a framework for the future

Community**Investments***Plan*

...a framework for the future, **2015-2035**

A New Compehensive Plan for Wichita-Sedgwick County

FINAL DRAFT

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CommunityInvestmentsPlan

…a framework for the future, 2015-2035

A New Comprehensive Plan for Wichita-Sedgwick County

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Plan Introduction and Overview

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Plan Introduction

Why This Plan

- The State of Kansas requires cities and counties to have a comprehensive plan in order to exercise authorized development reviews, and to guide spending decisions on public infrastructure and facilities.

- The current joint comprehensive plan for Wichita and Sedgwick County dates back to 1993. A new plan is needed in an era of diminishing revenues and fiscal constraint.

- A new joint comprehensive plan is needed to guide the future growth, development and public infrastructure investment decisions of Wichita and Sedgwick County (our community) over the next 20 years. Accordingly, this new plan is called the Community Investments Plan … a framework for the future.

- This Plan will better guide the long-term capital improvement programs for Wichita and Sedgwick County in the overall Plan context of:

  > Promoting economic growth and job creation

  > Advancing community quality of life and safety

  > Creating a community that will attract and retain future generations

Setting Our Public Infrastructure Investment Priorities

- Over many decades, investment in public infrastructure has shaped our community's economy and quality of life. This investment has also influenced private investment decisions in Wichita and Sedgwick County.

- Current and future generations in Wichita and Sedgwick County will live with the infrastructure investment decisions we make today, just as we live with those decisions of past generations.

- The primary public infrastructure investment challenges our community faces over the next 20 years are determining:

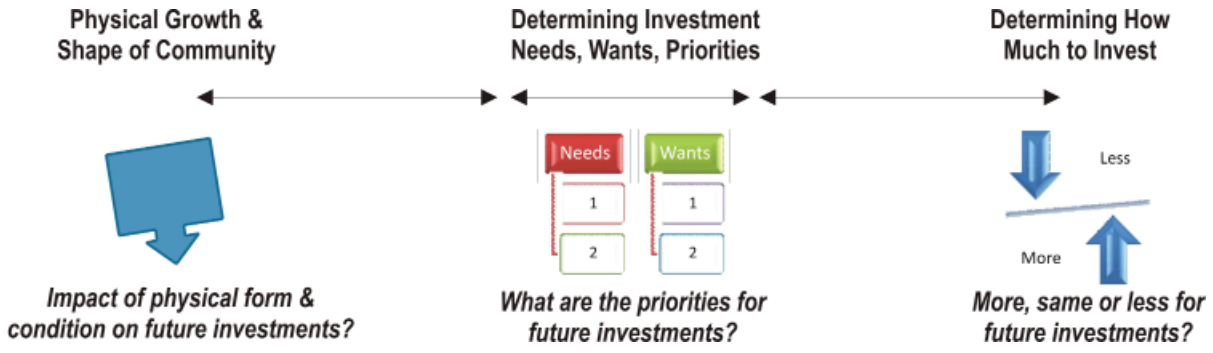
  > How best for the City of Wichita to grow

  > How much and where best to spend or not spend in terms of future City and County public infrastructure and facility investment

  > How to close the long-term gap between our future investment needs and wants and our projected revenues (ability to pay)

- The following graphic illustrates three key inter-related elements that ultimately shape our public infrastructure and facility investment decisions.

Community Investment Plan Development – Key Interrelated Elements



Developing the Plan

This Plan has been developed by an 18-member Plan Steering Committee jointly appointed by the City and County, with technical support provided by staff from the Wichita-Sedgwick County Metropolitan Area Planning Department, the City of Wichita and Sedgwick County. The Plan is reflective of the following considerations:

Existing Infrastructure Conditions Assessment *(see Appendix for details)*

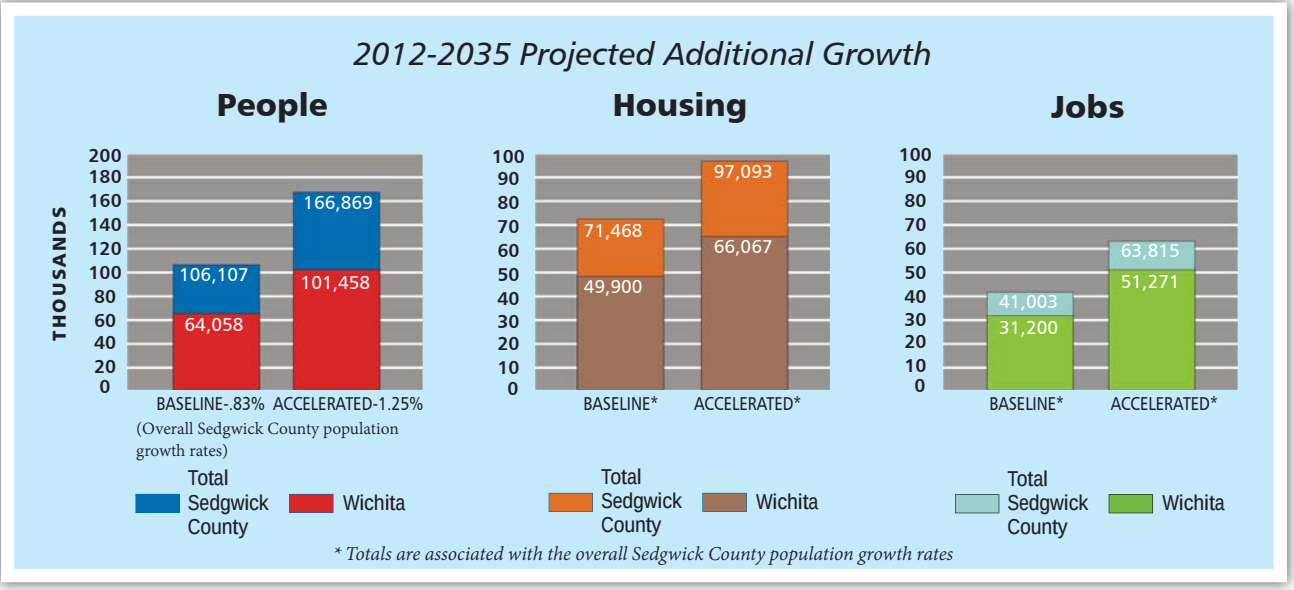
- A comprehensive assessment of all Wichita and Sedgwick County infrastructure and facilities in 2011-12 revealed that 38% of Wichita's infrastructure is in a 'deficient/fair' condition (about 11% of the County's infrastructure is in a 'deficient/fair' condition).
- Costs of bringing existing deficient Wichita infrastructure (primarily local streets, aging water and sewer lines) up to standards is estimated at an additional $45-55 million annually.
- Ongoing existing infrastructure replacement costs are estimated to require an additional $102 million annually for Wichita.
- This situation is due in part to decades of under-investment in maintaining Wichita's local road, water and sewer infrastructure.

Community Trends and Challenges Ahead
(see Appendix for details)

- Our infrastructure investment decisions and future growth will be influenced by the following fiscal/economic shifts:
  - > *Diminishing state and federal funding* for local infrastructure;
  - > *Slowing locally generated revenues* for Wichita and Sedgwick County;
  - > *Rising costs* of maintaining existing infrastructure and facilities; and,
  - > *Slowing new job* creation and employment growth rates.

Population and Employment Growth Projections: 2012 to 2035 *(see Appendix for details)*

This Plan has been developed with a *baseline growth rate (0.83%)* and an *accelerated growth rate (1.25%)* for annual population growth and associated employment growth projections in Wichita and Sedgwick County. The accelerated growth rate is reflected in the *2035 Urban Growth Areas Map* and the *2035 Wichita Future Growth Concept Map*.



Preferred Wichita 2035 Growth Scenario Development *(see Appendix for details)*

- Three 2035 growth scenarios were developed for Wichita to illustrate a range of possible growth patterns and associated infrastructure investment impacts. These scenarios were called *Current Trends; Constrained Suburban Growth;* and *Suburban and Infill Growth Mix.*

- Growth and development patterns depicted in the *Suburban and Infill Growth Mix* scenario reflected a more constrained suburban growth pattern combined with increased urban infill growth in Wichita's mature urban neighborhoods (the Established Central Area). This scenario required the least amount of expansion to Wichita's existing system of infrastructure, and placed greater investment priority on maintaining our existing infrastructure and transit system. This scenario became the basis for the development of the *2035 Wichita Future Growth Concept Map*.

- There is currently a $9-10 billion gap over the next 20 years between Wichita's planned future infrastructure and facility expenditures and its projected revenues. Different growth scenarios alone won't close this gap … a combination of new revenues, shifting project priorities and reducing project expenditures will be necessary.

Listening to the Community *(see Appendix for details)*

- Most City and County residents may not be aware of the current condition of our public assets, nor may they be aware of current City and County spending plans for the maintenance and expansion of these assets. During the development of this Plan, ongoing efforts have been made to better inform and educate the community on these important issues.

- Public outreach initiatives have included a *community-wide survey, eight informal public open house meetings, nine community discussion meetings* and *over 40 presentations* to community/neighborhood groups, business organizations and service clubs. The web-based Activate Wichita engagement tool has also been utilized.

Plan Overview

Within the broader context of the 2035 Plan Vision Statement, Plan Guiding Policy Principles and the Future Land Use Policies, this Plan provides an Infrastructure Investment Decision-making Framework to guide future public investment decisions that best reflect our community's highest priority needs and wants, and "willingness to spend" on public infrastructure. This Plan is comprised of the following components:

1. 2035 Plan Vision Statement and Core Community Values

A general statement describing what we envision our community will be 20 years from now in terms of employment and quality of life opportunities:

"Building on our rich aviation and entrepreneurial heritage, Wichita-Sedgwick County is a global center of advanced manufacturing and high-tech industry and a premier service, education, health and retail center for South Central Kansas. People feel safe and enjoy affordable housing choices in diverse, vibrant neighborhoods offering unique quality living environments and active, healthy lifestyles with access to arts, culture and recreation."

Seven core community values also collectively define our community approach and beliefs for the purposes of this Plan:

- *Common-sense Approach*
- *Fiscal Responsibility*
- *Growth-oriented*
- *Inclusiveness and Connectivity*
- *Cultural Richness*
- *Vibrant Neighborhoods*
- *Quality Design*

2. Plan Guiding Policy Principles

Five overarching themes and aspirations for our community's future. They help set relative priorities at the broadest and highest levels for future public infrastructure and facility investment decisions:

1. **Support an Innovative, Vibrant and Diverse Economy**
2. **Invest in the Quality of Our Community Life**
3. **Take Better Care of What We Already Have**
4. **Make Strategic, Valued-added Investment Decisions**
5. **Provide for Balanced Growth but with Added Focus on Our Established Neighborhoods**

3. Future Land Use Policies

2035 Urban Growth Areas Map - Depicts the anticipated growth pattern and extension of city limits for the cities of Sedgwick County.

