- Everything we're talking about takes money. Funding issues.
- Mission El Dorado – didn't happen in summer 2014?

C. Identify barriers to progress on this issue.

- Funding – stable funding sources to address challenges in all areas for new and existing housing.
- Political will to get it done
- Comes down to collaboration issue
- Develop/Increase/Improve partnerships with key stakeholders to get it done

Lunch

Didn't come back:

Kendra Wilkinson

Cristina Janney

Shift/Share Presented: Ed Gard

1. Factors for Success

a Financing/funding

b Increase average age of housing by specified number, not necessarily age (age and quality don't coincide)

Factor for success might be to create a benchmark. Improve availability of quality housing (rental/existing/new).

c Northwest Traffic way to support development in N and NE side of town

d Economic Development/Job Creation

2. Key Levers to create the factors for success

a Grant applications/political will

Ultimate goal is to identify reliable funding sources

Crowd funding? Possible future option. Special interest/matching funds.

b Create matrix to evaluate/measure housing quality improvements (owner occupied/rental)

How to put data into a scorecard/rubix

At April 15 with only 61 houses on the market means the market is pretty stagnant

Code enforcement (removal of slum/blight properties)

Infill Opportunities

Land bank

Builder Incentive programs

Maintain existing incentives as well as try to cultivate new ones

Incentives to get people to buy or build that require them to stay for 10 yrs would be a huge asset to the community

Want housing to be relevant and aspirational

C Land acquisition, planning and funding

D Proactive Business Recruitment (Inc w/City)
Shovel Ready Land for Industrial Development
Well Trained Labor Pool (vo-tech certification programs at college/high school level)
Anticipating desired jobs with new industry

3. Key Players/Stakeholders

a City/county/state/federal
Private Entities (Inc., for example) – public/private matching

b Developers
Board of Realtors
Investors/Land Owners
Landlords
City/Inc/Housing Committee

c City/County/State/Federal
General Community/Political Will

d College – developing training
Well trained and skilled labor
Selective industry training at BCC (i.e. mfg., automotive, vo-tech programs)
Shovel-ready sites for business/industrial/housing

DISCUSSION – SHIFT 1 (Land Bank/Business Success Groups)

Who are the grant writers and creators of incentives?

Land Bank business? Is there a need? Examples – well trained labor pool? If no job, why train there? What kind of lead do we need on the training? College on the verge of shutting down welding program and looking for a way out. Need to keep this a valued certification program. Need reports from grant writers. Who gets to see how grants are coming along and what is being brought to the industrial community? Impending shortage of truck drivers. We are in prime location to be providing for this industry. (WATC truck driving program??) Need to maintain existing training resources/programs.

What's the NW Traffic way discussion? One of the things we had in the 2010 study was that future growth in ED for housing may be in the N and NE up Hwy 77. If we want people to consider this as a place to live who may not work here, access to Wichita quickly is important. Being a bedroom community to Emporia and Wichita is important. Development around the lake is important but the west side of the lake has great opportunity if access to the turnpike is available. Need to work with COE to be able to develop upper end housing. We need to do better at getting people who work here to also live here and vice versa. We think El Dorado has a lot of hidden assets. Need to figure out how to tap that. Have good schools, hospital, location, and hwy and turnpike access.

El Dorado is approx 40% rental property. Younger population looks for rental property before buying in the community but isn't finding what they need in rental properties. Our goal is to develop middle income level rental property, multi-family housing. Not sure how we compare to other communities as

far as percent of rental property. Is it generational? Millennials are more likely to rent. How do we get them to come here and stay long term beyond renting? How do we persuade the owner of a rental property to improve their property to attract a better renter? Incentives. Code enforcement: at the moment we respond to complaints but don't have much of a proactive code enforcement team. We have few opportunities to talk to landlords about minimum housing standard upgrades: plumbing, electrical, and heat. When electric gets shut down and tenant moves out, we use that as our opportunity to inspect the property and say we aren't releasing the electrical service until the property is improved. Need better standards for landlords. Do we have an ombudsman somewhere that renters can report to? Other communities have it figured out – we need to see what they're doing that we aren't.

DISCUSSION – SHIFT 2 (Community Image Group)

As they develop matrix, is there data about rentals vs ownership for our community? We have some comparative data. But what do we use as the measure? Age? Value? Need to develop an appropriate scorekeeping system.

Is there a norm? 37% normal? Seems high to the group.

Sometimes measure of success is a look backward. When industry comes to town we can see examples of where we failed to be able to provide for the employees that come with that industry. That's part of what prompted that 2010 housing report. Need to be able to anticipate these needs.

