

2.6 ECONOMIC DEVELOPMENT

The continued economic growth of a community is a critical factor for future success. A thriving, diversified economic base, with a skilled, quality workforce is the basis for community growth and development. Thus, the jobs (i.e. businesses), and land/facilities necessary for operation is a primary objective for the future economic development endeavors.

Business and job development efforts in Salina take a three-pronged approach: retention of existing businesses and employers; attracting new businesses; and creating opportunities for entrepreneurship—business creation. All three efforts are important, and must be balanced to support the expansion and retention of primary, or wealth-creating, jobs.

Retention and Expansion: Salina is fortunate to have a base of manufacturing, services, government, and food processing and agricultural services industries as its economic base. Education and health services (“eds and meds”) are also a significant contributor to the economic base. Major employers include Schwan’s Food Management, Salina Regional Health Center, School District #305, Exide Battery, and Great Plains Manufacturing. It is significantly less expensive to retain existing employers than to replace those jobs by trying to recruit a new employer to the community. A focus on those industries that are established in Salina, including aviation and aerospace, manufacturing, logistics and warehousing and distribution, is a key economic development strategy. The new Salina Economic Development Strategic Plan also identified retention as a priority for the community.

Recruitment: While retention is critical, recruitment adds to a diversified economy as well. New industry, employers and firms can add new, different jobs that can expand the economic base of Salina. New jobs that require different skills or knowledge also provide an opportunity for the educational and training institutions to expand their services to prepare people for those jobs. The Salina Strategic Economic Development Plan identifies recruiting targeted firms to the Salina area to create primary jobs and increase private sector investment.

Entrepreneurship: Business creation is also a key component of a diversified economy. Fostering entrepreneurship is a strategic advantage to economic

competitiveness. Small/new businesses create the majority of new jobs in the U.S., and are a vital part of the overall economy in every industry sector.

As important as the jobs are to Salina, the facilities and operations for businesses are just as important. Businesses today are looking for facilities and locations that suit their business needs. Through the comprehensive plan the City of Salina has the opportunity to define the future location of business and industry in the community. To do this the comprehensive plan has identified economic development hubs.

The importance of facilities and location of business activities was evident to the people of Salina when surveyed. The community was supportive of the expansion and creation of industrial / employment hubs in the community, 92% and 87% of respondents respectively. Respondents were also supportive of expanding areas for development and redevelopment, 87%, redeveloping existing commercial and industrial areas as well as creating mixed-use service areas for neighborhoods, 76%. Similarly, when asked how they would prefer to spend their tax dollars on economic development 51% and 49% identified the expansion of industrial and employment hubs and creation of new industrial and employment hubs, respectively, as one of their top three choices. The people identified a balance of new and expansion of existing space as a necessity to be successful.

Economic Development Hubs: To compete effectively in economic development a community must play to its strengths. One of Salina's strengths is different locations in which different types of development can occur. These different areas appeal to different types and sizes of business. Because of the different areas Salina can appeal to and capture, retain and grow more businesses than competing communities. These different areas have been defined as economic development hubs. Each hub represents the potential or existence of a significant concentration of jobs and / or services that are contributors to the economic base of Salina. The hubs are an important factor in maintaining a healthy, diversified base and providing the resources and opportunities for the community to grow. The economic development hubs include the Airport, Downtown, North Downtown, 9th Street Corridor, mixed-use areas and in future, under the right circumstances, the interchange of I-135 and I-70.

It is noteworthy that many of the economic development hubs propose a mix of land uses and development types. As such, the transition between different land uses are important to the design and development pattern within the hubs. In those areas in which different uses abut one another care should be taken ensure that transitions between uses and property recognize the differences in use and provide buffers to adjacent property where potential impacts could be negative rather than complimentary.

Airport Employment Area

The airport area is a major employment, education and training hub for Salina, and will continue to be so into the future. The unique synergy of these activities offers a competitive opportunity for Salina, by offering businesses in the airport area access to onsite and nearby training and educational facilities. Salina should continue to build on this synergy of education/training, employment and transportation uses in this area. Manufacturing, warehousing, light industrial and large scale general businesses should be encouraged to locate in the airport area. The Salina Airport Industrial Area and growth area will continue to play a major role in the economic development of Salina.