2035 Wichita Future Growth Concept Map - Depicts the preferred 2035 growth concept for Wichita based on projected population/employment growth rates.

Locational Guidelines - Encourages compatible and appropriate future land use change in Wichita and unincorporated Sedgwick County.

Wichita Urban Infill Strategy - Encourages appropriate infill development in Wichita's Established Central Area.

Neighborhood and area plans adopted as elements of the Wichita-Sedgwick County Comprehensive Plan will provide additional land use policy guidance as applicable.

4. Plan Elements

A set of Plan Goals and Strategies to guide public infrastructure and facility investment decisions pertaining to each of the following Plan elements:

Funding and Financing - Guidance on how we should best fund and finance our public infrastructure and facilities.

Transportation - Guidance on how we should best invest in our transportation infrastructure and facilities.

Water, Sewer and Stormwater - Guidance on how we should best invest in our water, sewer and stormwater infrastructure and facilities.

Arts, Culture and Recreation - Guidance on how we should best invest in our arts, culture and recreation facilities.

Public Safety - Guidance on how we should best invest in our public safety facilities.

Priority Enhancement Areas for Wichita Public Infrastructure Projects Map - Guidance on priority areas for aesthetic enhancements to planned City of Wichita public improvements.

5. Plan Implementation

Part 1. **Infrastructure Investment Decision-making Framework**

This framework is intended to help close the long-term cost/revenue gap between our currently planned future infrastructure expenditures and our projected revenues. Three different levels of evaluation are recommended for both new and replacement infrastructure projects. This encourages best practices for public infrastructure investment decision-makers. It also enables strategic investment decision-making by aligning funding priorities with community priorities as reflected in the 2035 Plan Vision Statement, Core Community Values and Plan Guiding Policy Principles.

Part 2. **Plan Monitoring, Review and Amendment**

An ongoing, systematic approach to monitor community change, and review and amend the Plan so that it remains relevant and appropriate for our community.

Plan Appendix

Under separate documentation, the Plan Appendix contains important and relevant background information listed below that has been helpful in shaping the development of this Plan:

- *Wichita 2035 Growth Scenarios*
- *Community Trends & Challenges Ahead*
- *Existing Conditions & Community Infrastructure Assessment*
- *Community Engagement*

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Plan Vision, Community Values and Guiding Principles

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2035 Plan Vision Statement

The 2035 Plan Vision Statement below describes what kind of future we want to help make for our community over the next twenty years based on our public infrastructure and facility investment decisions.

> "Building on our rich aviation and entrepreneurial heritage, Wichita-Sedgwick County is a global center of advanced manufacturing and high-tech industry and a premier service, education, health and retail center for South Central Kansas. People feel safe and enjoy affordable housing choices in diverse, vibrant neighborhoods offering unique quality living environments and active, healthy lifestyles with access to arts, culture and recreation."

Core Community Values

Listed below are important **Core Community Values** that define our community approach and beliefs for the purposes of this Plan. These core values collectively provide the context in which the Plan Guiding Policy Principles will be accomplished:

- ***Common-sense Approach*** – pragmatic; market-driven; competitive; low tax burden; appropriate/simplified regulations only as necessary; strong belief in personal rights and property rights.
- ***Fiscal Responsibility*** – don't spend more than you have; spend and invest wisely; take care of what you have; build on what you have; maximize 'return-on-investment'.
- ***Growth-oriented*** – innovate; re-invent; diversify; entrepreneurial; positive 'can-do' attitude; the future holds hope and promise.
- ***Inclusiveness and Connectivity*** – easy to get around; social and technological accessibility.
- ***Cultural Richness*** – visual and performing arts; educational achievement; diversity of cuisine; strong community events and celebrations; philanthropy; community service; value racial diversity; community pride and heritage.
- ***Vibrant Neighborhoods*** – care about neighbors, value condition of property, take pride in quality of place and where we live.
- ***Quality Design*** – value public art, attractive and sustainable design, and community aesthetics.

Plan Guiding Policy Principles

The following **Plan Guiding Policy Principles:**

- Represent the overarching themes, aspirations and actions for our community's future,
- Reflect the 2035 plan vision statement and our core community values,
- Guide future land use policies and the plan element goals and strategies,
- Help set relative priorities at the broadest and highest levels for future investment decisions and funding/expenditure reductions.

1. Support an Innovative, Vibrant and Diverse Economy

Without good jobs and opportunities for all to prosper, our vision and aspirations as a community cannot be achieved.

Core Community Value Elements

Common-sense Approach: Promote an environment of low taxes and reasonable regulation

Fiscal Responsibility: Target economic development investments in areas with the greatest public return

Growth-oriented: Focus on innovation and diversification for start-ups, entrepreneurship and growing existing businesses

Inclusiveness and Connectivity: Improve transportation connections to businesses for employees and customers of all incomes and abilities

Cultural Richness: Encourage a culture of corporate philanthropy and encourage culturally-diverse business areas

Vibrant Neighborhoods: Support neighborhood-scale business development

Quality Design: Utilize aesthetic and cohesive treatments in major business areas to encourage compatibility with adjacent businesses and residential areas

2. Invest in the Quality of Our Community Life

Quality of life is important to both current and future residents of our community and is essential to support job growth and a strong economy.

Core Community Value Elements

Common-sense Approach: Ensure that basic services are delivered efficiently and effectively

Fiscal Responsibility: Make strategic investments in public resources and facilities that will benefit current and future residents

Growth-oriented: Foster quality of life amenities that attract and retain talented workers

Inclusiveness and Connectivity: Provide equitable access to arts, culture and recreation

Cultural Richness: Support broad-based diversity in quality of life opportunities, events and facilities

Vibrant Neighborhoods: Provide safe, active and healthy living environments in all neighborhoods

Quality Design: Make strategic investments in iconic facilities that create a community of distinction

3. Take Better Care of What We Already Have

Maintaining and preserving existing infrastructure and community facilities is a high priority for citizens, supports economic growth and quality of life/place, and makes sound fiscal sense.

Core Community Value Elements

Common-sense Approach: Invest in maintenance first

Fiscal Responsibility: Establish long-term maintenance programs based on asset life-cycle

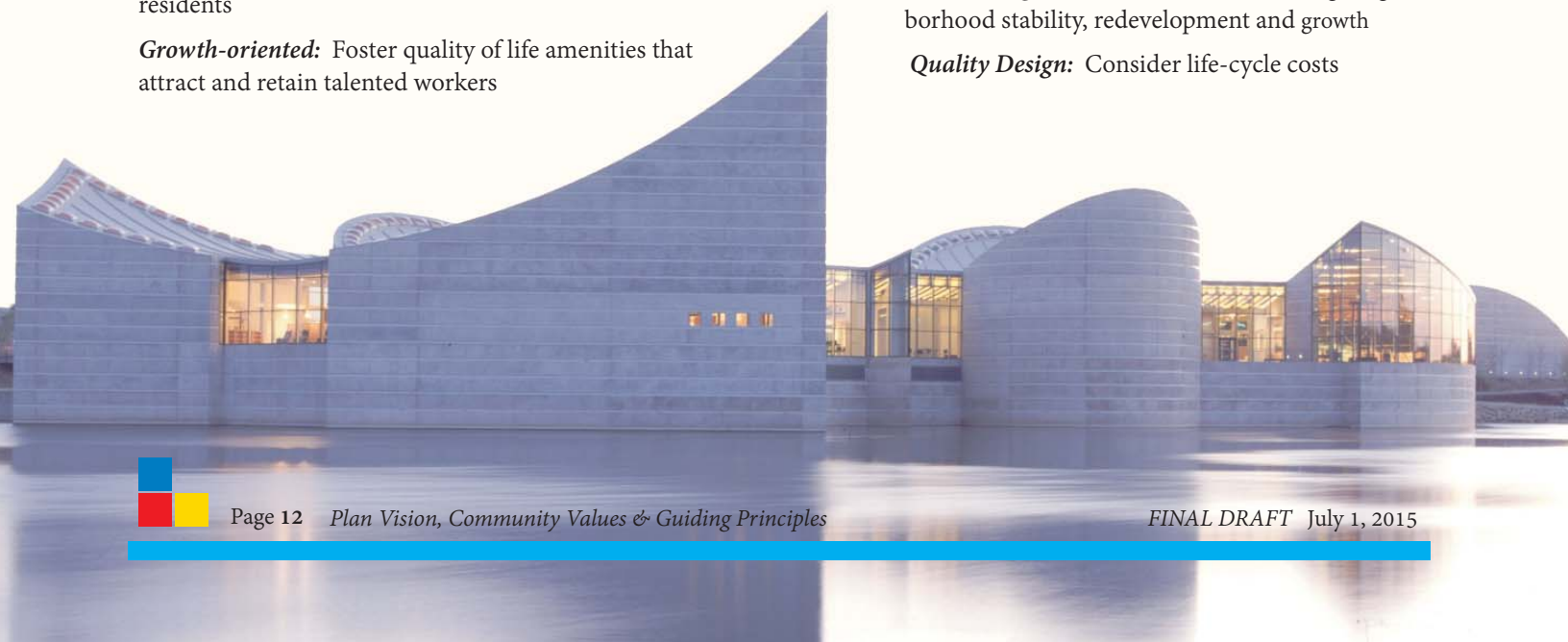
Growth-oriented: Leverage maintenance investments to promote infill development

Inclusiveness and Connectivity: Take a systems and networks-based approach

Cultural Richness: Re-invest in public facilities and infrastructure throughout our community

Vibrant Neighborhoods: Invest in existing neighborhood stability, redevelopment and growth

Quality Design: Consider life-cycle costs



4. Make Strategic, Valued-added Investment Decisions

Our limited public resources must be focused on infrastructure and community facility investments that best support the vision for our future. Priority will be given to projects that support economic growth and job diversification, are multi-purposed and have multiple impacts for the greatest benefit to our community.

Core Community Value Elements

Common-sense Approach: Use the comprehensive plan to guide capital improvement programming

Fiscal Responsibility: Ensure that our investments are scale-appropriate and maximize economic and social returns that are measurable

Growth-oriented: Tie major infrastructure investments to economic development

Inclusiveness and Connectivity: Focus major transportation investments on critical community-wide connections

Cultural Richness: Make strategic long-term investments in cultural facilities

Vibrant Neighborhoods: Use multi-faceted and strategic approaches

Quality Design: Use context-sensitive design for infrastructure projects

5. Provide for Balanced Growth but with Added Focus on Our Established Neighborhoods

Growth can be expected to occur in all parts of our community and should be supported. Established neighborhoods will receive more attention than has been given in previous comprehensive plans in order to promote growth and maintain vibrancy/quality of place.