In terms of key action steps a lot of this is overwhelming. What is our next step? Consultant talking about image/aspiration suggested that there is a matrix of desirable housing. We don't want the whole world to move here. We have a certain small town quality – we have an idea of who we would like to come here. Young, smart, raising families, even if they work somewhere else because it's such a great place to live. We have a beautiful downtown, history, amenities. What would be the description of a housing development that encompasses the dream of the new resident? Has all of the footprint of "the future of housing"? Futuristic and smart? What does that look like in El Dorado? Can find "average" anywhere, but if going forward we want to reflect what we value. Need to offer that kind of housing to magnetize the future of El Dorado – where the past meets the future. El Dorado energy. Want to attract an innovative demographic.

What is the proper mix between rentals and owner occupied? What is the millennial looking for? What is the trend for that demographic?

Seem to be missing a stakeholder group. Developers and property owners are key stakeholders that we need to work with. (Actually covered in a few areas)

Appendix H5 through H9

Below are links to documents related to the housing issue. The links are not clickable, but can be accessed by typing into your computer browser address bar. Clickable links to these same documents may be found in the Visioning El Dorado summary report in the Housing section.

H5 WSU El Dorado Housing Analysis

<http://Ks-Eldorado.civicplus.com/DocumentCenter/View/1161>

H6 Neighborhood Revitalization Program (NRP)

<http://eldoks.com/DocumentCenter/Home/View/1015>

H7 2014 Spec Housing Incentive Program

<http://eldoks.com/DocumentCenter/View/633>

H8 El Dorado, Inc. Housing Committee Report Spring 2010

<http://ks-eldorado.civicplus.com/DocumentCenter/View/1162>

H9 2030 Comprehensive Plan (Refer to Section 8: Housing)

<http://ks-eldorado.civicplus.com/DocumentCenter/View/400>

Appendix LB1
Notes from General Session
Visioning El Dorado 2015

Tim Connell- Land Banking

What are land banks? What do they do? Why have one?

Foreclosed properties. Repurposing foreclosed properties. They cause values of surrounding properties to go decrease. Think of them as assets gotten into the right hands. Land bank and land trust two different things.

Land bank- land deposited and repurposed- government entity

Land trust- land entrusted to an entity for custody usually in perpetuity. Usually to a nonprofit entity.

Land bank- in charge of managing property that comes into its possession. It is free of ad valorem taxes. Special assessments continue. Can be sold free of spec. assess. Stored until right use comes along. Vacant lots can be sold off and become part of tax rolls. Development property has highest rate of taxation. Attractive to put it into land bank for tax purposes.

How does land bank get property? Tax sale; donation. Set a set of criteria- what kind of land will bank accept? Costs money to take care of it. What are you going to do with it? Who is going to manage it? Use caution about what kind of property is accepted. Must insure it.

How are we going to manage? Could be part of City. Land bank gets to keep profit from selling land. Can use it to pay assessments. Tax recapture- take 50% of taxes after sale and put it back into land bank. Tax increment financing- take portion of developed income to put back into land bank.

Tax foreclosure process complicated- some rules would have to change.

If property can't be put to use right now, what will you do with it? If multiple entities are foreclosing, how will they work together? How will sale benefit everybody?

Land bank is a tool. Think about criteria. What are your goals? How will this be financed? Do you have staff to manage? How can we get properties to go from liability to asset?

Criteria to think about- proposals from gov; improved properties ready for demo; prop in support of strategic neighborhood plans; properties that would complete a plan; properties that would generate income.

Update #4 Land Use/Readiness

[View this email in your browser](#)

Visioning El Dorado

Wednesday, April 15, 2015**7:30 a.m. to 2:30 p.m., El Dorado Civic Center**

Thank you for participating in the 2015 Visioning El Dorado Summit. This is an opportunity for community leaders to share their vision for El Dorado's future and shape possible outcomes in four important areas- housing, community image, land use and land bank, and business growth. Your input is important!

Update #4 Land Use/Readiness

As we talk about future growth, it is important to understand the availability of land and infrastructure in the El Dorado community. It is also important to discuss our readiness for growth. Is our available property shovel ready? Where are we prepared to grow?

If time permits, review the 2030 comprehensive plan, Section 12- Land Use and Growth. [Click here](#) to access the 2030 comprehensive plan.

During the Summit we will have the City of El Dorado future land use map

available to help with the discussion.

WHAT IS A LAND BANK?

Some communities are finding the establishment of a land bank as an important tool in moving forward with commercial and housing development.