Access and proximity to the employment and training in the area could also encourage business incubation in the area, and a variety of types and space should be available, including office, office/flex (building format that can accommodate office, warehouse, industrial or combination of all) and industrial/warehousing, to allow for business retention and recruitment. Due to the size, intensity and mixing of uses, site design criteria for industrial uses should be enhanced to address transitions to surrounding less intense uses.

The airport growth area, because of the large amounts of raw land, is the ideal location for the preparation of "development ready" sites to attract large industrial development. A key factor, in addition to the availability of land, in the future growth of the airport and surrounding area is the presence of infrastructure adjacent to new development land and the efficiency, both physical and financial, in which those systems can be extended. Development ready sites should be defined and prioritized based on the following criteria:

1. Size of land available.

2. Proximity of land to existing development.
3. Availability or proximity to existing adequate infrastructure.
4. Adequate transportation access and facilities, including highway and rail, to serve site.
5. Topography of land and amount of work necessary to prepare the site.

Following the policies for growth and development in the plan, development ready sites should be large in size, adjacent or contiguous to existing development and infrastructure, have adequate multi-modal access and be flat. These attributes make land ready for development quickly and thus are inviting to potential industrial users. Based on the identification of industrial site an industrial land bank for the purchase and assembly of underutilized / undeveloped land in the airport economic development hub for future growth, relocation and new location of industrial uses should be created. The land bank should be used by those involved in the economic development of the community including the City, the Chamber of Commerce, the Airport Industrial Authority and others.

Given the ability to serve the current airport and identified growth area with multiple means of transportation, including truck, rail and air, the airport is the logical center for mobile commerce within Salina. The use of the land and resources at the airport, its accessibility and the work done by the Airport Industrial Authority should be leveraged to create / expand the planned business / industrial park that caters to the movement of goods and services throughout the region and the United States. The current plan for the Airport Industrial Area provides the necessary guidance to maximize the development of the area. Support manufacturing that relies on movement of its products should be encouraged to locate within the employment hub / economic development hub. The central location and multimodal nature of the airport should be the maximized to attract and serve business and industry in the area.

Downtown

Conversely to the future development of the airport, Downtown Salina because of its urban character and development pattern will provide an alternative economic development environment within Salina. Downtown will continue to

be a major employment hub for Salina. The Salina Regional Health Center, City and County facilities, financial and other office within the downtown all provide daytime populations that supports retail restaurant and service businesses in the downtown area. Niche and specialized/destination businesses, including retail and restaurants, and services should be encouraged in the downtown area. Similarly, downtown should be a place that provides opportunities for new businesses and services that need support and resources of other complimentary uses and businesses to be successful. The existing density of businesses in downtown can assist small, start-up businesses by their proximity, with potential customers, complimentary or supporting services, or other resources and activity.

Employment and service uses should remain a strong component of the downtown and surrounding areas, to continue to attract patrons to downtown Salina. Along with retail and entertainment opportunities, employment uses provide a critical anchor for the downtown area. Similarly, arts and cultural uses--including institutions, venues, galleries, installations and public art--should be encouraged and expanded in the downtown area as they also draw people to the area.

As a mixed-use center, downtown, should focus on the development of vertically-oriented, mixed-use development that can accommodate retail, service and office uses. Urban format residential development is appropriate in the core downtown area to support the economic development of the area. Infill and redevelopment should also be encouraged, both in the core and in adjacent downtown neighborhoods.

North Downtown

The economic development area north of downtown, stretches along Old 40, Pacific Avenue and Broadway Boulevard from State Street on the west to east of Holmes Road, as depicted in Figure 2-16: **Economic Development Hubs**. Because of the two different development patterns and character in the area it has been splint two sub-areas. North Downtown – East is that area east of North Front Street and North Downtown West is the area to the west.

North Downtown – East

The eastern portion of the North Downtown Hub stretches from east of North Front Street to east of Holmes Road, primarily north of North Street. There is an opportunity in this area to establish a strong modern employment hub. Similar to the Airport Employment Area, the north downtown area could become a major employment center in the community for industrial, warehousing and manufacturing, distribution, and business. The area is well served by rail and the interstate to the north at the Ohio Street interchange. At the north end of the community the area can be easily served by more intensive traffic necessary to support industrial and business uses with minimal impact or conflicts with other traffic in the community.