Core Community Value Elements

Common-sense Approach: Target areas of greatest opportunity

Fiscal Responsibility: Establish a funding mechanism for the additional maintenance costs of existing and new infrastructure

Growth-oriented: Support growth in all areas of our community

Inclusiveness and Connectivity: Promote physical, social and economic accessibility and connectivity for all

Cultural Richness: Enhance existing cultural facilities

Vibrant Neighborhoods: Focus growth in established neighborhoods and encourage infill development programs

Quality Design: Support infill project designs that enhance value in existing neighborhoods

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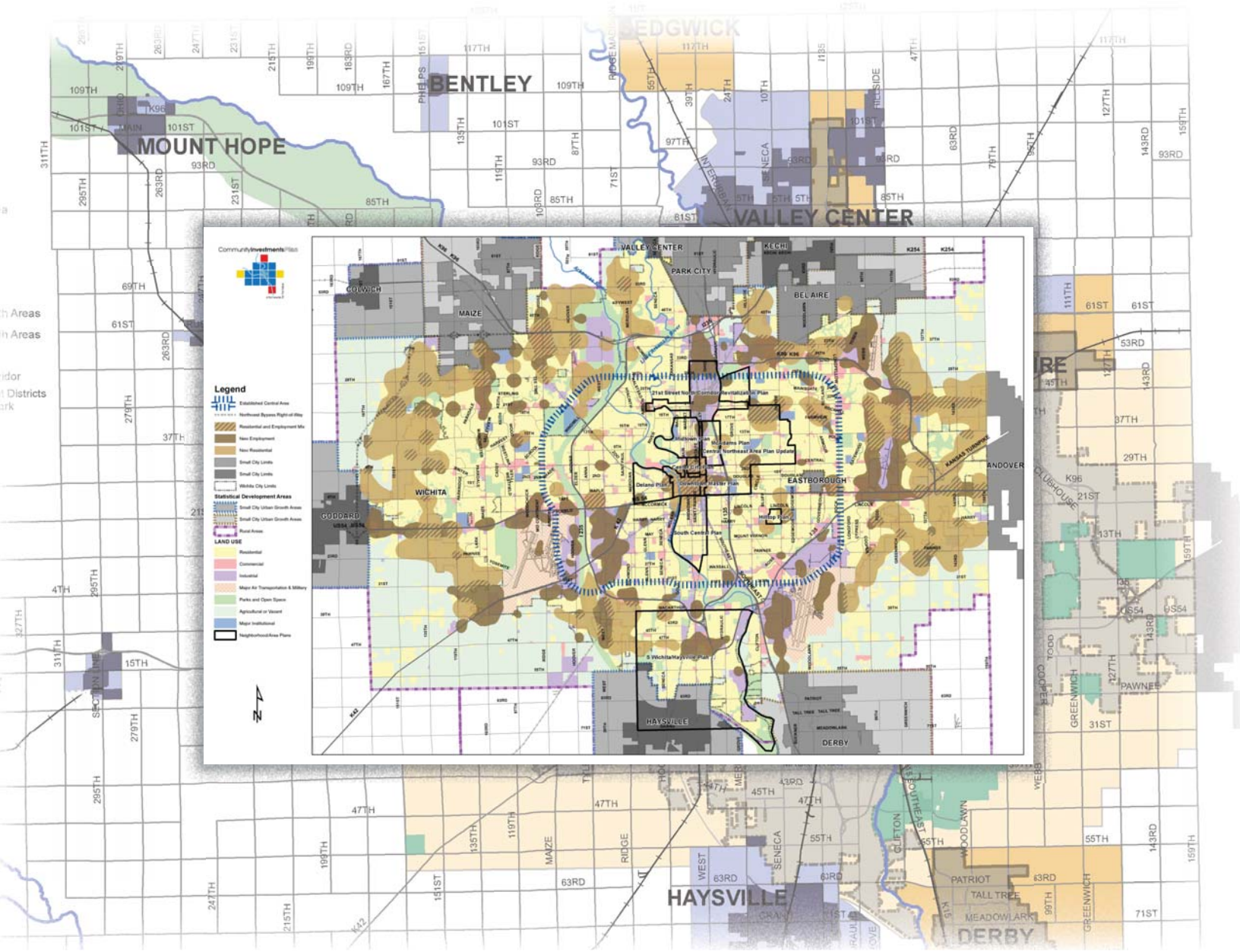

Future Land Use Policies

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Future Land Use Policies

Introduction

The purpose of the Future Land Use Policies is to encourage orderly growth that meets future market demand while considering impacts to taxpayers, developers, the environment, and the community as a whole. These policies reflect the 2035 Plan Vision Statement, Core Community Values, and Plan Guiding Policy Principles and guide future land use through the ongoing comprehensive planning process.

The Future Land Use Policies are comprised of the following *four components* which are described in this section of the Plan:

1. 2035 Urban Growth Areas Map
Depicts anticipated long-term growth patterns for the cities of Sedgwick County. These areas are not prescriptive or binding in nature but serve as a reasonable indication as to where the future efficient and fiscally responsible extension of public infrastructure, services, and corporate limits could occur by 2035.

2. 2035 Wichita Future Growth Concept Map
Depicts the preferred 2035 future growth concept for Wichita. This concept is based upon projected population and employment growth rates, reflects the Plan Guiding Policy Principles, and strategically guides future public investment that supports the growth of Wichita.

3. Locational Guidelines
Provide a framework for decision-making regarding land use changes so as to: encourage patterns of development that efficiently and effectively use land, public infrastructure, and services; strive for compatibility among various land uses; and, promote quality of place through design.

4. Wichita Urban Infill Strategy
Focuses on Wichita's Established Central Area (comprised of the downtown core and the mature neighborhoods surrounding it in a roughly three mile radius) and 'areas of opportunity' within it that have the most vacant/underutilized parcels where infill development can reverse patterns of abandonment and decline. The strategy provides a framework for addressing: regulatory barriers; infrastructure in need of modernization; neighborhood concerns about different housing types or incompatible uses; difficulties with land assembly and financing; and, preserving areas of stability.

These *four components* constitute the Future Land Use Policies. To ensure needed flexibility in the application of the Future Land Use Policies, it is important to continue to modify land use implementation tools such as the zoning and subdivision regulations to maintain consistency with the Plan as it is amended in the future.

Adopted Neighborhood and Area Plans

Neighborhood and area plans adopted as elements of the Wichita-Sedgwick County Comprehensive Plan will provide additional land use policy guidance as applicable, to supplement the overall guidance provided by the Future Land Use Policies.

1. 2035 Urban Growth Areas Map

(Refer to fold-out map on page 19)

2. 2035 Wichita Future Growth Concept Map

(Refer to fold-out map on page 20) The *2035 Wichita Future Growth Concept Map* visually portrays the goals and policies of the Wichita-Sedgwick County Comprehensive Plan. It generally illustrates anticipated development patterns and provides a generalized guide to future land use, development and rezoning decisions within the City of Wichita and its 2035 urban growth area. The categories shown are intended to provide a generalized guide to land use based upon functional use classifications, rather than by type of facility or type of ownership. The small-scale nature of the map does not allow for detailed assessment on an individual parcel basis. Suitability of future development at the site-specific, facility level needs to be determined based upon existing land uses and zoning, along with the Locational Guidelines and Wichita Urban Infill Strategy, as applicable. Development proposals that do not exactly match these guides but reflect market place demand should be given reasonable consideration, if they do not present extraordinary new public infrastructure or service burdens on the community.

Established Central Area: Comprised of the downtown core and the mature neighborhoods surrounding it in a roughly three mile radius, the Established Central Area is the focus area for the Wichita Urban Infill Strategy.

New Residential: Encompasses areas of land that likely will be developed or redeveloped by 2035 with uses predominately found in the Residential category. Pockets of Major Institutional and Commercial uses likely will be developed within this area as well, based upon market-driven location factors. In certain areas, especially those in proximity to existing industrial uses, highways, rail lines, and airports, pockets of Industrial Uses likely will be developed.

New Employment: Encompasses areas that likely will be developed or redeveloped by 2035 with uses that constitute centers or concentrations of employment primarily in manufacturing, warehousing, distribution, construction, research, technology, business services, or corporate offices. Major shopping centers and office parks likely will be developed within this area as well, based upon market driven location factors. In certain areas, especially those in proximity to existing residential uses, higher density housing and convenience retail centers likely will be developed. In areas where the uses are already established, pockets of industrial uses associated with extraction, processing or refinement of natural resources or recycling of waste materials likely will be developed.

New Residential/Employment Mix: Encompasses areas of land that likely will be developed or redeveloped by 2035 with uses predominately of a mixed nature. Due to the proximity of higher intensity businesses uses, residential housing types within this area likely will be higher density. Due to the proximity of residential uses, employment uses likely will have limited negative impacts associated with noise, hazardous emissions, visual blight, and odor.

2035 Urban Growth Areas Map

(This map is not reflective of any Zoning Areas of Influence in Sedgwick County)

The *2035 Urban Growth Areas Map* visually portrays the anticipated growth patterns for the cities of Sedgwick County. Municipal growth patterns that do not exactly match this guide but reflect marketplace demands should be given reasonable consideration, if they do not present extraordinary new public service burdens on the community. It is also important to note that the 2035 urban growth areas depicted are not prescriptive or binding in nature. They serve only as a reasonable indication as to where the future efficient extension of public municipal services and corporate limits could occur by the year 2035.

Small City Urban Growth Areas: Generally located adjacent to existing municipal boundaries, these areas indicate the likely direction and magnitude of growth these communities can expect to experience out to the year 2035. Determination of growth direction and amount is based upon municipal political considerations, anticipated municipal population growth, efficient patterns of municipal growth, current infrastructure limitations, cost effective delivery of future municipal services and environmental factors.