Why would we be interested in creating a land bank? One of the key reasons is the opportunity to obtain ownership of **unused or underused structures or property** so that we could put it to a constructive use at some later time.

The Kansas land banking statute is K.S.A. 12-5901 -12-5911, which provides the opportunity for communities to establish land banks. [Click here](#) to go to the statute.

Recently, the City of Hutchinson established a land bank. The purpose and process they created is very similar to our initial conversations on the topic. [Click here](#) to see information regarding the Hutchinson Land Bank. [Click here](#) to see the City of Hutchinson Land Bank FAQ's.

A very comprehensive guide but not specific to Kansas information guide on land banks is available by [clicking here](#).

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Appendix LB3
Notes from Visioning Session
Land Bank/Business Growth

Attendees: John Bailey, Will Johnson, Gregg Lewis, Emprise Bank, Good to be Clean, Carol Lee, Mike Wheeler, John Grange, Vic Auer, Brandon Knowles, Dave Sundgren, Fred Britain, Deb Ward, Ed Meyer, Herb Llewellyn

Scott and Jay –
Land Bank

Brandon – how do you get to the blighted stage?

Scott – a lot is looking around town, other is neighborhood reports

Brandon – liens on properties that aren't for what the home is worth

John G – a lot of problem is homes on small lots and can't rebuild what was there, asked why we think government is the best agency to own the property

Jay – barrier is government intervention?

Brandon – they need to be less involved, thought that Inc. should get involved and try to make a committee to oversee

Ed – thought that at least if they are sold at auction, the properties are still on the tax roll, should let private sector take it

John B – infill surrounded by junk, developer won't build there, the main goal of land bank is to accumulate larger areas of land that could be developed together

Scott – land bank could be used as a method of larger development?

John B – would work because it is less expensive, streets and utilities are already there

John G – city doesn't have man power or political will to enforce code, reviewing information why would Hutchinson have properties not for sale

Scott – holding for future development

John G – what if someone wants them, who could approve that

Scott – Commission or they could appoint a board

Dave – programs in place, neighborhood revitalization, etc..., but doesn't work everywhere, when we start putting properties together, allows us to plan our community better, put regulations in place to regulate government body

Scott – in the past the city has focused on removing homes from the flood plains, done through our building demolition fund, recently become active in cleaning up rental properties and with property maintenance and codes, have a few buildable lots owned by the city with existing infrastructure, now we need a plan with the Commission for getting those properties developed.

Herb – don't like to bid against people, we try not to do that, bought these lots the second time they were up because the first buyer didn't follow through

Samuel McVay (good) – city thinks long term, his understanding was that home owners got first bid and then developers, thought it would be a good plan for a land bank, who meets with new business?

Scott – meet with Linda, involve appropriate city staff for zoning questions

Vic – write rules for operation before we decide if we'll do it, limits exposure

John G – what about other taxing entities, do they have an interest in the property

Jay – need to go broad right now and get into the details after lunch

Business Growth

Scott – land use map, what assets do we have to encourage growth

Ed – overland transport with turnpike, other highways, could bring product manufacturing, fine art of living well does not connect with new businesses

Vic – lake, parks, recreation

John B – overall quality of housing is not good, need to work on the core of El Dorado

Gregg – need subdivisions near the turnpike, need to work on what we show to those driving through

Vic – transportation via road and rail

Dave – great business park and industrial park with rail

Scott – relationships is a big asset

Susie – start up businesses are mainly home based now, should we look at this?

Emprise – people that work from home have high paying jobs, need good internet access, need amenities

Vic – need larger employers

John B – would like to see El Dorado be a wired community, get the city involved to make sure everyone has service

Vic – isn't that offered by cox

Scott – what we're looking at is larger based and is a public utility

Ed – oil is a big part of our community, specialized products or services for this area could come out of this

Jay – what is most important for business growth in the next six years

Scott – support services for the oil industry?

Ed – even smaller than that, what do they need for those services

Dave – get caught up in the big business, need to look at businesses to fill these other areas

Scott – component of growth amenities offered

Linda – what are our opportunities to expand based on transportation availability

Deb – great asset

John B – lake has never been fully taken advantage of, develop homes and restaurants out there, more recreational marketing

Brandon – what do we do with infill, strip centers vacant. Getting the infill taken care of.

