



Citywide Development Plan

INTRODUCTION

The Commercial Development workshop was conducted in summer 2008 at the American Legion as a fast-paced, interactive process of defining critical issues and detailing options for Tonganoxie's commercial development citywide. The issues and opportunities facing commercial development were presented and discussed in the context of near-term and long-term development of the Tonganoxie Community. It was facilitated by the project consultant for Tonganoxie citizens, community officials, business owners, employees, and stakeholders.

For the purpose of the July workshop, Downtown Tonganoxie was not considered. The issues focusing on Downtown were left for a separate workshop in September. The citywide development discussion focused on:

- 4th Street at US 24/40 Highway
- The highway through Tonganoxie from Honeycreek Road to the east end of the City, and
- Select subareas along the highway.

Participants were led through two workshop components:

- a) Review of the communitywide opinion survey instrument that was to be mailed after the workshop to a random selection of city households, including a sampling of residents outside the City, and
- b) Workbooks posing specific questions about citywide commercial development issues.

Discussed during the workshop were issues that ranged widely:

- Niche strengths of area commercial businesses based on the retail commercial study (Ref. Chapter 2);
- What Tonganoxie can do to attract new businesses based on the findings of the Retail-Commercial Development study;
- Project initiatives, such as wayfinding signs to help direct visitors through town and to specific sites, and streetscape improvements for the highway corridor;
- Financing mechanisms for how to fund initiatives;
- Branding of Tonganoxie and the visual image visitors see as they enter town, primarily from US 24/40 Highway;
- The intersection of 4th Street and US 24/40 Highway as a main intersection in the City;
- What impact (challenge/opportunity) the KTA interchange at County Road 1 may create for the City; and
- Housing supply in response to residential demand—which is relevant to the Retail-Commercial Development plan, since “retail-commercial follows rooftops.”

The working groups—attended by more than 30 local participants, including numerous owners of Downtown properties—used workbooks, an area map, aerial photo, markers and other tools necessary to record preferences, goals, objectives, actions, and strategies for addressing these issues.

Chapter 3 Citywide Development Plan

Citywide Business Development Organization

There is support for reconstituting a citywide business development organization. The Chamber supports several multi-day events, the largest of which is the Tonganoxie Days celebration in June.

Strategy: Create a Business Development Organization

- A separate organization from the Chamber and the City, or as an arm/task force of the chamber
- Partner with the City to provide enhancements and promotional efforts

Strategy: Staff the new Business Development Organization

- Hire a Marketing and Tourism Director

Strategy: Use the Coordinating Function to Help Launch Citywide Initiatives

- Coordinate cross promotional activities with the highway businesses, downtown businesses and other community organizations.



Citywide Retail-Commercial Development Efforts

There is support for initiating citywide business development projects. The City and the new Chamber arm should work together to coordinate public support for private development.

Strategy: Initiate Special Business Development Projects

- Initiate the recommendations of the Retail-Commercial Development plan (Ref. Chapter 2):
- Existing Business Expansion
- Recruit Leavenworth and/or Douglas County-based Business
- Recruit Regional and National Chains
- Initiate special projects, such as hanging a Tonganoxie Days banner across 4th Street and on US 24/40 Highway
- Use the new Business Development Organization (BDO) to meet with the City and begin drafting Development Design Guidelines
- Coordinate with Leavenworth County on special events, such as the Kansas Sampler event coming to the Lansing area in 2010



Chapter 3 Citywide Development Plan

Strategy: Set Plan Action Steps for Business Development

- Use the Retail-Commercial Development Plan 2020 as the basis for a Business Recruitment SWOT analysis: Internal Strengths and Weakness; external Opportunities and Threats.
- Agree on which group should take which initiative in a citywide Action Plan Agenda

Strategy: Conduct “Scenario Planning” Sessions for Changing Economic Conditions

- Define how Tonganoxie’s business future may look different from how you are today
- Agree on possible outcomes of future development given each scenario
- Imagine events (such as the new KTA interchange, or new technology and regulations) that might reshape service delivery and/or new opportunities/threats for development
- Stimulate dialogue and creative thinking about the future of Tonganoxie businesses
- Simplify ideas into “stories” so that business owners and residents can better identify with future development scenarios



Financing Retail-Commercial Development Efforts

Given that there is support for citywide business development initiatives, the City and the new Chamber arm should work together to coordinate financing.

Strategy: Seek Public Financing of Road Improvements

- Work with KDOT to plan and fund local street improvements through the state Access Management Fund
- Target top-priority projects, such as the 4th Street and US 24/40 Highway intersection and parallel roads west of the highway (Ref. Appendix A)
- Use the Action Plan Agenda to set remaining street priorities

Strategy: Seek Private Sector Funding

- Work with Tonganoxie banks to fund matching programs in the community
- Work with the Leavenworth County EDC and the Kansas Small Business Development Center in Lawrence (www.kusbdc.net) to fund local businesses



Chapter 3 Citywide Development Plan

Strategy: Use Public Funding to Meet Private Needs and Achieve Public Objectives

Public Objectives:

- a) Enhancement or diversification of the city's economic and tax base
- b) The project's contribution toward fulfillment of the city's reinvestment objectives
- c) Redevelopment of a high profile or priority site
- d) Number and types of jobs created by the project
- e) Enhancement of housing choices and population growth
- f) Additional private investment resulting from the project
- g) Number of visitors to Tonganoxie

Private Funding Needs:

- a) Tax Increment Financing (TIF)
- b) Transportation Development District (TDD) – Sales Tax
- c) Transportation Development District (TDD) – Special Assessment
- d) Industrial Revenue Bonds (IRB)
- e) City Grant/Tax Rebate
Special Assessment Districts



Branding Retail-Commercial Development in Tonganoxie

There is support for initiating citywide "Branding" of Tonganoxie as it relates to business development opportunities. The City and the new Chamber arm should work together to set a Brand for commercial development in Tonganoxie.

Strategy: Conduct "Branding" Sessions for Economic Growth and Community Marketing

- Build on the Small City Strengths of local business ownership and quality of life
- Define the Brand values of Tonganoxie, such as Investing in Our Place

Strategy: Use "Branding" Sessions as a Community Team-building Exercise

Instill the "Confidence to Invest" attitude in the public

- Instill pride so that residents will tell the "Tonganoxie Story" to others in the metro area
- Initiate use of the Brand by creating new Tonganoxie Days banners for installation across 4th Street downtown and across US 24/40 Highway



Chapter 3 Citywide Development Plan

Beautification and Retail-Commercial Development

There is support for initiating citywide beautification projects. The City and the new Chamber arm should work together to coordinate public and private streetscape and related improvements

Strategy: Rank Public Beautification Projects that Support Business Investment

- Initiate cleanup of the 4th Street and US 24/40 Highway intersection, and fund the acquisition of land as part of the KDOT-funded Access Management Program
- Prioritize beautification projects by public and private sector initiatives
- Start an award program to acknowledge the best landscaping investments

Housing and Retail-Commercial Development

The housing stock must support citywide business development, as “commercial follows rooftops.” The City and the new Chamber arm should work together to coordinate recruitment of housing developers.

Strategy: Conduct a KC Home Builders Association (KCHBA) Seminar

- Present demographic trends that impact demand for housing by household type
- Determine the market for higher end housing to balance the low end and duplex housing stock built to date ■





Economic Development Plan