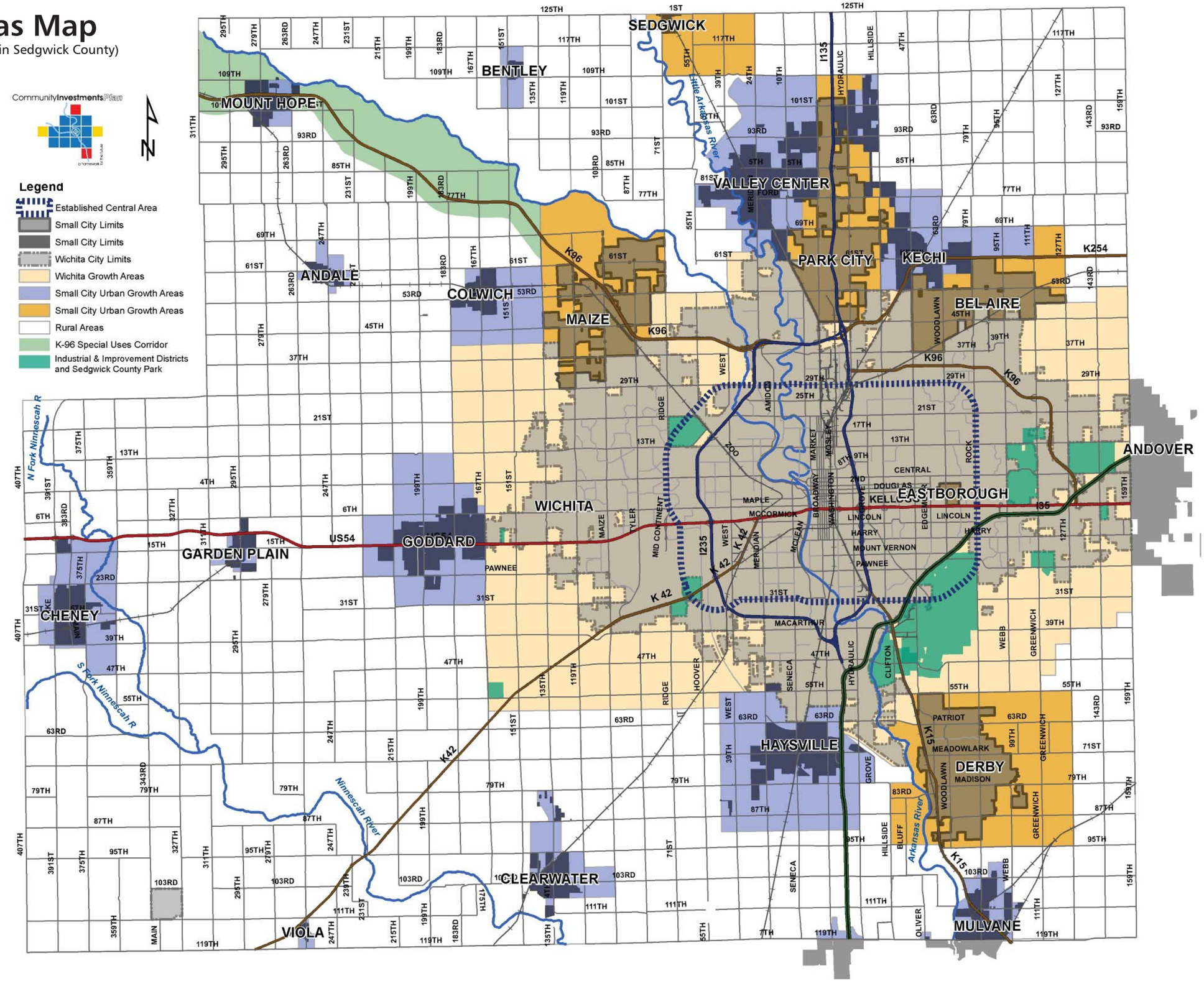
Wichita Urban Growth Area: Areas adjacent to Wichita that are primarily undeveloped but have the potential to be developed by the year 2035, based upon Wichita population growth projections and current market trends. This is the area in which City expansion and extension of municipal services and infrastructure should be focused. Determination of growth direction and amount is based upon municipal political considerations, anticipated population growth, efficient patterns of growth, current infrastructure limitations, cost effective delivery of future municipal services and environmental factors.

Established Central Area: Comprised of the downtown core and the mature neighborhoods surrounding it in a roughly three mile radius, the Established Central Area is the focus area for the Wichita Urban Infill Strategy.

K-96 Special Uses Corridor: Encompasses areas identified in the *K-96 Corridor Economic Development Plan* that require special land use controls in order to ensure appropriate patterns of commercial redevelopment within the K-96 corridor. The *K-96 Corridor Economic Development Plan* should be consulted for more specific future land use direction.

Industrial and Improvement Districts and Sedgwick County Park: Encompasses areas within the Wichita Urban Growth Area where various legal agreements have been established to restrict Wichita city limits expansion and provide for shared delivery of municipal services by the City of Wichita, Sedgwick County, and townships.

Rural: This category encompasses land outside the 2035 urban growth areas for Wichita and the small cities. Agricultural uses, rural-based businesses, and larger lot residential exurban subdivisions likely will be developed in this area. Such development should occur in accordance with the *Urban Fringe Development Policy*.



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2035 Wichita Future Growth Concept Map

Legend

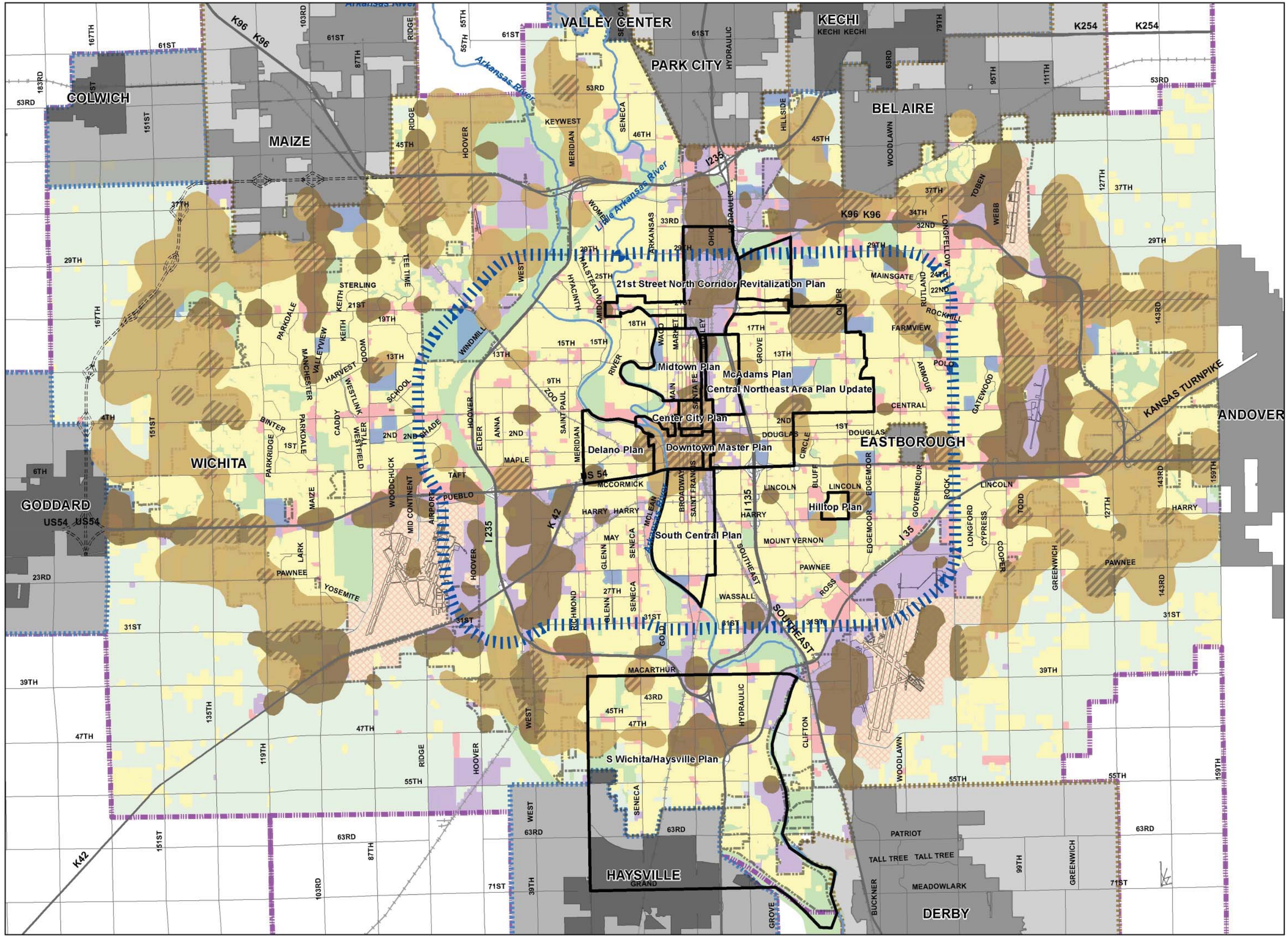
- Established Central Area
- Northwest Bypass Right-of-Way
- Residential and Employment Mix
- New Employment
- New Residential
- Small City Limits
- Small City Limits
- Wichita City Limits

Statistical Development Areas

- Small City Urban Growth Areas
- Small City Urban Growth Areas
- Rural Areas

LAND USE

- Residential
- Commercial
- Industrial
- Major Air Transportation & Military
- Parks and Open Space
- Agricultural or Vacant
- Major Institutional
- Neighborhood/Area Plans



Residential: Encompasses areas that reflect the full diversity of residential development densities and types typically found in a large urban municipality. The range of housing densities and types includes, but is not limited to, single-family detached homes, semi-detached homes, zero lot line units, patio homes, duplexes, townhouses, apartments and multi-family units, condominiums, mobile home parks, and special residential accommodations for the elderly (assisted living, congregate care and nursing homes). Elementary and middle schools, churches, playgrounds, small parks and other similar residential-serving uses are located in these areas.

Commercial: Encompasses areas that reflect the full diversity of commercial development intensities and types typically found in a large urban municipality. Convenience retail, restaurants, small offices, and personal service uses are located in close proximity to, and potentially mixed with, Residential Uses. Major destination areas (centers and corridors) containing concentrations of commercial and office uses that have regional market areas and generate high volumes of traffic are located in close proximity to major arterials or highways and typically are buffered from lower density residential areas by higher density housing types.

Industrial: Encompasses areas that reflect the full diversity of industrial development intensities and types typically found in a large urban municipality. Centers or concentrations of manufacturing, warehousing, distribution, construction, research, and technology are located in close proximity to highways and airports and may have rail service. Industrial uses associated with the extraction, processing or refinement of natural resources or recycling of waste materials typically are located along rail lines. Businesses with negative impacts associated with noise, hazardous emissions, visual blight, and odor typically are buffered from Residential Uses by Commercial Uses.

Major Air Transportation & Military: Encompasses areas that are developed with airports, airfields, and military installations. The areas surrounding these areas, particularly immediately in proximity to areas used for take-off and approach to runways, should be protected from encroachment by uses that are negatively impacted by high levels of noise.

Parks and Open Space: Includes major parks, golf courses, public open space, private development reserves and recreational facilities/corridors (including floodplain, natural drainage channels, easements, abandoned railway corridors, etc.). More detailed maps and policies are contained in the *Wichita Parks, Recreation, and Open Space Plan*.

Agricultural or Vacant: Encompasses areas that are undeveloped or used for agricultural production. Agricultural land is an important natural resource. Pockets of low-density residential uses without the full range of municipal services likely will be developed in areas of the urban fringe that primarily are used for agriculture. Such development should occur in accordance with the *Urban Fringe Development Policy* and should be developed in a manner that facilitates future connection to municipal services when they become available.