Gregg – incentives to keep businesses here

Brandon – do we know when companies are leaving

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Susie – can we get more businesses to access the rail to bring more in

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Deb – what are the opportunities for reuse, funding could be recouped by flipping

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Land Use next 6 years – private/public partnerships and funding, clear criteria

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Jay – Look at our five items for growth in the next six years

Carol – ongoing communication

John G – peer groups

Jay – who would be involved

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Vic – group to look at government financing and bonds

Stakeholder – local business

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Vic – is the old industrial area shovel ready

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Linda – QT owns, they will sell

Scott – ongoing communication with local business still important

Deb – what does El Dorado need

Vic – JC Penny, etc...

Susie – how do we get them here

Gregg – senior citizens want a Dennys

Scott – big chains look for market

Linda – Susie and Linda met with the leasing agent for the north main plaza, creating materials for them to take to conventions to help recruit, Emporia goes around and looks at what they want and the leasing agent recruits

Susie – shop local is important

Scott – quality of life issues

Emprise – lola sent four people to Vegas convention, breaking point is 10,000, need to work on recruiting

Scott – stakeholders chamber city Inc., action steps to advertise, get name out

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Vic – put in send representative to trade shows

Land Bank – Action steps

Emprise – figure out what the rules are for land bank

John G – also need clear goals

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John G – land bank should work itself into extinction because it would fix the problem

Ed – not short term solution, short term tool

Scott – education is important

Deb – use other cities as an example

Scott – Wyandotte developed theirs in 96, statute was created in 2009

Gregg – stakeholder would be city

Susie and Emprise – tax payers

John B – investors

Susie – other taxing entities

John B – bankers would be stakeholder if they have outstanding loans or potential loans

John G – realtors

John G – don't need action steps if there is no need

Jay – maybe that's the number one action step, determine the need

Vic – community won't like the city stepping in too far and taking away land

John G – City of Augusta has a good program, involves police tracking new projects and the building inspector reading their reports and issuing tickets

Susie – should add Chamber, Main Street and Inc as stakeholders to all of the business growth items

Shift and Share First Group

Vic reviewed previous discussion

Greg Joyce – success in the past with a spec building, something we could use again

Vince Haines – easy in for new businesses at low cost

Jean P – asked about wifi for the entire city

Vic – said that we discussed it, can be part of city utility bill

Chase – what about succession planning, how do we keep those businesses going

Lindsay – need to concentrate on downtown area, find businesses to fill that area

Shift and Share Second Group

Vic reviewed previous discussion

Roger Cutsinger – need to develop land

Bill Young – great to be proactive with business recruitment

Wanda Stewart – we could use sales tax for land bank funding

Colin Rowell – talked about combining lots to develop better

Steve Seymour – take some of the structures that should be condemned and cleaning them up then offering the smaller lots to adjacent owners, education process

Bill – important for rules and regulations

Appendix LB4 through LB7

Below are links to documents related to the land bank issue. The links are not clickable, but can be accessed by typing into your computer browser address bar. Clickable links to these same documents can be found in the Visioning El Dorado summary report in the Land Bank section.

LB 4 Kansas land banking statute K.S.A. 12-5901 -12-5911

http://www.kslegislature.org/li_2012/b2011_12/statute/012_000_0000_chapter/012_059_0000_article/012_059_0001_section/012_059_0001_k/

LB 5 Hutchinson Land Bank information

<http://www.hutchgov.com/303/Land-Bank>

LB 6 FAQs about Hutchinson's Land Bank

<http://www.hutchgov.com/DocumentCenter/View/386>

LB 7 Guide to Land Banks and Land Banking

<http://eldoks.com/DocumentCenter/View/1167>

"A tiny ant, working together with



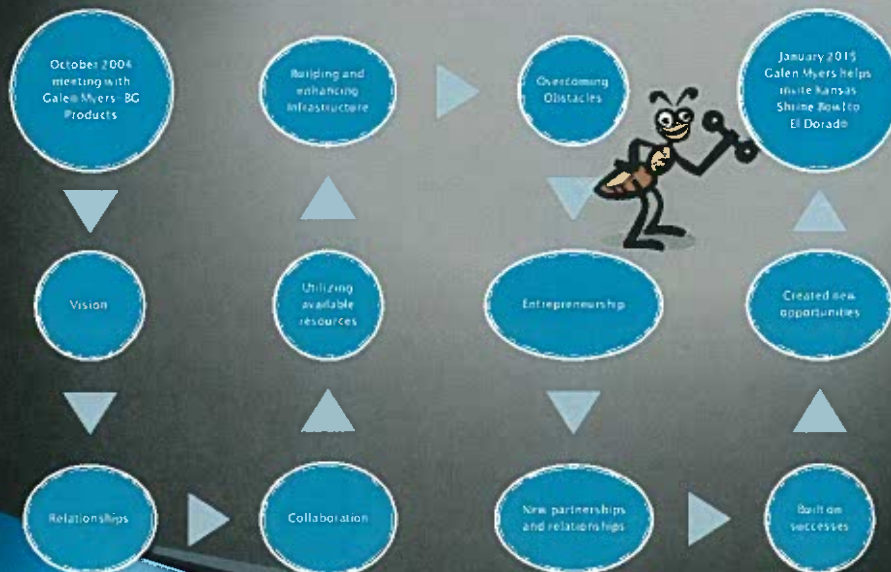
Another tiny ant, and another, and another, and so on can eventually recruit



The Kansas Shrine Bowl in 2017!