The North Ohio Street Gateway Overlay District provides guidance for development in a portion of this district with regard to form and function. The overlay district should be expanded to include the entire area to promote a cohesive development pattern and aesthetic design for a major gateway into the community.

North Downtown - West

This western portion of the North Downtown Hub stretches west along Pacific Avenue and Broadway Boulevard to State Street. The existing urban fabric that remains in this area should be maintained through the reuse of the existing buildings and supported through infill development of a similar form. This area will continue to be attractive to businesses that either need rail access or a location that offers small warehousing and distribution space with close access to the highway system. As an extension of Downtown, arts and mixed use/loft development should be encouraged, along with adaptive reuse of other industrial/warehouse properties, should opportunities arise. The smaller urban format space could be used to support small, start-up business that are in need of less expensive space to minimize their business costs. The opportunity for live work units, with office or service space on the first floor and residential above, could also be appropriate in the area.

This area should maintain the smaller scale industrial character of the area with support commercial services. Improvements to the properties through redevelopment and buffering to surrounding neighborhoods are encouraged. The North Ohio Gateway Overlay District currently guides the redevelopment of

a portion of this area. To better maintain the urban form and character of the area a new Overlay District should be created. An Urban Industrial Overlay District should include standards that address site design and transitions, development, connectivity and signage that retain the character of the district and the urban pattern of the area. New development and rehabilitated structures should adhere to the overlay standards.

Ninth Street Corridor

The North Ninth Street area, at I-70 provides necessary services for the transient population that uses Interstate 70 and 9th Street to enter Salina. This area should continue to take advantage of the visibility afforded by I-70 and be a center for transient commercial uses including travel support, hotels and restaurants. The area, as a gateway, should set a design and development standard for the community. As described in the Connectivity chapter, an overlay district should ensure that development creates a positive first impression of Salina. The Ninth Street Corridor also provides an initial impression of the community for visitors. Ninth Street through Salina is designated an impact street, as such, an overlay district should be implemented to ensure that quality development defines the northern entrance to the community.

The south 9th Street corridor between Cloud Street and Schilling Road represents the primary retail area for the regional trade area. New commercial development will continue to be attracted to this corridor as land is available. The South 9th Street Overlay District currently guides the site design of property within the corridor. This overlay District should be expanded, in scope and size to address the planned commercial, office and industrial growth along South Ninth Street.

The southern end of the corridor, south of Schilling Road, between 9th and Ohio Streets, is becoming a mix of commercial, office and industrial uses in a suburban development pattern. The area immediately south of Schilling Road is becoming increasingly developed as an office center. It is anticipated that industrial uses in the area will continue to become more prevalent as there are large pieces of land available for development, and there is infrastructure in the area. As the uses continue to mix the site design elements of those uses become increasingly important. .

Mixed-use Centers

New commercial development is encouraged in mixed-use centers that provide neighborhood and community-oriented retail and services to the community . The mixed-use centers, like downtown can also provide opportunities to support new and emerging businesses in Salina. The mix of uses within the centers can provide necessary support and resources to smaller, start-up business. The smaller urban format of the centers also provides smaller more affordable spaces for businesses.

As prescribed by the future land use plan new community scale mixed use centers are proposed at Crawford Street and Broadway Boulevard and Crawford Street and Ohio Street. Neighborhood scale mixed-use centers are proposed at Cloud Street and 9th Street, Crawford Street and Marymount Road, Iron Avenue and Indiana Avenue and Ohio Street and Albert Avenue. Additional community and neighborhood mixed-use centers will be developed as the City continues to grow. These centers should be planned for as development continues and will be developed in response to the pattern of growth.

I-135/I-70 Interchange

The area near the I-135/I-70 interchange offers a location that should be reserved to capture a major economic development opportunity in the future. While this opportunity has not yet materialized, the location adjacent to major north/south and east/west transportation corridors presents an excellent location for either a tourism or major employment generator. Either of these opportunities could absorb several hundred acres of land. The cost to adequately serve the area with infrastructure will be substantial. As such, any development proposed for that area should meet a minimum threshold of benefit to the City of Salina.