Major Institutional: Includes institutional facilities of a significant size and scale of operation and could include a range of such uses as government facilities, libraries, high schools, colleges, universities, cemeteries, and hospitals.

Neighborhood/Area Plan: Adopted neighborhood and area plans have been designated on the map. These plans should be consulted for specific future land use direction.

3. Locational Guidelines

The Locational Guidelines provide a decision-making framework regarding land use changes. This decision-making framework is comprised of three key elements - **Development Pattern, Land Use Compatibility,** and **Design**. These elements encourage patterns of development that efficiently and effectively use land, public infrastructure, and services; strive for compatibility among various land uses; and, promote quality of place through design. Within each of these elements, guidance is provided according to the following geographic areas:

"...strive for compatibility among various land uses; and, promote quality of place through design..."

1. ***General*** (applicable throughout the entire Plan area)
2. ***Established Central Area*** (specific to the downtown core and the mature neighborhoods surrounding it in a roughly three mile radius)
3. ***Outside Established Central Area*** (specific to the remaining incorporated areas of Wichita outside the *Established Central Area*, and also including Wichita's 2035 Urban Growth Area)
4. ***Rural Area*** (specific to the unincorporated areas of Sedgwick County located outside the 2035 Urban Growth Areas)

Geographic Area	Development Pattern	Land Use Compatibility	Design
General	p. 22	p. 23	p. 24
Established Central Area	p. 22	p. 24	p. 25
Outside Established Central Area	p. 23	p. 24	p. 25
Rural Area	p. 23	p. 24	p. 25

These Locational Guidelines should be used with a sense of flexibility supplemented by guidance contained in neighborhood and area plans adopted as elements of this Plan; small city comprehensive plans; and other state-of-the-art planning principles and practices as circumstances warrant.

Development Pattern

1. General

a. Development should occur where necessary supporting infrastructure and services exist or are planned for extension concurrently with the development.

b. Discourage development from occurring in aquifer recharge, flood prone, high ground water, wetland, and unsuitable soil areas.

c. Major commercial and employment centers should be located at intersections of arterial streets and along highways and commercial corridors.

d. Industrial uses should be located in areas with good access to highways, rail lines, and airports.

e. Higher-density residential uses and neighborhood-serving retail and office uses should buffer lower-density residential uses from major commercial and employments centers and industrial uses.

f. Primary outdoor sales uses should be located along highway corridors or in areas where the uses have already been established.

g. Support expansion of existing uses to adjacent areas.

h. Development near primary and secondary gateways identified on the *Priority Enhancement Areas for Wichita Public Infrastructure Projects Map* should be oriented primarily towards destination retail (such as: regional shopping centers, entertainment complexes, national retailers with limited locations) and hospitality.

2. Established Central Area

a. Encourage infill development that maximizes public investment in existing and planned infrastructure and services.

b. Promote mixed-use redevelopment of existing commercial centers and along arterial streets.

c. Promote downtown as the region's preeminent walk-

able, mixed-use development area with a focus on office, retail, hospitality, government services, high-density residential, and entertainment, cultural, and civic facilities and activities.

3. Outside Established Central Area

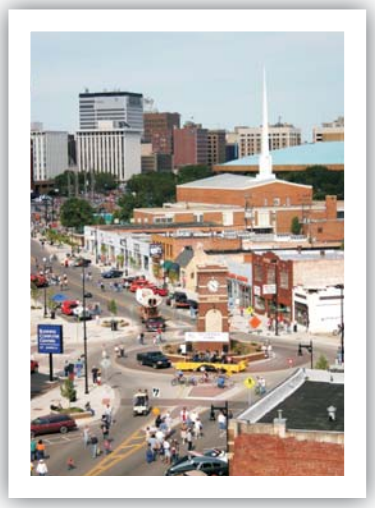
a. Strip commercial development along arterials should be discouraged except along established commercial corridors and highways.

b. Major commercial development should be guided to the intersection of two arterial streets.

c. Small, neighborhood-serving retail and offices uses and high-density residential uses not located at arterial intersections should be limited to the intersection of an arterial and a collector street.

d. Low-density residential uses should be buffered from commercial and industrial areas by open space, water bodies, changes in topography, or major barriers such as arterial streets or highways.

e. New development areas separated from existing developed areas by major barriers (such as: highways, railroads, waterways, and airports) or by significant open space or undeveloped areas should be discouraged unless the scale of the development is sufficient to support the cost of extending infrastructure and services in a manner that supports additional development on surrounding sites.



f. New development in areas where city growth areas abut should be coordinated among the affected cities, particularly as it relates to street connectivity and land use compatibility.

4. Rural Area

a. Outside the 2035 Urban Growth Areas, commercial/industrial development should be limited to the following: agricultural-oriented uses; rural home occupations; natural resource dependent; convenience services; highway-oriented services at interchange areas; or uses that need significant buffering from residential areas (to mitigate nuisance or hazard impacts).

b. Urban-density development is discouraged from locating in rural areas, and rural-density development should be located in accordance to the *Urban Fringe Development Policy*.

Land Use Compatibility

1. General

a. Higher-intensity development should be discouraged from locating in areas of existing lower-intensity development, particularly established low-density residential areas.

b. Industrial and major commercial land uses that generate pollution, odor, noise, light, safety hazards, and high levels of traffic should be located away from residential areas and developed with screening, buffering, and site design features sufficient to mitigate adverse impacts.

c. Residential development should not encroach upon existing or planned heavy industry, airfields, and military installations.

d. Manufactured home parks (as distinguished from manufactured home subdivisions) should be located on large

tracts and buffered from lower-density residential areas by physical barriers (e.g., freeways, drainage ways, railway, etc.).

2. Established Central Area

a. Neighborhood-serving retail and office uses and high-density residential uses can be appropriate along arterial streets on small infill sites near residential uses or through conversions of residential structures if appropriate site design features that limit traffic, noise, lighting, and adverse impacts on surrounding residential are provided and the scale of the development is appropriate for its context.

b. Accessory dwelling units, duplexes, and small-scale multi-family developments can be appropriate in existing residential areas if appropriate site design limits adverse impacts on surrounding residential uses, the design of the buildings is compatible with existing residences, and the scale of the development is compatible with the intensity of the surrounding area.

3. Outside Established Central Area

a. Except in mixed-use developments, residential and non-residential development areas generally should be separate and distinct with appropriate screening and buffering to ensure compatibility among land uses while maintaining connectivity among uses.

b. Mixed-use developments should provide appropriate screening and buffering to ensure compatibility with surrounding lower-intensity land uses while maintaining connectivity among uses.

4. Rural Area

a. Discourage encroachment of land uses such as residential and recreation that would be negatively impacted by noise, dust, odor, light, and other impacts of agricultural operations into primarily agricultural areas outside the 2035 Urban Growth Areas.

b. Industrial and commercial uses located in rural areas should be separate and distinct from lower-intensity lands uses and should provide appropriate screening and buffering to ensure compatibility among land uses.

Design

1. General

a. Commercial centers, office parks, and mixed-use developments should be designed with shared internal vehicular and pedestrian circulation, combined signage, coordinated landscaping and building design, and combined ingress/egress locations.

b. Ingress/egress locations to non-residential uses generally should not access residential streets unless such access will not negatively impact nearby residential areas, except that industrial traffic should not feed directly into local streets in residential areas.

c. Driveways and intersections along major thoroughfares should be limited to maintain safe and efficient mobility. Medians should be used when appropriate to limit turning conflicts, particularly near arterial intersections. Pedestrian crossings of arterial streets should be provided between arterial intersections.

d. Except in mixed-use development areas, non-residential uses should provide appropriate screening and buffering from residential uses.

e. Non-residential uses should have site design features that limit traffic, noise, lighting, and adversely impacts on surrounding residential land uses.

f. Major commercial and employment centers and institutional and government services should be designed to accommodate convenient transit service, particularly for those with mobility challenges.

g. Building entrances should be oriented to the street or internal circulation drives that connect to the street and designated pedestrian connections should be provided from building entrances to the street.

h. Development abutting the targeted arterials, Kellogg freeway, gateways, and landmarks identified on the

Priority Enhancement Areas for Wichita Infrastructure Projects Map should consider the inclusion of site design features that increase the sense of quality of life through emphasis of visual character and aesthetic improvements.

2. Established Central Area

a. Support development of a variety of lot sizes and housing types.

b. Buildings are encouraged to be located close to the street with parking areas located beside or behind buildings.

c. Commercial and mixed-used developments are encouraged to have building entrances, transparent facades, and outdoor patios adjacent to the sidewalk.

3. Outside Established Central Area

a. Low-density residential lots should not front directly onto arterial streets.

b. Layout of blocks within neighborhoods should promote direct pedestrian connectivity within in the neighborhood and to adjacent neighborhoods and surrounding commercial centers and institutional uses.

4. Rural Area

a. Layout of blocks that provide a single point of access to a neighborhood should be discouraged.

4. Wichita Urban Infill Strategy

Infill refers to developing vacant or underutilized land in existing developed areas. By absorbing growth in existing developed areas, residential and employment-based infill development can reduce growth pressure on rural areas; provide for efficient use of land; utilize existing infrastructure and services; and improve the quality of life in areas experiencing abandonment and decline. However, infill development can be inhibited by regulatory barriers, infrastructure in need of modernization, neighborhood concerns about different housing types or incompatible uses, and difficulties with land assembly and financing.

The Wichita Urban Infill Strategy is focused on the Established Central Area – comprised of the downtown core and the mature neighborhoods surrounding it in a roughly three mile radius (see *2035 Wichita Future Growth Concept Map*) Increased levels of residential infill/redevelopment throughout the Established Central Area will represent 12% of total new dwelling units forecasted for Wichita by 2035 (a threefold increase from current trends).

The strategy focuses on 'areas of opportunity' that have the most vacant and underutilized parcels where infill development can reverse patterns of abandonment and decline. The strategy also is intended to preserve 'areas of stability' where few vacant and underutilized parcels exist and a pattern of continued reinvestment is evident. Neighborhood and area plans adopted as elements of the Wichita-Sedgwick County Comprehensive Plan will provide additional land use policy guidance as applicable.

Areas of Opportunity

Defining Characteristics: Areas of opportunity are areas in the community where focused efforts on infill development can have the most success. The defining characteristics of areas of opportunity are generally higher than average and increasing:

- Vacant parcels
- Vacancy rates
- Renter-occupied dwelling units
- Structures in fair or worse condition
- Nuisance complaints
- Building demolitions
- Infrastructure below standard

Guiding Principle: Larger-scale, multi-property infill projects should be guided to areas of opportunity to maximize public investment in existing and planned infrastructure and services.