We built our ant hill with vision....



Vision, Relationships, Collaboration

- ▶ Create a vision for BG Products in the El Dorado Community
 - Recruit partners and local resources
- ▶ We had 20 acres adjacent to rail, 168,000 sq ft building under lease and a 50,000 sq ft building
- ▶ Challenge to acquire more land and determine future occupancy of the 168,000 sq ft building
 - M-6 Concrete Accessories
 - John Banks
 - Pierpoint Trust
 - Valmont Industries



Available Resources, Infrastructure, Obstacles

- ▶ EDA- \$1,000,000 and CDBG Grants- \$750,000
- ▶ Acquisition of Property by eminent domain
- ▶ Extension of water, sewer and streets and need for increase water pressure
- ▶ Construction of a rail spur off Union Pacific branch line
- ▶ BG project contingent on increasing community lodging
- ▶ Increasing traffic at 6th and Haverhill



Entrepreneurship, New Partners and Relationships, Building on Successes

- ▶ 2007-Holiday Inn Express and Suites opens
- ▶ 2007-BG Products buys 50,000 sq ft spec building-Distribution
- ▶ 2008-M-6 Concrete Accessories builds new 20,000 sq foot building
- ▶ 2009-Valmont purchases 168,000 sq ft building
- ▶ 2009-Flint Hills Services builds in Business/Office Park
- ▶ 2010-Barton Solvents builds new regional distribution facility
- ▶ 2010-City buys Prairie Trails and leases legion property for 99 years
- ▶ 2011-BG begins to build manufacturing facility
- ▶ 2012-The Villa's-Student Housing Project
- ▶ 2012 BG Products Veteran's Sports Complex
- ▶ 2013-City and BCC building fire sub-station and training facility



Creating New Opportunities + + +

- ▶ \$109,000,000+ in new capital investment
- ▶ 220+new jobs
- ▶ 100+ retained jobs
- ▶ El Dorado LMI population based on 2000 census >51%, based on 2010 census 42%
- ▶ 63 rooms of additional Lodging with 30%+ increase in bed tax
- ▶ The Villas-New Student Housing
 - BCC had a waiting list of over 100+ students per year
- ▶ Increased water pressure on the west side of town
 - Helped to reduced ISO rating community wide
- ▶ Additional ground with infrastructure in Industrial Park (23+ acres)
- ▶ Additional property along 6th Street to develop
- ▶ New traffic signal at 6th and Haverhill
- ▶ BG Veteran's Sports Complex
 - Opportunity to host events which bring visitors, sales tax and bed tax revenue
 - Like the Kansas Shrine Bowl in 2017!!!!



Appendix BG2
General Session notes
Visioning El Dorado 2015

Linda, Herb

Business recruitment success story

Ant hill built with vision- story of how recruitment of BG Products resulted in acquisition of land, sale of building to Valmont Industries, purchase of golf course, enhanced infrastructure, access to rail, enhanced water system on west side, new lodging, student housing complex, new stadium, relocation of Barton Solvents, capital investment, 220 new jobs, 100 retained jobs, most recently Shrine Bowl. Residual growth.

BG core values based on relationships. Because of banking, family relationships, they made the move to ED. ED provided what they asked for. City applied for grants to fund roads and rail.

Acquiring land through eminent domain necessitated city buying additional 30-40 acres which was undeveloped which was expensive. Land condemnation was friendly.

Low water pressure on west side of El Dorado was impetus to review deficiencies in water system. BG needed certain amount water pressure, so it was enhanced.

BG, Barton needed rail spur. BG project contingent on increased lodging, so that distributors can be brought in for training. Result- Holiday Inn.