The development threshold should be set by the City and provide the ability determine the positive impact to Salina in tax revenue generated, physical systems (public services and infrastructure) and the quality of life in Salina. Development proposals for this area should be able to provide at a minimum, a significant amount of higher wage jobs, a positive impact to the overall growth of physical infrastructure systems and a financial benefit in the form of additional tax income for the community. If public assistance is requested to assist on the cost of development, the ability to recapture those costs in the future will be

important and should be used to as a factor in determining the viability of the project as well as the impact to the community.

Similar to the gateways identified, the I-135 and I-70 interchange will represent the City of Salina and create an impression experienced by those using the interstate system. The design of development around the interchange should represent the community in a positive manner.

Advantage Salina

A competitive advantage that Salina has is the different areas that can accommodate different types and sizes of development. For example, a small specialty manufacturer has different needs, both physically and financially, than large production manufacturers. Consequently, they will look for different types of space to meet their needs. Salina has areas to accommodate both types as well as other uses. The North Downtown – West area, with its smaller older style manufacturing building stock would be a perfect location for the small, local, manufacturer or start-up business. The advantage of different commercial areas is also evident in the commercial areas in Salina, South Ninth Street and Downtown. The following table is an aggregate list of the different uses and the appropriate economic hub for development. For the purposes of the table, the following definitions apply.

Suburban Style Development – pad site or strip center development that is generally single story and supported by surface parking. Adequate access and transitions between different uses in this type of development should be established.

Urban Style Development - multiple-story (office or residential above retail) development that generally has smaller floor plates. Reuse and redevelopment in these areas should strive to maintain the urban character of the area while being sensitive to those different uses that are now their neighbors, specifically the residential neighborhoods that surround these areas.

Hubs	Style	
	Suburban	Urban
Airport Industrial Area	○	
Downtown		○
North Downtown		
<i>East</i>	○	
<i>West</i>		○
9th Street / I-70	○	
South 9th Street	○	
Mixed-use Areas		○