Areas of Stability

Defining Characteristics: Areas of stability are areas in the community where infill development opportunities are limited by the lack of available land. Areas of stability have few vacant parcels and higher than average occupancy rates. A majority of the structures are in average or better condition and owner-occupied. There are few nuisance complaints and building demolitions, and much of the infrastructure is at or above standard.

Guiding Principle: Infill development should be limited to projects on individual or small sites with a scale of development appropriate for its context. Infill projects should complement existing neighborhood development and incorporate site design features that limit traffic, noise, lighting, and adverse impacts on surrounding properties.

Neighborhood Concerns

Issue: Infill development changes a neighborhood. While redevelopment projects can be of the appropriate scale and have the necessary design features to mitigate adverse impacts on surrounding properties, current processes make it difficult for neighborhoods to visualize the proposed changes and have meaningful input into project design.

Strategy: Establish a participatory neighborhood planning program to prepare neighborhood design guidelines for areas of opportunity prior to construction of large-scale, multi-property infill projects. Also develop basic infill development guidelines that would be applicable throughout the Established Central Area.

Regulatory Issues

Issue: Our traditional development regulations are geared toward suburban-scale, auto-oriented development requirements (such as: parking, setbacks, density, landscaping, screening, etc.). To promote greater levels of more walkable, urban-scale infill projects, regulatory changes are required.

Strategy: Amend development regulations to better encourage by-right infill development projects.

Infrastructure Modernization

Issue: Many of the areas where the opportunity for infill development exist are also the areas with the most substandard infrastructure. While infrastructure may be in place, it often cannot support additional development, and the layout and design of the infrastructure often must be changed to support the configuration of infill.

"...infill development projects often do not qualify for conventional financing because the appraised value of a project is less than the cost of development..."

Strategy: Develop and implement a long-range plan for major infrastructure maintenance projects that focuses infrastructure investment in areas of opportunity in a manner supportive of infill development efforts.

Land Assembly and Financing

Issue: Profitable infill development opportunities are difficult to find. Once an area experiences a few successful projects, the remaining available land often increases in value beyond a level at which additional projects can be profitable. Additionally, infill development projects often do not qualify for conventional financing because the appraised value of project is less than the cost of development.

Strategy: Establish a public-private relationship to support infill development through market research, design assistance, and financing opportunities.

Plan Elements

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Plan Element-
Funding and Financing

Plan Context & Perspective - According to Kansas statutes, a specific requirement of a city and county comprehensive plan is to identify major sources and expenditures of public revenue including long range financial plans for the financing of public facilities and capital improvements. For the purposes of this Plan, the term 'funding' is used to describe the various sources of revenue available for spending/investing. The term 'financing' is used to describe the various means by which funding is leveraged, combined and utilized for spending/investing purposes.

One of the Core Community Values of this Plan is fiscal responsibility. This value embodies the following principles … don't spend more than you have; spend and invest wisely; take care of what you have; and maximize the 'return-on-investment'.

"...better align expenditures with available funding and financing resources..."

Presently, there is an estimated $9-10 billion gap over the next 20 years between Wichita's planned future infrastructure and facility expenditures and its projected revenues. A key challenge of this Plan is how to close that gap over the long-term. Our choices are essentially increasing revenues (through taxes and fees), decreasing expenditures (utilizing alternate approaches or standards; reducing scope and scale of projects; deferring or eliminating projects), and learning to live within the funding and financing resources available to local government.

From a public infrastructure funding and financing perspective, the preferred option of closing the projected expenditure and revenue gap over the long term is to ***better align expenditures with available funding and financing resources.*** While opportunities to increase revenues may present themselves in the future, there are more opportunities to improve how budget allocations are made for capital improvements.

"...there is an estimated $9-10 billion gap over the next 20 years between Wichita's planned future infrastructure and facility expenditures and its projected revenues..."

Our Funding and Financing Goals & Strategies

Goal 1 **- Close the long-term cost/revenue gap between our planned future infrastructure and facility expenditures and our projected revenues.**

Strategies:

A. Strategically leverage public and private funding where possible.

B. Decrease project costs through a combination of reduced or alternate project approaches or standards; reduced project scale and scope; and, project deferral or elimination.

C. Identify long-term maintenance and replacement costs for all capital improvement program projects. Include ongoing maintenance and operations budgets as part of the overall project cost.

D. Align infrastructure and facility funding to reflect the maintenance and replacement costs associated with that infrastructure or facility.

Goal 2 **- Maintain a responsible and appropriate taxing level to address our community's needs.**

Strategies:

A. Align utility fees, user fees and taxes to reflect the cost of providing facilities and services at standards acceptable to our community.

B. Align our public infrastructure and facility investments with the willingness of our community to pay for them.

Goal 3**- Establish funding priorities which reflect community priorities.**

Strategies:

A. Fund public infrastructure and facilities based upon the following overall ranking of spending and investment priorities:

1. Maintain and replace what we currently have;
2. Make enhancements to what we currently have;
3. Expand our current system of infrastructure and facility assets.

B. Focus funding on infrastructure and facilities that

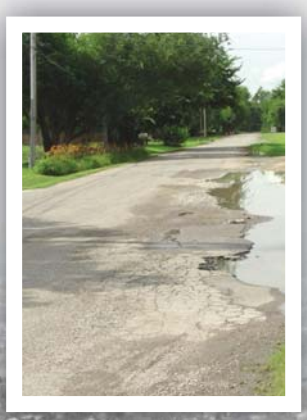
will advance our community quality of life, create a place that will retain future generations, and promote economic growth and job creation.

C. Focus funding on infrastructure and facilities that will maintain vibrancy, promote growth and secure quality of place in the Established Central Area of Wichita.

D. Review existing public infrastructure and facility assets to determine those assets which should no longer be retained by the City or County due to duplication/redundancies with private sector facilities, functional obsolescence, and/or changing community investment priorities.

Plan Element - Transportation

Plan Context & Perspective - The realization of the 2035 Plan Vision Statement is dependent upon our community having a safe, reliable and well-connected transportation system that strategically supports economic growth and community quality of life. The term "transportation" refers to the movement of goods, people and information. Our transportation infrastructure constitutes a basic yet essential, community-sustaining investment.



Wichita's freeway and bridge infrastructure are in good condition overall with adequate system capacity. The County's road and bridge infrastructure are in very good repair and condition. However, decades of under-investment and deferred maintenance in Wichita's local road system has required the City to develop an enhanced maintenance strategy for its local road infrastructure. Additional expenditures are needed to maintain Wichita's local road system.

"...additional expenditures are needed to maintain Wichita's local road system..."

Decades of under-investment in Wichita's long-established public transit system have resulted in minimal service levels, low ridership and future financial instability. Additional investment in Wichita's public transit system would be needed in order to achieve the system's financial stability and retain public transit service.

For Wichita, the level of investment priority over the next 20 years varies across the major transportation infrastructure categories as follows:
Low priority - new bypasses
Low-medium priority - freeway enhancements
Medium-high priority - public transit
Very high priority - local streets and bridges

Our Transportation Goals & Strategies

Goal 1 **- Preserve and maintain a safe, cost-effective and reliable transportation system that strategically supports the economic growth, vitality and quality of life aspirations of our community.**

Strategies:

A. Develop and implement a transportation asset management system that effectively uses available funds.

B. Make transportation infrastructure investments, particularly integrated transportation technology enhancements, that support and reflect Wichita's 2035 Future Growth Concept and Urban Infill Strategy.

C. Allocate additional funding for the long-term maintenance and replacement of Wichita's existing local road and bridge infrastructure.

D. Invest in new or existing transportation infrastructure that directly supports additional job growth, especially of an advanced manufacturing or high-tech nature.

***Goal 2* - Improve and increase the movement of goods, people and information with better connectivity and mobility options in our community.**

Strategies:

A. Develop and implement a community-wide, public and/or private broadband infrastructure and high-speed internet access plan to support future job and employment growth.

B. Develop and implement a long-term public transit system plan that reflects the needs of our community.

C. Improve our community connectivity and safety through the implementation of *Wichita's Bicycle Master Plan* and *Pedestrian Master Plan*, and promoting linkages to surrounding cities in the County.

D. Coordinate and integrate local transportation infrastructure plans with the Wichita Area Metropolitan Area Organization (WAMPO) long-range regional transportation infrastructure plan.

Plan Element -
Water, Sewer & Stormwater

Plan Context & Perspective - The realization of the 2035 Plan Vision Statement is predicated upon our community securing a long-term water supply, and having well-maintained water treatment/distribution, sewer collection/treatment and stormwater/flood management systems. These constitute essential, community-sustaining services. They represent a basic yet essential public investment that supports future job growth and a strong economy.

Decades of under-investment and deferred maintenance in Wichita's water, sewer and stormwater infrastructure requires the City to be aggressive in protecting what assets it already has (especially replacing aging pipe infrastructure) and making future water and sewer facility enhancements to meet required treatment and discharge standards. Additional investment in our community water, sewer and stormwater infrastructure and facilities is necessary … securing a long-term water supply is critical to the future of our community.

"…securing a long-term water supply is critical to the future of our community…"

The funding/financing, maintenance, replacement and enhancement of our public water, sewer and stormwater infrastructure and facilities is a *high-very high investment need* for our community over the long term.

Our Water, Sewer and Stormwater Goals & Strategies

***Goal 1* - Provide a well-maintained long-term water supply, treatment and distribution system that supports the economic growth, vitality and quality of life aspirations of our community.**

Strategies:

A. Develop and implement Wichita's long-term water supply, treatment and distribution plans to reflect and accommodate Wichita's 2035 Future Growth Concept and Urban Infill Strategy (including long-term population and employment growth projections).

B. Develop and implement a Wichita water supply funding/financing plan that enables our community to make those investments necessary to secure an affordable, long-term water supply.

C. Develop and implement a Wichita water funding/financing plan that identifies appropriate water rate adjustments necessary to properly maintain Wichita's water infrastructure over the long-term.

D. Place a very high investment priority on properly maintaining and replacing Wichita's aging, existing water distribution system.

E. Develop and implement a Wichita water conservation and drought-response plan that is relevant to our community's need and supported by our community.

F. Create a task force comprised of appropriate representatives from the City of Wichita and other affected cities, the local land development community, and the rural water districts to identify workable long-term solutions to compensatory and logistical issues associated with continued urban growth and development within the rural water districts in Sedgwick County.

***Goal 2* - Provide a well-maintained Wichita sanitary sewer treatment and collection system that supports the economic growth, vitality and quality of life aspirations of our community.**

Strategies:

A. Develop and implement Wichita's long-term sewer collection and treatment plans to reflect and accommodate Wichita's 2035 Future Growth Concept and Urban Infill Strategy (including long-term population and employment growth projections).

B. Develop and implement a Wichita sewer funding/financing plan that identifies appropriate sewer rate adjustments necessary to properly maintain Wichita's sewer infrastructure over the long-term.