Appendix BG3
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Land Bank/Business Growth

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John B – bankers would be stakeholder if they have outstanding loans or potential loans

John G – realtors

John G – don't need action steps if there is no need

Jay – maybe that's the number one action step, determine the need

Vic – community won't like the city stepping in too far and taking away land

John G – City of Augusta has a good program, involves police tracking new projects and the building inspector reading their reports and issuing tickets

Susie – should add Chamber, Main Street and Inc as stakeholders to all of the business growth items

Shift and Share First Group

Vic reviewed previous discussion

Greg Joyce – success in the past with a spec building, something we could use again

Vince Haines – easy in for new businesses at low cost

Jean P – asked about wifi for the entire city

Vic – said that we discussed it, can be part of city utility bill

Chase – what about succession planning, how do we keep those businesses going

Lindsay – need to concentrate on downtown area, find businesses to fill that area

Shift and Share Second Group

Vic reviewed previous discussion

Roger Cutsinger – need to develop land

Bill Young – great to be proactive with business recruitment

Wanda Stewart – we could use sales tax for land bank funding

Colin Rowell – talked about combining lots to develop better

Steve Seymour – take some of the structures that should be condemned and cleaning them up then offering the smaller lots to adjacent owners, education process

Bill – important for rules and regulations

Appendix CI 1

General Session notes from presentation El Dorado Visioning 2015

Laurie Carney, co-owner in Strategy Group

More than 25 years helping entities discover their unique identities

Hope to

- Give you a filter.
- Give you a tool kit for breakout sessions.
- Give you tools you never forget- take them into businesses, relationships.

Overarching mission- remember to remain **RELEVANT**. There is no more important thing I can tell you.

Authentic. I love your tagline, execution of message, progress in community.

Be **ASPIRATIONAL**. Our country has moved from service-based, to aspirational to -----

Video- aspiration today is through global reach- we have the world in our purview now. It affects the way we see the world. If you aren't aspirational you will fail. Now the consumer has their eye on the world. Payless must put fashion in people's hands at right price point.

Be a student of your environment. Look outside scope you your industry. Look in all worlds. Be aware of aspiration of consumer. They want smart transitional working space at home. Millennial generation is brand centric. Sense of community within community is prevalent- they want walking path to incorporate fitness programs; coffee shop experience. Bring wide scope of the world into your decisions. Be aware of what's happening in other cities.

Many decisions are value-based- across all income tiers. Speak value-based language. Also important to millennials.

Stay connected. Who cares? Who should care? Why should they care? What is the core message, the right channels? Imperative that we all realize that community breaks down into small subsets which communicate differently. Rules are changing. Community is in coffee shops, on the street, must find the way to connect.

Have to find a second believer. (Video). The first follower is what transforms the first lone nut into a leader. It's less risky to be a later follower. Nurture first followers as equals. Leadership is over-glorified. First follower is most important. Have courage to follow.

We will create raving fans.

Many leaders operate in a silo. Begin to think about how to pass down ideas from today- goals, objectives, next-step strategies. How can I lay the mantle of leadership on another individual? Then they pass it to the next person, and in time they have raving fans.

Grow influence, grow your world.

Update #3: Community Image

[View this email in your browser](#)

Visioning El Dorado

Wednesday, April 15, 2015**7:30 a.m. to 2:30 p.m., El Dorado Civic Center**

Thank you for participating in the 2015 Visioning El Dorado Summit. This is an opportunity for community leaders to share their vision for El Dorado's future and shape possible outcomes in four important areas- housing, community image, land use and land bank, and business growth. Your input is important!

Update #3 Community Image

The internal and external perception and image of our community becomes a key component in the future growth of El Dorado. In early 2015 a stakeholder survey was conducted by El Dorado Inc. and was sent to 150 participants. Below you will find the answers to the survey question, "What do you value most about El Dorado?" These observations can be used as a starting point to identify the opportunities and create the tools to help us tell our community's story.

During the Summit you will be asked to identify three shared values that you believe differentiate or distinguish El Dorado from other communities. You might draw upon the responses from the stakeholder survey below.

65

You will also be asked to identify three negative perceptions that are legitimate barriers to community/business vibrancy.

Q 1: What do you value most about El Dorado?

Comments related to Business

- 1. The people of El Dorado tend to support local businesses, even while City officials generally do not.
- 6. Diversity of economic factors - we are not just a refinery town anymore (although the refinery remains critical to our local economy).
- 7. wide range of possibilities we have to grow
- 10. Ability to get the things I need without going outside except for a few things.
- 26. The "can do" attitude of all the stakeholders from Inc to CVB to the Chamber. Nothing is impossible if we work together.

Comments related to the El Dorado community and people.