Figure 2-15: Economic Development Hub Use Table
Source: Gould Evans

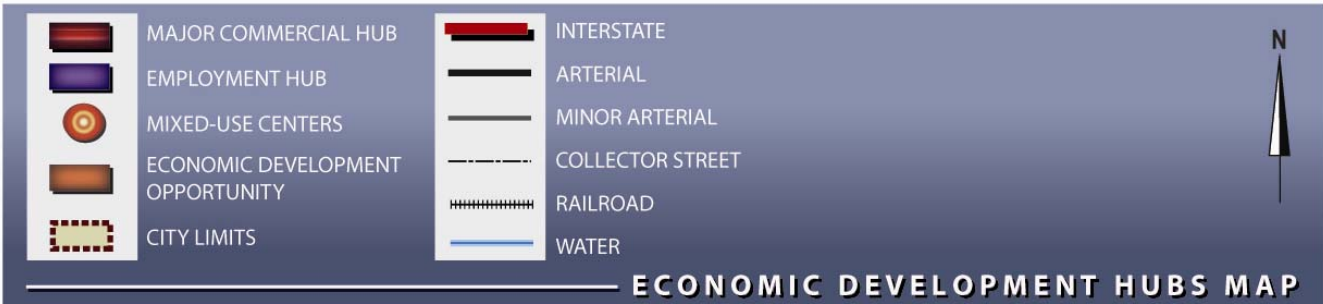
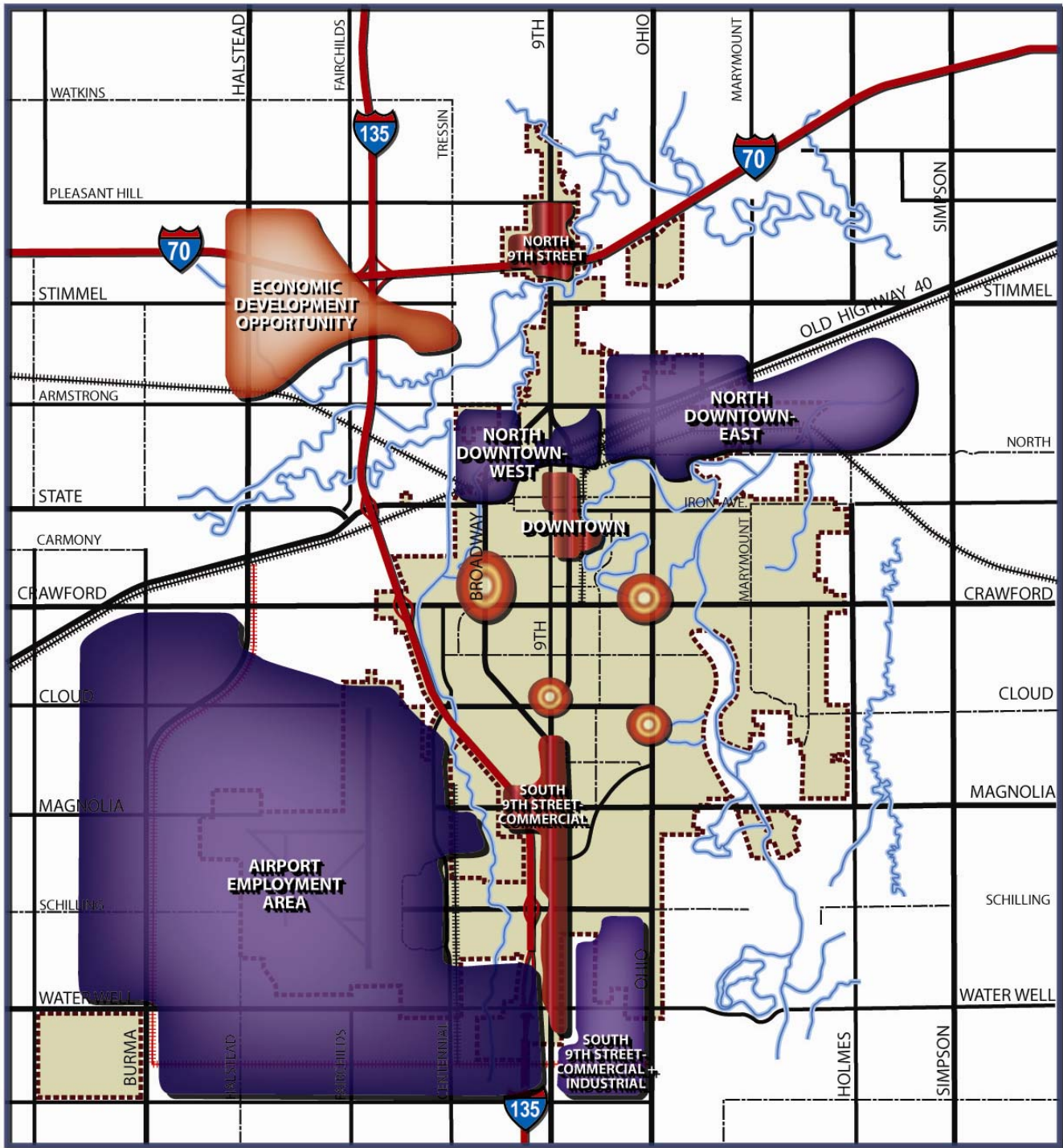


Figure 2-16: Economic Development Hubs Map
Source: Gould Evans

Economic Development Goals

Retention / Expansion

- ED.1 Support the needs of existing businesses in Salina.
- ED.2 Determine workforce gaps, both quantity and quality, in the community.

Recruitment

- ED.3 Ensure that sufficient land, with infrastructure, is available for development of employment uses.
- ED.4 Develop and implement a comprehensive recruitment strategy.
- ED.5 Attract new local, regional and national retailers, to provide a balanced variety of goods and services to the current and future populations of Salina.
- ED.6 Support industry recruitment targets.

Entrepreneurship

- ED.7 Encourage entrepreneurship in Salina.
- ED.8 Ensure that entrepreneurs have access to needed resources.

Leadership

- ED.9 Invest in the youth of Salina to provide the necessary community and business leaders for the future.
- ED.10 Establish the economic development hubs as the centers of economic activity and employment in Salina.

The strategies to implement the Economic Development Goals can be found in Chapter Three: Implementation Matrix.

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