C. Place a very high investment priority on properly maintaining and replacing Wichita's aging, existing sewer collection system.

D. Invest to ensure that Wichita's sewer collection and treatment infrastructure and facilities meet required standards and long-term community needs.

E. Ensure that appropriate local regulations are in place that provide for the compatible, long-term co-existence of city water and sewer infrastructure systems with self-contained, independent sewer collection and water distribution systems.

***Goal 3* - Provide a well-maintained stormwater management system and approach that adequately serves and protects our community while meeting state and federal mandates.**

Strategies:

A. Develop and implement long-term stormwater management plans that reflect and accommodate Wichita's 2035 Future Growth Concept and Urban Infill Strategy (including long-term population and employment growth projections), and address countywide stormwater and flooding issues.

B. Develop and implement a countywide stormwater funding/financing plan that will raise sufficient revenues needed to plan and construct stormwater project improvements with regional, countywide or multi-jurisdiction benefits.

C. Develop and implement a Wichita stormwater funding/financing plan that determines appropriate ERU (equivalent residential unit) rate adjustments necessary to properly fund the maintenance and repair of Wichita's stormwater infrastructure over the long-term.

"...invest in maintaining and replacing our aging water and sewer distribution systems..."

D. Make the investments necessary to properly maintain and replace our existing stormwater infrastructure and facilities.

E. Maintain and implement stormwater management standards that meet mandated requirements but do not place undue burdens on development or redevelopment.

F. Integrate park and open space improvements where appropriate and cost-effective as part of stormwater management system infrastructure improvements.

Plan Element -
Arts, Culture and Recreation

Plan Context & Perspective - Having a "quality living environment and active, healthy lifestyles with access to arts, culture and recreation" is specifically referenced in the 2035 Plan Vision Statement. One of the five Plan Guiding Policy Principles is to Invest in the Quality of Our Community Life. It is evident that community quality of life investments are important to residents of our community and are an essential means of supporting future job growth and a strong economy.

"...quality of life investments are important to residents of our community..."

Arts, culture and recreation quality of life investments refer to capital, maintenance and operational spending in the general categories of parks and open space; recreation facilities; libraries; and, arts, culture and entertainment. From a public infrastructure perspective, appropriately funding, maintaining and expanding our arts, culture and recreation quality of life investments is an overall *medium-high priority investment need* for our community over the long term.

Our Arts, Culture and Recreation Goals & Strategies

Goal 1 **- Improve quality of life and healthy lifestyles for all through an accessible system of premier arts, culture, library, recreation and open space facilities.**

Strategies:

A. Review and update the *Wichita Parks, Recreation and Open Space Plan* to ensure that future planned parks/open space and recreation facility investments (capital, maintenance, operations) strategically integrate with County regional parks and open space investments, and remain consistent with our community priorities and willingness to pay.

B. Develop and implement a joint City/County integrated cultural arts/quality of life facilities investment plan to achieve better planning, coordination, integration and maximization of City and County quality of life community investments.

C. Utilize relationships with private and not-for-profit organizations and secure dedicated funding sources for the construction, maintenance and operation of our quality of life investments (includes park/open space, recreation, library and cultural arts facilities).

D. Employ best management practices/systems to properly maintain our existing quality of life facilities.

E. Review and update the Wichita Public Library System Master Plan to ensure our city-wide system of library facilities and associated technologies remain relevant to the evolving library needs of our community.

F. Develop and implement a "built environment" strategic plan that better promotes healthy community lifestyles, neighborhood and community connectivity, resource conservation, protecting the City's urban forest in public spaces, and multiple-use integration of our parks, open space and stormwater management systems.

G. Establish a task force to identify opportunity areas and regulatory adjustments necessary to support agri-tourism in the unincorporated areas of Sedgwick County.

Plan Element -
Public Safety

Plan Context & Perspective - Having a "safe community" is specifically referenced in the 2035 Plan Vision Statement.

From a public infrastructure perspective, appropriately maintaining and expanding our fire, police and EMS facilities is a *high priority investment need* for our community over the long term.

Our Public Safety Goals & Strategies

Goal 1 **- Provide efficient and effective police, fire and EMS public safety service facilities that meet current and future community needs.**

Strategies:

A. Identify opportunities for collaborative partnerships, joint-funding and joint-use agreements, and sharing of facilities between public safety government agencies.

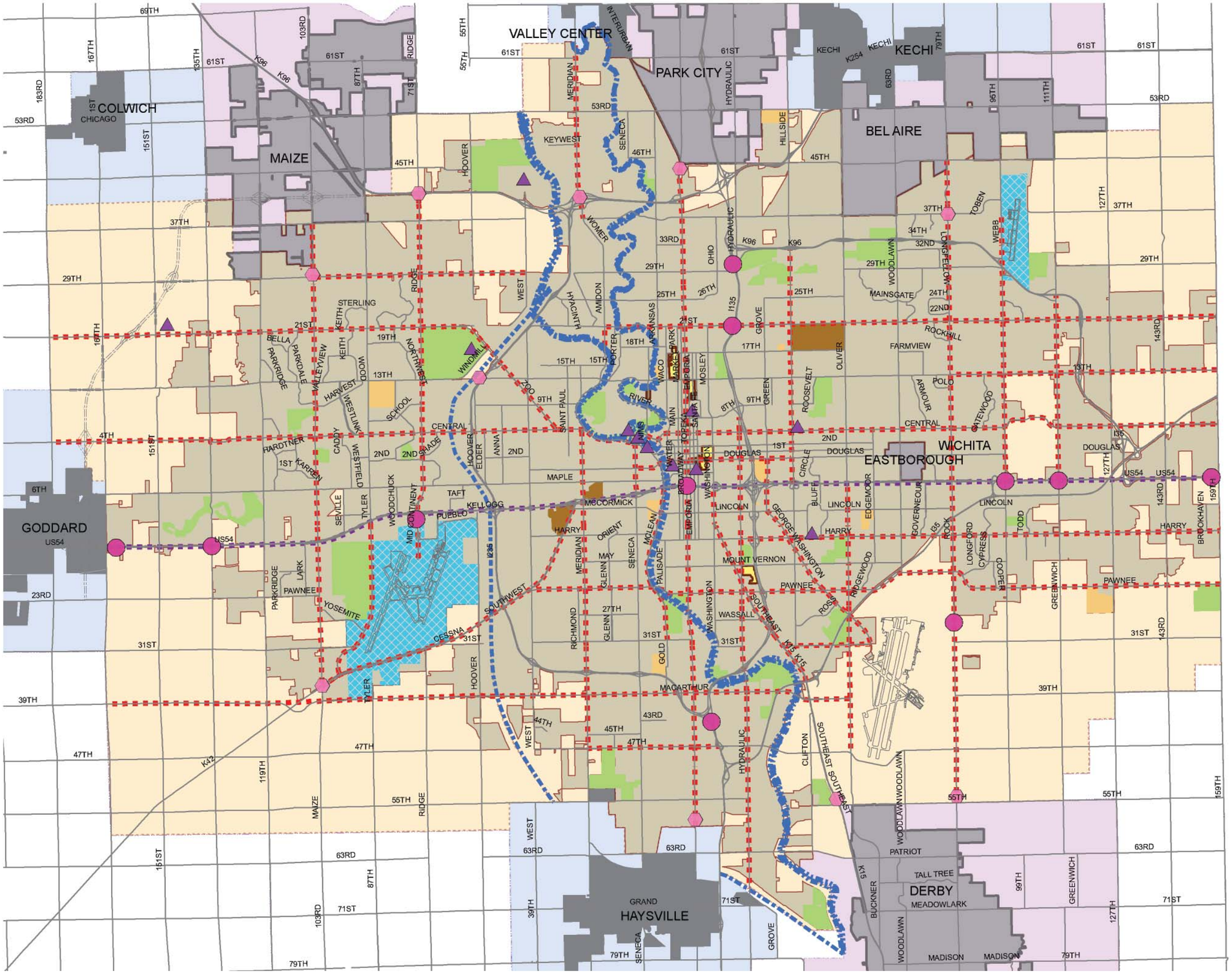
B. Evaluate the merits of City/County public safety services consolidation as an option to provide for more coordinated and cost-effective public safety facility operations and service delivery.

C. Ensure that service and facility planning for police, fire and EMS service delivery addresses current and future community needs, adapts to future patterns of growth, and supports neighborhood-based safety initiatives within the City of Wichita.

D. Establish performance measures that evaluate functional relevancy, need and effective utilization of our public safety service facilities.

"...maintaining and expanding our fire, police, and EMS facilities is a high priority investment need..."

Priority Enhancement Areas for Wichita Public Infrastructure Projects



Legend

Corridors

- Targeted Arterials
- Kellogg
- Proposed Northwest Bypass Corridor
- Big Arkansas River
- Little Arkansas River
- Big Ditch Flood Control

Gateways & Landmarks

- Wichita Primary Gateway
- Wichita Secondary Gateway
- Landmark/Regional Destination
- Historic Districts
- Universities
- High School Sites
- Publicly Operated Airports
- Wichita Area Parks Over 30 Acres

City Limits

- Wichita City Limits
- Small City Limits
- Small City Limits
- Wichita 2035 Growth Areas
- Small City 2035 Urban Growth Areas
- Small City 2035 Urban Growth Areas
- Rural Areas

Intent and Purpose:

This map replaces the 1993 Visual Form map and is intended to foster efforts to improve community perception and increase the sense of quality of life in Wichita through emphasis of the visual character of public facilities and open spaces.

Its purpose is to help the City with prioritizing City of Wichita public works projects along specified corridors, at gateways, and at other selected locations for aesthetic improvements including landscaping, public art, and other visual enhancements to public facilites and rights-of-way.

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Plan Implementation

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Plan Implementation

Part 1. Infrastructure Investment Decision-making Framework

Plan Context & Perspective - The infrastructure investment decision-making framework is a tool to systematically guide future public spending in a manner that supports community priorities, reflects willingness to pay, and is coordinated with market-driven growth. This framework is also intended to help close the gap over the next 20 years between our forecasted revenues and the costs of our proposed capital project needs and wants associated with the 2035 Wichita Future Growth Concept. The forecasted revenues and proposed capital project costs have been aggregated and summarized below for planning-level purposes:

Project Costs		
▪ Maintaining and replacing existing infrastructure		$4.9 billion
▪ Making enhancements to what we currently have		$6.4 billion
▪ Expanding our current system of infrastructure & facilities		$2.1 billion
	Total	**$13.4 billion**
Forecasted Revenues	**Total**	**$3.9 billion**
	Projected Gap	*$9.5 billion*

The infrastructure investment decision-making framework is comprised of various components, criteria and considerations. This framework is intended to encourage long-term continuity and best practices for decision-makers as they implement the Guiding Principles, Goals and Strategies set forth in this Plan, for the intent of …

- Promoting economic growth and job creation
- Advancing community quality of life and safety
- Creating a community that will attract and retain future generations

For the purposes of this Plan, the term 'spending/investing' is used to describe *where* and for *what purposes* funding and financing will be utilized. The term 'decision-making' is the process of deciding *how* to spend/invest.