- 2. Friendly people and good economy
- 3. Small, safe town to raise my family. Being located a safe & easy distance to a much larger city is nice as well.
- 8. Sense of community is present.
- 9. Volunteers
- 11. Small town with good proximity to large towns
- 14. Size
- 15. Relationships
- 16. Small town/family values. Close to a bigger city.
- 17. My Hometown
- 18. Small town feel with most of the luxuries of a big city.
- 19. Small town, friendly, family oriented neighborhoods. I feel it is safe to let my children play outside during the day. I like the small town life atmosphere.
- 20. Small town feel. (relatively speaking). Small enough to know a lot a lot of people, but large enough to not know everyone. I enjoy the volunteer opportunities this community has to offer and the pride that the current volunteers have.
- 21. The lake and community collaboration
- 22. Nice small town atmosphere. BCCC. There are a lot of jobs in El Dorado however people just don't like living there.
- 23. cooperative attitude, friendly people, ability to come together to support community efforts
- 24. Small town atmosphere and business people willing to work together.
- 25. Friendliness of people, business, schools, churches, etc.
- 26. The "can do" attitude of all the stakeholders from Inc to CVB to the Chamber. Nothing is impossible if we work together.
- 27. The friendly people and small town feel.
- 28. people that live in El Dorado
- 29. The spirit of volunteerism, generosity and can do attitude among most residents that gets good things done.

- 30. Small town
- 31. Hometown Charm
- 32. Overall quality of life, quality education K-12 plus BCC, premiere local health-care, a safe community, proximity to Wichita, an autonomous downtown and business community, a giving community (philanthropy and volunteerism), a friendly community, recreational resources (lake, Y, bike-path), and cultural resources (Coutts, BCC, EHS fine arts).
- 33. Small town great to raise a family.
- 37. Small Town atmosphere in relation to living.
- 38. It is a good place to be FROM
- 39. I value the quality of life and the fact that EID is self sustaining. I do not have to travel to get any service I am after.
- 40. Small town history
- 41. community living with in a City
- 42. Volunteers
- 43. Small town feeling where individuals can become part of a "community." Appropriate sized schools, relative proximity to all services, easy access to Wichita when needed.

Comments related to water

- 5. Water, lots of good clean, good tasting water
- 34. the water we have
- 35. The lake.
- 46. Small community life but with good amenities such as Y, 2 good school systems, college, hospital. Great location near Wichita, on turnpike and edge of Flint Hills. Great water supply and rec value of lake.

Amenities

- 4. Improvements by government and business to make our town vibrant: YMCA, SBA Mem Hospital, BCC, New school facilities, keep downtown vibrant.
- 21. The lake and community collaboration
- 22. Nice small town atmosphere. BCCC. There are a lot of jobs in El Dorado however people just don't like living there.
- 32. Overall quality of life, quality education K-12 plus BCC, premiere local health-care, a safe community, proximity to Wichita, an autonomous downtown and business community, a giving community (philanthropy and volunteerism), a friendly community, recreational resources (lake, Y, bike-path), and cultural resources (Coutts, BCC, EHS fine arts).
- 35. The lake.
- 36. Great amenities (parks, trails, schools, relatively healthy economy) for a small town with proximity to Wichita
- 39. I value the quality of life and the fact that EID is self sustaining. I do not have to travel to get any service I am after.
- 43. Small town feeling where individuals can become part of a "community." Appropriate sized schools, relative proximity to all services, easy access to Wichita when needed.
- 44. Recreation and schools
- 46. Small community life but with good amenities such as Y, 2 good school systems, college, hospital. Great location near Wichita, on turnpike and edge of Flint Hills. Great water supply and rec value of lake.