The Framework …

The components and accompanying criteria listed below represent different levels of evaluation for both new and replacement infrastructure and facility projects. There will be interplay between these three levels of evaluation during the project decision-making process.

Level 1 Evaluation - Detailed Project Analysis
(determining individual project merits)

- To what extent is this project right for our community in terms of:
  a) Scope and scale (cost effectiveness)
  b) Timing
- Is this project recommended in a plan approved or endorsed by the City Council or the County Board of Commissioners?
- To what extent does this project build upon prior investments or generate multiple benefits to our community?

- Is there a legal mandate or requirement to do this project?
- To what extent does this project reduce or offset costs to the community?
- Project economic and quality of life assessments – will this project:
  a) Increase wealth for our local economy
  b) Generate job growth for our community
  c) Secure or protect important natural resources (soil, water and air quality)
  d) Retain current residents and attract future residents - help create a community that is desirable and attractive to future generations
- Is this a project that impacts infrastructure or facility assets that should no longer be retained by the City or County due to duplication/redundancies with private sector facilities, functional obsolescence, and/or changing community investment priorities?
- Project funding and financing assessments:
  a) How will this project be funded and financed
  b) Is this project identified for funding in the Capital Improvement Program for Wichita or Sedgwick County
  c) What is the project's impact on the City of Wichita or Sedgwick County budget
  d) Have sufficient operating and maintenance funds been secured for this project once construction is completed
  e) Has a benefit/cost or 'return-on-investment' analysis been done for this project
  f) What are the 'trade-offs' if this project is approved (e.g. what other projects do not get built, or are deferred or reduced in scope)

Level 2 Evaluation - Project Selection & Funding
(determining project priorities)

- To what extent is this project consistent with the five Plan Guiding Policy Principles:
  1. *Support an Innovative, Vibrant and Diverse Economy*
  2. *Invest in the Quality of Our Community Life*
  3. *Take Better Care of What We Already Have*
  4. *Make Strategic, Value-added Investment Decisions*
  5. *Provide for Balanced Growth but with Added Focus on Existing Neighborhoods*
- What is the priority of this project in relation to the 'Infrastructure & Facility Investment Category Priorities':
  Priority 1 - Maintain and replace what we currently have
  Priority 2 - Make enhancements to what we currently have
  Priority 3 - Expand our current system of infrastructure and facility assets

- To what extent is this project consistent with the Plan Element Goals for:
  - Public Safety
  - Transportation
  - Water, Sewer, Stormwater
  - Arts, Culture, Recreation
  - Funding and Financing
- Does this project allocate funding to those categories of infrastructure that have the highest need for additional investment?

Level 3 Evaluation - Capital Improvement Programming

(appropriate project timing, phasing & sequencing)

- To what extent do the capital projects programmed for Wichita or Sedgwick County reflect the project initiation and completion sequencing principles of: 'plan', 'design', 'fund/finance', 'construct'?
- To what extent are the capital projects programmed for funding over the next three to five years properly and logically timed, coordinated and integrated (geographically and fiscally)?
- To what extent are the capital projects programmed for funding critically and strategically timed and synchronized with external mandates and/or external funding and financing considerations?
- To what extent are the capital projects coordinated with market-driven development?

Part 2. Plan Monitoring, Review and Amendment

Plan Context & Perspective - In a new era of social and economic uncertainty, it is imperative that a systematic and ongoing approach be developed to monitor change and to review and evaluate this Plan. This will allow the Plan to be adjusted and updated annually as necessary so as to remain relevant and appropriate for our community. The ultimate measure of the Plan's success is whether it helps our community to become what we wish it to be over the next 20 years.

a) Plan Monitoring Approach

2035 Plan Vision Statement *- Reflects Desired Plan Outcomes:*

> Global center of advanced manufacturing and high-tech industries
> Premier regional service, education and retail center
> Affordable housing opportunities
> Vibrant neighborhoods
> Active, healthy lifestyles
> Safe community

Plan Guiding Policy Principles *- Represent Key Areas to Measure Plan Performance:*

1. Support an Innovative, Vibrant and Diverse Economy.

Hi-tech, advanced manufacturing and business start-up job-growth indicators

a) Center for Economic Development and Business Research data:
- Bureau of Labor Statistics
- County Business Patterns
- GDP data (total and per capita growth rates)
- Small Business Innovation Research Grants
- Small Business Technical Transformation Grants

b) Greater Wichita Economic Development Coalition data:
- Annual projects announcement report data

Regional service, education and retail job growth indicators

a) Center for Economic Development and Business Research data:
- Bureau of Labor Statistics
- County Business Patterns

b) GWEDC data:
- Annual projects announcement report data

c) American Community Survey data:
- Annual education attainment levels for Wichita and Sedgwick County

Economic opportunities & growth indicators

a) National Citizen Survey Benchmark Results for Wichita* - 'Wichita average rating' & 'comparison to benchmark' for the following survey questions:
- Employment opportunities
- Shopping opportunities
- Economic development services
- Educational opportunities
- Wichita as a place to work

b) American Community Survey data:
- Annual median income for Wichita and Sedgwick County
- Annual percentage change in the 25-40 age cohort for Wichita and Sedgwick County
- Wichita and Sedgwick County unemployment rates

2. Invest in the Quality of Our Community Life.

Quality of life indicators

a) National Citizen Survey Benchmark Results for Wichita* - 'Wichita average rating' & 'comparison to benchmark' for the following survey questions:
- Overall quality of life in Wichita
- Sense of community
- Your neighborhood as a place to live
- Wichita as a place to live
- Wichita as a place to raise kids
- Wichita as a place to retire
- Recommend living in Wichita
- Will remain in Wichita for the next five years
- Opportunities to attend cultural activities
- Air quality
- Public safety – violent crimes
- Public safety – property crimes

*assumes continued future participation

3. Take Better Care of What We Already Have.

Plan Element: Public Safety

Building Facility Condition Indicators

a) Wichita Public Works and Utilities Dept. (under development)
- Building asset value ($ million)
- Building remaining service life (sq. footage yrs.)
- Buildings with no remaining service life (sq. footage)

b) Sedgwick County Information & Operations - Facilities Division
- Building roof useful life remaining
- Building HVAC useful life remaining

Plan Element: Transportation

Street and Bridge Infrastructure Condition Indicators

a) Wichita Public Works and Utilities Dept. (under development)
- Paved road network service value ($ million)
- Paved road network remaining service life (lane mile yrs.)
- Paved road lane miles with no remaining service life (lane miles)
- Bridge network service value ($ million)
- Bridge network remaining service life (lane mile yrs.)
- Bridge network remaining service life (lane miles)

b) Sedgwick County Public Works Division
- Percentage of paved lane miles receiving preventative maintenance
- Percentage of all lane miles with permanent pavement
- Percentage of all lane miles with temporary pavement
- Bridge average sufficiency rating (scale of 0 to 100)
- Bridge percentage of inventory with sufficiency rating below 50
- Number of bridges requiring special inspections

c) National Citizen Survey Benchmark Results for Wichita* - 'Wichita average rating' & 'comparison to benchmark' for the following survey questions:
- County Business Patterns
- Street repair
- Sidewalk maintenance
- Ease of car travel
- Ease of bus travel
- Ease of bicycle travel
- Ease of walking

Plan Element: Water, Sewer, Stormwater

Water, Sewer and Stormwater Infrastructure Condition Indicators

a) Wichita Public Works and Utilities Dept. (under development)
- Water, sewer, stormwater line and main network service value ($ million)
- Water, sewer, stormwater line and main network remaining service life (pipe inches/feet yrs.)
- Water, sewer, stormwater line and main network with no remaining service life (pipe inches/feet)
- Long-term water supply (mg/day/years)
- Water treatment plant asset value ($ million)
- Water treatment plant capacity (million gallons/day years)
- Wastewater treatment plant asset value ($ million)
- Wastewater treatment plant capacity (million gallons/day years)

b) Sedgwick County Public Works Division
- Number of homes and businesses in the 100 year floodplain

c) National Citizen Survey Benchmark Results for Wichita* - 'Wichita average rating' & 'comparison to benchmark' for the following survey questions:
- Sewer services
- Drinking water
- Storm drainage

Plan Element: Arts, Culture, Recreation

Building Facility Condition Indicators

a) Wichita Public Works and Utilities Dept. (under development)
- Building asset value ($ million)
- Building remaining service life (sq. footage yrs.)
- Buildings with no remaining service life (sq. footage)

*assumes continued future participation

b) Sedgwick County Information & Operations - Facilities Division
- Building roof useful life remaining
- Building HVAC useful life remaining

c) National Citizen Survey Benchmark Results for Wichita* - 'Wichita average rating' & 'comparison to benchmark' for the following survey questions:
- Recreation opportunities
- City park services
- City recreation center facilities
- Public library services

4. Make Strategic, Value-added Investment Decisions.

Key Value-added Investment Indicators

a) National Citizen Survey Benchmark Results for Wichita 'Wichita average rating' & 'comparison to benchmark' for the following survey questions:
- Value of services for the taxes paid to Wichita

b) Metropolitan Area Planning Department (MAPD), Wichita and Sedgwick County Finance Departments
- An annual report prepared by MAPD with input from the City and County Finance Departments and a survey of the Metropolitan Area Planning Commission (MAPC) members that assesses the consistency level of capital projects funded in the city and county capital improvement programs with the investment decision-making framework components and criteria set forth in the Community Investments Plan.

5. Provide for Balanced Growth but with Added Focus on Our Established Neighborhoods.

Key Resource Allocation Indicators

a) Wichita Finance Dept.
- % of total annual capital investments in infrastructure/facilities projects located within and/or benefiting Wichita's Established Central Area and the Suburban Area

Key Growth Indicators

a) American Community Survey
- Annual net population growth in Sedgwick County, Wichita and the Established Central Area

b) County Appraiser's Office
- Annual number of net new dwelling units in Sedgwick County, Wichita and the Established Central Area
- Annual net new commercial square footage in Sedgwick County, Wichita and the Established Central Area

b) Plan Review & Amendment

- Prepare an annual plan monitoring report containing a summary of the key performance indicators data associated with the five Plan Guiding Principles. The report would also document progress on the implementing the Plan Element Goals and Strategies
- Review the annual monitoring report with City and County Department Heads, the Advance Plans Committee, the MAPC as well as the Wichita City Council and the Board of Sedgwick County Commissioners
- Prepare list of recommendations regarding any appropriate Plan amendments
- Staff initiative Plan amendments as appropriate for consideration by the MAPC

*assumes continued future participation