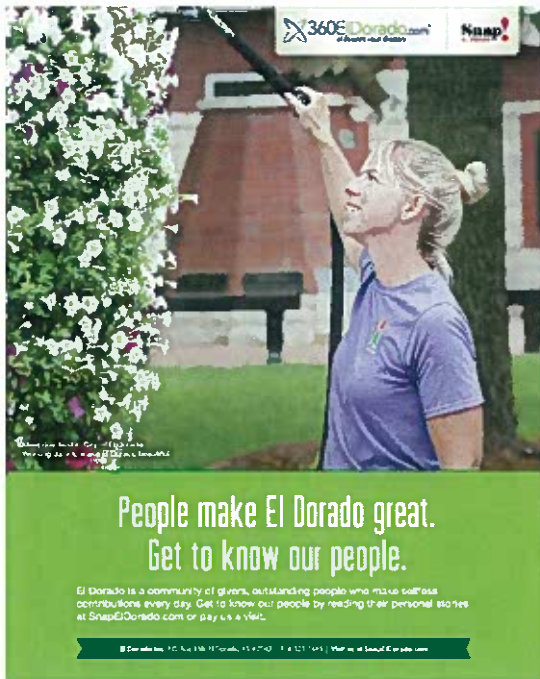
Location

- 3. Small, safe town to raise my family. Being located a safe & easy distance to a much larger city is nice as well.
- 11. Small town with good proximity to large towns
- 12. Access to Wichita & Kansas City....close. safe commutes....KTA!
- 13. It's vicinity on I-35 Corridor
- 16. Small town/family values. Close to a bigger city.
- 18. Small town feel with most of the luxuries of a big city.
- 32. Overall quality of life, quality education K-12 plus BCC, premiere local health-care, a safe community, proximity to Wichita, an autonomous downtown and business community, a giving community (philanthropy and volunteerism), a friendly community, recreational resources (lake, Y, bike-path), and cultural resources (Coutts, BCC, EHS fine arts).
- 36. Great amenities (parks, trails, schools, relatively healthy economy) for a small town with proximity to Wichita
- 43. Small town feeling where individuals can become part of a "community." Appropriate sized schools, relative proximity to all services, easy access to Wichita when needed.
- 46. Small community life but with good amenities such as Y, 2 good school systems, college, hospital. Great location near Wichita, on turnpike and edge of Flint Hills. Great water supply and rec value of lake.

Examples of recent marketing efforts-

New billboard coming to the El Dorado Industrial Park sign, visible from the Turnpike. Designed by Pioneer Balloon art department.

2014: "People make El Dorado great" campaign featured in Wichita Business Journal Book of Lists, on billboard, at WSU Outlook Conference and 360ElDorado.com and Snap!



Below are links to current tools used to communicate information about our community.

[SNAP!](#)

[City of El Dorado](#)

[El Dorado CVB facebook](#)

[El Dorado Chamber of Commerce](#)

[El Dorado Main Street](#)

[360 El Dorado](#)

[360ElDorado facebook](#)

[El Dorado, Inc.](#)

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Appendix C13

VISIONING 2021: PERCEPTION/IMAGE

SCENARIO: It is 2021 and you are reporting a wildly successful communications and PR effort that has created an El Dorado image in South Central Kansas that mirrors what you value and has removed nagging negative perceptions or realities.

Points to consider:

- An Image must reflect what you promise to be the experience so you may have efforts that are reported out.
- A Communications/PR initiative is more than words, it is more than advertisement but do not try and work through housing or specific business growth strategies as other teams addressing.
- Report on the method with which you organized this effort in the beginning
- Draw upon the expert presentation and article resources provided

You have 60 minutes for this group Activity:

1. Review materials provided and discuss the following (capture conclusions on Flip Chart)

a. Identify 3 shared values that you believe differentiate or distinguish El Dorado, draw upon the stakeholder survey.

Family, education, environment, friendly people, community pride and sense of, talented people, volunteerism, generosity, history, heritage, safe community, community, work ethic, appreciation for beauty, faith based, amenities and lifestyle, industry, leadership, healthcare, Lake/water

b. Identify 3 negative perceptions that are legitimate barriers to community/business vibrancy.

Demographic disconnect, divide due to economic and ignorance, low income rental property available which leads to turn-over, transient issues, lack of high wage employment, location to Wichita, educated engaged workforce, industry, prison, community belongs to the older generation, generational divide, "smelldorado", housing, leadership dynamics, changing family values, entrance into El Dorado is very commercialized and industry, local news issue

i. How are each overcome and by 2021?

Get better at social media and sharing information

c. What is occurring in the community as a result of changed image; in the demographics, in the use of community resources, at events?

2. Tell the above story with your Butler County Gazette Flip Chart – get creative: Headline News, Business Section, Living, and Voices

Community Image Resources

Below are links to marketing resources which are presently used to communicate El Dorado's community image. The links are not clickable, but can be accessed by typing into your computer browser address bar. Clickable links to these same resources may be found in the Visioning El Dorado summary report in the Community Image section.

SNAP!

<http://www.360eldorado.com/blog>

City of El Dorado

<http://eldoks.com/>

El Dorado CVB facebook

<https://www.facebook.com/eldorado.cvb>

El Dorado Chamber of Commerce

<http://www.eldoradochamber.com/>

El Dorado Main Street

<http://eldoradomainstreet.org/>

360 El Dorado

<http://360eldorado.com>

360ElDorado facebook

<https://www.facebook.com/360eldorado>

El Dorado, Inc.

<http://www.360eldorado.com/CivicOrganizations/ElDoradoInc.html>